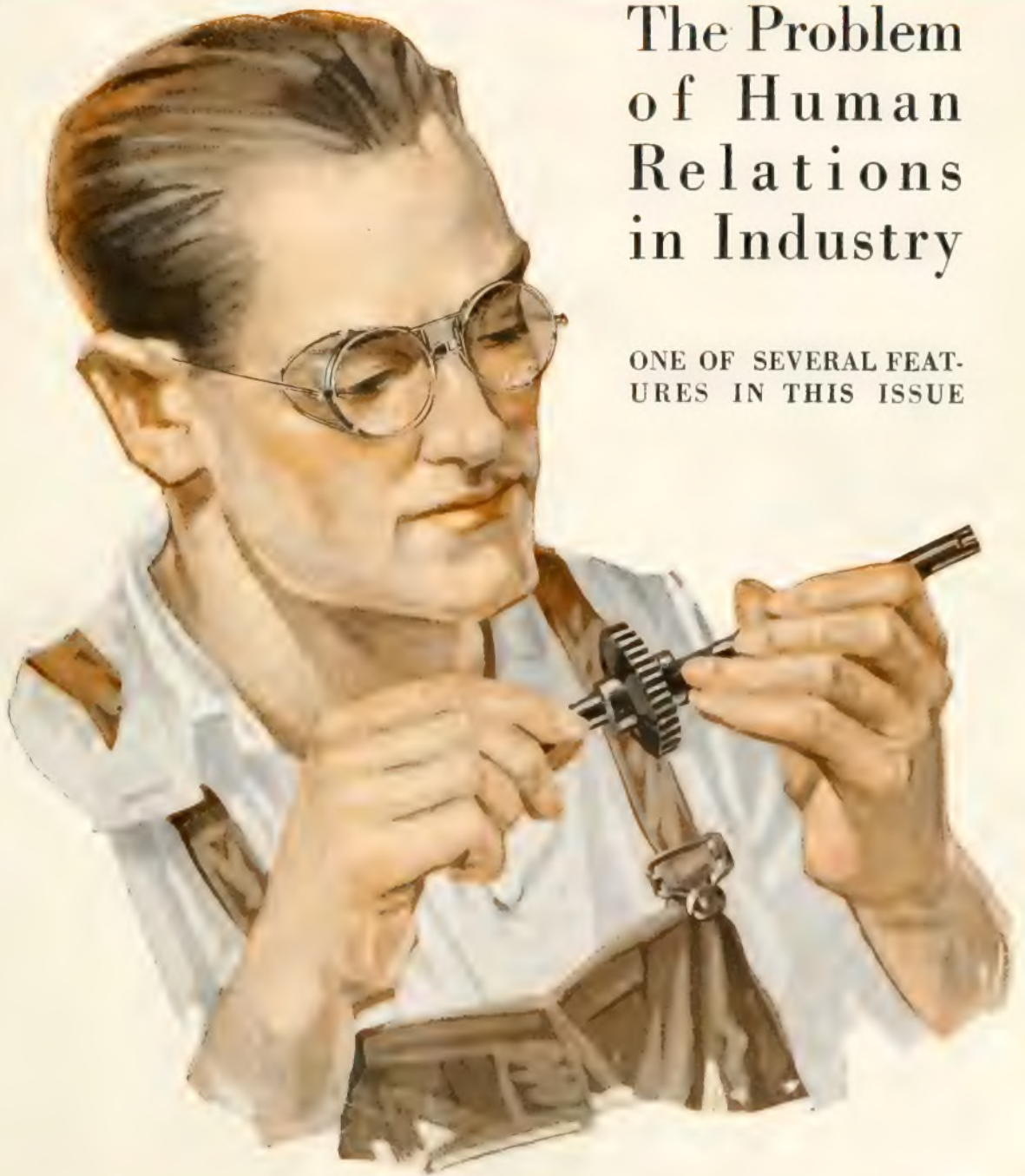


# Advertising & Selling

The Problem  
of Human  
Relations  
in Industry

ONE OF SEVERAL FEAT-  
URES IN THIS ISSUE



15c the Copy

JANUARY 10, 1920

\$3.00 the Year



**T**HE quality of wear can be built into catalogs as surely as it can be built into clothes. Just as strong fabrics preserve the good appearance of clothes, so does Foldwell Coated Book preserve the clean cut appearance of fine catalogs.

Extra long and strong fibres and a rag base give Foldwell its unusual strength. That's why it holds at the stitches, keeping each page rigidly in place.

And its special surface preparation protects expensive illustrations from being marred, for Foldwell, whether folded with or against the grain, absolutely will not crack.



Foldwell Protects  
Direct Advertising

Specify the original genuine Foldwell. There is no substitute.

*Our booklet "Paper as a Factor in  
Modern Merchandising" on request*

**CHICAGO PAPER COMPANY**  
825 S. WELLS STREET  
CHICAGO, ILL.

**Foldwell**  
TRADE MARK



**THE STITCHES  
— HOLD**

ADVERTISING & SELLING, JANUARY 10, 1920

20th year. No. 29. Issued weekly. Entered as second-class matter October 7, 1918, at the Post Office at New York, N. Y., under act of March 3, 1879. Price 15c the copy; \$3 the year. Advertising & Selling Co., Inc., 131 East 23rd St., New York City.

**When You Think**  
*of*  
**New Orleans**  
 Think of  
**New Orleans**  
**STATES**

**EVENING**

**SUNDAY**

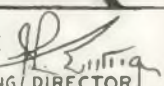
**Because:-**

**Large Circulation  
 Concentrated in the City  
 Proper—Your Profitable  
 Market**

Suburban New Orleans is too limited  
 and scattered to cover economically.

Advertise in the Daily States and center  
 your efforts on the city itself. Excellent  
 opportunities for distribution of any prod-  
 uct. People responsive to advertising.  
 High per capita purchasing power.

**Want More Information?  
 We'll Gladly Furnish It.**

WRITE   
 ADVERTISING DIRECTOR



A STREET &amp; SMITH PUBLICATION

# Picture-Play

## MAGAZINE FACTS

Established 5 years. Size 7 x 10 inches—429 lines.  
Circulation 200,000 net paid A. B. C. Page rate—\$350  
—the lowest rate per page per thousand of any maga-  
zine in this field.

Some of our publicity advertisers are:

American Chiclé	United Drug Company
Colgate	National Biscuit Co.
Charms	Rudolph Wurlitzer Co.
Mint Products	Oliver Typewriter Co.
A. S. Hinds	Bonnie-"B" Veils
Ingram	R. L. Watkins Co.
L. C. Chase & Company	Stafford Miller Co.

and many others.

We are advertising Picture-Play each month in 25 leading cities. Picture-Play is growing rapidly. For a short time you can still buy page space at \$350. in spite of the increased cost of production. Picture-Play offers you a wonderful field at very little cost—there is no better field at any cost. Think it over!

# Picture-Play

## MAGAZINE

79-7th Ave., New York City  
C. C. VERNAM

A STREET &amp; SMITH PUBLICATION

# Advertising & Selling

Established 1891

J. M. Hopkins, President;  
Robert E. Ramsay, Editor;

H. B. Williams, Vice President;

William B. Curtis, Treasurer;  
Paul W. Kearney, Associate Editor.

29th Year

JANUARY 10, 1920

Number 29

## The Problem of Human Relations in Industry

What It Is and Why Advertising Men  
Should Prepare to Help in the Solution

By JOHN YOUNGER

Assistant to the President, Standard Steel Car Co., Pittsburgh, Pa.

RARELY is one in the company of professional advertising men without hearing the word "Psychology" mentioned freely. The study of the mind—the search for its inner workings; its actions and reactions—particularly the latter—are all your special province.

Given a definite "purchase suggestion," how will the normal human being react to it is an everyday problem with you. The next step, to study what political suggestions are necessary to obtain definite reactions should be easier to you as a body of men than to anyone else.

The manufacturer, the engineer, the efficiency men have been until recently students of material things. They can tell you to a minute fraction the weight of an article or its cost, or its composition, or its mechanical relationships to other articles—but of the human mind that created the first one and reproduced the others, they rarely know anything.

What are the thoughts of the men in the shop? What are his impulses? What are his desires? How can we stimulate his ambition? How can we sell him the fact that he is an American, in the broad sense of the word, which means that he has the freedom to exercise his own powers of thought and action to the utmost?

### A PROBLEM FOR ADVERTISING MEN

In these days of universal unrest, when the future progress of the world halts dismayed, is it not reasonable to place these problems and the data surrounding them before men whose business it is to analyze

### R. Burns was Right About this Problem of Human Beings

**WHETHER** the employee is a workman in overalls or one clad in a frock suit, after all, as the immortal Bobby Burns said, "A man is a man for a' that."

The problem of human relations in industry, then, simmers down to just this one thing—if the employer will look upon and treat the employee as a human being—as a man, in other words, there won't be any strikes, PROVIDING the other man in the case, the employee, treats his employer on that same human basis.

Mr. Younger in the accompanying article on this very vital subject, an amplification of several talks he has made, shows how very closely it is related to the advertising man and his job, and will, I believe, be equally interesting to non-advertising men.

THE EDITOR.

human emotions? The producing executives of the future will not only have a knowledge of his machine tools and his material, but also of his men. He will more than ever be a student of their desires and incentives.


Progress in the world or progress in an organization should be likened to a growth or a stretching outwards. An illustration may occur of a rubber sheet stretched at all points to accommodate new conditions, then this at once conveys the idea of flexibility which is defined by Webster as that attribute as being responsive to or readily adjustable to meet changing conditions.

It will be readily understood that the stretching of the rubber sheet may take place in directions which

may not be advisable. There must be a definite direction decided upon along which progress should develop. To this end the rubber sheet or rubber band should be attached to something rigid—should be, in other words, the foundation from which all growth should spring in a predetermined direction. Flexibility uncontrolled is just as liable to lead to retrogression as to progression. This foundation of rigidity, this fixed point, has been found to be as follows:

First. The standardization of known data. Standardization to many minds means finality. During the war the word and the sense of the word "standardization" became one of the catch words of the day. It is used as a cure-all for many ills. The exact use of "standardization" is, however, often misunderstood, and to this misunderstanding may be attributed much of the argument which has arisen between the disciples of standardization and those opposed to it. Standardization, by many, is looked upon as finality, which, in its ultimate, is the very reverse of progress; in fact, causes its death. The standardization, however, of the accumulated data should be looked upon as the foundation from which growth starts. It is a check or an inventory of our possession of knowledge to see where we are at. Standardization is a milestone marking the definite progress and symbolizing that there is still a further distance to be traversed. Progress should, therefore, stretch out definitely from this accumulated data.



  
**THE HONOR OF THE ACCO FAMILY**

**Weed Chains for Motor Cars!**  
**Anchor Chains for Ships!**  
**Brake Chains for Railroad Cars!**

Devices that make travel safe on land and sea, that can be absolutely depended upon to protect human life, are typical of the nature and quality of Acco products

The workers who make up the Acco family know they are doing more than making commodities merely to be sold.

They know that it is their work that holds millions of motor cars and trucks to slippery roads

It is their work which enables mighty ships to ride safely at anchor, whether in harbor or helpless on a lee shore.

It is their work which makes possible the safe operation of thousands of railroad trains.

This gives the work of the Acco family honorable and distinctive responsibility which is reflected in every link of every Acco product "From Plumbers' Safety Chain to Ships' Anchor Chain."

In the Acco family loyalty to the work itself is rated above everything

This is true of every worker whether the job is directing all of the eleven plants, or operating a 2,000,000 pound testé, or a typewriter.

The honor of the Acco family is in the hands of each member of it, even to the youngest worker.

These are the reasons why it is possible to say not only that "Every Weed is Guaranteed" but that every link in each of the 263 Acco products is guaranteed.

Every member of the Acco family is back of this guaranty

**AMERICAN CHAIN COMPANY**  
 INCORPORATED  
**BRIDGEPORT, CONN., U.S.A.**  
In Canada - Dominion Chain Co., Ltd., Niagara Falls, Ontario  
 Largest Manufacturers of Chains in the World  
 All Styles, Sizes and Finishes

Here is an advertisement that was "very popular among the workers" to quote Jay O. Lashar of that company. It shows directly how advertising may help in solving the problem of human relations in industry.

EXPERIENCE A SOURCE OF KNOWLEDGE

Second. The second source of supply of knowledge is obtained from accumulated experience of the men in the organization. For years these men have been living in the atmosphere of their work, absorbing little facts and details—a kind of folk-lore which somehow or other can rarely be committed to paper. These men represent an asset not only to the definite organization but also to the particular industry as a whole. The knowledge they possess, the physical skill with which they are able to work has come to them not only from themselves but also from the generations before them. This must not be allowed to die out, but should be fostered and encour-

aged to still further growth. It is actually only within the past few years when the shortage of skilled help has become so noticeable that the realization of the value of this experience has been forced on us. It is possible that we may have to revert to something like the old apprenticeship system where young men sit at the feet of their elders obtaining from them mental and physical skill in their particular craft. There is far too much superficial, get-knowledge-quick methods in vogue at the present time, and there seems to be the tendency to discredit the older and somewhat slower and more painful process of obtaining this skill—so much so that we are in danger of losing much of this "folk-knowledge" that has come

down to us through the ages. This can be averted by thoughtful education of men, encouraging them to develop themselves steadily—far too many men stop growth at their first job.

Third. A further addition to our progress can be made in the direction in which the war has taught us many things. You will remember how, during this period of tremendous stress, when every portion of our national intelligence was stretched to its utmost, that men were often placed in environments totally foreign to their previous spheres of action. Much criticism was levelled at Washington because of the obvious round pegs that were placed in square holes. Some of these men were distinctly at sea. There has been too little praise given to the men who were able to grow corners on their roundness and in time did more than fit into the square holes into which they had been thrust. Some of these men developed unsuspected qualities which enabled them and those associated with them to make tremendous progress.

In the automotive world this was apparent particularly. There the intelligence of the automobile industry, only some twenty years old, found itself confronted with the task of supplying brain energy to meet the demands for airplanes, the demands for tanks, the demands for agricultural tractors, the demands for submarine chasers, as well as the more conservative and prosaic automobile and motor truck expansion. When it is said that the number of motor trucks built per month during the war was more than the total annual production of motor trucks prior to the war, it will be understood that this was a task which called for a terrific flexibility or stretching out to meet it. By the influx of men from totally different spheres of work there will be brought to bear new viewpoints, new sources of knowledge which actually add to the total available knowledge of the industry. It is only a few years ago that in hiring help we insisted that previous experience was necessary, and experience in the war has taught me that while this is, of course, valuable, it is not necessarily essential, and, in fact, sometimes detrimental, and that the ability of a man to adapt himself to changing circumstances (his human flexibility, if you like), and his freshness of viewpoint is

(Continued on page 42)



# Selling Farm Produce Under A Brand Name

## National Advertising to Boost the Sales of Seaside Brand Lima Beans

THE old bum-pun, "Where has my Lima B-e-a-n," will have to be amended to read, "What on earth is my Lima doing?" For the facts of the case—if they come in cases—are simply that the lima bean growers of California have unionized!

And, through national advertising, are presenting their demands. This time it isn't less work that causes the racket—it might be termed a request for the recognition of the union.

For the California Lima Bean Growers' Association is determined to lift the product of its labors from the unflattering position of side-dish to the important entree. The idea is founded on the fact that lima beans contain as much protein—which is man's most important food item—as meat at one fraction of the cost. Prepared with other foods contributing fats, minerals, salts and starches, lima beans offer a perfectly balanced meal—which means nourishment, sustenance and satisfaction, with the most expensive culinary element cut out: meat.

And although the lima bean men don't figure on putting the butchers out of business, they feel that occasional or periodical substitution will not only be relished by the palate, but by Dad's check-book, as well.

The campaign is patterned after the other highly successful efforts that have been initiated and operated by California farmers interested in various different lines. It seems as if Californians certainly struck their stride when they got on to the association advertising idea, for, not satisfied with having cooperative campaigns for oranges, lemons, grape fruits, etc., they are also financing a raisin campaign, a walnut campaign, an almond campaign, and what not.

The Lima Bean drive begins with seven full pages in the *Saturday Evening Post* and *Good Housekeeping* during November, December and January, aiming to sell the idea of a balanced ration at less cost to the American housewife. Inquiries are sought on the offer to present recipes and menus, including lima beans and going a great way toward

displacing meat as the principal portion of the meal. The idea, really, is able to sell itself, so the chief ambition of the Association is to get it into the minds of the women so that it will have a fair chance to operate. In putting it across, the Association is using, in its advertising, a liberal amount of copy; some illustration, and usually several recipes or menus. Inquiries are directly solicited by the coupon method. A fair sample of the style of copy used is this extract from a current insertion in one of the national papers:

When all women know that their largest food expense is meat, they will seek ways to cut it down.

Let us show you twelve ways to cut meat costs in half while getting the same protein-value that meat supplies.

Note three Meatless Menus printed on

this page—balanced meals in which succulent lima beans used in attractive new recipes take the place of meat. Then send the coupon for nine others.

Note that these menus and recipes are compiled and tested by the School of Domestic Arts and Science, Chicago, recognized authorities on foods.

Try them once daily for two weeks. See how all the family enjoys these delicious foods.

Keep close track of your meat bills during the two weeks and note the savings that result.

The replies to the inquiries received from this advertising not only include the menus offered, but, of course, a letter carrying some more selling effort on the Seaside Lima Bean idea, as well as a little enclosure presenting further facts and figures that can't help but sell the prospect. Such meaty—or should we say "beany"—paragraphs as this carry the point:

Fresh lean meat contains from 15 to 21 percent protein; whole eggs, 12.5 percent; wheat flour from 10 to 12 percent; while beans contain from 25 to 30 percent.

Professor Herbert W. Mumford, professor of animal husbandry, University of Illinois, in speaking of the impor-



### New Bean Dishes That Save Meat

—Your Largest Food Expense

**WHEN** all women know that their largest food expense is meat, they will seek ways to cut it down.

Let us show you twelve ways to cut meat costs in half while getting the same protein-value that meat supplies.

Note three Meatless Menus printed on this page—balanced meals in which succulent lima beans used in attractive new recipes take the place of meat. Then send the coupon for nine others.

Note that these menus and recipes are compiled and tested by the School of Domestic Arts and Science, Chicago, recognized authorities on foods.

Try them once daily for two weeks. See how all the family enjoys these delicious foods.

Keep close track of your meat bills during the two weeks and note the savings that result.

**True Balance**

When all women know that their largest food expense is meat, they will seek ways to cut it down.

Let us show you twelve ways to cut meat costs in half while getting the same protein-value that meat supplies.

Note three Meatless Menus printed on this page—balanced meals in which succulent lima beans used in attractive new recipes take the place of meat. Then send the coupon for nine others.

Note that these menus and recipes are compiled and tested by the School of Domestic Arts and Science, Chicago, recognized authorities on foods.

Try them once daily for two weeks. See how all the family enjoys these delicious foods.

Keep close track of your meat bills during the two weeks and note the savings that result.



**Try These Now**  
Note the Recipes

Meatless Menu No. 4

Meatless Menu No. 5

Meatless Menu No. 6

gested so each menu makes a balanced meal. You lose no needed food value when you serve meatless meals like these.

**Send Coupon for All Twelve**

We would be glad to send you including the recipe for a new lima bean dish when you mail the coupon below. Also send additional recipes for cooking lima beans.

**Get Real California Lima Beans**

Buy California Seaside Lima Beans



California Lima Bean Growers' Association

Specimen of copy used in the new cooperative campaign for Lima Beans. From the very first this campaign seeks to sell some particular brand of limas while at the same time selling the "eat lima beans" idea

tance of protein in food says: "Meat contains a relatively high percentage of protein, a most necessary food constituent and one that is generally found in too limited quantities in human food. Good authorities agree that the presence of protein should be abundant, since, as far as known, it is the only source of bodily repair. From one-tenth to one-third of the cost of the average family is paid out for meats."

This consumer campaign is being followed up by frequent letters to the broker representatives and salesmen, and after the returns from the national advertising have been tabulated, the dope is forwarded to the brokers, giving them further proof of the interest that is being aroused. The Association is also sending out, during the month of December, between 75 and 80 specialty salesmen to call upon retail grocers and restaurants and carry the message directly to them.

In the follow-up work done by circular letters, the distinctive groups that are being "operated on" are well defined with regard to the appeals made. To the grower members of the association, for example, the value of the work of the association is being played up by comparison with the manner in which the National Biscuit Company has built up the word UNEEDA. Consistent advertising of Seaside Beans, is the point made, will bring benefits to the growers in the same proportion that the \$6,000,000 trade name draws dividends for the National Biscuit Company.

To the broker representatives, another phase of the same angle is being featured. These men will now have the aid of national advertising in selling this product to the trade—the publicity lays a solid foundation for sales. To the salesmen of the association and the two companies working in conjunction with the association, a still different trend is worked into the selling talk: an advertised line sells much more quickly to the retailer than an unadvertised product, and advertised lima beans will be a profitable line to carry. Advertising and the resultant consumer demand will interest the retailer. But there is still one more thought: this talk of national publicity, increased consumption and all that sort of thing must be tied up with the Seaside Lima Bean campaign! There are not only other beans on the market, but other lima beans—and if the promotional work of the Association is to be of any avail, it must be hooked up with Seaside Beans.

This move shows a decidedly

acute prophetic sense on the part of the Association—they are obviously banking against future competition.

In speaking about the nature and extent of the campaign, as well as of its aims, R. L. Churchill, manager of the Association, says:

"We do not claim that there is anything original in our campaign, but that we are simply endeavoring to apply successful methods that have already been tested and proven. We believe that a wide field of opportunity was open for the develop-

ment of materially increased consumption of lima beans, which we think are such an exceptionally fine variety of beans as to really be in a class by themselves. We also think that because of the restricted area in which lima beans can be grown and marketed on a commercial scale as dried beans, our advertising field is by this fact made more fertile. At any rate we have sufficient faith and courage in our conviction to be willing to try it out."

## Does It Pay to Guarantee Perishables?

What Some of the Leading Candy Manufacturers Think About Standing in Back of Goods That May Be Spoiled By Time

### A Sample of "A. & S." Service

**WHETHER** you are in the candy business or not, you will be interested in the accompanying article, and can profit by it. How? It is a sample of "A. & S." service—to use the much-abused word SERVICE.

Some weeks ago a western maker of candies wrote asking us for information on the advantages and disadvantages of placing guarantee slips in boxes of candies.

The matter was taken up with EVERY leading manufacturer of candy in America, and their suggestions and experiences asked. The accompanying article gives the advantages of this plan. In an early issue we will take up the disadvantages citing the cases of those manufacturers in this field who are opposed to the practice.

This is a sample of the thoroughness of "A. & S." service. When you are facing a problem in advertising or merchandising—put it up to us, let us help you out.

You will find in this article the experiences of such manufacturers as Huyler's, Belle Meade, Lowney's, Reppetti's, Reymer's, Whitman's, and others. ALL LEADERS IN THE CANDY FIELD, many of them NATIONALLY known.

THE EDITOR.

**ELMER HAWKINS**, of course, had a date last Wednesday. Out in Rockaway, Kansas, most of the chaps with the time and all the rest usually have them. And Elmer not only had the time but also Phyllis Crandall, the dearest little girl (considering the H. C. of L., among other things) in all of Kansas—and so forth.

So when he struck off up the hill past Kenlon's Drug Store, he stopped in and asked Jim, the clerk, for a box of Jazzbo's Bon-Bons. Jazzbo's cost \$2.00 a pound, but Elmer's no piker. He plunked down

the two bucks and in due time tripped up the front porch to Phyllis.

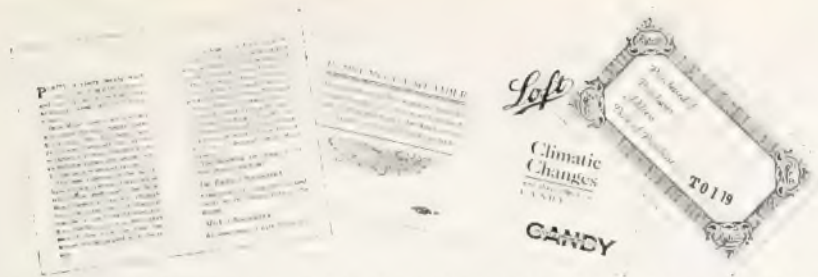
That dash spoils an otherwise pleasant evening. The gosh-blamed bon-bons were stale! Hard as bricks some of them, and all of them tasteless. Of course, Phyllis didn't mind, but "El" felt kinda bad about it—and he bawled out Jim, the druggist, good and proper when he passed again on his way home.

And now, as the copy man for the memory course says, has this ever happened to you? I'll lay a wager, asking a bit of odds, that it has, for it isn't altogether a rare thing, even though it doesn't happen every day. The reason is simple: the candy manufacturer usually sells his stock to a jobber; the jobber, grabbing a few rush orders, fills them with the new goods—leaving a good-sized supply on the shelves for later. Among the supply is included a goodly portion of the jobber's last order. Some time during the next two or three months those boxes, too, will go out.

They may go out to Jim's place in Rockaway, Kans. Eventually Jim, who has, maybe, been overstocked by the glib salesman, will sell the supply—but in the meanwhile Father Time, who does wonders with tobacco (and rum), is rustling his bad breath about those candies. Or perhaps it is the sun. Naturally they get stale, they lose their flavor, they get hard—and some poor Elmer gets stuck!

Maybe we have painted the picture too black—that isn't our aim. But we want to impress upon you first, the problem that enters into the merchandising of such perishables as candy, for instance, before





One side of typical guarantees used in the candy industry. For the other side of these same slips see accompanying illustration on this page

we undertake to show how the progressive candy people strive to take care of it.

THE REMEDY IS A GUARANTEE

Based on logical marketing methods, the guarantee suggests itself first of all. But what sort of a guarantee will work against such odds? They vary. Huyler's, to cite one instance, uses an unqualified guarantee. If you find that the candies you buy of their make do not come up to your fullest expectations for any reason, the goods will be replaced. That is liberal enough for anybody. Charles E. Dorrell, sales manager, says this about it: "We make delicate candies, subject to quick damage if subjected to any unusual treatment. Every consumer is entitled to receive a perfect box of candy, no matter where or when he buys it—hence we consider our guarantee slip an essential step in our effort to wholly please every person who buys Huyler's candies."

There is hidden here a point which will interest folks who object to guarantees as liberal as this one is on the grounds that the manufacturer is sure to lose out. Mr. Dorrell says: "We have no memory of this guarantee ever having been abused by retailers or ever having been taken advantage of by consumers. Letters we have received from consumers reporting the receipt of damaged candy have invariably been most fair in tone and have been of great assistance to us in correcting the trouble responsible for the unsatisfactory condition of the candy. Returns by reason of the guarantee slip or for any other reason have been so small as to be wholly inconsequential."

The general points which apply to the whole trade, and to many others if not all other trades, are these:

1. The purchaser of a box of candy is entitled to the best he can buy from the concern at that price. Unless the fault be his, he should not be asked to pay for any possible defects.

2. The purchaser is not interested in the source of responsibility. He doesn't care whose fault it is; he knows it isn't his when the candy is stale, and he wants satisfaction.

3. When the purchaser does not get satisfaction the manufacturer saves the price of a refund or a duplicate order—but he loses the confidence, good will and trade of the purchaser. Which is the logical economy?

A not uncommon attitude, found in many lines and not limited to any one, is the feeling on the part of the manufacturer that he should not pay for some one else's negligence or ignorance. But that's shallow business logic when customers are weighed in the balance. Much more sensible is the frame of mind in which the leading houses in every line approach the subject.

THE CUSTOMER WANTS DOLLAR FOR DOLLAR

Agreeing pretty much with the statement we just quoted, M. G. Rockhill, secretary of the Belle Mead Sweetmakers, Trenton, N. J., also feels that the customer is entitled to his money's worth when he spends his money, and this company maintains the same sort of a liberal guarantee—complete satisfaction or an unquestioned duplicate order. Mr. Rockhill says: "You can realize that candy, particularly pure candy like Belle Mead Sweets, is subject to so many things that might make it reach the consumer wrong that a guarantee slip is a wise thing if you care for your good name at all."

And still more: "We believe this

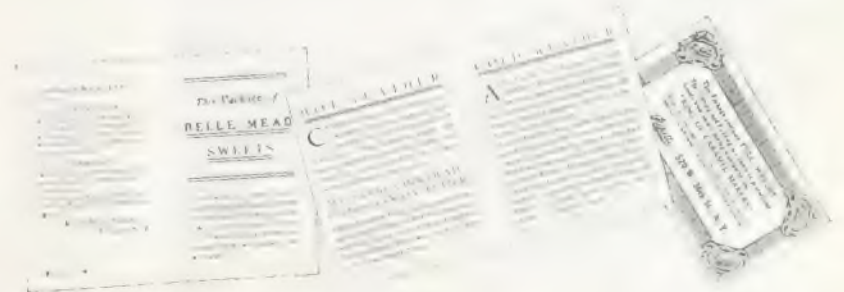
is the greatest form of advertising we have, for usually we either send a higher priced package or a package of larger size to the complainant, write him a letter relieving the dealer of all responsibility and take the opportunity to explain to them the purity and cleanliness of our factory. And we know from the replies we get that we, almost to 100 percent, make a stronger customer for Belle Mead Sweets—even for the store in which he made the purchase."

Of course the blame doesn't rightfully rest with the manufacturer. The dealer may have been careless; climatic changes may have done the trick; the goods might have moved slowly; the retailer might have been overstocked; and so on. Sometimes it isn't anybody's fault. But the main question is always: what are you selling, legal indictments or a worth-while product? If it be candy, using these cases in point, are you selling self-justification or candy? The purchaser doesn't give a hoot about anything but what he pays for.

Henry C. Pragoff, of the Walter M. Lowney Company, Boston, presents still further evidence to show that the leaders in the line agree with this sentiment. Years ago the Lowney Company adopted the guarantee plan with no strings to it and has used it ever since. Mr. Pragoff says: "We believe this is one of the best customer making policies that we know about and we receive many fine letters from customers regarding the guarantee slip."

MANY USES FOR GUARANTEE

P. O. Badger, assistant sales manager for Repetti, of New York, also represents a concern that has used the guarantee for a good many years. A fresh box of chocolates is sent right out to any dissatisfied customer who returns the slip and the unsatisfactory candy. But this concern goes a step beyond the ordinary custom: the slip has space for the name and address of the retailer who sold the candy, and, as



One side of typical guarantees used in the candy industry. For the other side of these same slips see accompanying illustration on this page

Mr. Badger says: "The value of the information given lies in the fact that it keeps us posted as to where there are stale goods. We can then catch up and see whether the man is overstocked or whether he is giving his efforts to the pushing of our line."

The general feeling in the trade seems to be that it is the ultimate consumer who is to be protected, and in this light Mr. Badger repeats the words of some of our other informants in saying: "You can, of course, very clearly appreciate that it is quite necessary to have a guarantee slip of this type when a policy is enforced to the effect that the manufacturer will not accept returns from a dealer. The ultimate consumer must be protected and we feel that this is the very best method of offering to him that very much needed protection."

Another and still different double-use of the guarantee comes from the experience of Reymier & Brothers, Pittsburgh. C. N. Rayburn explains it:

"In our packages the slips play a double purpose. In the first place, the number of the girl who packs the box is perforated in the slip. She therefore feels that should there be any mistake in the packing or any carelessness on her part, the number on the guarantee would identify her. In the second place, anyone purchasing a box of candies and finding in it a guarantee slip while they may not return the box even though it be unsatisfactory, there is a feeling of confidence in the firm that is willing to stand back of their product and so state it in their package.

"The number of packages that are really returned to us is infinitesimal in comparison to the number of packages we place on the market."

The significance of the matter of care on the part of the packer is emphasized by the fact that a short time ago the company ran out of slips because of a delay at the printer's and immediately there was noticeable a let-down on the part of the girls.

#### COMEBACKS FEW—ABUSE RARE

The Nunnally Company, Atlanta, like many others, use the guarantee slip for advertising purposes, too. Different special items of the line are featured on them and the inserts are made up very attractively. J. I. Jetton says: "It has been our experience that the privilege of tak-

ing advantage of the guarantee is seldom abused."

Another user of the unrestricted guarantee is Stephen F. Whitman & Son, Philadelphia. In speaking of this company's experience with this problem, Louis W. Wheelock says:

"We place in all of our standard packages a guarantee which we desire to make as broad as possible. This card is enclosed in millions of packages every year and I would estimate that we do not receive two dozen complaints from the public in a year. We feature this guarantee in our magazine advertising from time to time, and we think it is absolutely essential to protect our products in this way."

Covering some of the points often brought up in objection to the unlimited guarantee policy—responsibility, chiefly—Mr. Wheelock says:

"If a box of chocolates is exposed to the direct sun in shipment or in the dealer's store, for even a short time in warm weather, it will deteriorate and certainly will not be worth the price the consumer is called upon to pay. As we cannot absolutely guarantee against deterioration, the best we can do is to absolutely guarantee against loss. We will cheerfully mail a fresh and perfect package to replace the one complained of and *be glad of the opportunity.*"

The Whitman people, in striving to lessen the possible number of cases where the guarantee may have to operate, have used some exceptionally progressive ideas in the matter of packing and, like others, spend a great deal of time and effort on the education of the dealer in the proper methods of keeping and selling his stock.

In this summary we have the opinions of seven firms of prominence in the candy business. They agree on every point which we are trying to make, and their agreement goes a great way toward refuting what seems to be the old idea about consumer satisfaction.

We have used the candy manufacturer as an excellent example of a problem which presents a difficult face—making good a loss traceable to someone else's carelessness.

And we find that the candy manufacturer is handling the question in a most broad-minded and logical fashion. There are others who can profit by the example!

The briefest analysis of the solution is: the customer is entitled to his money's worth and he doesn't

care who's to blame when he doesn't get it.

If one man doesn't give him full value, another will!

#### Army Puts on Big Advertising Campaign for Recruits

The United States Army has launched another advertising campaign for recruits which is to last for three months. The advertisements used in this campaign will appear in more than 900 newspapers covering 500 cities and will cost \$125,000. The advertising will be written and placed by the Advertising Agencies Corporation under the guidance of William H. Johns, president of the George Batten Company of New York; Paul E. Faust, secretary-treasurer of Mallory, Mitchell & Faust, of Chicago; O. H. Blackman, president of Blackman-Ross Company, of New York; Stanley Resor, president of J. Walter Thompson Company, New York, and Harry Dwight Smith, president of Fuller & Smith, of Cleveland, and James O'Shaughnessy, manager of the Agencies Corporation and executive secretary of the American Association of Advertising Agencies.

#### Americans Get Control of Marconi Plant

Following an election of officers by the Radio Corporation of America, whose aim it is to establish a domestic and interoceanic commercial wireless system to compete with the existing land wire and cable companies, control of the Marconi Wireless Telegraph Company of America passed from British to American hands. The main financial backers of the project is the General Electric Company, but Edward J. Nally, the president of the new corporation, said that the interest of the General Electric Company was not the controlling one, though very large. The charter of the corporation provides that 80 percent of the stock must always be held by Americans. The formation of the new corporation was the result of the insistence of the United States Government that American wireless stations be freed from any vestige of control by foreigners.

#### United States as World Market for Securities

Eugene Meyer, Jr., managing director of the War Finance Corporation, at a dinner given at the Hotel Vanderbilt, in New York, suggested that the establishment of an international securities market in America be established as a means of solving the problem of stabilizing exchange and affording necessary credits to debtor nations of Europe. Mr. Meyer said that further loans from our Government were neither desirable nor obtainable and intimated that previous loans were in some measure responsible for present conditions, for foreign countries had been content with the easy method of covering purchases with funds borrowed from America. He also stated that the enormous needs of our country made it appear almost impossible for American investors to take care of, without taking care of the requirements of Europe also.



# The Men and Women Who Make Our Mediums

James R. Quirk

**One of a Series of Informal Visits With the  
Leading American Editors and Publishers  
With the Object of Interpreting What They  
Mean to Advertisers.**

By JULIAN JOHNSON

THIS story begins with Bob Davis—*Munsey's* "R. H. D."—who is responsible for more literary marriages, liaisons, love-affairs, partnerships, friendships, eternal amours and incidental engagements than any other editor alive, or who ever was alive.

The time was early December, 1914, when everyone was wondering what Russia was really going to do, and everyone was talking—still talking—about the "gray-green river" that another Davis, Richard Harding, had so graphically described in its pour through Belgium. I was an evangelist in the wilderness of Thirty-ninth Street, New York City, preaching the theatrical gospel of Comstock & Gest, who, somehow, have gone right on prospering during the five years that I have not been with them.

Bob Davis called me up at my office in the Princess Theatre, and, in his characteristically ponderous and profound manner asked: "Say, kid, wouldn't you like to quit that press-agent stuff and get back into the real writing game again?"

I started to ask why and how, but he interrupted me as though I had shouted a deep, booming "Yes!" through the telephone. "All right! Tonight at eight o'clock I'm going to send a good guy around to meet you—his name's Quirk—Jim Quirk

Chicago—has some sort of motion picture publication—new field—great fellow—he'll make it—regular magazine doctor—big chance—get out of this town and make a stake for yourself and be happy—you'll team up nicely—I'm busy—so long!"

I didn't call back to give him my opinion or ask any more questions. I knew Bob Davis.

But at eight o'clock that night this fellow Quirk showed up. That was the first and last occasion on which either of us ever thought of keeping an appointment with the other on the minute, or even in the hour. Somehow, now, we don't expect such promptness.

We had a program of one-act plays at the Princess Theatre then,

I was busy. Quirk saw the plays, and afterward we adjourned to the Claridge and talked things over.

I MEET MR. QUIRK AUSPICIOUSLY

By the ghost of Beau Brummel, how he was fixed up! He had on a Tuxedo and all the garniture, from shoes to hat, that Mr. Robert Trevor tells you to wear with it. He used quite a lot of big words, told me no funny stories, and altogether I felt that I was going into an *Atlantic Monthly* sort of atmosphere. I think that was his selling argument. One jump from press-agent to high-brow, and it fas-

cinated me. But a latent and seldom-used sense of honesty prevails on me to say that he never tried the Tuxedo on me again, nor the big words. Like being on time with each other, these formalities rapidly went into the discard.

The audacity of his project fascinated me. A magazine, edited by sensible men and gotten out as a business proposition, devoted to the "movies." I knew nothing about "them." As a life-long reporter and dramatic critic my working years had been closely bound to the theatre, and like all theatrical fellows in 1914 I regarded the screen not only as the theatre's poor relation, but as a relative about whose parentage there was just a suspicion. "The Birth of a Nation," that great epoch-maker for the photoplays, hadn't been produced then, and the difference between the nickel, or at most the dime that one paid to see a motion picture, and the two or three dollars that one paid to see a play, even by an inferior company, was supposed to be the best yardstick of their respective merits.



JAMES R. QUIRK

Quirk told me that he and his Chicago associates, Messrs. Robert M. Eastman and Edwin M. Colvin, had acquired a little bankrupt monthly pamphlet called *Photoplay*, which had no standing, no advertising, and represented nothing but an increasing "fan" interest in the cheapest of amusements. But, oh, the visions of a future he had for it. He offered me its editorship, while he would be its publisher and general manager.

I want to say that Quirk didn't sell *Photoplay* to me, but he did sell himself.

Two or three weeks later I joined him in Chicago, and our fun began.

In the meantime, I had found out quite a lot of interesting things about the humorous little blonde cuss who had disguised himself in a boiled shirt and fancy language to lure me that night in the Claridge.

Many years ago, two Irishmen migrated from Erin and settled in Boston. They were both very poor, but one was a graduate of Dublin University, and had all the learning and the fascinating air which education and travel can give to a naturally poetic Irishman. He opened a bookshop, and immediately became an ardent Abolitionist, and a disciple of William Lloyd Garrison. He was not much interested in money, beyond its day-to-day utility in giving him something to eat and a place to read, sleep, and dream. Often, when his friends gathered in the back room of his little store, the tinkle of a little bell would announce a customer and this sly old fox of letters would whisper, "Shhh! If we're quiet maybe he will go out!" So much did he care for "trade."

The other, having nothing but his native wit and a great aggressiveness, betook himself to the contracting business, and in the seventies and early eighties acquired a fortune. In the latter part of their lives these two old men, friends always, continually railed at each other—the improvident scholar deriding his rich friend's uncouthness and love of money, while the other continually pooh-pooed at education, and what it hadn't obtained for its possessor. Yet they were always staunch, fast friends beneath their external uproar and conflict. One had a daughter. The other a son. These children married.

Their son was James R. Quirk.

WELL EQUIPPED FOR LIFE'S BATTLE

So, Jim Quirk came to the battle

of life equipped with the talents of both his grandfathers. From one he acquired a shrewdness and a business aggressiveness that he always manifests. From the other he acquired a love of literature and the arts and a fine sense of the exemplification of the Irish sense of humor at its keenest.

He had been many things before he took up *Photoplay*.

He was a newspaper man, but before he was a newspaper man he

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### If You Would Appreciate a Man—

**in our opinion, ask a man who has worked with and for him. Some of us can conceal our little foibles even from Friend Wife but from the folks who work with us in the office—never!**

**And so when we wanted to get a real personality story of James R. Quirk of Photoplay Magazine we went to Julian Johnson, the former editor of that publication, a man who had for a considerable length of time worked with Mr. Quirk.**

**Mr. Johnson was one of the best known musical critics on the western coast, and was one of the first to recognize the ability of John McCormack. Leaving that field of endeavor he became associated with Mr. Quirk on Photoplay, which position he gave up to become editor of the Triangle Film Company productions at Colver City, Calif.**

**Later, though, he returned to Photoplay again and remained there up to the latter part of 1919 when he resigned to become associate editor of the International Magazine Company.**

**You will be interested in reading this story of a plucky up-hill fight against great odds by a man who is dubbed "the magazine doctor" by Julian Johnson.**

**THE EDITOR.**

---

was, like so many successful men of today, a Big Fellow's private secretary.

He passed rapidly up the newspaper ladder. While serving as political writer for the Boston *Herald* he studied law at Boston University and attended lectures at Harvard.

The age of twenty-three found him managing editor of The Washington (D. C.) *Times*, from which post he went to Chicago as managing editor of *Popular Mechanics* Magazine.

He also played a graphic part in Northwestern development, and as one of the executives of a Wyoming land concern he not only combatted the graft of a lot of private speculators, but uncovered the machinations of a band of fraud wholesalers in high places, and challenged them with a boldness which, at the time, threatened to rock the government of the State.

In Chicago he was an aggressive factor in the development of *Popular Mechanics*, and was largely instrumental in shaping the general scheme of that periodical, and its snappy, short-iteded, much-imitated style.

And, of course, it was here that he met Messrs. Colvin and Eastman, owners of the W. F. Hall Printing Company, and printers of *Popular Mechanics*. Colvin and Eastman had just acquired the struggling little *Photoplay* on an old printing bill. To their faith and unquestioning support Quirk attributes the success of the magazine.

I haven't attempted a biography, for I am no biographer. I am just good at reminiscing, in more or less wandering fashion, along lines that I know, and I do know about Quirk's conquest with *Photoplay*.

I am sure that he was the first to drive questionable advertising out of the smaller magazines. I do not mean "immoral" advertising, as a newspaper would consider "questionable" notices. I mean the innumerable quack schemes for selling something of no value, schemes of advice on how to get rich quick, phoney jewelry, the writing of scenarios "guaranteed to sell," patent medicines and medical appliances which might have many uses, and so on, and so on.

And all this, too, when *Photoplay* Magazine was losing money steadily he was piling himself up on a mountain of debt to get a dependable product. He has since rubbed that debt all out.

GAVE ME ALL SUPPORT NECESSARY

And he gave me magnificent support, too, by permitting me to hire capable writers, real artists, bona-fide photographers. I am fairly conversant with the general policies of "fan" magazines of various sorts—call them specialized publications, if you object to that word "fan." And I know that in spending real money for our goods, in paying not exorbitant but always living salaries, we were pioneers.

Quirk was responsible for this. His faith in *Photoplay*, his faith in the motion picture industry, his shrewd knowledge that you can't get something for nothing and sell it at a profit, made the ground solid under the feet of both of us, and we sold what we made because we had something to sell. In him I heard the lyric tenor of one grandfather singing a duet with the practical bass of the other, and they harmonized beautifully.



# THE RICHEST AND MOST RESPONSIVE MARKET ON THE FACE OF THE EARTH

## NEW YORK CITY AND ITS SUBURBS

**Here live 10,000,000 people**

**Here live 2,000,000 families**

**These 10,000,000 people** wear clothes, eat food, want the very best and latest, and are the greatest spenders to be found anywhere.

**The man with goods** for which he wants to find a quick market, can find his richest prospect among the **2,000,000** people who each day buy a morning and evening newspaper.

**These 2,000,000 people** constitute a carefully selected audience of wide-awake, worth-while people with money to spend who always keep abreast of the times.

**In no other place** can so many of this class be found and so effectively reached, in any desired group, as through the daily newspapers of New York.

**Through dominant newspaper advertising** consumer demand, which will compel distribution, can be accomplished over night for goods the people want.

**The routine powers** of buying wholesale and jobber service at great sacrifice is costly and ineffective in comparison with the new sure fire way.

## THE NEW YORK GLOBE

JASON ROGERS, Publisher.

Member  
A. B. C.

180,000  
A DAY

He has always been the innovator, the pioneer of his magazine class.

I remember that when we faced the issue of the new "standard size" in magazines we were still deep in our debts, and just beginning to see daylight. Changing the size of our periodical not only meant another venture, but it meant another plunge. He was the only one who had absolutely no doubt as to the step that should be taken.

A little later, he felt that the magazine should duplicate itself in the very medium which it talked about, praised, criticized and depicted—hence *Photoplay Magazine Screen Supplement*, a living pictorial edition of the periodical itself, issued monthly. And this was just as hard to set moving as the book itself had been. From the inception and announcement of the idea it required a year and a half of rebuff, of pioneering, of unrelenting faith, even to get a start. It was simply a new idea, and though the world wants new ideas, it never knows them at first sight.

Quirk as an office organizer is the only man I ever knew who could create and maintain a large staff absolutely devoid of politics. And this, for an Irishman—who is naturally a politician—you must admit is some feat. I guess the poetic harmonies of his old Dublin college grandfather reecho there again.

He—pshaw! I really don't know anything more to say about him without dropping back into mere

press-agentry, which I long ago foreswore.

I am no longer in his organization, but I shall never forget the happy, practical, inspiring years in which we worked together. Quirk has foresworn the West as his editorial headquarters, but he still prints there, in the Colvin-Eastman plant at Kingsbury, Townsend and Superior Streets, Chicago. They are a great team, those three.

So far, he has withstood his greatest temptation.

He hasn't become a motion picture producer—a "fillum feller."

I don't think there is near as much enjoyment in the film business. We always found the magazine business, for all its hard knocks, just a good time. We never had a "round table" or any other solemn conclave. We were never solemn at all. We just worked all hours, and none of the people who read us, or about whom we wrote, had half our fun.

#### New Newspaper for Boston

Boston is to have a new newspaper to be known as the Boston *Telegram* and to be a morning and evening publication with four morning and five evening editions. The new paper is the enterprise of Frederick W. Enright, publisher of the Lynn *Telegram-News*. The managing editor is to be John O. Flanagan, who has held the same position on the Lynn *Telegram-News*.

#### Eastern Ad Men Meet at New York Club

At the New York Advertising Club January 6 and 7, the Eastern District of

the Associated Advertising Clubs of the World, of which Rowe Stewart, of Philadelphia, is vice president, met to discuss the furtherance of advertising work in general.

The president and secretary of all the clubs in the district were invited. This includes all clubs in New England, New York, Pennsylvania and New Jersey.

#### Business Men Should Commit to Membership First Cooper Article

INGENIERIA INTERNACIONAL

10th Av. at 30th St.

NEW YORK CITY.

January 5th, 1920.

EDITOR, ADVERTISING & SELLING.

The first article of the *Foreign trade requirements* by Clayton Sedwick Cooper, is different than the works of many writers on this subject. It is very obvious from Mr. Cooper's statements that he is not of a highly excitable disposition, and his inclination to speak plain truths in simple language is quite apparent. There are two kinds of articles on foreign trade apart from the many other kinds that are not worth mentioning. One is designed to attract attention, interest men in a subject, and perhaps get their foreign agency. This is apt to be of a very flowery character filled with isolated facts which make a very glittering mosaic. The other class is of the kind that teach fundamental principle to men who are going into foreign trade seriously as a life work, and not as a temporary form of amusement or speculation. To my mind, Mr. Cooper's article is in the latter class. Nobody is apt to get excited over it, and unless they know something of foreign trade themselves, the probabilities are that they will not appreciate its full value, but thinking men, students who are engaged in foreign trade as a serious business proposition, ought to take it home and commit it to memory.

I am sending Mr. Cooper a copy of this letter because I think his article has more plain common sense, and, what we sometimes refer to as "brass tacks," than anything I have seen in the general press for a long long time.

Very truly yours,

V. L. HAVENS,

Editor.

V.L.H.A.M.H.

#### Chicago Daily News Man With Inter-Church World Movement

W. H. McDermitt, lately with the Chicago Daily News, is now in the publicity department of the Inter-Church World movement with offices in Chicago.

## Reproducing The Human Face With Only Two Colors

(This Week's Cover Shows One Way)

Given the problem of illustrating an article entitled "The Problem of Human Relations in Industry" the artist has chosen to take one typical workman and show him in a "close-up." Pose through courtesy of the American Optical Company. This cover is reproduced by the use of only two printing plates, having been printed from two separate halftones. Several different tones are distinctly noticeable in this design though it has gone through the press but twice, being run through once in orange col-

ored ink and once in black ink.

Those contemplating the use of two halftone plates for covers of booklets, catalogs, etc., should compare the effect of this cover with that used on December 6th issue of ADVERTISING & SELLING. On that number practically all of the white space of the entire cover was taken up with the halftone plates while on this design an entirely different effect is secured by using only a comparatively small part of the total white space for the halftone plates.



# Collier's

THE NATIONAL WEEKLY

5 CENTS A COPY



## Gray & Davis and Collier's

**M**ORE space has been used in Collier's than in any other general publication to advertise Gray & Davis electrical equipment for automobiles.

**“Watch Collier's”**



The big banquet of the entire sales force of the Alexander Hamilton Institute.

## How To Handle A Sales Convention

Some of the Ideas About Details Applied at the Alexander Hamilton Institute Annual Travelers' Meeting

**I**F any of the readers of this article have at any time in their lives been afflicted with the details of handling a sales convention for a goodly sized staff, they will find herein some sleep-conserving tips that can well be borrowed for future use. A convention is a very devastating thing: to the men conducting it and responsible for its frictionless progress, it frazzles nerves in a most alarming manner. When one finally sinks into the cozy feathers after the last day's work is over, bent on pounding out at least sixteen hours' sleep without interruption, the final remaining thought in a tired mind is usually: "I'll never be the same again!"

The trouble always starts early, but while the "conductors" are still fresh they don't appear so grave, perhaps, as they might later on. But from the time the artists are called in to do up the charts, diagrams, posters, and such, delays and hold-ups begin to happen—and usually they never cease. Then comes the task of getting the men to the home office, putting them up, picking speakers and making them accept, running the entertainment, pulling the banquet, starting the men out again—while in the meantime is the growing problem of influencing the men to concentrate and work heartily in spite of their unusual task of sitting on chairs in a smoky ball for eight or nine hours a day.

Truly, the problems are innumerable. The most handy way to cover

the most important ones is to recite the experience of the sales staff of Alexander Hamilton Institute, New York, in staging their annual convention at the Biltmore, December 28 to 31.

First, of course, comes the difficult business of getting the men to New York—worth thought when one considers that the 140 or more representatives of the Institute are scattered all over the country as far west as California and the other Pacific Coast States. The manner in which the job was done avoided much of the usual commotion attending such a move: all men east of Chicago were routed straight home so as to arrive on the 28th of December, Sunday—one day before the formal opening of the conference. Those men west north and south of Chicago were routed so as to arrive in Chicago in time to transfer to a special train which brought them the remainder of the way together and landed them in New York also on Sunday.

In order to do this, the Institute had to buy two entire cars, so the tickets for this lap of the journey were purchased in New York by the home staff. A member of the organization went to Chicago in time to meet the salesmen, mailing the tickets ahead so as to avoid any possible accident.

The handling of the traveling expenses for these middle and far Western men was accomplished by sending them, on the pay-day be-

fore their departure, enough money in addition to their regular checks to carry them through from their respective points to Chicago. The same thing was done with the men who came direct from other points this side of the general meeting place.

Having the men here, the next exigency was housing them and getting them settled. Quite a while prior to the appointed time the home office had reserved about 125 rooms and a private lobby at the Biltmore. The company's own employees were installed in this section of the hotel and they handled everything pertaining to the registration, room assignments, mail deliveries, etc. Hooking up with this, there were distributed to the men on the train baggage tags which they filled out and attached to their luggage. When they alighted at the Grand Central Terminal each man, following instructions, simply dropped his grip at the train gates in the care of the Institute's messengers, and proceeded to the hotel. Porters from the Biltmore then took care of the "equipment," and the next time each man saw his stuff was in his room.

On this first day there was nothing listed until 6 P. M., when an informal reception preceded the supper and first "get-together." One may assume that the whole day was wasted, but it was well used for the simple expedient of getting everyone in in advance of the opening gun so that the natural irregularities of humans could operate for a whole day without busting up the schedule. The latest man had at least twelve hours' grace.

During the three days of active



business it was the policy of the "home office hotel force" to call each man at 7 o'clock, giving them plenty of time to make breakfast at 8. On the first day the entire crowd proceeded to the Institute's headquarters at Astor Place, where the "Stay-at-Homes" received them, showed them the plant, and then repaired to the Biltmore again, en masse. After the customary opening exercises, the annual awards for the suggestion contests were made (these contests being open to the entire organization), and it is interesting to note that six of the seven prizes were won by the road men. From 12:30 to 2 the Reunion Luncheon was held, attended, of course, by the entire organization, "line and staff."

After an intermission the regular business was begun by a review of the preceding three years by John G. Jones, sales manager, and then the regular program was opened.

THE MEN FURNISHED THE TALK

The program itself is interesting enough to merit special mention. At the average convention it is the custom to drag in a crowd of outside talkers, who consume time like gourmands with the ultimate result that 75 percent of the convention has been spent listening to totally irrelevant opinions of folks outside the organization and interested in it only superficially.

To adjust this trouble the Alexander Hamilton Institute speaker's list was made up of none other than the convention "delegates." Each man was assigned a topic (in advance by mail) and given two minutes in which to cover it. Practically every man accepted his assignment without alteration and gave a handy little bit of stuff to his fellows which, when supplemented by the two-minute bits from 139 others, totalled in large sums of value.

The subjects covered were pertinent to the meeting and the topics ran somewhat like these: "Working Scattered Territory"; "Planning the Day's Work"; "The Executive as a Prospect"; "Intensive Work in One Company," and so on. The nature of the man and his experience governed the nature of the assignment. It is significant to remark that when the convention was adjourned, everything that was planned had been accomplished. By adhering strictly to schedule, nothing was left undone.

On the second morning the session was held open for constructive

suggestions of the organization and home office by the staff. Each man had the right to "say his say," and no one was permitted to argue or speak for the home office. The criticisms and suggestions were all recorded for immediate attention and action. The afternoon session proceeded again on the "Sales Experience" line.

Thursday morning was devoted to a "Session of the Stay-at-Homes," at which service, editorial, collection and such problems were discussed by the men handling them in New York. Dr. Jonas Spinner also

addressed the men on the subject, "How a Salesman Should Take Care of Himself Physically." This convention item, although foreign to most sales meetings, fills a vital vacancy in the average staff. It represented Dr. Spinner's second appearance (the institute physician) for at the first gathering he talked to the salesmen on the important topic of keeping fit during the convention days.

VENTILATING THE BRAINS

That, in itself, presents a formidable problem for the "conductors" of any lengthy series of meet-

# Saturday Afternoon in Philadelphia

Somewhere, sometime, somebody doubted the value of Saturday afternoon advertising.

Then along came the aggressive type of advertiser.

He reasoned that the modern metropolitan Saturday afternoon newspaper, with its brevity and high class features, is a fertile field that was neglected.\*

During the past four Saturdays 1058 retail store and "national" advertisements, in 30 distinct lines of business used big space in The Bulletin.

These include full pages from department stores, large copy from automobile and accessory makers and dealers, women's shops, hatters and haberdashers, shoe stores, etc.

## Dominate Philadelphia

Create maximum impression at one cost  
by concentrating in the newspaper  
"nearly everybody" reads —

# The Bulletin

The daily circulation of The Bulletin is the  
SECOND LARGEST in the United States.

December  
Circulation

**457,569**

Copies  
a Day

The Bulletin is the only Philadelphia newspaper which prints its circulation figures regularly each day.

No prize, premium, coupon, or other artificial methods of circulation stimulation have ever been used by The Bulletin.

\*Send for copy of reprint from Advertising Age entitled "Saturday Evening Is the Great Puller" and read what houses like Marshall Field & Co., Strawbridge & Clothier, N. Snellenburg & Co., Lit Brothers, J. E. Caldwell & Co., G. Ulrich Tires, Kellogg's Krumbles, Moxley & Jelke butter, and others do on Saturday evening

ings. First of all, salesmen aren't used to sitting in chairs from breakfast time to luncheon and then, after a brief respite, until 5:30. On top of that you have this crowd of ordinarily energetic men cooped up in a smoke-filled room and most likely overfed on heavy hotel food, rather too rich for a steady diet.

The aim of Dr. Spinner was to see to it that the men got enough of the right kind of exercise to counteract these deadening influences. To aid that, ten minute intermissions were allowed in the middle of each session, and liberal open moments after meals. The results were gratifying, both to the men and to the sales department handling the convention.

Still another innovation at this convention was the matter of handling the entertainment. At least one evening of any convention is usually given over to the theatre, but usually the whole gang is bundled up and shot off to whatever show the convention committee picks. Several things prompted the Institute committee to discard this idea: one was that men's tastes differ considerably, and another was that maybe the men wouldn't all want to go to the theatre. In three busy days no one had much of a chance to follow his own choice for there wasn't any free time. So the evening of Tuesday, the 30th, was left open, by announcement. The committee then reserved from ten to twenty tickets for the best shows in town (at a ticket agency) and then invited the men to take their pick. The unused tickets were, of course, released in plenty of time for disposal by the agency. And an interesting problem was easily handled.

#### HANDLING THE RETURN TRIP

A banquet wound up the affairs of the conference on the night of the 31st, leaving as the only remaining task the transportation of the men back to their territories.

That, like everything else, was doped out well in advance. Nearly two weeks before the men started in from the road they had been instructed to pick out the trains by which they wanted to leave the city after the meeting was over, and a card was made up on which they gave all the material enabling the home office to buy tickets, chairs, berths, etc., to accommodate everyone.

The Railroad Administration supplied two men who worked at the Biltmore with the Institute force adjusting and arranging the details.

# National Advertising Through New York Papers

## Startling Returns Pulled by Guessing Contest in Metropolitan Dailies in Connection with the Auto Show

WHEN one speaks of "national advertising," the words instantly bring to the mind all the familiar weekly and monthly magazines, trade papers, billboards and, perhaps, newspapers all over the country in large cities. Usually the motion-picture medium, car cards and all the rest follow in short order. In other words, the first association is with national media.

It is somewhat unusual, then, to think of covering anything but a very much restricted area with the daily press of any one city. The newspaper suggests to the average advertiser intensive cultivating of one area—strict regional effort.

Thinking in those well-defined circles for such a long time makes it rather difficult to break away to any extreme or radical idea like advertising in Chicago through the New York press. However, it isn't as foreign to fact as one concludes at first blush. Some time ago an engine manufacturer ran an advertisement in a Manhattan paper, and the first reply to it came from an engineer in San Francisco!

There are plenty of other interesting things that could be quoted on the same subject, but the most recent and, perhaps, most illuminating of them all is the contest just completed by the Cleveland Automobile Sales Corporation, New York representatives of the Cleveland Automobile Company, Cleveland Ohio, in connection with the Automobile Show in New York.

Under the title, "What Car Is It?" a series of six advertisements were run in the daily New York papers showing the skeleton chassis of a certain American automobile. In progressive order, one a day, the five outstanding features of this car were given in this manner:

1. A pressed steel frame tapering in a straight line from the greater width at the rear.

2. Semi-elliptic springs, both front and rear, of high carbon and chrome vanadium steel with bronze bushed eyes; front axle, a drop-forged I-beam with chrome nickel steel spindles; a floating rear axle with spiral bevel gears.

3. Four 12-spoke artillery type

wheels on Timken adjustable bearings, steering gear of the worm sector type, irreversible and adjustable.

4. A six-cylinder (cast en bloc) valve-in-head motor with detachable cylinder head, totally enclosed valve mechanism, and adjustable silent chain drive for camshaft and accessories.

5. A streamline body unholstered in hand-buffed leather, having 4-bow one-man-type Never-leak top with door opening windows and bevel glass rear window; instrument board furnished with speedometer, ammeter, oil gauge and carburetor adjustment, all lighted by a dash light.

As the series progressed the car was assembled in the drawing feature No. 4 being added as No. 4 was being described. The problem, then, was to name the car and to submit a letter describing the inherent advantages of each of the five features. The conditions under which the contest was conducted numbered only three:

1. Any one directly connected with the manufacture or sale of automobiles, or concerned in the production of this series of advertisements and their publication is barred from entry. The board of judges reserved the right to withhold the award from any one shown to have any such connection in favor of the next best letter.

2. Only one letter to a person, although several members of a family could submit a separate letter apiece.

3. Letters must reach the judges not later than midnight of January 5.

The judges consisted of: C. F. Clarkson, general manager, Society of Automobile Engineers; H. C. Brokaw, technical director, West Side Y. M. C. A. Automobile School; A. G. Batchelder, executive chairman, American Automobile Association; Alfred Reeves, general manager, National Automobile Chamber of Commerce; and Alexander Johnson, editor, *Motor*.

And last, but not least, the award



# Razors-Strops & Brushes in The Baltimore Market.



**I**T'S pretty soft to step into a market like Baltimore and have a complete trade analysis of that market, as far as it affects your kind of goods, handed to you on a silver platter.

At least that's the view of it taken by manufacturers, agencies and distributors who have written in expressing similar opinions of this very effective work of the Merchandising Department of The Baltimore NEWS.

While not literally on "a silver platter" when you consider the saving in time, money and effort to the manufacturer who would otherwise have to obtain this information at his own expense, it amounts to the same thing.

Reports previously announced cover Chewing Gums, Talcum Powders, Jams and Jellies, Table Syrups, Stationery Supplies (Fountain Pens, Pencils, Inks, Pastes and Mucilage), Laxatives and Cathartics, Candies, Soft Drinks (in bottles).

What makes them more valuable, however, than any report on a single product could possibly be is that they cover ALL the brands of a particular kind of product found on sale in Baltimore at the time of investigation.

For instance if you were interested in Smith's Chewing Gum or Brown's Liver Pills you would get not only a complete trade report on these individual items but their relative standing, distribution, sale, etc., as compared with every other article of the same kind on sale in Baltimore, some of these reports running up into nearly 200 pages and making a book three-quarters of an inch thick!

Let us glance for a minute into the report on Razors, Safety Razors, Strops, Auto-Strops and Brushes, the most recently completed of

the group. In compiling the information contained in this report, 120 retail dealers and 5 wholesalers were interviewed. Possible outlets for this class of goods number 33 department stores, 342 retail drug stores, 18 sporting goods stores, 195 retail hardware stores.

While it would be impossible to give you the various tables and percentages with which this report abounds, it is interesting to note that safety razors—the line in which there is the most advertising—has by far the most nearly perfect distribution and the largest volume of sales, the keenest competition between the leaders, who are advertisers, and a wide difference both in distribution and in sales between the unadvertised article and those which have been well and extensively advertised over a period of years.

Which safety razor has the largest distribution and sale? which razor? which strop? which automatic strop? which brand of brushes? What are the percentages? in neighborhood stores? in down-town stores? Which are the best sellers?—are all questions that the report will answer fully and authoritatively for you, throwing in the individual reports of every retailer and wholesaler interviewed FOR GOOD MEASURE!

*If you are a manufacturer, distributor or agent for any of the goods in this line we want you to feel that you are at liberty to write to us for a copy of this report—or any of the others completed up to this time, for that matter. This information is obtained by us TO BE USED by those contemplating entering or enlarging their activities in the Baltimore market. The general verdict seems to be that it abundantly fills the need.*

## THE BALTIMORE NEWS

DAN A. CARROLL, Eastern Rep.  
Tribune Building, New York

FRANK D. WEBB,  
Advertising Manager

J. E. LUTZ, Western Representative  
First Nat'l Bank Bldg., Chicago

Perhaps the aims of the I. W. W. and the Communists have not been set forth more clearly by anybody than by John Reed, the Bolshevist writer and organizer, who right here in New York on April 7, 1919, held forth upon his "wheel of education" programme.

"Never mind the old men nor the middle age men," he said. "And don't pay attention to the American citizen. Get the immigrant. Get them at the impressionable ages of 18 to 25. Get them all. Organize them and teach them as you organize."

N. Y. Evg. Post, Dec. 14, 1919.

## Eighty Percent

**Of the newspapers in this field are as conservative as the great majority of American publications**

Five per cent of the Foreign Language Press advocate the use of the bullet rather than the ballot for bringing about changes that its following desire. Fifteen per cent is socialist and urges the ballot as the sufficient method for changing economic and political conditions which its readers oppose. Eighty per cent of the newspapers in this field are as conservative as the great majority of American publications.

The Translation Bureau of this organization keeps in closest touch with the developments among these papers. The Production Department is informed as to changes in policy. It gathers from many sources information regarding rates, circulation changes and general efficiency. It is prepared to furnish data on which advertising and marketing campaigns can be based.

Through the Service Department it is possible to prepare advertisements in the vernacular of 45 tongues, and to have them illustrated to the maximum of racial value. Advice and assistance in the preparation of follow up material, catalogues, etc., is available without extra charge.

The sale of standard American goods to the foreign born is the most practical method of Americanization that exists. This specific market of over 8,000,000 readers has ample money to spend, and should be so accustomed to the use of trade marked American merchandise that immediate influence in the right direction may be exerted upon the millions of foreign born yet to come.

Comparatively few advertisers are as yet tapping the golden stream of high wages that can only be reached through the Foreign Language Press.

## THE AMERICAN ASSOCIATION OF FOREIGN LANGUAGE NEWSPAPERS, INC.

RICHARD H. WALDO, Gen. Mgr.

Peoples Gas Bldg.  
Chicago, Ill.

Hickox Bldg.  
Cleveland, O.

Little Bldg.  
Boston, Mass.

Woolworth Bldg.  
New York City



itself was nothing other than the car! A case of "name it and you can have it." A \$1,385 prize is a rather expensive gift.

The car was kept on display at the Automobile Show (with nothing to identify it to the advertised car except its regular construction) all during the contest, and the result was that the people in New York who could went to the Show and studied the different makes before propounding any answers. As a result of this the returns for the first five days were practically nothing. Costing \$30,000 for that period, the campaign succeeded in pulling only thirty entries!

And here is a salient point to be remembered in any kind of a direct mail drive—give the readers a chance before jumping at conclusions. In this case the tables were violently swung about on the sixth day when 2,200 special delivery letters were delivered to the secretary of the contest in the first batch. Through the contest a grand total of 28,460 answers was piled up.

People flocked to the contest headquarters at the Vanderbilt Hotel and submitted their guesses personally. Two men arrived simultaneously, each with his own opinion. They exchanged their guesses on the spot, and they two were so enthusiastic about the veracity of their respective deductive powers that a \$25 bet was made on the outcome.

That is keen interest to arouse by a contest. Yet it is only one sample of how enthused the participants in the thing became. One man who was on his way to Porto Rico wirelessed his entry from shipboard. Another entrant—a woman, mind you (the ladies are scrappers)—sent a 300-word telegram from Los Angeles, Cal., so that her guess would arrive in time!

The winner of the contest, announced in full pages the Thursday after the closing date, was John E. Woodbury, of Worcester, Mass. The genuine value of the campaign to the manufacturers of the Cleveland Six car is the amount of acute interest stirred up, first, and second, the amount of intensive study given to automobiles in general which, when the name of the car was announced, developed into excellent educational material for the Cleveland Automobile Company. It is prime advertising to have your prospect learn for himself the advantages of your product—when he goes to such extremes as these to find out and assure himself that he is right.

# What car is it?



**Feature No. 5.**  
 The car has a steering body of this type. Upholstery of hand-buffed leather, show one-man-type Neverleak top, with drop-opening windows and bevel glass rear window; instrument board furnished with speedometer, ammeter, oil gauge and carburetor adjustment, all lighted by a dash light.

**THIS** is the fifth of six advertisements appearing in this paper that have assembled an automobile before your eyes. Upon each successive appearance of the advertisement there has been added one of Five Distinctive Features in high-class motor car construction. To test the knowledge of the public and its appreciation of the vital points of automobile design a prize will be awarded to the writer of the letter which, in the opinion of the judges, most convincingly and tersely describes the advantages of these Five Distinctive Features:

### What the letter must contain

The assembly started with the first of these Five Distinctive Features—a pressed steel frame tapering in a straight line from the greater width at the rear. The letter will start with a presentation of the advantages inherent in this particular design of frame. The advantages of the second, third, fourth and fifth features in turn will be described in your letter. As to the best of our knowledge and belief there is but one car that contains **All Five of these Features**, your letter will naturally establish the make and name of the car. Mail it to the address given below, to reach the Secretary not later than midnight of to-morrow, Monday.

## The Prize is the Car Itself

### Touring Model

The American public justly prides itself on its knowledge of and ability to classify the various makes of automobiles. Almost every American citizen is a potential car-owner, and he wants to understand the important points of high-class construction, so that when he does buy he will know exactly what he is getting for his money. The car referred to in this contest contains, among many other items of excellence, ALL FIVE of the quality features enumerated in this series of advertisements. It is, so far as we know, the **only car** containing ALL FIVE of these distinctive features.

### The Features Described

No. 1.—A pressed steel frame tapering to a straight line from the greater width at the rear.  
 No. 2.—Semi-elliptic springs both front and rear, of high carbon and chrome-vanadium steel with bronze bushed eyes; front axle, a drop-forged I-beam with chrome nickel steel spindle; a floating rear axle with spiral bevel gears.  
 No. 3.—Four 12-spoke artillery type wheels on Timken adjustable bearings; steering gear of the worm sector type, irreversible and adjustable.  
 No. 4.—A six-cylinder (cast iron block) valve-in-head motor with deacarbon cylinder head, totally enclosed valve mechanism, and adjustable silent chain drive for camshaft and accessories.  
 No. 5.—A steamline body upholstered in hand-buffed leather, having a show one-man-type Neverleak top with drop opening windows and bevel glass rear window; instrument board furnished with speedometer, ammeter, oil gauge and carburetor adjustment, all lighted by a dash light.

### Conditions of the

## Great Automobile Prize Contest

- All persons directly connected with the manufacture or sale of automobiles, or concerned in the production and publication of the series of advertisements, are barred from entry. The judges reserve the right to withhold the award from anyone shown to be so connected or concerned and in that case to award the prize to the writer of the letter judged next in merit.
- Only one letter allowed to each person, but several members of a family may send a separate letter for each individual.
- The writer of the letter which most convincingly and tersely describes the advantages of the Five Distinctive Features in establishing the make of the car containing them, will be presented with one of these great American cars (latest Touring Model) absolutely free.
- Letters must be in the hands of the Judges not later than midnight of the 5th day of January.

### THE JUDGES

C. F. CLARKSON, General Manager Society of Automobile Engineers.	A. G. BATCHELDER, Executive Chairman American Automobile Association.
H. C. BROOKAW, Technical Director West Side Y. M. C. A. Automobile School.	ALFRED REEVES, General Manager, National Automobile Chamber of Commerce.
	ALEXANDER JOHNSTON, Editor "Motor"

### How to Enter the Contest

As the Five Features have been making their successive appearances, you have been starting over in your mind the advantages of each. It's not too late, now, by studying the list above, under "The Features Described" to see just what these five points are and to reason out to your own way their advantages. They are incorporated in the car that has been assembled in these advertisements because of certain positive points of excellence, and it is these inherent advantages that your letter should describe so convincingly and tersely as you can do so. Do not forget that the letter may be in the hands of the Secretary of the Contest, for transmission to the Judges, not later than midnight to-morrow, Monday night.

### Watch for the

## ANNOUNCEMENT OF WINNER

The car itself, which can be seen on the streets of New York in ever increasing numbers, is on exhibition at the National Automobile Show at the Grand Central Palace, where the announcement of the winner will be made on Wednesday evening and the car awarded. Thursday's paper, January 8th, will contain the name of the winner and all the news regarding the contest.

**Office of the Secretary, Automobile Contest, Mezzanine Floor,  
 Vanderbilt Hotel, N. Y.**

Specimen of copy appearing in the daily papers in connection with the Automobile show. This contest gave an excellent method of measuring the interest value in newspaper advertising.

And opinions, the result of research and thought, are important to folks who back them up with \$25 bets, wireless messages and 300-word telegrams.

The replies drawn by the advertisements were not limited to New York City, you can see. They came in from all parts of the country—national advertising through "local" media. The extent of influence carried by our New York dailies, as

demonstrated in this incident, is interesting—to say the least.

### Boston Agency Enlarges Quarters

The Franklin P. Shumway Company, advertising agency of Boston, one of the oldest agencies in that city, has found it necessary thru an increased volume of business to greatly enlarge their offices. The Shumway agency has been in business in Boston for the past thirty-nine years and it is now one of the largest in Boston handling local, national and export advertising.



### Herman Philipson Resigns From Dallas Times Herald

Herman Philipson, well known newspaper advertising man and director of advertising for the Dallas, Texas *Times-Herald* has resigned his position to become connected with The Nieman-Marcus Company department store of Dallas. Mr. Philipson has always been very active in the advertising field and was one of the founders of the Dallas Advertising League. Shortly after the outbreak of the war Mr. Philipson was selected to handle the national advertising for the War Savings Stamp campaign in Washington. Mr. Philipson's new duties as assistant to Mr. Marcus of the firm Nieman-Marcus Company began January 1st, 1920.

### Felix Orman Leaves "Leslie's Weekly"

Felix Orman, who has been in charge of the Institutional Advertising Service and Promotion Department of *Leslie's Weekly* during the last year, has given

up his work on that publication. Mr. Orman started in the newspaper business as an editorial writer and was at one time on the staff of the *Outlook* as industrial editor. He is at present engaged in independent work in New York.

### Army Organ Selects Chicago Advertising Agent

The Federated Press has been made Chicago advertising agent for Ivy Leaves, official organ of the Fourth Division of the A. E. F., now being published in Des Moines. L. H. Martin is business manager of the new ex-service magazine.

### Chris D. Hagerty Elected President of Chicago Press Club

Chris D. Hagerty, former war correspondent and a member of the Chicago Associated Press staff, has been elected president of the Chicago Press Club.

### Paris Bars Advertising on Buses

The right to display advertisements on buses and tram cars in the city of Paris has been refused by the Paris Municipal Council on account of their being inartistic. This sacrifice on account of art causes the loss of about \$100,000, it is estimated.

### Patterson Agency Handling Amberg File and Index Advertising

The W. A. Patterson Company, Inc., of New York, are placing advertising for the Amberg File and Index Company in newspapers in cities where the Amberg branches are located.

### McGraw-Hill Changes

H. G. Sommerman, of the Chicago office of the McGraw-Hill Co. Inc., has been transferred from the circulation division to the Searchlight advertising section in that office.

Thomas P. Scanlan has also joined the Searchlight division of the McGraw-Hill Chicago office and will do soliciting in the western territory.

### Another Paper Raises Price

*The Evening Tribune-Times* today announced an increase to three cents a copy. Prohibitive costs of paper and other materials made the advance necessary, the publisher said.

### Robert E. Peoble New Advertising Manager for B. Fischer & Co., Inc.

Robert E. Peoble has been appointed advertising manager of B. Fischer & Company, Inc. Mr. Peoble was formerly with the Brown-Durrell Co.

### H. P. Bartlett New Advertising Manager of Hotel Review

H. P. Bartlett, who for some time has been connected with the advertising department of *The Hotel Review*, has been appointed advertising manager, succeeding A. R. Eadie, whose resignation is recorded elsewhere in this issue.

### Lord & Thomas Sending Out Contracts and Orders

Lord & Thomas, of Chicago, are sending out contracts and orders on the following accounts: Absorbene in Ohio dailies; Akin Erskine Milling Co., in Illinois, and Leopold, Solomon & Esien-drath in Southern dailies.

### Canada Issues Drastic Order to Conserve Newsprint

The Governor General of Canada on January 6th signed an Order in Council authorizing the Minister of Customs to refuse export licenses to manufacturers of newsprint paper who refuse to comply with any order of the Controller of Paper. Another Order in Council gives the Paper Controller the power to requisition and distribute to Canadian newspaper publishers any newsprint paper which a manufacturer has refused to deliver on the order of the Controller. Manufacturers will be compensated for any such seizures at a price fixed by the Controller. Penalty for noncompliance with the Controller's order is fixed at \$500 a day for a period not to exceed 10 days.

According to a report of the Commission on Conservation, the pulp wood supply of Canada is large but much of it is inaccessible for commercial purposes, also that destruction of the product by bud worm is so great that the loss far overbalances the annual in Canada and the United States. Clyde Leavitt, Chief Forester of the commission, gives the following estimate of provincial supplies of pulp wood: Quebec, 300,000,000 cords; British Columbia, 255,000,000; Ontario, 200,000,000; New Brunswick, 33,000,000; Nova Scotia, 30,000,000. There is little information of the available supply in the prairie provinces.

### Touzalin Agency Elects New Officers

Bruce Farson, formerly with Robel & Bryant of Chicago, is now vice president of Chas. H. Touzalin Agency of Chicago in charge of sales. W. B. Swann has been made vice president in charge of production. Albert R. Callies, formerly secretary, is now secretary and treasurer.

New advertising accounts now being handled by the Touzalin agency include the following: Oshkosh Motor Truck Company, Oshkosh, Wis.; Globe Shirt & Overall Company, Abingdon, Ill.; National Bond & Investment Company, Chicago; F. C. West Corporation, Chicago, and the Bailey-Drake Co., Chicago.

### Campbell-Ewald Company Give Stock to Employees

At a banquet given to the fifty members of the Detroit office of the Campbell-Ewald Company advertising agency of that city, H. T. Ewald, president of the company, announced that a plan had been formed by the company, which recently underwent a reorganization, whereby the employees were to be taken into actual business partners of the company. When the company was reorganized, its capital was increased to \$200,000 and of this sum a portion has been set aside out of the holdings of the present stockholders for presentation from time to time to the employees in proportion to their length of service and rank of position. This does not apply to those who have been with the company less than a year. Such employees will receive a bonus.

### British Advertising Trade Journal Issues Christmas Number

*The Advertiser's Weekly*, the British advertising trade journal, issued a very fine Christmas Number with the issue of December 23rd. In this issue are a number of most interesting articles on advertising and its growth in the year just passed. It is noticed also that the journal has made rapid strides itself for the same period.

## Keeping Up With The Times

### A FACT A WEEK

It wouldn't be polite to say "We told you so," but there is a good bit of satisfaction in the information, just received, that one of the biggest manufacturing concerns in the country has instructed its advertising agency to abandon its policy of using "one paper in a city."

This manufacturer has kept a careful record of sales proportioned to population, and covering a long period. He finds that in a few cities one paper seems sufficient, but that in many others the use of only one paper is insufficient to develop sales to the standard average.

Washington is one of the cities where two papers will be used henceforth, and *The Times* is one of them.

### The Washington Times WASHINGTON, D. C.



**Leroy A. Klings Agency's New Accounts**

Schedules are going out from the Leroy A. Kling Advertising Company, of Chicago, for the Meadows Manufacturing Co., of Bloomington, Ill., and for the Globe Lighting Company of Milwaukee. Electrical trade and farm papers are being used.

W. B. Hall has been added to the staff of the Leroy A. Kling agency, and will have charge of the production department. Mr. Hall was formerly with the Associated Artists' service of Chicago.

**McJunkin Has Two New Department Heads**

R. M. Boomer, formerly with Erwin & Wasey Co., is now at the head of the service department of the McJunkin Advertising Company, of Chicago. W. C. Pohrte, formerly with Lord & Thomas, is now production chief for the McJunkin agency. The advertising account of The Multihestos Company, formerly The Standard Woven Fabric Company, of Walpole, Mass., has been transferred to the McJunkin agency. A schedule for 1920 is now being planned.

**Chicago "Journal" Man Goes to "Evening American"**

Wm. G. Driver, formerly advertising solicitor for the Chicago *Daily Journal*, is now handling financial and railroad advertising accounts for the Chicago *Evening American*.

**Miss Harris Leaves Hoyt's Service**

Minerva S. Harris, who has been manager of the contract department of Hoyt's Service for the last year and a half, has resigned and is now associated with Weil-Biow & Weil. Miss Harris was formerly connected with Sherman & Bryan, for many years as space buyer.

**American Association of Advertising Agencies to Hold Banquet**

A banquet will be held at the Commodore Hotel on January 13th under the auspices of the American Association of Advertising Agencies. Harry Dwight Smith, president of the association, will preside, and an interesting program has been planned.

**Japanese Labor Conference Delegate Visits N. Y. Advertising Club**

Jiuji G. Kasai of Tokio, who has been in Washington as adviser to the Japanese delegation to the International Labor Conference, was in New York last week and paid a visit to the New York Advertising Club. Mr. Kasai is a graduate of Harvard University and is honorary secretary to the Japanese American Relations Committee.

**New York Sun Establishes Canadian Industrial Bureau**

The New York *Sun* has established a Canadian Industrial Bureau at 280 Broadway, New York City, and has sent out notification to Canadian Boards of Trade, Chambers of Commerce and similar organizations interested in the development of Canada and have invited them to send to the Bureau supplies of various publications relative to industrial attractions in respective Canadian localities that these may be kept on file or be distributed to

persons requesting information of this kind. This bureau is conducted without charge of any sort to those who avail themselves of the opportunity of using it.

**Mallory, Mitchell and Faust Placing New Contracts**

The American Ironing Machine Company, through Mallory, Mitchell & Faust, of Chicago, are placing 20,000 line contracts in the leading dailies in twenty largest American cities.

**Cahill-Igoe Printing Company Changes Name**

After January 1 the Cahill-Igoe Printing Company, one of the largest commercial concerns in Chicago, will be known as James T. Igoe & Company.

**J. M. Woodman Joins Chesman Agency in Chicago**

J. M. Woodman, formerly owner and editor of the Waukegan (Ill.) *Gazette*, is now copy man and solicitor for the Chicago office of Nelson Chesman & Company. This company is sending out orders to a large list of daily newspapers on the Easyhold Truss Company account.

**Julius Schneider Enters Real Estate Business in California**

Julius Schneider, formerly advertising counsel of the Chicago *Tribune*, and advertising manager of the Chicago *Herald*, is now interested in the real estate business in California.

**LIFE**

**A Recognized Institution**

The work of a solid organization having a definite purpose in mind, all of which is the result of a sound policy of constructive foresight.

Bonafide uncontrolled editorial contents.

Bonafide circulation; no other kind under any circumstances.

Bonafide, fair and fearless policy for advertisers, not independent—humble but firm.

266,000 net and growing naturally.

The faith of over a million readers.

Watch LIFE.

Geo. Bee. Arc.

LIFE'S Advertising Manager, 31st St. West, No. 17, New York  
B. F. Provandie, Western Mgr., Marquette Bldg., 1537, Chicago

# Why the Difference in Rate of Exchange Is Not a Favorable Foreign Trade Factor

A Clear Exposition of  
This Vital Subject

By E. E. PRATT

President E. E. Pratt & Co., Inc., formerly Chief of the Bureau of Foreign and Domestic Commerce, Washington, D. C.

MANUFACTURER: I. P. & Co.

*"The normal rate of sterling exchange is \$4.86. The rate to-day is approximately \$3.70. Why is this a favorable rate for us? Who gets the difference?"*

CANADA: J. P.

*"We deposit funds in the New York branch of a Canadian bank for transfer to Montreal. When received there only a smaller amount, now about 10 percent less, is credited to our account. Does the bank make the difference? Why don't we get as many Canadian dollars as U. S. A. dollars?"*

THESE are both interesting and pertinent questions to everyone interested in foreign trade. To discuss them thoroughly would demand a voluminous treatise rather than a few paragraphs.

Let us first note the case in a simple, theoretical way. Suppose there are only two countries—A and B. We will call the money in country A, A-dollars, and in country B, B-dollars, and at par they are of equal gold value. If trade is running normally between the two countries, and in about equal amounts, A-dollars will be approximately equal to B-dollars. This statement presupposes that there are no other influences that would affect exchange, such as the transfer of securities, money carried from one country to another by travelers, and the like. Under these conditions there would be approximately the same number of A-dollars wanted in B to pay B's obligations in A as there are B-dollars wanted in A to pay A's obligations in B.

But suppose that suddenly, for some reason or other, A's exports to B fell off by one-half, but that A's imports from B continued as before. The result would be that the exchange of commodities would at once cease to equalize and instead of merchandise A would have to find money in which to pay the difference. B-dollars would, therefore, be in great demand in A and

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## Have You a Question You Would Like to Ask About Foreign Trade?

**I**F you have you can get it answered, without charge or obligation, if you are a subscriber to "Advertising & Selling," by sending it to the editorial offices.

Dr. E. E. Pratt, now president of E. E. Pratt & Co., Inc., and formerly Chief of the U. S. Bureau of Foreign and Domestic Commerce, in this department every other week will answer specific questions as to actual practice of foreign trade.

For example, you want to know how to make parcel post shipments to Paraguay—ask Dr. Pratt, he will tell you how it is done.

You want to know what affect the rate of exchange will have on foreign trade with Italy? With Latin America? With other countries? Ask Dr. Pratt, through "Advertising & Selling" and you will receive the information.

Dr. Pratt's answers to foreign trade questions will alternate with the series of articles on foreign trade by Clayton Sedgwick Cooper, the second article of which will appear in our issue of January 17th.

Mail your questions to Dr. E. E. Pratt, care of Advertising & Selling Co., Inc., 131 East 23d Street, New York City.

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exporters would seek them and pay premiums in order to get them and discharge their obligations to B. On the other hand, in B many persons would have A-dollars, and hence the demand for them would diminish and they would probably go at a discount.

The dollars in both A and B would remain of the same value as far as the gold in them is concerned. But in A people would be in need of money to pay their debt to B. In B people would have no debt to pay to A, and hence A-dollars would depreciate.

This is exactly what has happened between England, France, Italy and the United States. In each instance the United States has exported enormous quantities of merchandise to these countries, and hence dollars are in great demand. The bidding for dollars is sharp and

the price consequently rises. On the other hand there is a comparatively small demand here in the United States for pounds, francs or lire, and consequently the price of these moneys in our money is constantly lower. Therefore pounds can be bought for \$3.70, francs for 10 cents and lire at 7½ cents.

### NOT A FAVORABLE SITUATION FROM FOREIGN TRADE VIEWPOINT

This state of affairs is often spoken of as favorable to ourselves. It is so in the sense that the dollar is at a premium; but it is anything but favorable from a trade point of view. This enormous premium on the dollar increases the prices of American merchandise in every market where that premium exists. A Frenchman could once purchase a dollar's worth of American merchandise for five francs. To-day he must pay ten francs. Therefore, he doesn't buy. Consequently this so-called favorable exchange situation is really most unfavorable and is shutting off our trade with those countries more effectively than any protective tariff could ever do so.

"Who gets the difference?" As a matter of fact, no one does. The Frenchman pays his ten francs, yet the American exporter only gets his dollar as formerly. This seems strange, but we must revert to our theoretical illustration. It was pointed out that the price of B-dollars in A is high because of the limited supply of them. B-dollars in B were worth the same as before and A-dollars in A were worth the same. No one got the difference. The difference is only the expression of the increased demand and the decreased supply.

In the case of Canada the situation isn't so clear, because of the fact that the two countries are close together, separated by an imaginary line, and because the coinage and the monetary systems of the two countries are very similar. But the same general facts are true. Our dollars are at a premium because Canada is importing more goods from the United States than





## He has written the most widely read book of the last 200 years

"IN His Steps," by Dr. Charles M. Sheldon, has outsold every other book ever published, with the exception of the Bible and "Pilgrim's Progress." Its sales already total more than twenty million copies.

The success of the thirty other books written or edited by Dr. Sheldon is confirming evidence of his remarkable power as an author and editor.

A rare spiritual vision combined with a unique genius for expressing his thoughts so that their interest and influence are universal—these are his dominant characteristics.

Dr. Sheldon is now Editor-in-Chief of the Christian Herald. He will henceforth devote his striking ability as a religious leader exclusively to that great audience which the Christian Herald reaches regularly.



# THE CHRISTIAN HERALD

GRAHAM PATTERSON, *Publisher*

NEW YORK CITY

she is exporting to the United States. Hence U. S. dollars are more in demand in Canada than Canadian dollars are in the United States.

#### WHERE THE BANK WOULD MAKE A PROFIT

However, it looks very much as if the Canadian bank with a branch in New York does get the difference. It does get it providing it holds its Canadian dollars until such time as the Canadian and U. S. dollars are again at par. If, however, the bank actually transfers its funds it loses practically the same amount as the merchant or exporter. Again, if the Canadian bank should liquidate to-day it would be forced to do so in Canadian dollars at the ruling rate of exchange.

The exchange situation so far as it affects countries like Canada, England, France and Italy cannot be really adjusted until the exports of all commodities, including capital, are approximately offset by imports of all commodities, including capital.

In connection with Dr. Pratt's answers to this very important question of the effect of exchange on the subject of foreign trade, it is interesting to note the following item in the current issue of "Commerce Reports," sent in by A. M. Thackara, consul general at Paris: "A leading firm of American exporters has made the following agreement with its representatives in this country, with a view to avoiding as far as possible the exchange crisis at present prevalent:

"Goods are shipped and invoiced in dollars. The French firm does not send dollars or francs in payment, but deposits with a local bank, for the account of the American exporter, an amount in francs corresponding to the amount of the dollar invoice at the current rate of exchange. This amount is corrected every month to correspond with the fluctuations in the rate of exchange, i. e., if dollars rise, an additional deposit is made to cover the difference in exchange.

"New invoices are all dealt with in the same manner. An agreement has been made between the exporters and the importers for the transmission of the money deposited when the exchange rate shall have reached a level satisfactory to the importer. This agreement is for a period of two years, and, if at the end of that period, exchange has not fallen sufficiently to allow of the transmission

of the money without loss to the importers, a further agreement will be negotiated between the two parties.

"The money is deposited with a bank having correspondents in the United States, and the American exporter is enabled, if required, to borrow money in the United States against the deposits standing to his credit in France. The French deposit bearing interest, the American exporter incurs little or no expense in connection with his American loans, as the interest paid in France offsets that he may have to pay in the United States."

#### New York Still Leads in Auto Census

New York still retains its supremacy as the Empire State in automobiles throughout the country. The year 1919, up to Dec. 1, showed an increase over the preceding year of more than 21 percent in registrations. The total number of cars licensed up to Dec. 1, 1919, was 560,811, the figures for the corresponding date of 1918 being 460,024, an increase of practically 100,000.

Commercial cars show a 26 percent increase over 1918, while of chauffeurs there has been a 23 percent increase, the number of licensed drivers footing to 176,466. While there will be additional licensing of cars up to the latter part of January, the figures will not vary materially, as registration will be comparatively small up to Feb. 1, when the new motor fiscal year begins.

## A \$10,000 Headline

That Paid for Its  
Cost Many Times

**T**EN thousand dollars may seem like a great deal of money to pay for a single headline.

But the difference between profit and loss in advertising can be merely a difference in the appeal of headlines used in the copy.

We know of one advertiser—and his experience is by no means exceptional—who spent ten thousand dollars before he secured a headline that was interesting enough to induce sufficient people to read his story to pay him a profit.

This man sold by mail so he had actual figures to prove that the headline he finally secured was cheap, even at ten thousand dollars, for he built his business upon it.

And yet many advertisers who sell through dealers go on month after month



It is noticeable that motor cycles show a decrease of 518 over a year ago. This also holds true in New York City, where the decrease amounts to 91.

In the State as a whole, automobile dealers have increased from 2,251 to 2,661, a gain of 410, or 18 percent. The number of buses has also increased by 23 percent. The total receipts to the Secretary of State's office from its Motor Vehicle Department will reach \$6,000,000 at the end of the present month, being \$1,000,000 in excess of 1918, or approximately 20 percent.

Taking the New York City registration figures separate from those of the entire State, an increase of 35,087, or 30 percent, is shown in its passenger cars. The same period has brought an increase of 24 per cent in commercial cars. The number of dealers has grown from 645

in 1918 to 813 on Dec. 1, 1919. New York City registered 171,539 motor vehicles in 1919, while its chauffeurs now number 104,632, as compared with 82,476 on Dec. 1, 1918.

The important part which New York City plays in the motor vehicle receipts is revealed in the fact that the 24 per cent increase for 1919 brings the total to \$2,408,889.75, a gain of \$470,445.25 over the same date a year ago.

The following tables give the number of cars, dealers, chauffeurs, and motor cycles on Dec. 1, 1919, and on a like date in 1918, with the increase of each:

NEW YORK STATE.

	1919	1918	Inc.
Passenger cars	440,043	304,050	75,993
Omnibus	21,903	17,862	4,041
Trucks	93,846	74,574	19,272

Trailers	2,359	2,187	171
Dealers	2,661	2,251	410
Total cars	500,811	460,924	99,887
Chauffeurs	176,466	143,789	32,677
Motor cycles	27,988	28,506	*518
Receipts	\$5,881,623	\$4,006,866	\$974,756

NEW YORK CITY.

Passenger cars	122,072	97,885	35,087
Omnibus	8,622	6,306	2,316
Trucks	38,479	31,078	7,401
Trailers	653	614	39
Dealers	813	645	168
Total cars	171,539	136,528	35,011
Motor cycles	7,909	8,000	*91
Chauffeurs	104,632	82,476	22,156
Receipts	\$2,408,889	\$1,938,444	\$470,445

Decrease.

**Philip W. Lennen Elected Vice President of Royal Tailors**

Philip W. Lennen, for the past eleven years sales and advertising manager of the Royal Tailors, has been elected Vice President of that company. Mr. Lennen will also serve as Chairman of the President's Executive Staff.

**Van Gytenbeek Becomes Vice President of N. Y. Advertising Club**

At a recent meeting of the Board of Directors of the New York Advertising Club, A. Van Gytenbeek, chairman of the House Committee, was elected Vice President of the club, succeeding George W. Hopkins, who is now president. The Board also appointed Dan A. Carroll, who is eastern representative of the Indianapolis News, as chairman of the On-to-Indianapolis Committee for 1920.

**Philadelphia Firm Acquires Interest in Perry Dame Company**

Isaac Seder, of Frank and Seder, owners of several large department stores in Philadelphia and Pittsburgh, has acquired a substantial interest in the Perry Dame Company, of New York. With the advent of Mr. Seder's connection with the Perry Dame Company they are planning a greater increase in business and a broader field in which to market their goods.

**Utica Newspaper Composer Made Rich Man by Will**

Duncan E. Fuller, a compositor in a newspaper office in Utica, is the chief legatee under the will of the late Dr. Robert M. Fuller, which was read today.

Besides receiving outright \$10,000 and the doctor's personal property in this city he will receive a trust found from the residue of the estate, which, it is estimated by attorneys, will amount to \$250,000.

**Firestone Gets Out Booklet on Their Industry**

The Firestone Tire and Rubber Co. have published in connection with their annual statement and report a booklet which is composed of things of interest to Firestone shareholders. In this booklet an entire review in condensed form of the present proportions of the rubber industry and of the Firestone position in the industry is dealt with.

**London, Ontario Publisher Dead**

Walter J. Blackburn, publisher of the London, Ontario *Free Press* died January 1st in London, Ont. Mr. Blackburn was well known as a newspaperman and sportsman being the owner of a stable of hunters.

using the kind of headlines which mail order records prove make but little impression on readers.

There are well defined principles which must be applied to make a headline effective. And no one can tell what is good or bad so well as advertisers who sell direct to consumers.

Yet important as headlines are, this is only one point at which we can apply to general advertising lessons learned in mail order advertising. What is said to back up the headline is equally important.

The Tested Appeal In Advertising is a little book which shows how the advertising of those who sell through dealers can be made to do better selling work and more of it.

A copy will be mailed without obligation if you will send for it on your business letterhead.

**RUTHRAUFF & RYAN**

Incorporated

**ADVERTISING**

404 FOURTH AVENUE at 28th ST., NEW YORK

CHICAGO: 30 NORTH MICHIGAN BOULEVARD

## The Week in Washington From an Advertising Viewpoint

Washington Bureau, ADVERTISING & SELLING, Riggs Building

### New Bills in Congress on Newsprint Conservation

Among the first bills introduced in the House of Representatives after the convening of Congress from the holiday recess were those having to do with the conservation of print paper. Congressman C. A. Christopherson, of South Dakota, proposes to give the Federal Trade Commission power and authority to allocate and distribute the available supply of print paper. Congressman Scott Ferris, of Oklahoma, would put a ban on all print paper exports.

The Christopherson bill provides "That for the period of one year after the passage of this act, or for such further time as the President of the United States may deem necessary, the Federal Trade Commission is hereby authorized and directed to take control of the entire supply of print paper, including that manufactured here and that imported, for the purpose of distributing and allocating the same so that publishers may receive a fair and just proportion of the supply, it being the intent hereof to grant to the Federal Trade Commission the power and authority to alleviate the present shortage in the supply of print paper by distribution and allocation.

"Sec. 2. That all contracts made for the purpose and sale of print paper are hereby abrogated and suspended during the operation of this act."

The Ferris bill provides "That for a period of one year from and after the passage of this act it shall be unlawful for any person, firm or corporation to export any print paper from the United States

"Sec. 2. That the Secretary of the Treasury is hereby authorized and di-

rected to make all necessary regulations for the purpose of carrying out the provisions of this act.

"Sec. 3. That any person who shall violate any of the provisions of this act or any of the provisions or any regulations made in pursuance thereof, shall, upon conviction, be fined not more than \$10,000, or, if a natural person, imprisoned for not more than ten years, or both; and the officers, directors or agents of any corporation who knowingly participate in such violation shall be punished by like fine or imprisonment, or both."

### Further Investigation of Newsprint Manufacturers Association Asked

Further investigation of the Newsprint Manufacturers' Association is sought by Attorney General Palmer, who has asked the Federal Trade Commission to reopen the case. It is declared that numerous complaints of the high prices asked for newsprint have been filed with the Department of Justice, which present the question whether the final decree of the commission and the agreement entered into by the manufacturers have been complied with.

A formal request for the reopening of the investigation has been sent to the Federal Trade Commission by the Attorney General, accompanied by an explanatory statement in which it is declared that information is desired as to whether the final decree of the District Court for the Southern District of New York, on December 25, 1917, is being carried out. The agreement between the Attorney General, as trustee, and manufacturers of newsprint was entered into simultaneously with the entry of the decree, according to the statement, and

provided, among other things, that during the period of the war and for three months thereafter the prices and terms of contract for sale of newsprint paper should be fixed and determined by the Federal Trade Commission, subject to review by the circuit judges of the second circuit.

In his application for reopening the case the Attorney General requests:

"That the Federal Trade Commission make an investigation of the manner in which said final decree has been and is being carried out;

"And of the manner in which said agreement is being observed in the following particulars: Whether the manufacturers signing said agreement have actually produced the daily tonnage of newsprint paper which they, respectively, subjected to the terms of the agreement;

"Whether said manufacturers have offered said tonnage in accordance with the provisions of said agreement;

"How much of the tonnage manufacturers signing said agreement have sold to jobbers, dealers or other middlemen, and at what prices; and whether said jobbers, dealers or other middlemen, in reselling to the so-called small publishers, have observed the maximum commissions fixed by the Federal Trade Commission.

"And that the Federal Trade Commission transmit to the Attorney General a report in writing embodying its findings and recommendations."

Should it be desired, upon receipt of the report made by the commission, if that body determines to reopen the case, to submit any evidence to the courts for further action, the United States District Court for the Southern District of New York still retains jurisdiction in the case.

### Opposition to Government Control of Merchant Marine

Freedom from Government regulation as to routes and rates for American merchant vessels is favored almost unanimously by the Chamber of Commerce of the United States, according to the results of a referendum just completed embodying proposals for a national merchant marine policy to be advocated by the organization. The recommendations agreed upon will at once be laid before Congress for consideration in connection with legislation affecting the merchant marine.

Private ownership of vessels and yards, with whatever Government aid may be necessary in private operation of ships, the sale of all wooden vessels and of steel vessels under 6,000 tons deadweight to the highest bidders, and the absorption by the Government as a war loss of the difference between the war cost and present value of ships, are also advocated, together with the transfer of other Government-owned vessels to regional associations for disposition at cost to private individuals and corporations to be formed in the several regions.

It is proposed that the regions recommended be formed as follows: One each representing New England, Philadelphia and adjacent territory, Baltimore and adjacent ports, including Hampton Roads; South Atlantic ports, New Orleans and Gulf ports and the Great Lakes, and one or more on the Pacific Coast.

Newspaper advertising isn't the *exception* that proves the rule that "Keeping Everlastingly at it Brings Success."\*

Use newspapers on a *three-year* basis if you would hold this or any other market.

\*Application to N. W. Advertising Service

## THE INDIANAPOLIS NEWS

FOR FIFTY YEARS A NEWSPAPER

New York Office  
DAN A. CARROLL  
Tribune Building

FRANK T. CARROLL  
Advertising Manager

Chicago Office  
L. F. LUTZ  
First National Bank Building



In support of its position that the Government should not own and operate the country's merchant marine, the chamber's committee on ocean transportation declared that under Government ownership and operation it is almost inevitable that considerations entirely apart from economic reasons would constantly interrupt the natural course of management of ships and trades. It is pointed out also that freedom from Government regulation as to routes and rates, except insofar as such regulations already exist, is desirable, and attention is called to provisions of laws now in force affecting this phase of the question.

**Request Legislation Against Misbranding Woolen Merchandise**

The wool growers and dealers of the middle West are petitioning Congress for the enactment of a pure fabric law. Congressman Begg, of Ohio, has presented to the House of Representatives petitions signed by 159 wool men of that State. The text thereof is as follows:

"We, the undersigned, do hereby petition and request that our Legislature enact a pure fabric law. The purpose of such a law being to let the public know the quality of the goods they are getting for their money. We know that we are in a position to request such a law, and we therefore ask for immediate consideration.

"Another matter of importance which we wish to call your attention to is the fact that we do most sincerely denounce the importation of wool from the British Government, thereby putting foreign wool on an equal basis with our own, free from duties and taxes, which we, as producers and dealers, are required to stand.

"We know that wool growers are organized as never before, and we certainly feel the need of the above protection."

As a result of this petition the branding of all manufactures of wool to show the percentage of wool and the percentage, if any, of cotton, silk or other materials therein, will be proposed in a bill which is soon to be presented to Congress by Representative French, of Idaho. The measure is expected to be the most comprehensive bill for legislation of this kind yet proposed, and will affect all handlers of commodities of which wool is a component part.

It is declared that both the public and the wool growers are greatly in favor of such legislation and that, in addition, a number of manufacturers have expressed their approval of the proposed measure.

Under the bill now being drafted by Mr. French all handlers of woolen merchandise would be responsible for misbranding, including retailers, but would not be held responsible if they could prove innocent. In other words, while a retailer would be deemed technically guilty of violation of the law in selling misbranded woolen goods, he would not be responsible if he could prove that he was selling such goods on the guarantee of the producer that they were properly marked.

"When a consumer buys an 'all-wool' garment, he would like to be assured that it is not 75 per cent wool and the rest cotton," declared Representative French, in speaking of his measure. "Some of the manufacturers of woolen

goods also favor the proposed legislation, feeling that they would be willing to have their goods stand on its own merit and want others to do likewise."

**Seventeen Million Dollar Loan to Exporters by Government**

The American Government has taken its first step to the financial aid of Europe by announcing through the War Finance Corporation four loans aggregating \$17,000,000 to manufacturing exporters. Two loans of \$5,000,000 each have been arranged to finance the exporting of locomotives and agricultural machinery. A third loan of \$5,000,000 goes toward electrical machinery. Under the War Finance Corporation loans not to exceed \$1,000,000,000 have been arranged.

**Hardware Dealers Magazine Opens New Department**

The *Hardware Dealers' Magazine* has opened up a new department in connection with their publication known as Advertisers' Publicity Service, and is located at the International Hardware Exchange in the Grand Central Palace. In this new department is maintained a Bureau of Trade Information, Library of Trade Literature, Advertisers' Samples, Signs, Cut-outs and Show Cards.

**Wrigley Executive Becomes Director of Hudson Trust Company**

B. L. Atwater, vice president of William Wrigley, Jr. & Co., has been elected a director of the Hudson Trust Company of New York.



**T**HE Textile Manufacturing Industries of the U. S. are spending \$10,000,000 a week for new construction, factory supplies, machinery and all manner of equipment needed by manufacturing organizations.

Here is a tremendous market for hundreds of industrial products—one which cannot be won by hit-or-miss tactics nor scattered efforts.

It requires intensive concentration—exactly the kind of service offered by **Textile World Journal**, which over 750 successful industrial advertisers are using today.

We stand ready to discuss with you the special proposition of your sales to textile mills and to do so in the broad sense of **Results** by whatever methods best suited to your problem.

**Textile World Journal**

*Audit Bureau of Circulations.  
Associated Business Papers, Inc.*

**BRAGDON, LORD & NAGLE CO.**

**334 FOURTH AVENUE,**

**NEW YORK**

# Selling The Idea of Home Washing To The American Housewife

**What Is Back of the Unprecedented Demand for Electric Washing Machines; the Affect on the Laundries; What Will Be the Outcome**

**By R. B. WOOLLEY**

Director of Publicity, the Society for Electrical Development

**R**ECENTLY in New York City an electrical jobbing house contracted with a washing machine manufacturer to sell 16,000 electric washing machines bearing that manufacturer's name. This one manufacturer has set as a minimum 150,000 machines for the year, and a maximum of 250,000. The company alone plans to spend \$500,000 in national advertising and promotional work during the next twelve-month. And this is not the largest electric washing machine manufacturer by any means.

In Minneapolis there is an electrical jobber who annually sells more than 3,000 electrical washing machines. In Milwaukee one contractor-dealer disposed of twenty-seven such machines in the week ending July 19, the interesting fact being that this man has but two salespeople, one of whom is confined to the store. Most of his sales were made on the floor of his little shop. Another electric store has been averaging one electric washer or mangle per day per salesman—this also in Milwaukee. An Omaha specialty dealer up until 1918 had placed over 1,000 electric washing machines in homes in that city, through the efforts of one or two specialty salesmen, working with his wife and himself. And these are by no means exceptional cases. There is one shop in Chicago that sells more washing machines per day than the average electrical dealer will sell per month.

I bring out these figures simply to emphasize the fact that the sale of electrical washing machines (and other electrical household labor saving devices) are enjoying an unprecedented increase. The peculiar part is not that in 1918 and 1919 there will have been sold over \$40,000,000 worth of such washing machines to the American housewife, but the fact that most of these specialties, for the most part, average around the \$100 mark in cost, and go into homes where the housewife has been totally ignorant of household washing equipment of this character. True there have

been millions of electric irons sold to housewives of this country during the past ten years, but it may be safely said that until 1918 the average woman knew little or nothing about electrical household specialties, particularly the washer and mangle. Therefore the fact that the manufacturers of such equipment are to-day carloads behind orders (one manufacturer alone at this writing having orders on the books for over 100 carloads) demonstrates that considerable promotional and educational work has been done, and furthermore that housewives are quick to turn to any

reliable mechanical device provided it will relieve them of the inconveniences and troubles which they have been putting up with in their household duties.

Another very interesting factor which should be taken into consideration in analyzing this growth is the fact that until this year the majority of washing equipment had to be *sold*; it was not *bought*, as are bought staple products, furniture, refrigerators and the like. And this was the hardest kind of selling, door-to-door work, so abhorrent to the average retailer. To-day the tide is turning. The educational work carried on by the manufacturers and progressive national trade organizations such as the Society for Electrical Development, the Washing Machine Manufacturers' Association, etc., is bearing fruit.

The growth of this business, and its inroads into the business of the commercial laundry is doubtless one of the reasons that the American Laundry Machinery Company, on

## Save Your Strength Now While You Have It to Save

Before the day of washing machines, hand work was necessary. Wash-board rubbing was back-breaking, but it had to be done.

Now with such a sturdy machine available as a Gainaday Washer and Wringer, the housewife's strength can be saved for the "better things" of life. And saving your strength now is a wise measure of economy—as thousands of American mothers will testify.

While the Gainaday is saving your strength it is saving your money as well. The cost of operating a Gainaday is only two cents or less per hour.

Then, too the Gainaday does the wringing. It has many modern conveniences not found in ordinary washers. The swinging wringer with its safety catch, the strong motor with a friction clutch to prevent overloading the motor, the working parts all covered up and out of reach, are only a few of the good points you'll find in the Gainaday.

The whole story is told by pictures in our folder. Let us send you a copy and give you the nearest dealer's name.

PITTSBURGH GAGE & SUPPLY COMPANY

3012 Liberty Avenue, Pittsburgh, Pa.



# Gainaday

## Washer

## Wringer

Example of Local Newspaper Advertising Done by the Manufacturer on Behalf of a Washing Machine and Ringer



# GUARANTEED MOTION PICTURE CIRCULATION

The men who own and control the screen space of America have organized, and submit the following **GUARANTEED** features of the service they can offer to National advertisers who are interested in the **CERTIFIED CIRCULATION OF INDUSTRIAL AND ADVERTISING MOTION PICTURES**:

1. *General circulation* from coast to coast—from New York to California—in theaters owned by the thousands of members of this organization.
2. Circulation in the important theaters of the largest cities of America.
3. *Selected circulation* in any territory the advertiser may choose.
4. *Community circulation*, which is confined to any locality the advertiser may choose.
5. Notices of booking dates will be forwarded to clients at least 15 days in advance. In cases where especially elaborate producer-dealer-theatre tie-ups are planned, these advance notices will be pushed forward so that the most efficient co-operation will be offered such special sales campaigns.
6. All service rendered by this organization is proved to the client in writing before it is paid for. In other words, the client receives **CERTIFIED PROOF** of the showings of his film before he pays for them.
7. A general circulation—**GUARANTEED**—of from 5,000 to 10,000 days to a practical circulation of from seven millions to ten millions.
8. This organization was formed as a co-operative means of providing the national advertiser **GUARANTEED** theatrical circulation, and to give the motion picture theater owners a profit for the use of their screen space. It is not a monopoly, nor is it a means to obtain profit for any motion picture producing company.
9. The individual members of this organization own the kind of theaters you want your pictures shown in, the kind that you have never been able to get into before.

The following exhibitor organizations, owning thousands of theaters throughout the country, have affiliated with the **M. P. T. O. A.** to distribute educational, industrial and advertising motion pictures:

#### MOTION PICTURE EXHIBITORS' LEAGUE OF NEW YORK STATE.

Sydney S. Cohen, Pres.; W. H. Linton, Utica, Treas.; S. I. Berman, Sec'y.; Jules Michaels, Buffalo, Chairman Executive Board.

#### MIAMI VALLEY EXHIBITORS' ASSOCIATION.

Ohio, Kentucky, West Virginia and Indiana.

John Siefert, Pres.; A. W. Kinzler, Treas.

#### NORTHWEST EXHIBITORS' CIRCUIT.

Washington, Oregon, Montana and Idaho.

J. C. Clemmer, Pres. and Treas.; H. B. Wright, Secretary.

#### CLEVELAND MOTION PICTURES EXHIBITORS' ASSOCIATION.

H. H. Lustig, Pres.; Sam Bullock, Exec. Sec'y.; W. J. Slimm.

#### AMERICAN EXHIBITORS' ASSOCIATION OF PENNSYLVANIA AND WEST VIRGINIA.

#### Fred J. Herrington, KANSAS CITY EXHIBITORS' ASSOCIATION OF MISSOURI.

A. M. Eisner, William Flynn, Jack H. Roth, and B. M. Achtenberg.

#### ILLINOIS EXHIBITORS' ALLIANCE.

George D. Hopkinson, John H. Frundt, F. W. Hartman, V. R. Langdon, H. Von Meeteren, M. O. Wells, Chicago; Joseph Hopp, Rock Island;

D. H. Rubens, Joliet; Charles Lamb, Rockford; W. E. Burford, Aurora.

#### MICHIGAN EXHIBITORS' ASSOCIATION.

J. C. Ritter, George A. Harrison, Harlow P. Hall, Fred Rumler, John R. Odell, Harry Oppenheim, Peter Jeupp.

#### SOUTH CAROLINA EXHIBITORS' LEAGUE.

George C. Warner, Pres.

#### NORTH CAROLINA EXHIBITORS' ASSOCIATION.

H. B. Varner, Secretary and Treasurer; A. F. Sims.

#### LOS ANGELES (CALIFORNIA) THEATRE OWNERS' ASSOCIATION.

Glenn Harper, Pres.

#### COLORADO EXHIBITORS' LEAGUE ASSOCIATION.

#### EXHIBITORS' PROTECTIVE LEAGUE OF MINNESOTA.

NORTH DAKOTA, SOUTH DAKOTA AND IOWA.

C. W. Gates, South Dakota, Pres.;

E. E. Nemeck, Minnesota, Sec'y.; S. S. Picker, Michigan, Chairman Executive Board; P. W. Myers, North Dakota;

J. C. Collins, Iowa; A. L. Robarge, Wisconsin; J. E. Gould, Minnesota;

J. J. Larkin, Minnesota; S. G. Latta, Minnesota.

#### MOTION PICTURE EXHIBITORS' ASSOCIATION OF WISCONSIN.

H. J. Stoerger, Pres.; P. Langheinrich, Sr., Sec'y.; E. Langmalk, P. G. Seegerl, S. Bauer, V. A. Schoen, A. Dietz.

Complete information of our guaranteed plan for adequate theatrical circulation for advertising films may be had by writing to

**The Motion Picture Theater Owners of America**  
EXECUTIVE COMMITTEE, 708 Times Building, New York City

Telephone, Bryant 8248

behalf of the laundries of the country, have entered upon an aggressive cooperative advertising campaign to sell the idea of laundry service to the housewives. This campaign has already been most ably described in ADVERTISING AND SELLING.

#### THE COMMERCIAL LAUNDRY SITUATION

In turning to look for the causes of the development of the electric washing machine business our investigation must take us to the very roots of American housekeeping. Also it must take into consideration the American laundry as it exists to-day, more or less as an institution.

In late years the question of the family washing has assumed serious proportions within the average family. No institution is so great as the American home, taken collectively. Probably nothing next to the preparation of meals affects our daily life like the problem of cleaning, especially cleaning clothes, furnishings, etc. Ever since the days of Adam and Eve woman has at one time or another tried to do her own washing. This country is noted for a great many inventions, but none have meant so much for the emancipation of the American woman as the development of household labor saving devices. In this respect the American laundry must also come in for its share of praise. Unquestionably it has been the means of lightening the labor of homekeeping to a great extent. The modern American laundry is indeed the marvel of the world. It is claimed that nowhere in the world has its equal been found. But it is also true that the housewife is not satisfied with it, as a whole, and this is borne out in the article above mentioned in this publication, wherein it is shown that American laundrymen are not handling much more than 5 percent of the household business to-day.

A study of the reasons why the commercial laundries do not get the family washing throws considerable light on the reasons why our housewives are buying their own household washing equipment. I have not the space to go into all these details, but I can summarize them as follows: First, the housewife has a natural distrust of the laundry. Few women but what have at one time or another tried out a laundry; few but what have had difficulties. Since, by the very nature of their business laundries must

handle their customers' washings in as "bulk" form as possible, the chances for mistakes and errors are many. And not every laundry is careful to separate certain of its customers' washings from other and less fastidious customers'. The family washing being more or less of a personal and selfish sort of affair, Mrs. Housewife dislikes having her washing handled indiscriminately with every Tom, Dick and Harry. But by far the most griev-

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### Interpreting Future Possibilities

**NOT** only are we trying in Advertising & Selling to give you reports of what certain advertising and sales campaigns have accomplished but we are endeavoring to interpret current campaigns and where possible to forecast the future possibilities of certain lines of action as in the Chester series.

In a recent issue J. H. Lewis described the current campaign of the American Laundry Machinery Co., which has for its object the selling nationally the idea of laundry service. In another recent issue we reported the wonderful results of the Bluebird Appliance Company by a national campaign selling the idea of "laundry at home with your own electric washer."

Therefore, we asked Mr. Woolley, of the Society for Electrical Development, to endeavor to interpret the future possibilities of these two apparently divergent drives. His reply will be found full of interesting points not only for all in these fields but full of suggestions for other cooperative advertisers.

#### THE EDITOR.

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ous complaint is the fact that the woman does not feel free to send her choice linens and lingeries to the laundry, for fear that she cannot preserve the life of the garment by doing so.

Another thing, as was mentioned in the article previously referred to, is the problem it is to please all customers with the starching and ironing. In thousands of homes using laundry service the families are having their work done "rough dry," preferring to finish up the job at home.

The selfish desire on the part of every woman and everybody is selfish to some degree—is to have her washing done immaculately—a little better than her friends and neighbors. She would prefer to have it done within her own household, although she would of course choose to have it done for her by a servant rather than do it herself. In every city there are certain professional "wash-ladies" who per-

form the task, but even this is not fully to the liking of the average housewife; therefore the electric washing machine has been able in multitudes of cases to step into the breach and give the woman just what she wants—making it possible for her, or for her own servants, to do the washing easily, quickly and satisfactorily. And the electric washing machine manufacturers have been quick to drive home these advantages.

Another thing that is giving the electric household appliance an impetus is the growing scarcity of labor. The laundry machinery manufacturer campaign could not be better timed, on this score, because it is true that securing washerwomen, and, in fact, any kind of servant, these days is at best a difficult matter, and has driven women to consider any avenue that will lead her out of the trouble.

A laundry has a world of handicaps to overcome which were not touched on in the previous article, but which will have their effect on the ultimate success of any cooperative campaign. Laundries have to sell themselves to their customers weekly. Few people outside the laundries themselves know the large percentage of "drifters"—people who take their trade from laundry to laundry. Many of these people won't be satisfied even with a washing machine and good servant at home, but they are a thorn in the flesh of the laundry. Then, too, in many cities, the method of allotting customers to drivers of delivery wagons has worked harm to the laundries. Drivers are known to migrate, and take with them a large part of their customers. A determined effort has been made in many cities to do away with this evil, but it still exists as a stumbling block to the laundry. It may be argued that so long as the cooperative campaign "sells the woman" on the commercial laundry as an institution it has done its work. But the point is that it is going to take a large sum of money to keep selling the housewife, and it is my opinion that as the manufacturers of washing machines begin to correlate their own advertising, and direct it more at the weak spots in the laundries armor, it is going to become just so much harder for the laundries to hold the household business.

I venture the prediction that it will not be many years before the majority of laundries are confining

(Continued on page 32)



**Benjamin T. Butterworth Given Luncheon By Associates**

Associates of Benjamin T. Butterworth, advertising manager of the New York Times, took advantage of his fiftieth birthday January 5 to testify to their regard by giving him a luncheon in the private dining room of the Times Annex.

Edwin S. Friendly, assistant business manager of the Times, presided.

Louis Wiley, business manager, paid Mr. Butterworth a compliment by referring to the unusual advance of the Times in volume of advertising since Mr. Butterworth became advertising manager. Mr. Wiley mentioned the fact that last Sunday, January 4, the Times made its highest advertising record in a single issue.

Mr. Butterworth's response was a graceful recognition of appreciation and of the cooperation given to him in his work by the management of the Times and his associates.

**Urges Publishing Church Sermons as Paid Advertisements**

Dr. William Hiram Foulkes, general secretary of the Presbyterian New Era Movement, suggested that as a result of the fuel shortage necessitating the closing of many churches, especially in the west, that the ministers and prominent laymen of the church get together and prepare suitable messages and insert them as paid advertisements in local papers in order that the members of the church may benefit even tho the churches are closed.

This suggestion also offers an interesting angle for stirring up interest at all times.

**Advocate Advertising by the Churches**

The power of advertising and its possibilities have been manifest thruout Rhode Island churches according to reports. It was stated by one pastor that newspaper advertising of display style had increased the attendance of his church 30 percent and it was his suggestion that each church should have an advertising expert while others contended that the greatest results could be obtained by cooperative work.

**New Accounts for Foreign Language Papers**

The American Association of Foreign Language Newspapers, Inc., is sending out copy on the following accounts in a selected list of the Foreign Language Press: International Harvester Co., American Woolen Co., Cleveland Trust Co., Converse Rubber Co., American Express Co., Inter-racial Council Bank of United States, Delsen Knitting Mills, Commonwealth Edison Co., Chicago Tailors' Association and Cleveland Illuminating Co.

**New Officers of Monitor Stove Company of Cincinnati**

The Monitor Stove Company of Cincinnati at a meeting of its Board of Directors elected the following officers: W. H. Schmidlapp, Pres. and Chairman of Board of Directors; R. Pope, Vice President and General Manager; S. C. Bernhard, Vice President in charge of sales; J. B. Kochler, Vice President in charge of accounting and engineering; G. H. Hermerding, Secretary; Walter M. Stacy, Treasurer, and P. S. Redford, Manager of Export Department


# A New Year's Greeting which We Value

**FROM** one of the leading national advertisers—one who knows what real advertising and advertising service is.

We are proud to represent the Kellogg Toasted Corn Flake Company in an advertising way,

and to be considered part of the Kellogg organization.

Please read the following letter, signed by the Board of Directors of Kellogg's Toasted Corn Flake Company, Battle Creek, Michigan.



*Won its Favor Through its Flavor.*  
**KELLOGG TOASTED CORN FLAKE CO.**

BATTLE CREEK, MICH. Dec. 19th-19

Wm. H. Rankin Co.,  
50 Madison Ave.,  
New York, N. Y.

Dear Sirs:—

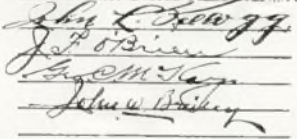
The Management and Board of Directors of the Kellogg Toasted Corn Flake Co. want you to know that we appreciate the assistance which you gave us at the annual meeting of our District Managers.

There is a general feeling with our entire organization that the newspaper and magazine copy for 1920 comes nearer to 100% than any advertising which Kellogg ever had before. Every District Manager present was enthused with the talks which you gave them. You may therefore be assured that every member of the Kellogg selling organization will back up the 1920 advertising to the utmost. It is therefore with optimism and enthusiasm that we look forward to the events of the coming year.

We trust our relations with the W. H. Rankin Company will be as pleasant in the future as they have been during the past year. You not only represent us in an advertising way, but we feel you are part of our organization. Your success is our success and our success is your success. **HURRAH FOR 1920!** And, as a parting word, we wish every member of the Wm. H. Rankin Co. a Merry Christmas and Prosperity and Happiness for the coming year.

Yours sincerely,

BOARD OF DIRECTORS,  
KELLOGG TOASTED CORN FLAKE COMPANY.



*We will be glad*

to discuss advertising problems with a few other concerns requiring the kind of service which prompts such an official message as the above.

We are especially prepared to handle and anxious to secure Food advertising accounts, such as Evaporated Milk, Biscuit, Gelatine, Candy—a high-priced Automobile account, Toilet Preparations, Silk or Women's Wear, Cigar or Cigarette, Typewriter or Piano account.

Our New York organization, after four years of service to our customers, is now ready to take on an increased number of advertising accounts—with full assurance that we can render exceptional service as described in the Kellogg letter.

Write, telegraph or telephone Madison 1815 for an appointment.

## Wm. H. Rankin Company

WILLIAM H. RANKIN, President  
H. A. GROTH, Sec'y and Treas.

WILBUR D. NESBIT, 1st Vice-Pres.  
ROBT. E. RINEHART, 2nd Vice-Pres.

Associated with Chas. F. Higham, Ltd., London, England

50 MADISON AVENUE, NEW YORK

CHICAGO · WASHINGTON · LOS ANGELES · SAN FRANCISCO

Established 1899

(Continued from page 30)  
 their work largely to "bulk" washings from hotels, boarding-houses, restaurants, and the like. I realize that this statement may precipitate a lot of statements and arguments to the contrary, but time will bear me out.

**ELECTRICAL WASHING MACHINE ADVERTISING**

There are over eighty manufacturers of washing machines in this country. Only a year ago the advertising of most of those eighty was limited to direct-by-mail work, newspaper publicity and intensive dealer cultivation. Eighteen months ago there were but a few department stores and household retailers handling electrical washing machines. The main reason for this was that they felt the differential was not sufficient at that time to go ahead with the proposition, and also that there was no created demand. As rapidly as some took on the device and found a ready market, found quick turnover, regardless of differential, others went into the field. To-day we find one large department store in Detroit running three-quarter newspaper page advertising of electric washing machines, and in that same city we find another department store with a most completely equipped stock of not alone washers, but every form of electric household device and doing a tremendous business.

It is national advertising that is selling the idea of the housewife doing her own washing at home—the electric way. Within eighteen months we have seen the entrance of full pages in such mediums as the *Saturday Evening Post*, *Colliers*, *Literary Digest* and other general magazines, wherein before an occasional page in woman's mediums was the rule. As an example of this growth, take the issue of August 23, *Saturday Evening Post*, and count the spreads and color pages of such advertising. In this issue is a double spread in colors featuring one machine, a full page in colors featuring another, and two other pages, one in colors, featuring the electric washer as a "by-product," if I may call it that. Then there are five other pages featuring cleaners, not to speak of electric fan, storage battery, ammeter, magneto and other electrical advertising. Well may the laundry man pause and ponder over this ever growing publicity.

This, of course, takes into no account the other mediums, and the

tremendous amount of promotional and educational advertising being done by these manufacturers. It may come as a surprise to some readers to know that nearly every washing machine maker has had to spend large sums educating dealers and specialty salesmen on the question of selling and demonstrating. The field of distribution was very limited until a short time ago. Most

taking the contracts secured by dealers and charging in the amount of the device on the lighting bill of the customer, a little a month. All the while they were helping to establish electrical retailers in their city. In Detroit, Cleveland, Toledo and like communities the growth of the electric shop and the "specialty shop" selling such appliances has been surprising. And now have come the electric chain stores. One company, with headquarters in Cleveland, has nineteen branches; another, with headquarters in Elyria, O., has seven, and so it goes.

We are on the threshold of a remarkable era of electrical merchandising, of which the sale of \$40,000,000 washing machines in two years is but a small part. No question but what this advance and growth is going to affect other lines of merchandise, and, as in the case of the laundries, other business pursuits. Already the manufacturers of coal and gas ranges have sensed the situation. Nearly every large stove and range maker has come out with an electric type of range. In just 100 cities in this country there are 25,000 electric ranges at work, and they are being sold by the dozens daily. Well may the manufacturer or retailer of a product that may be supplanted by one of the latter day electrical devices trim his "sales" to the new trade winds.

**Freed**  
 Let the Bluebird Electric Washer Free YOU from Wash Day!

**What Bluebird Does —**  
**What Bluebird Is —**

**Crowley, Milner & Co.**

Department Store Uses Newspaper Space to Advertise a Nationally Advertised Washing Machine

electric shops were slow to take on the washer. The type of electrical dealer that we see in most of our cities came up out of the ranks of the contractors, knowing very little of merchandising. He has had to be taught merchandising and he still has a lot to learn.

The best results were secured by the larger central stations, having a force of salesmen who worked from house to house. These companies went out after the business, accepting contracts on long time payments; they also instituted cooperative campaigns, along with the Society for Electrical Development,

**Scientific Journal "Nature" Has Jubilee**

The British scientific journal *Nature* has been made the occasion of a highly interesting number, in which the progress of science has been sketched in the past fifty years, or since its being founded in 1869. Its editor, Sir Norman Lockyer, in relating the origin of the journal, says that at the time of its introduction there were already in existence several journals which specialized on certain sciences, but none enjoyed a great deal of success and there was much need for a journal that should cover all science and be both scientific and popular. That the journal has reached its fiftieth birthday is enough to prove its success, and in this special number it points out that this success has been obtained as has the success of science itself, without the aid of the government. However, Sir Archibald Geikie, in an article in this special number called "Retrospect and Prospect," says that owing to the cooperation the government is now giving, due to the advent of the war, the prospect of British science is now most encouraging.

**Extreme Shortage of Paper in Spain**

In a report from Barcelona it is stated that owing to the extreme shortage of paper that newspapers of that city would have to suspend publication unless conditions improve.



**President Meredith Addresses New York Advertising Club**

E. T. Meredith, publisher of *Successful Farming*, Des Moines, and president of the Associated Advertising Clubs of the World, addressed the members of the New York Advertising Club, at their club house on Friday, January 9th, at a luncheon meeting.

Mr. Meredith emphasized the reasons why every advertising man should be identified with the advertising club work. As he explained there were two reasons, either one of which should be sufficient to insure those interested on the part of the advertising man; first the selfish reason of the good that anyone could get out of it, and second the unselfish good by reason of the general betterment and uplift of the advertising profession through the exchange of experiences.

At the same time President Meredith outlined the plans as he had them in mind for the Indianapolis Convention to be held next June. The keynote of this convention will be the subject of advertising. Wm. H. Johns, President of the George Batten Company, of New York, has been appointed Chairman of the Program Committee. Mr. Meredith's remarks on the subject of the Indianapolis Convention which he estimates will attract 3,000 delegates whose time in the aggregate will average \$250 per minute from an expense standpoint alone brought forth rounds of applause from those present.

The new president also emphasized the value and the necessity of the Vigilance Department work of the Advertising Clubs, and announced that New York's quota of the \$100,000 a year to be raised would be \$25,000.

**James McLean, Prominent New York Business Man, Dies**

James McLean, vice president of the Phelps-Dodge Company, died January 7th at his home in New York City. Mr. McLean was widely known in the business world on account of his many connections among which were the American Can Co., National Biscuit Company, Greene Cananea Copper Company, Old Dominion Company, Lehigh Valley Railroad, on which companies he served as a director and the El Paso and Southwestern Railroad, of which he was a director and member of the executive committee. Mr. McLean was also a member of many societies and clubs in New York.

**Miss Mack of Chicago Tribune Goes With Chas. A. Stevens & Bros.**

Miss Mary Mack, formerly with the copy and art service department of the *Chicago Tribune*, is now with the advertising department of Chas. A. Stevens & Bros.

**Heegstra Agency Opens Milwaukee Branch**

H. Walton Heegstra, Inc., a Chicago advertising agency, has established a branch office in the Majestic Building, Milwaukee.

**Wholesale Drug Concern's Advertising Directed to Consumer**

An interesting advertising campaign is being handled by H. Walton Heegstra, Inc., of Chicago in behalf of the Fuller Morrison Co., wholesaler drug dealers of Chicago. The campaign has consisted thus far in full page advertisements in Chicago dailies appealing directly to the con-

sumer, although the Fuller Morrison Company sells only at wholesale. By enlarging consumer demand, the company proposes to create additional business for itself.

**National Bank of Commerce Creates New Grade of Officer**

Owing to increased volume of business the National Bank of Commerce of New York has established the title of Second Vice-President to its list of officers. At a meeting of the Board of Directors of the bank on January 7 seven members of the bank's personnel were raised to the new office. Those appointed are Harry P. Barrand, Louis P. Christensen, Archibald F. Maxwell, Edward H. Rawls, Everett E. Risley, Harry C. Stevens and James I. Clarke, all of whom

have been assistant cashiers with the exception of Mr. Clarke, who was manager of the Service Department.

**New Agency to Boom Shreveport, La.**

The Moore Advertising Agency, of Shreveport, La., a new agency, is planning a national campaign in behalf of the city of Shreveport, according to reports now current. The advertising will appear in newspapers and will present the advantages of Shreveport as a desirable city for business or residence.

**CLASSIFIED**

WANTED—Position with Advertising Agency or Publicity Department of good concern. Five years' newspaper reporting experience, theoretical course in Complete Advertising nearly finished. Best references. C. R. S., 990 Langley Road, Hampton, Va.

**SYSTEMS BOND**

*"The Rag-content Loft-dried Paper at the Reasonable Price"*



**Advertising Men Should Use Advertised Products**

During the past year the Eastern Manufacturing Company conducted one of the most extensive advertising campaigns ever carried on by a paper manufacturer. Full pages in the leading national magazines, weeklies, and business publications have told the story of SYSTEMS BOND—and will continue to do so throughout 1920.

Advertising men know that a product must be right to be backed by such a campaign. The many new customers and repeat orders it has won prove that SYSTEMS BOND is right. That this paper is so well and favorably known should be another reason for its use by advertising men.

Systems Bond is distributed nationally. Have your printer or lithographer use it on your next order for stationery.

A request on your letterhead will bring samples and a copy of our book, "The Modern Manufacture of Writing Paper."

**Eastern Manufacturing Company**

**General Sales Offices:**

**501 Fifth Avenue**

**New York**

**Mills at Bangor and Lincoln, Maine**

# "A Stamp in The Corner" Spells Success

How a Substantial Business Was Developed  
from Intelligent Use of the United States Mail

By C. L. EDHOLM

WITH a capital of \$38 to go on, a business that runs to \$50,000 a year has been built up by a plucky little woman down in the wholesale coffee district of New York. The story of this business begins in 1908 and it is a tale of advertising all the way through the years of struggle and growth. It continues as a story of more and still more advertising through the years of success.

The well known engraving of George Washington, done in some fancy shade of green or red or purple is the sole illustration of this fascinating serial and none could be more appropriate. The intelligent and persistent use of the mails to tell the particular people she wanted to reach about the particular product she had to sell them is the method used by Mrs. Alice Foote MacDougall, "the only woman coffee importer," a method which is being followed today with this difference; that in the early years she sent an average of twenty-five pieces of mail every day, while now it runs to fully 500 pieces a day.

I called on this gray-eyed, soft-voiced gentlewoman the other day to ask her how she secured results so remarkable in a business so fiercely competitive. Naturally she has learned some things of general application in direct by mail advertising in these years. She simply

had to learn. She was not preparing mail pieces to secure the O. K. of some chief, or to meet any client's taste in literature, or to satisfy his personal ideas in the science of advertising.

She was writing them to sell goods.

If the goods failed to sell, she was the one to suffer, and she learned from her mistakes by the inevitable laws of cause and effect. It is certain, therefore, that she spent many anxious hours in planning a message that would bring results; and other hours of searching analysis to determine why this card was a success, while that card or letter or folder was a failure.

#### HOW SHE STARTED SELLING BY MAIL

This is a business article, not a personality story, and therefore it might be out of place to tell many details of how Mrs. MacDougall became a business woman: how she was left a widow about twelve years ago, with three children to educate and a capital so slender that it would hardly suffice for an afternoon of shopping for one of her well-to-do friends.

When she was thrown on her own resources, she had no knowledge of the coffee business or any other commercial phase of life, for up to middle age she had been a housewife and a mother, and she

had considered home-making a sufficient career for a woman. As the mistress of a cultured American home, she had one asset that could be turned to account in business; she knew what women of taste would like, and she knew how to address them in their own language. So when she decided to secure orders for coffee, she knew how to begin right by selecting *good* coffee, and selling it to people who wanted their coffee good.

That is the policy she has followed ever since, and her business education was acquired as she did business. First she had to learn all about coffee, how to buy it, how to roast it, how to blend it and pack it for shipment. Second, she had to learn how to sell it, which means, how to convince a prospective buyer of the merits of the goods.

The first few letters were personal notes to friends. This was just a make-shift and she said as much in her letters: a few orders on a friendship basis would keep things going until a genuine trade could be established. Ten orders for ten pounds each were secured, and a hundred pound bag of coffee was thus disposed of.

In those days of hard work and struggle, it was nothing unusual for this gritty little woman to make her own deliveries, for she had no assistants; she was the whole business; chief, office staff, advertising manager and shipping department in one.

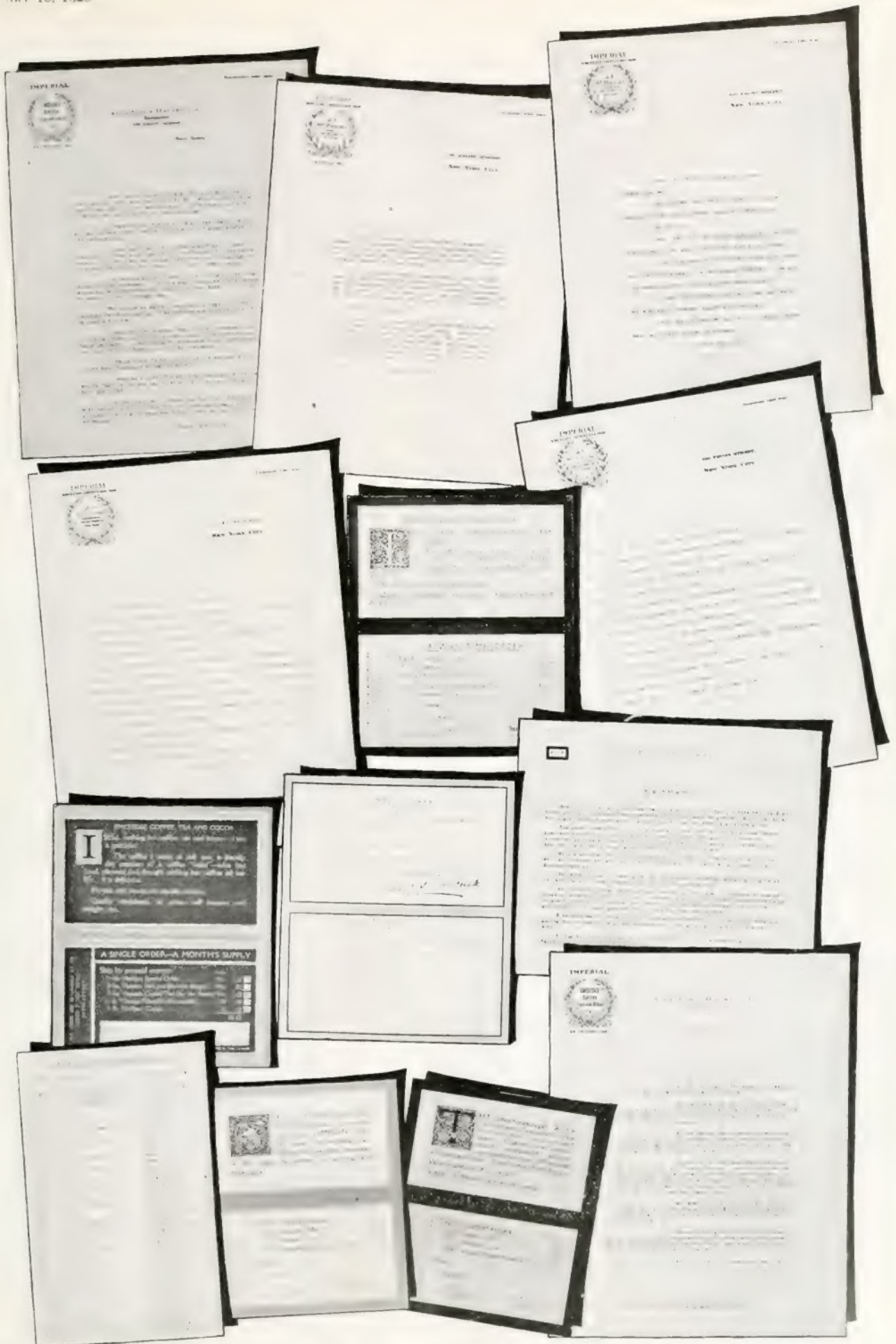
As the sales increased, there came a need for form letters to take the place of personal correspondence and that was the beginning of a mail order business that has won for her a substantial income, educated her children and realized all the ambitions that seemed like impossible dreams when the first few orders were secured.

In the interview with Mrs. MacDougall, the writer was permitted to run through the well-worn scrap book, which is a record of her growth in the science of direct advertising. The first cards and letters were simply and inexpensively printed, but they struck the right note in the very beginning. They developed this point: that a woman who knows the tastes of the best



Mrs. Alice Foote MacDougall in her office





Specimens of circular letters, enclosures and order cards used by Mrs. MacDougall in building up a coffee business by direct-mail advertising

homes can meet the demands of the most fastidious housewife. Quality was emphasized, not cost (though the prices were low enough) for the class of trade at which she aimed was the discriminating buyer, not the bargain seeker.

THE LISTS USED

Lists of high-standard homes were taken from the social register and letters went also to clubs, hospitals, restaurants and hotels. Schools and other institutions were circularized, and as customers of social standing were secured, permission was obtained to use their names as

references. Printed lists were enclosed as fillers: to householders, a list of prominent society people, whose taste was acknowledged; to institutions, a list of similar institutions which had endorsed and made use of her goods.

Some of the letters were to this effect: I am a New York woman. I know what is served in the best New York homes. All my life I have been interested in coffee. I drink good coffee to learn what I want. I drink bad coffee to learn what to avoid. I can supply you with the right sort at the right price. Money back if not pleased.

Other letters bore on the fact that the corner dealer who handles all kinds of strongly scented food products (and kerosene and soap as well) is not a specialist in any line, and that good coffee, untainted by odors of other wares, such as herrings or cheese, should be purchased from a coffee specialist.

Then there were letters telling why premiums and fancy packages were not profitable investments for the careful housewife who wants her money's worth of coffee.

An interesting enclosure was a printed slip of "do" and "don't" in regard to the preparation of a palatable cup of coffee. A most important factor in securing recognition of quality in any product is a set of clear directions for use. Mrs. MacDougall realized that the best coffee in the world could be ruined by boiling it, or preparing it in the wrong sort of coffee pot, so directions for making coffee were used as fillers in all her mail advertising. Percolators were carried as a side line as a result of this step.

Without going into a detailed analysis of the business-bringing letters that carried this enterprise into the \$50,000 a year class, it may be said that they were brief, clear and specific; also that they had a touch of the personal appeal that is so effective, but no overdoing of that delicate quality. Familiarity and the comic spirit are two very difficult elements to bring into advertising, and so Mrs. MacDougall decided to leave them out of her mail pieces and letters, though the personal touch of a note of gaiety are retained.

WHEN THE GREEN STAMP REPLACED A RED ONE

First class postage was used on practically all the form letters at first, but after the list of regular customers had grown to large proportions, a one cent letter was

mailed them once in three months. As a rule these letters handled some new topic, such as a change in price or a novel idea for economy.

The difficulty of getting the recipient to open an envelope bearing a green stamp was overcome by simply omitting the envelope. The attached reply card became the standard form for the business, and is the medium used at present.

An example of a successful venture was a set of four reply cards sent to hospitals at intervals of ten days. A thousand were used.

The reply card was the business end of the industrious little honey-gatherer, and contained these directions:

"This invoice may be returned at my expense if not satisfactory.

Ship by prepaid express: \_\_\_\_\_ per lb.  
100 pounds Sampson Coffee.....17c.   
50 pounds Nutheart Cocoa.....25c.   
50 pounds Veranda (English Breakfast) Tea.....37c.

Name.....  
Address.....  
City..... State.....

A cross in the square

A stamp in the corner"

The specific nature of the order form is a pulling quality. A cross in the square is so much easier to make than an order in letter form for a smaller lot as a sample, that the hundred-pound orders were the rule.

Thirty-nine hospitals sent orders as a result of this campaign and a large proportion of them developed into steady customers.

Another hospital card is sent as an enclosure with bills. It contains five items instead of just three, namely, two grades of coffee, two grades of tea and one grade of cocoa.

"My thought in planning such a card is this," said Mrs. MacDougall. "I visualize the busy hospital steward, crowded with detail work, and I try to appeal to him by a device that will save him every needless effort. I studied his probable needs, both as to quality and amount, and I arranged the order form so clearly that it could be understood at a glance and filled out with a few strokes of the pen. A cheery note in the hospital does not come amiss, so the set of four cards carried an optimistic message. The decoration and the color effects were kept cheerful for the same reason."

DOES NOT STAMP REPLY CARDS

"Do you stamp your reply cards?" I asked, and the answer came quick and decisive. "No. I don't give away postage. I don't give away

THE MOST PROGRESSIVE HOUSE IN THE CITY

# INGENUITY

AND A THOROUGH KNOWLEDGE OF MECHANICAL POSSIBILITIES AND TRICKS OF THE TRADE ARE ESSENTIAL TO THE PRODUCTION OF PERFECT FAC-SIMILIES.

STERLING FAC-SIMILIES ARE THE RESULT OF THIS KNOWLEDGE WHICH IS EVIDENT IN THE FINISHED PLATE

DUOTONES — THREE AND FOUR COLOR PROCESS—BLACK AND WHITE—LINE—BEN DAY.

*The*  
**STERLING ENGRAVING COMPANY**  
UPTOWN-10TH AV. & 36TH ST.  
DOWNTOWN-200 WILLIAM ST.  
**NEW YORK**



samples, though I sell on a money-back basis. People respect you more, when they pay for what they get from you."

This is one expert's opinion on the return postage problem.

In looking over the mail pieces, I was prompted to ask this question: "Why is it that your mail advertising which carries decorations, does not show a single example of the steaming cup of coffee, or the classic lines of a silver coffee pot?"

"Why should I do what everybody else has done time and again?" was the counter-question. "I get so tired of the conventional pictures of the eternal cup of coffee that I imagine the public feels the same way about it. Everybody knows what a cup of coffee looks like. Don't you think so? So I use merely a decorative drawing or initial to brighten the card.

"More effective than the picture of a demi-tasse is this simple device. This printed card states that you can get excellent coffee (when properly prepared) at — a pound from Alice Foote MacDougall. The blank space for the price is filled in with the typewriter, in red, and that figure stands out prominently. It is an assurance too that the price is to-day's quotation on coffee, and that I do not make an arbitrary price, but follow the market in these unsettled days."

"The matter of coffee prices is one that needs explaining to the public," I suggested.

"Yes, and a card has been sent to the printer for that very purpose," she replied. "Here is the copy. It explains frankly just why coffee costs more than it did before the war. This will go to my customers and should dispel any suspicion of profiteering."

"This is timely," I remarked.

"It is in line with my direct by mail advertising policy," she replied. "I keep up with the times in discussing coffee topics with my patrons. During the war, when economy was the national virtue to be practised, I advised the buying of large lots of coffee to be kept in a locked storeroom and rationed out regularly. This meant lower prices for the consumer, less waste and less transportation of small packages for the railroads. It was a practical hint for the times."

#### TIMELY SUGGESTIONS MADE

"Then about Christmas-buying time, I suggested gift packages of coffee or tea, a useful present that would surely be appreciated. For

this I sent my customers an envelope with an eyelet in the corner to attach to the parcel post shipment. This would bear the address of the recipient, and contain a message that would be received at the same time as the parcel. Many of these envelopes were returned with orders, and some families that were in the habit of sending packages to the tenements sent lists of names for Christmas coffee packages.

"In short, I try to keep my mail pieces practical, timely and original, with just enough of the personal touch to win the interest and liking of my customers."

"I suppose you can get hearty endorsement to the direct mail advertising," I remarked.

"Well, you can see what it did for me," replied the gentle voiced little woman with a smile. "Persistent advertising by mail has built up my poor little \$38 to a \$50,000 business. It has educated my children. It has given me an assured position in life and it has taught me that a woman with the heaviest sort of handicap can succeed, even in the fierce competition of modern commercialism. Yes, you may enroll me as a firm believer in carefully thought out advertising with a little green stamp in the corner."

#### Benjamin Electric Mfg. Co. Publishes House Organ

The Benjamin Electric Mfg. Company of Chicago are publishing a house organ called the *Benjamin Reflector*, which made its first appearance with a Christmas issue.

## 1360

### Living Testimonials

Every advertisement in the Telephone Directory that has appeared in more than one issue is a living testimonial of the Telephone Directory's business getting value. If it didn't prove its worth in the first issue it would never appear in the second.

1700 advertisers use the New York City Telephone Directory and 80% of them renew or increase their space issue after issue. This book has the capacity to serve you just as well as it does these 1700 advertisers.

*Write today for full particulars.*



**NEW YORK TELEPHONE COMPANY**

*Directory Advertising Department*

15 Dey Street

New York City

Telephone Cortlandt 12000

### Russell Talks to Londoners on Sales Management

Thomas Russell, president of the Incorporated Society of Advertisement Consultants, London, England, addressed a recent meeting of the Sales Managers' Association of that city at the Holborn Restaurant. A. J. Horn presided at the meeting, the subject of which was "The Function of Sales Management."

Mr. Russell, who was formerly advertising manager for the London *Times*, based his talk on some questions put to the assembly for discussion: What Is a Sales Manager? Should a Sales Manager Be a Salesman Himself? Should He Be One of the Staff or One of the House? Should He Be a Director? and so on.

The questions were elaborated by Mr. Russell and then opened for general discussion, bringing out a very interesting exchange of opinion on the varied problems of managing a sales department. The feeling of the body on the proposition of a manager being a salesman himself was almost unanimously affirmative, the speaker agreeing that such should be the case. On the matter of paying salesmen, Mr. Russell argued that a weekly salary should be the basis of reward, supported by a small commission on the theory that either the straight commission or the straight salary were not flexible enough systems to draw out the best that is in a man.

Dwelling on the subject of the salesmanager's staff or house connection, Mr. Russell said:

"There is a great difference in the attitude involved. Some men find it difficult to control a staff except by sympath-

izing with them all round. On the other hand a salesmanager has to remember he is sending out men who are to be Ambassadors of the House and you may tell me it is his duty to impress the spirit of the House upon them, so that the honor of the House shall be dear to them, and they shall feel the high responsibility of carrying the reputation of the House upon their backs.

"An Ambassador has been defined as 'one who goes abroad to lie for the good of his country.' But he also goes to collect information for his country. It is through the travellers that the House learns the views and opinions of its customers. But there is a certain danger in the travellers doing this. If the retailers have a grudge against the House, then the travellers are sure to come back and put it up to the Sales Manager. Unless the Sales Manager talks, and acts, on the side of the House he will have trouble. He will be importing into the Policy of the House what the customers want, and not what the policy of the House requires."

In summing up, Mr. Russell said that the biggest element in salesmanship is courage, and the travelling man who lacks that can not very well be worth while to himself or to his house. The speaker also expressed the opinion that advertising and selling were so closely allied as to be one function and should, therefore, be directed by one man.

Chairman Horn, before the adjournment of the meeting, said that the intense interest with which Mr. Russell's address was received represented the best possible vote of thanks that could be given him.

the paper, one grandson is foreman of the printing department and another is associate editor, while one granddaughter is circulation manager, and still another operates a typesetting machine.

### To Distribute Ex Lax Samples

James T. Cassidy, Philadelphia House to House Distributor of Advertising Literature and Advertising Samples has just closed a contract with the Ex Lax Mfg. Co., of Brooklyn for the distribution of 300,000 samples in Philadelphia, Pa., Camden, N. J., and surrounding territory.

### A. D. Grant of Atlanta Journal Takes Up New Work

A. D. Grant, head of the merchandising and service department of the Atlanta *Journal* and one of the best known newspaper advertising men in the South has resigned his position to become southern manager for the Cone, Lorenzen and Woodman, publishers representatives. Mr. Grant will make his headquarters in Atlanta and will have full charge of the South for the company who represent a large number of papers throughout the country.

### American Crayon Company Moves to New York

The Eastern Offices of the American Crayon Company until recently located at Waltham, Mass., have been moved to the Bush Terminal Sales-Building, New York City. Mr. George E. Parneter, Vice President of the company, is in charge of this office thru which it is planned to make all its Eastern and export shipments.

### Chicago "Tribune" Inaugurates Employees Benefit Plan

The Tribune Company, publishers of the Chicago *Tribune*, has completed its Employees' Benefit Plan, making provision for disability and insurance for all its employees. By this plan all employees when sick or become disabled or die will benefit by this plan in the form of a suitable recompense for work rendered the company, the amount to be determined by the length of service in the company.

### Houston (Texas) "Chronicle" Shares Profits with Employees

As a Christmas present to its employees, the Houston (Texas) *Chronicle* distributed among its employees \$6,500 as their share of the papers profits for 1919. The distribution plan was based on length of service and not on salary or position, and the rate was at \$10 a year. It was stated that the average length of time the employees have been with the *Chronicle* was five and one-half years, making an average therefore of \$55 per employee.

### Last of Rochester Newspapers Raises Price

The last of the four newspapers of Rochester, New York, to fall in line with increased price was the *Post-Express*, which increased its price to three cents, effective January 1, 1920.

### National Biscuit Company Buys More New York City Property

The National Biscuit Company recently purchased from the Baron Astor estate the northwest corner of Ninth avenue and Fifteenth street, and a three-story garage on Fourteenth street. With the other purchase of real estate in the same vicinity by the National Biscuit Company it is estimated the investment made by the company amounts to about \$10,000,000.

### Corday & Gross Company of Cleveland in New Home

The Corday & Gross Company, direct-mail advertising specialists of Cleveland, have taken over new quarters at 1741 East Twenty-fourth street, Cleveland, and now have their complete organization and equipment under one roof.

### Advertise in Southern and Eastern Newspapers

The Freeman Advertising Agency, Inc., of Richmond, Va., is sending out contracts to Southern and Eastern newspapers for Brame's Vapomentha Croup and Pneumonia Salve.

### Scott and Scott Advertising Emmer Products Company

An extensive advertising campaign has been begun in Colorado and will extend throughout the West for Emmer Products Company, of Denver. Three new products, Buffum's Pancake Flour, Buffum's Breakfast Cereal, and Buffum's Emmerol Flour are being exploited. The advertising is being handled by Scott & Scott, Inc., Chicago.

### Goodyear 1920 Lists Going Out

Erwin & Wasey Co., advertising agents of Chicago, are making up a list of papers of less than 25,000 circulation for the Goodyear account. This new list will be used for the 1920 schedule.

### "Christian Index" to Become Baptist Church Organ

The *Christian Index*, largest religious paper in the South and one of the largest in the United States, has been purchased by the Baptist Church, to be conducted hereafter as a denominational organ. The paper, which is published weekly, is about 100 years old, and for the past decade Dr. B. J. W. Graham has held the editorial reins. Dr. Graham was also the principal stockholder of the corporation which was privately owned.

Under the new regime the magazine passed from private to church control, the change going into effect officially the first of the year. Louie D. Newton, who directed publicity in Georgia in the Baptist \$75,000,000 campaign for funds, became the new managing editor. The publication is to be conducted henceforth under the supervision of a board consisting of pastors of the Baptist denomination.

### Newspaper Owned and Run by Members of One Family

The *Enquirer*, of Yorkville, yesterday celebrated its sixty-fifth anniversary. It is the oldest newspaper in South Carolina, and one of the oldest in the South, that is conducted by the descendants of its founder.

The late Captain Lewis Grist established the *Enquirer* in 1855, and it has been published ever since, passing through the strenuous period of the Civil War and missing but very few issues.

The paper is now conducted by the sons, grandsons and granddaughters of the founder. Two of his sons have editorial and business management of





# Sticks Out like a Sore Thumb

**A**N inelegant comparison, maybe, but when a man is getting out a catalog or booklet which is to show a picture of the goods he makes, he is best pleased with his illustrations when they stick out conspicuously.

Effective printing which makes the reader see a thing as it is and be conscious of the personality of the goods, rather than of the picture itself, is largely a matter of the right printing paper plus printing brains.

Better paper means better printing. Better printing means better seeing, and in the case of commercial printing, better seeing means better selling. The object of the close and accurate standardization of the Warren Standard Printing Papers is to enable the printer and the merchant who buys printing to produce printing results that will be satisfactory to the eye of the beholder.

Good printing is always valuable. Poor printing is always inexcusable, because it is ugly and because it is wasteful. That which fails to please seldom convinces.

S. D. WARREN COMPANY, Boston, Mass.

Your printer can show you specimens of printing on Warren Standard Printing Paper.

## *The Warren Standard Printing Papers are*

- Warren's Cameo**  
Dull coated for artistic half-tone printing
- Warren's Lustró**  
The highest refinement of surface in glossy-coated paper
- Warren's Warrentown Coated Book**  
Glossy surface for fine half-tone process color work
- Warren's Cumberland Coated Book**  
A recognized standard glossy-coated paper
- Warren's Silkote**  
Semi dull surface noted for practical printing qualities
- Warren's Printone**  
Semi-coated. Better than super, cheaper than coated
- Warren's Library Text**  
English finish for medium screen half-tones
- Warren's Olde Style**  
A watermarked antique finish for type and line illustration
- Warren's Cumberland Super Book**  
Super-calendered paper of standard uniform quality
- Warren's Cumberland Machine Book**  
A dependable machine finish
- Warren's Artogravure**  
Developed especially for offset printing
- Warren's India**  
For thin editions

Most catalog printers possess books that we have prepared containing constructive material for use by commercial printing who are serious students of better printing.

better  
paper  
better  
printing



Printing Papers



### Government to Save Paper

Various suggestions have been offered in Congress that the Government take steps to conserve in the use of paper, and in the Senate it was stated it is costing the Government about \$60 a page to produce the *Congressional Record*. Suggestions were made by Senators to curtail the publication of the *Congressional Record*.

A resolution was passed by the House on December 18 calling for the cooperation of the Government departments in the conservation of newsprint, and requesting that a 10 percent reduction be made by the Government, and that the large amount of printed matter being sent out by the various departments to newspapers should be discontinued.

### National Biscuit Company Get Out Novel Folder

The National Biscuit Company has just issued a novel folder in which they summed up the advertising done during the past year and outlined the advertising to be done during the present year. This folder is made of the regular wrapper used by the company for Unceda Biscuits. The reverse side of the wrapper is used for the announcements of the company.

### War Record Book Printed by Walk-Over Company

A war record book has just been issued by the Walk-Over Company, in which is published all the activities of the Walk-Over Company during the war, including their part in the furnishing of men for active service, subscriptions to Liberty Loans and Red Cross and the manufacture of shoes for the Army.

### Harold G. Blodgett Becomes Central Eastern Manager of "Hardware Age"

Harold G. Blodgett, for several years managing editor of *Hardware Age*, has been appointed Central Eastern Manager of that weekly, with headquarters in Philadelphia. Previous to his connection with *Hardware Age* Mr. Blodgett was with Eugene McGuckin Co., advertising agents, Philadelphia, following seven years of editorial and advertising work with various business magazines.

John A. McNamara will succeed Mr. Blodgett in the editorial department and Charles Downes has been appointed associate editor.

### Large Newspaper Campaign for Van Raalte Co. in 1920

Van Raalte Co., Inc., of New York, will use a large part of their advertising appropriation for 1920 to feature Van Raalte Veils, Gloves, Hosiery and Underwear in an extensive advertising campaign to be run in the newspapers of leading cities in the U. S. The schedule is laid out so that many dailies and also the rotogravure sections of the Sunday papers will be used. The account is being handled by the Federal Advertising Agency of New York.

### S. S. Kresge Company Gets Out Window Poster

The S. S. Kresge Company, who controls a chain of 180 stores, stretching across the country, have issued a poster which was displayed in all their stores windows during the first week of the New Year. This poster was made up

of few words, but in these few words a great deal was conveyed to the reader. It read thus: A Resolution for ALL—PRODUCE A PLENTY IN NINETEEN TWENTY. In speaking of the thought that is conveyed in the poster, Frank J. Campbell, Director of Promotion for the S. S. Kresge Company, states that it is their impression that it is not so much "work" that is needed as it is production, that many men are working today but are not producing. The great problem is "produce and therefore this thought is lined up strikingly with the advent of a New Year.

### Wm. H. Rankin Agency Adds to List of Clients

The Wm. H. Rankin Company, of Chicago, has added recently to its lists of clients the advertising accounts of the American Auto Products Company of Denver and Chicago, manufacturers of automobile products; the Apollo Piano Company, of Chicago, and The Apex Appliance Co., manufacturers of washing machines and ironing machines, who are to inaugurate a national advertising campaign; and the Cheney Talking Machine Company. The Chicago office of the Agency held a real Christmas celebration, and a tree was set up in Mr. Rankin's office. All employees received a substantial bonus from the firm.

### John Felix Leonard Joins Staff of Simmonds & Simmonds Agency

John Felix Leonard, formerly associated with the Hearst enterprises, has recently become associated with Simmonds & Simmonds, advertising agents of Chicago, as head of the Copy department. This agency is placing the advertising in metropolitan dailies for National Kekkastone Co., Chicago; Ill. Electric Ventilating Co., Chicago; and the Central Refining Co., Lawrenceville, Ill.

### L. C. Lincoln Promoted Advertising Manager of Sonora Phonograph Co.

Geo. E. Brighton, president of the Sonora Phonograph Sales Company, Inc., announced the appointment of L. C. Lincoln to the post of advertising manager. In the past, Frank J. Coupe has filled the position of manager of both the Sales and Advertising departments, but upon the demands upon his time has compelled him to devote the greater part of his time to the Sales Department in the future. Mr. Lincoln has been the active head of the department for two years. He is well known in the trade, having been associated with the phonograph and piano business for the past twelve years both in a merchandising and advertising capacity.

### Paul F. Paige in Chicago Office of Forbes Lithograph Manufacturing Company

Paul F. Paige of the Forbes Lithograph Manufacturing Company of Boston is now located in that company's Chicago office. Mr. Paige was recently released from the Navy in which he served for two years.

### Leo Shapiro New Knight Agency Customer

The Newell Knight Advertising Agency of Chicago is placing a schedule for Leo Shapiro Company of Minneapolis in a few large cities of the central west. S. W. Smith is advertising manager of the Shapiro organization.

### Maxton R. Davies Returns to Detroit With Seelye & Brown

Maxton R. Davies, vice president and secretary of the Dunlap-Ward Advertising Company, Cleveland, and former manager of that agency's Detroit office, has returned to Detroit to become a vice-president of Seelye and Brown, Inc. He will serve as counsel on automotive advertising and sales.

Mr. Davies is well known in the automobile and allied industries, having been prominently identified with the advertising of Chandler, Cleveland and Grant Motor Cars.

### Inter-Church World Movement Publications Advertising Under Direction of B. F. Wolfingen

The advertising department of the *World Outlook* and *Every Land*, official publications of the Interchurch World Movement will be under the direction of B. F. Wolfingen, formerly of *Christian Work*.

### Detroit Papers Raise Price of Sunday Papers

The Sunday editions of the *Detroit Free Press* and the *Detroit News* have been advanced in price to ten cents owing to the advancing cost of publication.

### A. & S. Furnishes This Vice-President Just Information He Was Seeking

PITTSBURGH FILTER and ENGINEERING COMPANY  
280 Broadway  
New York, N. Y.

December 20, 1919.

EDITOR, ADVERTISING & SELLING.  
Referring to our letter of the 22d inst., we have just extracted from your November 15, 1919, issue (Twelfth Annual Directory of Trade, Technical and Class Publications) a tabulation which we have found to be a very complete and valuable piece of work.

With best wishes for a prosperous year, we remain,  
Yours very truly,  
PITTSBURGH FILTER & ENGINEERING COMPANY.  
LOUIS C. EITZON, Vice-President.

### "Hotel Review" Advertising Manager Resigns to Become Associated with New Hotel Publication

Arch Eadie, who for some time has been advertising manager of *The Hotel Review*, has resigned from that publication, effective January 1, to become associated with a new publication, *The Chilton Hotel Supply Index*, published by the Chilton Company of Philadelphia. Mr. Eadie will make his headquarters in New York.

### Critchfield & Company Obtains New Accounts

The Critchfield & Company, advertising agents of Chicago, are placing the advertising of *Outers-Recreation* in the metropolitan newspapers of the middle West. *Outers-Recreation* is a magazine devoted to all outdoors and to those who love and enjoy this life. Among the accounts recently closed are L. P. Larson Jr. Company, Chicago; Fur Merchants' Ass'n, New York City; The Prang Company, Chicago; McLaren Drug Company, Trinidad, Colo.; Storm Mfg. Co., Minneapolis; France Milling Company, Cobleskill, N. Y.; G. F. Worthington Mfg. Company, Bloomfield, N. J.; M. Lwensstein & Son, Inc., New York City; McAllister-Carton-Stulz Corporation, Newark, N. J.

The Printing Department and Foreign Service Department of the company have been moved to the Hunter Building, 337 West Madison street, Chicago.



## All-Around Recognition

**S**OMETIMES a publication offers a responsive audience to advertisers in one or two fields, and not in others.

Often the periodical that "pulls" for the manufacturer of foods or toilet goods fails to make good for the maker of tires or office appliances.

That is where Leslie's Weekly is different. Its half-million families of American readers are responsive to **ALL ADVERTISING**.

Leslie's is enjoying the biggest advertising year in its long experience in the publishing field.

The advertiser seeking the most responsive media will be interested in the figures compiled by the Publishers' Information Bureau comparing the advertising printed in Leslie's during the first nine months of 1919 with that published during the like period of 1918.

According to these figures, the following approximate gains were made for the nine months:

Cigarettes .....	162%	Confectionery and gum .....	80%
Lubricants .....	129%	Smoking Tobacco .....	68%
Investment dealers .....	112%	Tires .....	39%
Typewriters .....	103%	Trucks .....	21%
	Automobiles .....		97%

Other classifications showing a marked gain are:

Building accessories	Household goods	Mortgages	Silverware
Roofing and shingles	Dental creams	Miscellaneous financial	Jewelry
Hardware	Office machines	Machinery	Tea, coffee, etc.

New classifications of business carried include the following:

Face creams	Light and heating fixtures
Fruits and nuts	Motorcycles
Soaps, powders and cleansers	

Here is all-around recognition of the advertising value of a publication that has a **BLUE-LIST CIRCULATION IN A HALF-MILLION INTELLIGENT AMERICAN FAMILIES**

Since  
1855  
A National  
Force for  
Bigger Better  
Business

**Leslie's**  
*Illustrated Weekly Newspaper*  
T.K. McILROY ADVERTISING MANAGER  
NEW YORK CHICAGO  
SEATTLE

## The Problem of Human Relations in Industry

(Continued from page 4)

often more valuable. One of my old University Professors used to state that the value of university education lay in the fact that it enabled a man to find out about something quicker than the boss could find out he knew nothing about it. It is this type of man who can add to the sum-total of knowledge. This can be expressed mathematically by stating that by taking one man from a position with one firm and transferring him to an exactly similar position with another firm, the industry as a whole gains nothing, and that only by the addition of something from the outside can there be really anything gained.

### INTELLIGENT PLANNING NECESSARY

The foregoing indications as to how progress can be obtained can

only be successfully utilized by intelligent planning. Even comparatively small machine shops these days have their Planning Department; even small railroads have some form of despatch system. Planning methods whereby material is routed along different lines have been found in the mechanical world to give wonderful results. It is only within these last few years that this idea has been applied to the various armies in the world. Our own War College, with its War Planning Division, is simply an enlarged embodiment of the idea that it is necessary to have a group of the highest intelligence lay out with foresight plans along which certain things must travel. The Board of Directors in an industry should be—but, unfortunately, rarely is—a Planning Department. The principle, while it has been looked upon as universal in a machine shop of value to the mechanic, has not yet been applied as it might be to a whole organization. There are signs, however, that this will not long be so. Already some firms are experimenting with what might be called the "Conference" idea, calling together groups of particular men to discuss certain things and to lay out courses of action ahead of time rather than wait for developments to guide them. I believe that by thoughtful planning carried out consistently there will be less energy expended, less waste, more utilization of all sources of endeavor with tremendous increased results.

This planning should take cognizance of the fact that men, on the whole, are thinking beings, and that the men who plan should not appropriate to themselves the right of all thought, but should leave enough flexibility in their plans to allow of a certain amount of freedom and initiative of the other men in the organization. They should, in brief, encourage the development of every being in the organization.

It may be that this might call for the making over of a new world. Robert Burns once said that the interesting thing about humanity was its human nature, and it is human nature to be selfish, to be jealous, to be at times arrogant. Where these emotions are allowed to manifest themselves too strongly in executive work there will be found the whole organization penalized accordingly. We must try to make our minds more flexible, we must be open to receive new ideas, and, if necessary, assimilate them. A striking instance

of this is found everywhere—where old men are retained in institutions, often from mistaken sentimental reasons, at the sacrifice of the young blood which is pushing upwards, striving for recognition. Some means should be thought out to make use of this youthful energy, and at the same time taking care of the men grown old in the organization. Youth will eventually have its way, but the tremendous sacrifice which it at present entails should be minimized to the utmost.

### CULTIVATE IMAGINATION AND INITIATIVE

While, as stated, we should let our minds be receptive towards new ideas coming to us, we should, at the same time, deliberately train ourselves to seek out and create new ideas. We should cultivate imagination and initiative, we should consciously stretch out towards the future. There should be some part of the organization, even if it be only a portion of the mass, which should be devoted to research into the coming years. The war has taught us in its few years more about this than all the years that went before. The value of research work done by large institutions like the General Electric Company, The Edison Company, various mechanical companies and dye companies, not to mention the others, proved that a peep into the future is just as essential to the business organization as it is to the minister of religions. Our Bureau of Standards at Washington having demonstrated this fact during the war is going to prove the value of it over and over again during these years of peace. Their efforts should be added to, even only in a small way, by every organization.

We are, I hope, settling down for a long period of peace with, however, the fact facing us that we, as a one-time nation keeping strictly to ourselves, are now part of the great world, and that we are going to meet this world, its Germany, its Japan, its Great Britain, its France in industrial competition, which in its form is going to be as severe as ever the war was. I wonder if in this we are making full use of our human resources. It seems strange to me at times to think of the children going to school, learning many things besides the old-fashioned three R's, and in High School again learning more and more of the new sciences of the world—and these same children leave school and take up the everyday work of the world.

**LETTERS TO SALESMEN**  
Send live weekly letters to your salesmen. I'll send you a letter a week to be sent out on your letterhead over your signature as your letter. One month's trial service \$1.  
**JOHN J. LUTGE**  
265 Ninth Avenue, New York City

**SALES MANAGEMENT**  
A "brass tack" magazine that keeps you posted how others are building better salesmen, speeding up sales, putting more pull in sales letters, cutting sales costs, etc. Over 6,000 sales executives read it. Published monthly by leading clearing house for sales information.  
Single Copy 25c \$2.50 a year.  
**SPECIAL OFFER:** Send one dollar for four months trial subscription and FREE assortment of Salesmen's Bulletin—descriptive literature used by notably successful salesmen to overcome such objection as "Not interested," "Come back later," etc. Money back on request.  
The Dartnell Corporation, 1270 Brooks Bldg., Chicago

## UNDERWEAR HOSIERY



**THE Underwear Hosiery Review**

320 BROADWAY, NEW YORK



# Graphic Analysis Reveals the Truth

By Reuben H. Donnelley  
 President of The Reuben H. Donnelley Corporation  
 Publishers of Donnelley's Red Book

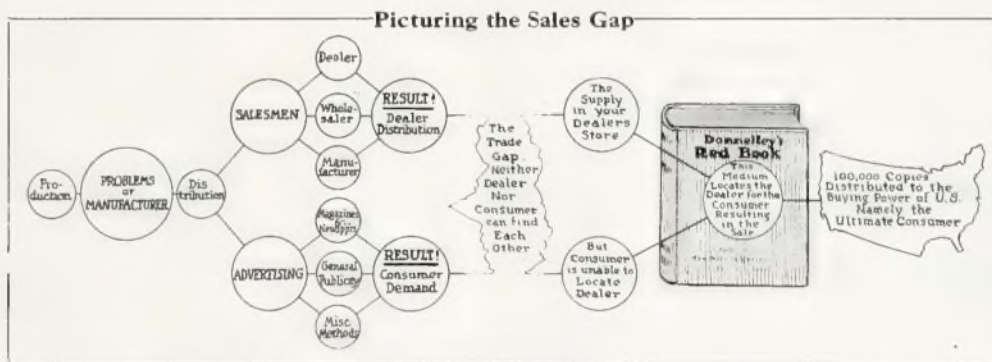
Chart your advertising problem and you visualize this fact—

**There's a sales gap in your advertising plan**

Between the establishment of dealer distribution

It lists and classifies over 50,000 products offered for sale by 15,000 American Business Concerns—and gives their sources of supply.

It directs and guides prospective orders into the hands of those organizations whose wares are alphabetically listed on its pages.



and the creation of consumer demand there exists a task—as yet undone—to cause these two conditions to function into maximum buying action.

The consumer must know where to buy your product when he needs it—or the sale is lost through substitution.

The vital cooperative factor needed is a **reference medium that will localize your national advertising** by guiding the demand you create to the nearest source of supply, at the moment of desired purchase. You can do it economically through

**Donnelley's Red Book—  
 The National Buyers' Guide & Sales Catalog**

It is used by 15,000 concerns to convey to buyers the nearest source of supply of their goods.

It is distributed into the hands of 100,000 Executives who direct or influence buying. The circulation is controlled by the publishers in the interests of the advertisers—and guaranteed by A. B. C. audit.

Donnelley's Red Book is backed by 13 Service Stations in 13 cities which answer hundreds of buyer's inquiries daily.

Your products and services ought to be listed in this publication. It will localize all your national advertising and eliminate that order killing sales gap graphically shown in the above chart. Write us for the details.

## The Reuben H. Donnelley Corporation

*Publishers of 117 Classified Directories*

CHICAGO, ILL., 652 S. State St.

NEW YORK CITY, N. Y., 227 Fulton St.

Boston, Mass.  
 Cincinnati, Ohio.

Detroit, Mich.  
 Cleveland, Ohio.

Branches in 13 cities.  
 Milwaukee, Wis.  
 New Haven, Conn.  
 Seattle, Washington.

Minneapolis, Minn.  
 Philadelphia, Pa.

Pittsburgh, Pa.  
 St. Louis, Mo.

**SALESMEN**—Several good specialty men who can sell to New York retailers, wanted by old established corporation with assets of over \$18,000,000. Splendid opportunity and future as sales executives is assured those who make good. Commission basis with drawing account. Address, "J. P.," P. O. Box 822, City Hall Station, New York City.

**POSTAGE**  
 The monthly magazine that tells how to transact business by mail—Advertising, Selling, Buying, Collecting, Letters, Office Systems. A necessity in every business office. 6 mos., \$1.00; 1 year, \$2.00.  
 POSTAGE, Room 297, Metropolitan Building, New York

We specialize in house to house distributing of  
**Advertising Literature and Advertising Samples**  
 We solicit your account  
**JAMES T. CASSIDY**  
 206 North Front St., PHILADELPHIA, PENNA.  
 Write for our paper "FACTS"

**A Fertile Field for Shaving Soaps**  
 Over 6,000 retail cutlery dealers and hardware dealers whose cutlery sales are important enough to warrant them studying the market read *The American Cutler*—the official monthly magazine of the American cutlery trade. The dealer who sells a man a razor should also sell your shaving soap or powder, if you cultivated his goodwill through the advertising pages of *The American Cutler*.  
**The American Cutler**  
 15 Park Row New York

**We represent all Student Publications**  
**MANAGERS** of student stores have proven very helpful in stocking and pushing articles the advertising for which we have placed in college papers. Our merchandise representatives are in close touch with these managers. We have no hesitation in guaranteeing adequate supply store distribution for suitable articles.  
**COLLEGIATE SPECIAL ADVERTISING AGENCY**  
 Incorporated  
 503 FIFTH AVE., N. Y.  
 Established 1913

**LOS ANGELES EVENING HERALD**  
 The all-the-year-round automobile advertising medium in the land of sunshine. Complete motor section each Saturday.  
**DAILY CIRCULATION 127,773**  
 Charter Member A. B. C.

Many of them go to a specialized production factory like the Ford Motor Company, and there, inside of sometimes a few hours and maybe a few weeks, they are placed to work on highly intensive monotonous jobs which may last the rest of their life. Does it not seem a waste to have all this knowledge pumped into these children and then in the mass rarely utilized? The production of Bolt No. 57—so many per hour, every hour of the day, every day of the week and every week of the year must seem to you men (who are accustomed to that which is constantly changing, that which is novel) terrifying.

I am inclined to think that this demand for shorter hours and still shorter hours is nothing more than the desire to get away from this soul-stifling monotony, and that a mere increase in wages is absolutely powerless to help as a solution. It seems to have been demonstrated that the high wage offers merely the wherewithal to escape from this monotony at various times. We state that our educational system trains our children for work. We should take stock of where we are at and just think of what this work really is—not only in our mechanical shops but in our clerical forces and in our selling forces is the same tendency today to specialize and specialize. The training a child gets from his work can usually be given to him in a few weeks' course of intensive study. Is it not time to think of training our children for their leisure period rather than their working period? To my mind, the problem of the shorter hour day is really the problem of the longer leisure.

**LEVERHULME AND EDISON COMPARED**

Experiments have been and are being conducted towards gaining relief from this monotony. Lord Leverhulme, in his recent book, speaks of a six-hour day, believing that this may be a solution of this unrest—yet not thinking of the work, for example, of Edison, who stated that he worked sometimes thirty-six, forty-eight, even more hours at a time, simply due to the fact that he enjoyed his work. Men in creative work have gone on with complete disregard of the clock, simply because of the powerful incentive within, to develop themselves.

Is it not possible to get this spirit once more into our shops? It is not so long ago that it used to be there. My experience of work in the shops goes back only some twenty years, and yet at that time I know that men took much greater pride not only in their own particular work, but in the work of their organization, than they do just now. As a suggestion, is it not possible to so arrange the hours of work that the "day" on a particular job may be as little as four or even two hours and then switch over to another job for a similar period and, if necessary, complete the old fashioned ten or twelve-hour day by a third period? Leisure properly and profitably employed is nothing more or less than a form of work. This leisure so employed might be led to add to the production of the world. The thought has many times occurred to me, in looking at our big cities with their population huddled together in close, compact areas with tremendous acres of valuable agricultural land close by, that many of the inhabitants might, by means of automobiles or motor trucks, trains or other means of transportation be brought to these fields and put in some of their leisure time at the oldest of trades. The zeal with which war gardens were taken up shows that this idea is not so visionary as it may seem.

Let me close with a little human story which illustrates this very forcibly.

It is said that once in Chicago the night policeman on his beat saw, at 3 A. M., a fellow-Irishman—a mason by trade—going on his way to work whistling blithely and cheerily.

"Pat," he called out to him, "Whither away so bright and so early this morning, and so happy withal?" And Pat replied:

"Sure, it's meself has a job after me own heart, and me whole heart and soul is with me in the desire to get to it bright and early."

"And," he replied, "what is this job that makes you sing like the young lark in the morning?"

"Sure," said Pat, "it's meself that's going to tear down a Protestant church and put up a saloon in its place."

**"GIBBONS KNOWS CANADA"**



**American Chamber of Commerce in London Forms Advertising Service**

An important step is being taken by the Advertising Advisory Committee of the American Chamber of Commerce in London to further trade between the two countries, for it is developing a British-American reciprocity advertising information service, to supply exporters in either country with general information as to the marketing of their goods, the existing or potential demand, competition, etc., in the other country.

At the moment the committee is laying the greater stress on the development of British trade in America, because, in common with all other bodies interested in Anglo-American trade, it is deeply concerned with the menace that the present low rate of sterling exchange holds for the immediate future of the American export trade. Realizing that the only remedy lies in British exports to the United States, the committee is giving special attention to the subject so far as it relates to proprietary and trade-marked articles, the sale of which is commonly assisted by advertising.

As a result of letters sent out by the American Chamber in London, the cooperation of several of the foremost American organizations is already pledged in obtaining for British manufacturers the general information outlined above as to the market in America for their goods. Among them are the American Manufacturers' Export Association; Associated Business Papers, Inc., New York; American Newspaper Publishers' Association, New York; American Association of Advertising Agencies, Cleveland; Associated Advertising Clubs of the World, and Periodical Publishers' Association.

The American Chamber is now requesting the Federation of British Industries to supply a few cases, as test cases, in order to insure the smooth working of the service in the future. The following leading British organizations have already signified their interest: Federation of British Industries (Industrial Publicity Service), National Union of Manufacturers, Association of British Advertising Agents, and London Chamber of Commerce.

The advertising committee of the American Chamber hope to have the reciprocal information service fully established within a short time.

**It's What We Are Trying to Do**

JOINT COFFEE TRADE PUBLICITY COMMITTEE of the UNITED STATES  
74 Wall Street  
New York

December 16, 1919.  
Editor, ADVERTISING & SELLING.

Evidence of the improvement and prosperity of ADVERTISING & SELLING increase with each succeeding issue. The last number always seems to be the best. Congratulations.

Sincerely yours,

ALLAN P. AMES,  
Publicity Director.

**I. B. Henthorne Joins Penny Chain**

Ira B. Henthorne, for three years secretary of the Better Business (formerly vigilance) Bureau of the Minneapolis Advertising Forum, left December 1 for Hillyard, Wash. Mr. Henthorne will become associated with the advertising and sales departments of the J. C. Penny Co.,

who are operating a chain of retail stores in the West.

George B. Langland of Minneapolis succeeds Mr. Henthorne as secretary of the bureau, and L. D. Steenson of Minneapolis has been made examiner. A subscription campaign recently conducted by members of the Minneapolis Advertising Forum has resulted in the 1920 budget being increased from \$3,500 to \$10,000 and assures progress in the "Truth-In-Advertising" work in Minneapolis.

**To Reduce H. C. L.**

As a result of a conference held at the Hotel Pennsylvania on December 17th between representatives of the National Retail Dry Goods Association and Howard E. Fogg of the Federal Department of Justice the following course to reduce the high cost of living was outlined: It was agreed by the retailers to concentrate their efforts on placing before the public by means of advertising and displaying in their stores, the lower priced and essential lines of merchandise and to encourage their purchase and discourage the purchase of high priced and non-essential articles. On the other hand, the Department of Justice was urged to cooperate with the retailers and make possible the policy of lower priced articles by securing the cooperation of the manufacturer in order that the commodity can be bought by the retailers at a correspondingly low price.

**Sweater and Knitted Textile Industry to Have National Campaign**

According to plans outlined at a recent convention in Chicago, the National Association of Sweater and Knitted Textile Industry is shortly to undertake a national advertising campaign in behalf of the industry in general. The campaign is to be modelled after the publicity campaigns which have been carried on in behalf of California fruit growing associations. Harold R. Lhove of New York is secretary of the association.

**Ad Writing on K. C. B. Style**

St. Louis has an ad writer on the style of K. C. B. in the personage of D. C. Seewir, whose advertisements appear in St. Louis quite frequently.

**Firestone to Establish in Cincinnati**

The Firestone Tire Co. is to establish headquarters in Cincinnati for the entire southern and middle west territories, including the branches at Louisville, Nashville, Dayton, Memphis, Little Rock and all territory served by these branches. J. P. Patterson, who has been manager of the Cincinnati branch, will become manager of this new district, and John Evans succeeds Mr. Patterson as local manager.

**Miniature Newspaper Published in New York**

The United Neighborhood Houses of New York have published a house organ called *Better Times*, which has the distinction of being the smallest newspaper seen on New York newsstands. The new paper measures 4x6 inches and has eight pages. Its aim is to increase interest of New Yorkers in community work, "in the faith that through neighborhood organization many difficult social reconstruction problems may be solved."

Our new 'phone numbers are Madison Square

**8517**

**8518**

Will you please correct your records.

Thank you.

*Martin Ullman*  
Managing Artist

GOTHAM STUDIOS, INCd.  
111 East 24th St.  
New York

Good. Better. Best.  
Never let it rest.  
Till the Good is Better  
And the Better Best.

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"Gotham for Art Work"

# Meet the Ladies

Who is Who in the World of Successful Advertising Women

**Mrs. Ethelyn Middleton**

**W**HEN you meet Mrs. Ethelyn Middleton, friend reader, you shake hands with a woman who can, perhaps, lay claim to the most round-about, yet effective, training for the advertising profession possessed by any woman. Sufficiently mature to be the mother of three children, she has only been in the advertising agency business for about five years.

But to begin at the beginning: as a very young girl the stage held out its attractions, and for three years she played

However, by the practise of thorough reading and constant study, both of books and people, the American stranger became "naturalized" and quite familiar with the changing national modes and moods. One of the things Mrs. Middleton turned out during this period of "transition" was a book on beauty culture. "Beauty shops and methods" were out of her line, but her experience in France and her training as a writer lessened the difficulty of the task. The result was two books, two beauty courses and quite a lot of advertising matter for toilet goods.

(Concluded on page 47)

**Miss Clotilde Rosenfels**

Progressive America is rapidly getting rid of the old-time idea about families. A man's or woman's antecedents aren't held in front or in back of them so much today as they used to be, and although we most heartily subscribe to that policy, we just can't help but introduce you to Miss Clotilde Rosenfels as belonging to "one of the finest families in the advertising land." Waxing enthusiastic, we might truly say "the first" advertising family, or the "largest," "oldest," "youngest," or what not.

Because Clotilde Rosenfels, general

had considerable experience in merchandizing, promotion and advertising work. Her promotional work in a wholesale silver house was followed by experience in the advertising offices of several publications, and later in the office of Benson, Campbell & Slaten, Chicago advertising agents.

Four years ago she became associated with Julian Armstrong, who was organizing the present institution for the direction of cooperative activities among groups of competitors. There was no precedent for the new concern to follow, and for nearly a year Miss Rosenfels handled practically all of the detail work of the office, much of the correspondence, and in the meantime studied the technicalities of the business. In the exchange of market information and the preparation and dissemination of statistics there was call for an unusual amount of judgment and accuracy, while speed was no mean factor in the success of the work.

Her accomplishment in meeting the demands of this exacting position are best evidenced by the fact that the organization now includes twenty-two people, all of whom have received their training at Miss Rosenfels' hands. The bureau is extending a service to six industries, including over seventy large manufacturers.

(Concluded on page 47)

**Miss Mary M. Crowley**

About eighteen years ago, Mary M. Crowley began her business life as a stenographer, breaking into office work after some preliminary speed work as a reporter. In her first job she acted the part of a twin-drive secretary to two concerns sharing the same office space—which was no cinch. Eventually one of the firms took over the whole space and



with Charles Frohman's companies. As time wore on the prospects clearly pointed to the fact that she would not become tall enough in stature to handle the parts she wanted, so her mother took her to France in order to round out her education. On the "other side" the writing field attracted the actress-student, and she began newspaper and short story writing, even going so far into the line as to marry Lamar Middleton, an American, who up to the time of his death, was Paris correspondent for the Chicago Daily News.

In 1909 Mrs. Middleton enjoyed the distinction of being the cable representative of an American newspaper in Europe—quite a novelty then—taking up the work of her deceased husband until a formal successor had been appointed. Not long after this the advantages of an American education for her children prompted her to return to the United States with them. Her ambition was to do freelance work here, but she shortly discovered that her sixteen years in Paris had made a "foreigner" of her, as far as the American editors were concerned.

manager of the Armstrong Bureau of Related Industries, is the sister of Irwin S. Rosenfels, well known to the profession by virtue of his work with Sears, Roebuck & Co., as well as the sister of Miss Edna D. Rosenfels, formerly engaged in magazine advertising and now associated with the Armstrong Bureau.

Quite a formidable line up!

But to proceed: Clotilde Rosenfels has



the new manager took Miss Crowley for his own stenographer.

This was a pretty good "break" in her favor, for the new chief, being an ideal man to work for, was away a great deal. Now this doesn't mean at all that the lady was an ordinary key-pounder who would go A. W. O. L. while the chief was on the road—it means that it fell her lot to handle many, many things in connection with the conduct of the establishment which might not have been her fortune had he stayed home. Frequently matters of importance would arise, some of which, by ingenuity, were held over until his return, and others, because of their pressing nature, had to be taken care of on the spot. The training was just right—the "trainee" was just right, and under those circumstances she naturally grew into bigger things.

The business progressed and the office force grew, and finally the Chicago member of the company, John Budd, bought out the Eastern membership, opened a St. Louis office, reorganized as a corporation under the name of The John Budd Company and left for headquarters in New York, assigning Miss Crowley to the post of office manager on the Western sector. Today she is the executive of the organization's Western branch, conducting the general correspondence and managing the running of the "whole shootin' match." She is thoroughly in touch with each man's line of work, and in a position to supplement it or bring assistance from some of the others when necessity arises. By her method the salesmen are relieved of all detail, and are at all times free for outside development work. Not satisfied with being rear-admiral, the good lady has also landed herself on the company's board of directors, and is, too, a stockholder in the corporation.

Miss Crowley is associated with many of the clubs in Chicago, but she is quite positive in the assertion that none of these affiliations is valued more highly than her membership in the Women's Advertising Club, where she hobnobs with her sisters of the profession—and where both parties to the hobnobbing are benefited by it.

**Mrs. Ethelyn Middleton**

(Continued from page 46)

During this free-lance period Paul E. Faust, who recently became a member of the firm of Mallory, Mitchel & Faust, turned over considerable work, including the important branch of a furniture account, a national food account, etc. As the work increased in volume, he invited her to become a member of the organization—and another competent woman was added to the growing list.

Her preparation for the advertising business was, as we originally remarked, somewhat roundabout, but none the less effective. The stage, the home, the daily paper, the magazine—and the beauty course. What more solid foundation could one ask?

**Miss Clotilde Rosenfels**

(Continued from page 46)

Miss Rosenfels has maintained a very definite and live interest in the advertising field, although not directly connected with it, and is a member of the Chicago Women's Advertising Club, where she is regarded with the same high esteem that has been accorded her everywhere else.

**The Value of Newspaper Advertising**

The following article is contained in a booklet just issued by the Toronto *Globe*:

"Daily newspaper advertising won a new, emphatic and wide-spread acknowledgment of its power by its service during the war. In Canada, Great Britain and the United States the daily newspapers became the right arm of the Government in stirring up the people to war effort—by urging enlistment in the armies and navies, subscriptions to war loans, contributions to the Red Cross, Y. M. C. A., Knights of Columbus and other war work, and by inviting and urging the public even to alter their personal habits and actions so that the effort of the nation might be concentrated and strengthened.

"This was accomplished through the display advertising columns. The essential difference between the news and the advertising departments became recognized at the start of the war. The news columns carried the news of all these appeals. But news cannot be published twice. One printing of an item disqualifies it for further attention in the news columns.

"The effectiveness of the display advertising columns lies in their ability to repeat — REPEAT — REPEAT—the same story time after time, in a new dress, perhaps, and thus firmly to make an impression on the public."

**Advertising Company Issues Interesting Booklet About Brooklyn**

The Broadway Subway and Home Boroughs Car Advertising Company, Inc., have issued a booklet about Brooklyn in which facts, statistics and charts of the city are shown in an interesting way. The object of this work is to make the Brooklyn and Queens field more understandable and appreciated by all who wish to reach a great concentrated, high-grade market.

**Your Prospective Customers**  
 are listed in our Catalog of 99% guaranteed mailing Lists. It also contains vital suggestions how to advertise and sell profitably by mail. Counts and prices given on 9000 different national Lists, covering all classes; for instance, Farmers, Noodle Mfrs., Hardware Dirs., Zinc Mines, etc. This valuable reference book free. Write for it.

**Send Them Sales Letters**  
 You can produce sales or inquiries with personal letters. Many concerns all over U. S. are profitably using Sales Letters we write. Send for free instructive booklet, "Value of Sales Letters."

**Ross-Gould**  
 Mailing Lists St. Louis

**Training for Authorship**  
 How to write, what to write, and where to sell.

Cultivate your mind. Develop your literary gifts. Master the art of self-expression. Make your spare time profitable. Turn your ideas into dollars.

Courses in Short-Story Writing, Versification, Journalism, Play Writing, Photoplay Writing, etc., taught personally by Dr. J. Berg Esenwein, for many years editor of Lippincott's Magazine, and a staff of literary experts. Constructive criticism. Frank, honest, helpful advice. *Real teaching.*

One pupil has received over \$5,000 for stories and articles written mostly in spare time—"play work," he calls it. Another pupil received over \$1,000 before completing her first course. Another, a busy wife and mother, is averaging over \$75 a week from photoplay writing alone.

There is no other institution or agency doing so much for writers, young or old. The universities recognize this, for over one hundred members of the English faculties of higher institutions are studying in our Literary Department. The editors recognize it, for they are constantly recommending our courses.

We publish *The Writer's Library*. We also publish *The Writer's Monthly*, especially valuable for its full reports of the literary market. Besides our teaching service, we offer a manuscript criticism service.

150-page illustrated catalogue free  
 Please address:

**The Home Correspondence School**  
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**REX OFFSET**

Your lithographer is assured maximum production

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**KALAMAZOO MICHIGAN**

SAMPLES SENT ON REQUEST

## Calendar of Coming Events

Under this standing heading **ADVERTISING & SELLING** will run regularly the dates of all future conventions of any association or other body that has any direct relation to the field of advertising, salesmanship and allied lines.

The officers of all such organizations are requested to keep **ADVERTISING & SELLING** advised of the dates of future conventions.

The following are, therefore, by no means all of those occurring in the near future, or on which dates have been set but will be supplemented in forthcoming issues as the information reaches our editorial office:

- January 13-15—Exhibit of Agricultural Publishers' Association, Hotel Commodore, New York City.
- January 14-16—Convention of the National League of Commission Merchants of the United States, Hotel Statler, Cleveland, Ohio.
- January 15-16-17—Annual Newspaper Institute, University of Washington School of Journalism and the Washington State Press Association, Davenport, Wash.
- January 16-17—Convention of the Western Paving Brick Manufacturers' Association, Kansas City, Mo.
- January 19-21—Annual Conference of the National Boot and Shoe Manufacturers' Association, Hotel Astor, New York.
- January 20-23—Convention of the Pacific Northwest Hardware & Implement Association, Davenport Hotel, Spokane, Wash.
- January 26-31—Annual Convention, National Canners Association, Cleveland, Ohio.

January 27-28—Annual meeting of the National Pickle Packers' Association, Hotel Statler, Cleveland, Ohio.

January 27-30—Convention of the Oregon Retail Hardware & Implement Dealers' Association, Imperial Hotel, Portland, Oregon.

January 28-30—Thirty-second Annual Convention of the Southwestern Lumbermen's Association, Muehlbach Hotel, Kansas City, Mo.

February 11—Annual meeting of the National Association of Wool Manufacturers, Copley - Plaza, Boston.

February 16-20—Annual Convention, National Brick Manufacturers' Association, Deschler Hotel, Columbus, Ohio.

February 18-20—Ninth Annual Convention, National Dry Goods Association, Hotel Pennsylvania, New York.

February 20-28—Fifteenth Annual Motor Boat Show, Grand Central Palace, New York, under the auspices of the National Association of Engine and Boat Manufacturers.

February 23-25—Twenty-seventh annual convention of the New England Hardware Dealers' Association in conjunction with the "Tercentenary" Hardware Exhibition, Mechanics Building, Boston.

March 10-11—Meeting of the National Basket and Fruit Package Manufacturers' Association, Orlando, Florida.

### Three Prominent Speakers at Sphinx Club Dinner

On Tuesday, January 20th, at the Waldorf-Astoria, the Sphinx Club will hold its 165th dinner. The 164th dinner set a new record of attendance, but it is expected that the January 20th dinner will be even larger. Among the speakers of the evening are Augustus Thomas, America's most famous playwright and orator, Herbert Kaufman, assistant secretary of the interior, publisher, editor, author, philosopher, publicist and advertising expert, Dr. Charles A. Eaton, clergyman, sociologist and lecturer. He also achieved distinction as head of the National Service Department of the United States Shipping Board. At the present time he is associate editor of *Leslie's Weekly*.

### Los Angeles Agency Enters San Francisco Advertising Field

The Crank-Paris Company, advertising agents of Los Angeles, have opened a branch in San Francisco with a view of carrying on their activities throughout northern and central California.

### New Orleans "Item" Publishes Paper for Retail Trade

A newspaper for the retail trade of New Orleans is published by the advertising department of the New Orleans *Item*. The object of the paper is to create increased interest and closer cooperation between the manufacturer and retailer.

### San Jose, Cal., Paper Publishes Big Edition

The *Mercury Herald* recently published an edition of fifty-two pages in which one single advertiser carried thirty-two pages of advertising matter. This advertiser was L. Hart & Sons, operators of a large department store in that city.

### Gotham Studios Move and Reward Employees

The Gotham Studios, established five years ago and for the past three years located at 1133 Broadway, have, effective January 1st, 1920, moved to 111 East 24th Street, where they have taken over an entire building. The ground floor is devoted to executive offices and the two upper floors devoted to their studios. Owing to a keen appreciation of the work of its employees the Gotham Studios at Christmas time gave every employee a turkey and on their occupancy of new quarters each employee received a check for five percent of their 1919 salary and a substantial increase in salary was given to all.

### Fifth "Business Builders Conference" to be Held January 23

The fifth "Business Builders' Conference," which is composed of retail merchants from twenty different States will be held in Chicago January 23, 1920. The conference was organized in 1917 and has held semi-annual meetings in Chicago every year, to which the leaders in the retail business come, and topics covering every phase of their business are discussed.

### Haeslet Becomes President of Signal Truck Company

James G. Haeslet, one of the best known men in the automobile business, has been elected president of the Signal Motor Truck Company, of Detroit, at a meeting of the directors of the company last week, succeeding W. K. Hoagland, resigned. Mr. Haeslet's connection with the automobile industry dates back for twenty years. His most recent work in the automobile industry was as vice president of the Studebaker Corporation in charge of production and engineering. This position he left in 1917 on the entry of the United States into the war. Mr. Haeslet offered his services to the Government, and with Howard Coffin was engaged in the production problems involved in getting out the Liberty engines in quantity. He remained at this work throughout the war, serving with the rank of major

### Addition to Staff and Business of Vanderhoof & Company

Vanderhoof & Company, Marquette Building, Chicago, have secured the advertising account of the Federal Pure Food Company, 2303 Archer Avenue, Chi-

cago, manufacturers of flavoring extracts and other food preparations.

M. J. Lacy, formerly assistant to Herbert Vanderhoof, head of the agency, has been appointed general sales and advertising manager for the Federal Company. Mr. Lacy is succeeded as assistant to the president by Irving R. Brammer, of the Vanderhoof & Company copy department. A new man in the copy department of the agency is Sampson Horn, formerly with Victor Breytspraak Co., Chicago.

### Chicago Garment Association to Do Extensive Advertising

The Chicago Garment Manufacturers' Association, an association of Chicago women's apparel makers, are planning an extensive advertising campaign in behalf of the Chicago garment industry. It is said that the beginning appropriation will be \$15,000.

### L. Dudley Field Becomes Sales Manager of AnSCO Company

L. Dudley Field has been appointed sales manager for the AnSCO Company of Binghamton, N. Y. Mr. Field has been for some time in charge of the advertising department of this company.



# A Nation Wide Service For Advertisers and Printers

*Making your paper purchases  
a more profitable investment*

The most comprehensive paper service ever established has been inaugurated simultaneously in all of our branches clearing through headquarters in Chicago.

It is for the firm who issues or prints advertising literature ranging from the smallest booklet up to catalogues the size of Montgomery, Ward or Sears, Roebuck.

It covers the selection and use of the cheapest grades to paper and cover stock De Luxe and every size and weight known to the paper business.

From folders to broadsides, and from phantom weights to bristols as heavy as lumber your every need is covered as well as papers for every process of reproduction that will reproduce merchandise, products or service in a manner second only to the original.

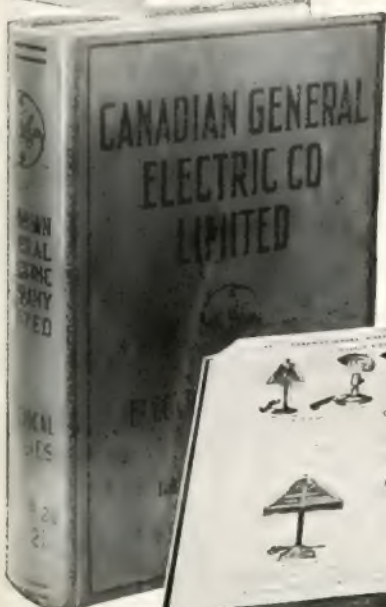
The Publisher will find our manufacturing service covers every grade of magazine book from the cheapest to the best, any finish, any quality, any tonnage books, magazines, publications each have a mission which is enhanced or retarded by the paper used.

## SEAMAN SERVICE PAPERS

"For every printing need"

*Write for the Price  
List and Sales  
Manual*

**It will save  
you money**



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## A Corner On Selective Circulation



The Symbol of National Circulation