

Advertising and Selling

FORTNIGHTLY

Markets, Merchandising & Media



Drawn by Maud Tousey Fangel for Loose-Wiles Biscuit Company

AUGUST 27, 1924

15 CENTS A COPY

In this Issue

For a Return to Sanity in Fall Buying" By FREDERICK W. NASH; "First and Last Steps in Advertising" By ROBERT R. UPDEGRAFF; "An Open Letter to the American Medical Profession"; "It's Easier to Fight the House than Fight the Customer" By V. V. LAWLESS

"Advertising Costs Per Sale:-"

ADVERTISERS who check up on results remain in business and grow. Such advertisers don't buy mere *areas* of space, nor mere *numbers* of circulation. They buy advertising *effectiveness* as measured in returns upon their advertising expenditures.

With them advertising is an investment; they advertise in the mediums that most effectively reach the greatest number of financially competent consumers in any given community—and they judge effectiveness by results.

That is why The Chicago Daily News, year by year and by increasing margins, leads the Chicago daily newspaper field in the volume of display advertising printed. In the first seven months of 1924, for example, The Daily News printed 8,873,042 agate lines of display advertising—a gain of 199,136 lines over the same period of 1923—as against 6,766,953 lines—a gain of 65,515—published by its nearest competitor, a morning newspaper.

The 400,000 circulation of The Chicago Daily News—approximately 1,200,000 daily readers—is concentrated 94 per cent in Chicago and its nearby suburbs. Moreover, the circulation of The Daily News is a *home* circulation, and it enters into the daily life of the great majority of financially competent households of its community.

These are among the "reasons why" it is favored by experienced and successful advertisers.

The Chicago Daily News

First in Chicago

Page 5—The News Digest

J. V. Davidson

For six years with the Butterick Publishing Company has joined the advertising department of *The People's Home Journal* to represent it in New England and New York City.

Thomas A. Brennan

Assigned as advertising manager, American Sugar Refining Company to become associated with J. Alexander Lirett, producer of industrial films, 145 Broadway, New York.

J. F. Sanger

Since 1917 as Trade Commissioner of the United States Department of Commerce in nearly a score of the countries of South America, the Far East and Australasia, specialized in advertising, merchandising and newspaper investigations, announces his resignation from Government service and his return to the advertising field on September 1 as vice-president of the Foreign Advertising & Service Bureau, Inc., New York.

R. D. Lillibridge, Inc.

The Worthington Pump & Machinery Corporation, New York, have placed the advertising with Ray D. Lillibridge, Inc., New York.

TI Rotarian

Announces the appointment of Howard I. Shaw formerly with Lorenzen & Thonson, Inc., as special advertising representative covering mid-west territory with offices at Chicago.

Frick H. Hahn

Has resigned from the New York office of the Curtis Publishing Company to become secretary of the Percy Gainer Corporation, manufacturer of rayon fabrics, Newark, N. J., effective September 1.

Berry J. Devine

Has been elected chairman of the Commercial Section of the Photographers Association of America at their annual convention held in Milwaukee this month.

Malachian Publishers, Inc.

Johnson City, Tenn., new organization purchased on August 12 the Chronicle Publishing Company and the News Publishing Company, publishers, respectively of the *Chronicle* and *Staff*, and the *Evening News*. The two last-named papers have been merged and are now known as the *Star-News*, to be published afternoons, daily. The *Chronicle* will continue as a morning daily. The three papers will be published as one on Sundays and will be known as *The Johnson City Chronicle, combined with the Staff and the News*.



The Thumbnail Business Review

OPTIMISM increases as fundamental conditions continue to improve. Commodity prices are strengthening, led by the grains. Mercantile houses are preparing to go after more business in the grain-growing States. The buying power of the farmer, for the country as a whole, depends more on corn, however, than on any other agricultural staple. A good corn crop means increased prosperity for the farmer, everything else being equal. The outlook for cotton is favorable.

☐ The steel industry recovers slowly. Rolling mill operations are increasing and structural steel shipments continue to be the mainstay of operations. Pig iron production also shows betterment. Prices of steel and steel products are holding firm. Some consumers seem willing to close on their fourth quarter business. Improvement in the automobile industry, while not general, is significant. A few plants are operating on high production schedules. The tendency for most makers at this time is to produce as nearly in ratio with demand as possible.

☐ Car loadings reached a new high figure for the year during the week ended August 2. This would appear to mark the long expected turn for the better in railroad freight traffic. Coal movement, lethargic at present, should be stimulated with the approach of colder weather. Oil output is increasing, while the surplus of gasoline stocks is lower than it has been in four months.

☐ Mail order and chain store sales are higher. Better sentiment is reported from every section of the country. Retailers appear interested in replenishing their shelves, but there is no indication of an orgy of buying. Prices of all products are generally approaching a better relationship. Could this condition be attained and maintained, then there would be no question of a genuine prosperity.

ALEX MOSS.

E. L. Kemnitz

Formerly with the Howard G. Carnahan Company, Chicago, Ill., has joined the sales staff of the American Colortype Company, Chicago.

De Forest Radio Tel. and Tel. Co.

Wm. H. Ingersoll, General Sales Manager, De Forest Tel. and Tel. Company, Jersey City, N. J., writes the FORTNIGHTLY that the advertising of this company will be placed through George Batten Company.

C. Louis Wilson

Has resigned as Sales Promotion and Advertising Manager of Cohn Himmel and Company, Buffalo, N. Y., to operate his own advertising agency. He will continue to handle the account of his former connection.

Lucien M. Brouillette

Chicago, Ill. Will conduct advertising for Jefferson Electric Manufacturing Company, same city.

George W. Edwards & Co.

Grosvenor L. Ball, formerly Advertising Manager of the Welsbach Company, and Nelson Eddy, formerly of the Copy Department of the J. H. Cross Company, have joined the copy staff of George W. Edwards & Company, Philadelphia, Pa. Raimon B. Havens will take charge of the production department September 1.

John Bachmann Company

Chicago, Manufacturers of the Herald B. Pipe will advertise through Irving F. Paschall, Inc., same city.

Arthur Nowell

Commercial artist, has joined Retlaw Visualizations, New York. Mr. Nowell was connected with *Fairchild Publications* for about ten years, latterly in charge of the Advertising Service Department.

Extension Magazine

Charles F. Bouldin Co., Los Angeles, appointed Pacific Coast representative for *Extension Magazine*.

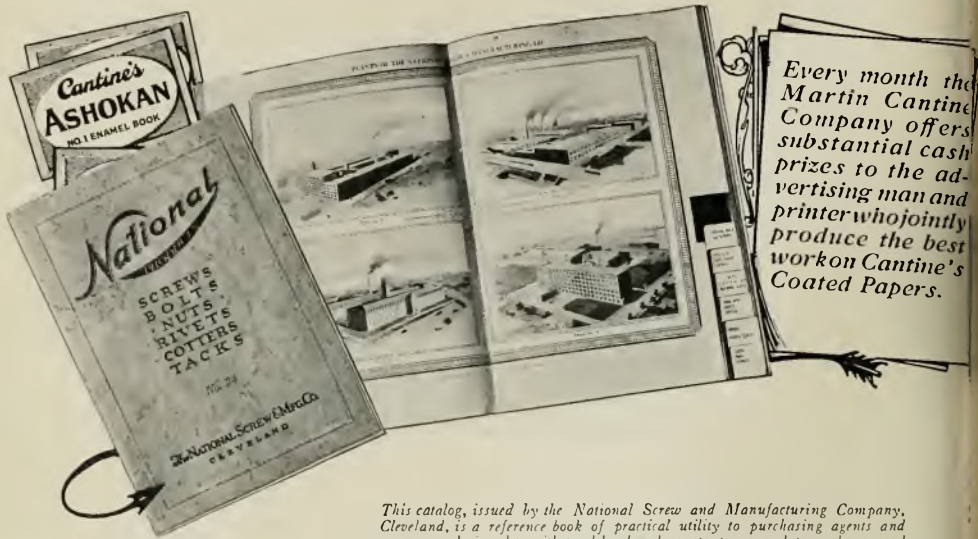
Douglas C. McMurtrie, Inc.

Douglas C. McMurtrie has resigned as sales manager of the Conde Nast Press at Greenwich, Conn., and in conjunction with several associates will open a plant at 240 West 40th St., New York. The new company will be known as Douglas C. McMurtrie, Inc. Of this company Mr. McMurtrie will be president; Mr. Arthur Wiener, president of the Atlantic Book and Art Corporation, New York City, will be secretary and Mr. LeRoy Latham, president of the Latham Litho and Printing Company, Long Island City, will be treasurer.

Good Housekeeping

William E. Cameron, formerly of N. W. Ayer and Son has been appointed Sales Promotion Manager, *Good Housekeeping Magazine*, to succeed Arnold W. Rosenthal, recently deceased.

[ADDITIONAL NEWS ON OTHER PAGES]



Every month the Martin Cantine Company offers substantial cash prizes to the advertising man and printer who jointly produce the best work on Cantine's Coated Papers.

This catalog, issued by the National Screw and Manufacturing Company, Cleveland, is a reference book of practical utility to purchasing agents and engineers, designed to withstand hard and constant use and to make a good impression upon buyers. For these reasons Cantine's "Ashokan" No. 1 Enamelled Book Stock was used. It won the Cantine prize for June. Printed by the Stafford Press Co., Cleveland, Ohio.

If you can't sell to the capacity of your plant—
at a profit, at least sell to the limit of the possibilities!

Back up the calls of your salesmen by "calls" direct by mail, to the point where Cost exceeds Results.

Printed matter intelligently planned and well executed, on paper that is worthy of being your messenger—Cantine's Coated Paper—will help to put bigger figures on your balance sheet, in black ink.

Sample book and details of our monthly prize-honor contests for skill in advertising and printing, free upon request. Ask any Cantine paper jobber, or address The Martin Cantine Co., Saugerties, N. Y., Dept. . .

Cantine's

COATED PAPERS

CANFOLD
SHEET STOCK
BEST PRACTICE QUALITY

ASHOKAN
NO. 1 ENAMEL BOOK

ESOPUS
SHEET STOCK

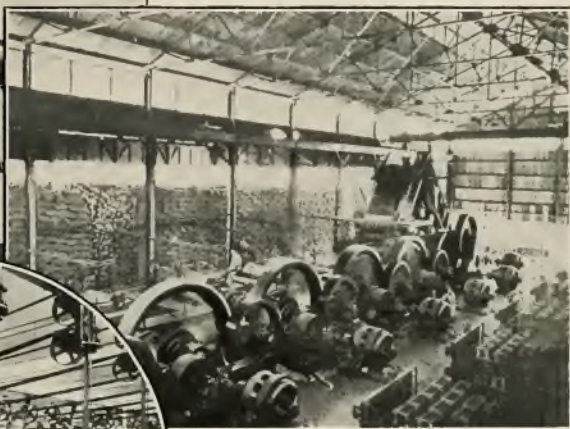
VELVETONE
SHEET STOCK - Easy to Print

LITHO C.I.S.
COATED ONE SIDE



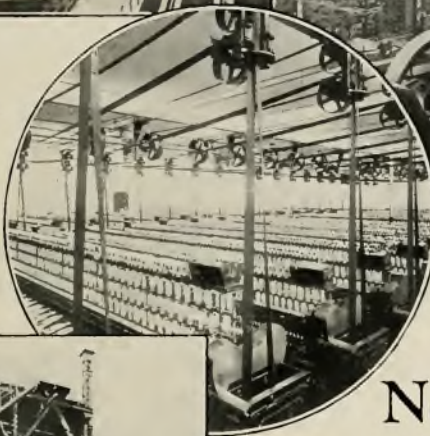
← Loading Coffee in Brazil

Because of their considerable foreign commerce the Latin-American countries have paid particular attention to port works. Their docks, warehouses, loading and unloading equipment is superior to those in many of our own ports.



Mexican Cotton Mill →

Cotton mills are scattered throughout Latin America. They draw their raw materials from the surrounding country, most of their machinery comes from the United States.



Electrically-Driven Sugar Mill in Cuba

Cuba produced 4,000,000 tons of sugar in 1923—more than one-fifth of the world's production. Altogether the Latin-American countries produce most of the world's sugar. They bought from U. S. manufacturers \$1,000,191 worth of sugar mill machinery during the first five months of 1924.



Steel Furnaces in Brazil

The future holds great promise for Brazil as a producer of electric steel. She possesses an abundance of high-grade iron ore, manganese and hydro-electric power sites. For the present she must import the equipment necessary for working this industrial field.

Nearly a Million Dollars a Day

THE Latin-American countries bought 139 million dollars' worth of industrial equipment, materials and supplies from manufacturers in the United States during the first five months of 1924.

This is at the rate of nearly a million dollars a day.

This figure does not include our exports of non-industrial materials, such as clothing, foodstuffs, etc. It represents money spent for industrial equipment, materials and supplies only.

A few of the items included in this figure are: \$586,503 for steam boilers, \$76,275 for steam engines, \$73,100 for steam turbines, \$443,733 for internal combustion engines, \$361,227 for Diesel and semi-Diesel engines, \$1,080,191 for sugar mill machinery, \$378,926 for textile machinery, \$839,737 for refrigerating and ice-making equipment, \$1,207,557 for power pumps, \$702,340 for leather and rubber belting, \$2,044,905 for mining equipment and supplies, \$1,256,103 for motors, etc., etc.

The 8,000 men who spend 90 per cent of this money read *Ingenieria Internacional*—the leading engineering and industrial publication in the Spanish-speaking countries.

Ingenieria Internacional is published monthly and is printed in Spanish—the language of the men it serves.

The 15 McGraw-Hill engineering, industrial and merchandising publications serve the men who buy in the following fields:

- *Electrical*: Electrical World, Electrical Merchandise, Electrical Retailing, Journal of Electricity, Construction and Civil Engineering; Engineering News-Record.
- *Mining*: Engineering & Mining Journal-Press, Coal Age.
- *Transportation*: Electric Railway Journal, Bus Transportation.
- *Industrial*: American Machinist, Industrial Engineer, Power, American Machinist (European Edition), Chemical & Metallurgical Engineering.
- *Engineering in Spanish-Speaking Countries*: Ingenieria Internacional.

Ingenieria Internacional

A McGraw-Hill Publication
Tenth Avenue at 36th Street, New York

Charge to the account of _____

WESTERN UNION TELEGRAM

NEWTONS QUALITY SERVICE GEORGE W. C. ATKINS, PRESIDENT

Send the following message, subject to the terms on back hereof, which are hereby agreed to:

WESTERN UNION TELEGRAM

1924 AUG 19 10 59A

HANDS A WIDE AWAY FOR TRUE STORY
1324 BROADWAY NEW YORK NY

TRUE STORY A BEST SELLER AT WASHINGTON WESTERNLY AND PERMITS THEM ALL
AMONG THE MOST FASHIONABLE SUMMER RESORTS IN THIS PART OF THE COUNTRY

ATLANTA

969 A

Form 1234

Number of the _____

Class _____

Time Paid _____

CLASS OF SERVICE

Time _____

Day Letter _____

Day Message _____

Day Letter _____

Form 1234

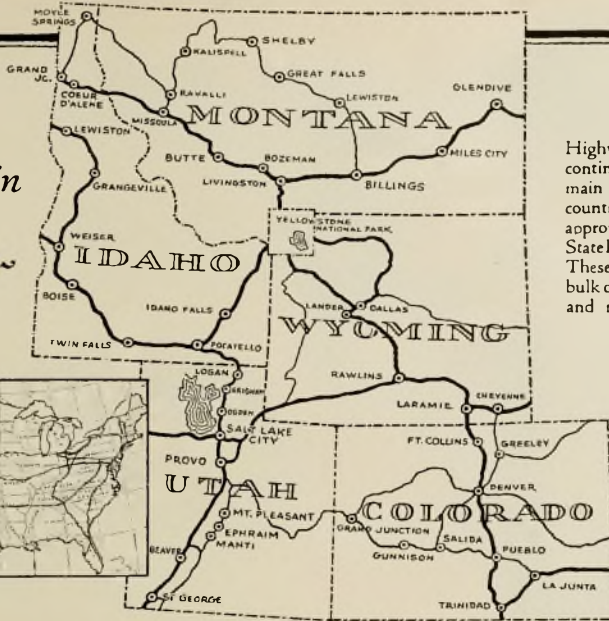
Form 1234

Another link
in the chain of evidence that People
are just—People.

And that the
Mass-Class argument is no longer de-
batable.

True Story
Magazine

The Rocky Mountain Group of States



Highway Lighthouses are continuously signaling the main trunk highways of the country at points officially approved by the respective State Highway Commissions. These main arteries carry the bulk of the nation's interstate and national motor travel.

Safety Trails in the West



THE mountainous character of the Rocky Mountain States makes Highway Lighthouses doubly appreciated by the motoring public. The operation of flashing Highway Lighthouses in these states illustrates the national character of the A. G. A. organization.

Highway Lighthouses have been located first on the roads leading into Denver, Salt Lake City and similar important centers. The plan also includes the continuous signaling of the main trunk highways of these states.

The picturesque scenery in these states, together with points of national interest such as Yellowstone Park, is attracting increasing thousands of motorists from all parts of the country.

These highways afford an exceptional opportunity for effective outdoor advertising, at the same time rendering a much needed public service in your name.

HIGHWAY LIGHTHOUSE COMPANY
100 East 42nd Street New York

A Division of The A. G. A. Company, Elizabeth, New Jersey

HIGHWAY LIGHTHOUSES RENDER A PUBLIC SERVICE IN YOUR NAME



Man provides the dollars— but woman divides them

Her job of using them to feed, clothe and house the family is really harder than earning them, because—

To buy wisely she must understand the economy of commercially prepared foods and of mechanical devices which save money by helping her do her own work or by reducing the number of servants she must hire. She must know much about fabrics and their care; about house furnishings and kitchen "tools".

Most women have little or no training for this difficult job when they marry. Many are content to buy hap-hazard—

But more than 600,000 keen, intelligent, progressive homemakers eagerly "go to school" with *Modern Priscilla*; finding in its editorial pages, and in the services of the Housekeepers at the Proving Plant, the help they need to become better Purchasing Agents—to increase the buying power of their dollars by more intelligent spending.

And these women—a market worth cultivating—can be economically reached through the advertising pages of *The Trade Paper of the Home*.

MODERN PRISCILLA

The Trade Paper of the Home

Advertising and Selling FORTNIGHTLY

Markets, Merchandising & Media

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THE Window Display Advertising Association, which was organized in Cleveland in March of this year, will hold its first annual convention at the Hotel Statler, Cleveland, September 29 to October 1. The association is a departmental of the A. A. C. of W. In addition to the many addresses that will feature the program, a series of demonstrations will be held in dummy windows, erected in the convention hall.

Dr. F. H. Peck, manager of promotion and publicity, E. R. Squibb & Sons, and president of the association, will preside at all sessions. Among the speakers are George A. Smith, director of window displays for the United States Rubber Company; Carl Percy and Arthur Freeman. Martin L. Pierce, merchandising and research expert of The Hoover Company, will deliver the annual banquet address.

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J. H. MOORE, Advertising Manager

NEW YORK:
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A. M. FRANKLIN

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Garfield 2444

CHICAGO:
JUSTIN F. BARROUR
Peoples Gas Bldg.: Wabash 4000

NEW ORLEANS:
H. H. MARSH
927 Canal Street: Main 1071

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

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

TORONTO:
A. J. DENNE
217 Bay Street: Elgin 1850

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ANSWERING THE BANKER

LAST summer an executive of this company was called to New York in order that he might make available, in the service of an eastern client, experience gained in the study of the fundamental marketing problems of Pacific Coast food products.

A portfolio of charts which he carried with him told the facts very much as a military tactician's maps tell the story of a battle.

On the train he met a banker—an affable, conversational banker, a man with the banker's characteristic appetite for facts. The banker had to render a decision on an application for credit made by a Pacific Coast producers' cooperative association and he wanted to know—a lot of things. Our executive told him what he could. In the end the banker ran off with the charts and gorged himself for two days with what he declared to be the most complete collection of fundamental data on the



economics of the Pacific Coast food products industry which had ever come to his attention. And the rest of the trip he registered astonishment that he should have discovered this sort of data in the hands of an advertising agency executive.

There is nothing particularly surprising about it. The data assembled in these charts represented four years of work undertaken not with a view to compiling "scenery" to be used as a background for soliciting new accounts, but to eliminate guesswork in the recommendations which we are called upon to make to all our food product clients.

Because we possess this sort of data on many basic industries, we are able to start considerably ahead of scratch on practically every job that comes into the shop. It is this sort of data, and the point of view which it indicates, that we believe can make the advertising service of this company of profit to *your* business.

THE H. K. McCANN COMPANY

Advertising

NEW YORK CLEVELAND
CHICAGO LOS ANGELES



SAN FRANCISCO DENVER
MONTREAL TORONTO

Advertising and Selling FORTNIGHTLY

FREDERICK C. KENDALL, Editor

Contributing Editors Robert R. Updegraff Floyd W. Parsons Marsh K. Powers
Wilbur D. Nesbit William R. Basset Alex Moss, Associate Editor

For a Return to Sanity in Fall Buying

By Frederick W. Nash

THE liveliest question for the sales manager this fall is: How can I help to get retail buying back to normal?

I am for tackling it at full speed with the clear, cold light of reason and education. I am for drilling your sales force into a squad of educators who will present the case for the return to reason. I hope all sales managers will combine this fall in this policy. Let the retailer and the wholesaler both lay down the fundamental facts of the situation; let the manufacturer take his own medicine bravely, and then perhaps we can swing the situation back to a sane-headed sense.

Retailers, wholesalers and manufacturers are going through an important change in business practice and philosophy at present, and it is vital that the outcome should be sound and not unsound. The so-called hand-to-mouth buying phenomenon, which we see everywhere, not only among retailers but among wholesalers and manufacturers as well, is the outstanding feature of this change.* It is far-

reaching, drastic. It is creating dissatisfaction and unrest, but in my opinion it is healthy insofar as it will ultimately reach a sane and

intelligent balance in purchasing.

To grasp what all the shooting is for one must understand that the deflation period left some very deep scars and made a profound impression. It showed up the folly of large inventories, the error of speculation to an undue degree and pointed definitely to the greater wisdom of maintaining liquid assets in cash form instead of piling them up on an inventory. From coast to coast, therefore, we have seen hundreds of thousands of retailers and thousands upon thousands of wholesalers and manufacturers pressing down with tenacity on purchases, and thus swinging the pendulum quite to the opposite extreme of its position before the deflation period, when purchases were too free.

We see today retailers whose regular practice was to purchase an article in 4 doz. lots buy now in dozen lots. Wholesalers who bought in lots of 100 now do not buy over 25; manufacturers who purchased three months' supplies ahead bring down their purchases to a two weeks' basis. We have had, in fact, a chain of repression of orders; a repression which I firmly believe is one of the major explanations of present



Mr. Nash, now with Merrill, Lynch and Company, bankers, was formerly in charge of sales for H. J. Heinz Company, Arbuckle Brothers and Thomas J. Lipton

* See also "Is Hand-to-Mouth Buying Here to Stay?" by Kenneth M. Kendall, ADVERTISING AND SELLING FORTNIGHTLY, May 21, 1924, and "What Is the Answer to Hand-to-Mouth Buying?" ADVERTISING AND SELLING FORTNIGHTLY, June 18, 1924

slackened business. This chain leads to the door of the primary producer, and he has been suffering the kick and holding the bag.

NOW, rightly interpreted, this situation represents a radical alteration of business psychology from an over-optimistic to an over-pessimistic frame of mind; from a position of being "long" on the market to a position of selling "short" on the market. In other words, it is my contention that, having been reprimanded by bankers and disciplined a few years ago by their own losses for speculating more than was sound in materials and stocks of goods, business men turned about and made a dire resolve to reform, but have thoroughly overdone it. What is more, *they have jiggled themselves into another equally speculative position, but this time on the other end of the market.* Wholesalers and manufacturers who

are selling goods today without adequate stocks to fill such orders are actually speculators in the same sense that they were speculators when they *overbought*. It is today merely a difference in their position on the market. They went "long" before; *they are selling "short" now.*

Let me make this clearer. There are plenty of wholesalers, as well as manufacturers, today accepting orders for immediate delivery who have actually not got the material in hand to fill these orders. They sell goods before they have bought; they want to do business by standing regular business principles upside-down; by doing without normal working capital. Priding themselves on conservatism, they are, nevertheless, in a speculative position, cannily and inconsistently arguing to themselves that we are on a falling market and that in being short of goods they cannot go wrong. But this is just the "old dope" by which spec-

ulators fool themselves. Losses on the basis of this short-selling method are occurring constantly, indicating that whether we sell short or long speculation is speculation anyhow and always a risk. They wait until the last minute to place orders, make temporizing excuses to customers, and are losing orders at disgruntling customers in consequence. Many retailers are being asked for certain articles, claim they are "just out" and lose sale after sale. They inconvenience customers and also seriously antagonize consumers of well known brands, who blame the manufacturer for his goods not being available. This evil is quite as pronounced with wholesalers as with manufacturers and makes business at the present time difficult, costly and annoying. We are making up-hill with the brakes set tight; how can business be anything but slow and jerky?

[CONTINUED ON PAGE 15]



A Showroom Store That Teaches Merchandising Principles

IN marketing lamps and lighting equipment, the biggest task of the electrical industry is to educate the public in the proper and adequate use of light. While this is being done effectively through advertising and educational work, it is the dealer who is in position to accomplish the most good in this direction, for he comes in actual contact with the consumer. However, before the dealer can educate the customer, he must himself be made familiar with the principles of good lighting and be taught the fundamentals underlying the successful merchandising of electrical goods.

With these objectives in view the National Lamp Works of the General Electric Company has built a modern electrical store at Nela Park, Cleveland, where correct lighting and the merchandising of lamps is demonstrated.

At one end of the showroom there has been erected a store front exterior of brick work which frames a model show window. This window is equipped with an elaborate lighting system which permits of a large number of novel and attractive lighting effects. Some forty switches are necessary to control the circuits, and

it is therefore possible to experiment with settings and window displays so that effective lighting arrangements can be determined.

At the other end of the showroom a store interior, with show cases, fixtures display booth, counters and shelves, as they would appear in an actual store. A complete stock of appliances, fixtures and lamps is carried, permitting experimentation in display. Visiting retailers are thus enabled to carry away with them ideas and information on lighting that prove of the utmost value in their relations with the consumer.

An Open Letter to the American Medical Profession

Beware of Fat

WHEN the medical societies adopted their rule prohibiting advertising, all advertising was outlawed, and the adopted rule an excellent ethical safeguard thrown around the profession. The science of medicine is daily evolving; it has made considerable progress in the last fifty years. A doctor who practised today as he did fifty years ago would be a back number, and his patients would quickly forgive him to oblivion.

At the medical rule prohibiting advertising on the part of the profession takes no cognizance of the fact that, when therapy has been in the process of rapid evolution, so has advertising. It is a fancy back to those days when advertising was simply a method of mulcting the masses.

Five decades ago patent medicine barons saw in advertising only an excellent opportunity to disport the many virtues of their nostrums in the public prints. The gullible public believed and bought. Other charlatans advertised "steel engravings of George Washington for a dollar," and sent the unhappy buyer a two-cent stamp. Still others, more cunning and rascally, showed a set of living room furniture "exactly like illustration," and sold at ridiculously low figures. They lived up to their word, in a measure, when they forwarded a toy set of furniture which, truly to speak, was the exact height of the picture in the advertisement.

Legs worn to cure rheumatism, electric belts, electric insoles for sore feet, bust developers a thousand and one nostrums and quack devices were the early products to take advantage of the opportunities afforded through advertising. The great merchants at first re-

frused to advertise, except to mention the name of their store. A. T. Stewart's first advertisement read: "The public is invited to inspect some Irish linens at the store of A. T. Stewart." But advertising today is not the advertising of fifty, or even twenty-five, years ago.

Do you know whether you weigh too much or too little? If your weight is just right, congratulate yourself! Probably not one person in ten knows what his proper weight should be, not realizes how important it is to maintain that weight.

What is the right weight? Experts who have studied the subject of weight in its relation to health tell us that the weight tables generally in use are misleading. They give only average weights, which are the composite of the good and the bad. These averages have been assumed to be the correct weights. As a matter of fact, they are not.

Up to the age of 30, it is well to weigh five or ten pounds more than the average weight for your age and height. But from 30 on, the best weight is from 10% to 20% less than the average. At age 50, men and women are at their best when they weigh considerably below the average for their weight.

The reason is simple: The extra weight in earlier years is needed to give the body plenty of building material and to fortify it against tuberculosis and other infections to which young people are particularly subject. When we are older and food for growth is not provided, there is no longer any advantage in carrying the heavier burden of weight.

Stop and think of the six oldest people you know. The chances are they are not fat. Life insurance statistics have proved that as a rule the fat do not live so long as the really old men and women.

Fat is dangerous—a definite menace to life. And this is why: People who drag masses of flesh around are putting a strain upon their vital organs. High blood pressure, trouble with heart, kidneys or lungs often follow along in the train of excessive weight. The heart has to work extra hard pumping blood to muscles that the body never was meant to have. The digestive tract has a tremendous burden put upon it in trying to dispose of needless food. An eminent specialist says that as little as 10% of the excess fat is the predisposing cause of diabetes.

Remember, prevention is the better part of reducing. But if you are fat and don't want to have heart trouble or any of the diseases that fat induces—what are you to do about it?

Do not take any "fat reducers" except on the advice of your physician. They are usually viciously harmful and reduce nothing but your pocketbook. Have your doctor find out whether there is anything wrong with you physically. Sometimes glandular disturbances will cause fat.

Overweight is first always due to overeating. Exercise does not always reduce. But at times all it does the trouble is too much and too rich food and too little exercise. If you are overweight do not let laziness or complacency permit you to remain fat. Begin to reduce right now.

People gain their weight who weigh 20% more than the average for a standard frame size. These men and women are 50% more likely to die than those who weigh 10% more than the average.

This study is based on the results of a study of 100,000 men and women who were insured by the Metropolitan Life Insurance Company between 1900 and 1920. The study shows that for each extra pound of weight above the average, the chances of dying are increased by 10%.

The Metropolitan Life Insurance Company maintains a complete and up-to-date system of weight tables for which insurance agents are authorized to make inquiries. Write for a free copy of this booklet that tells of the methods and the results of the study.

The study is based on the results of a study of 100,000 men and women who were insured by the Metropolitan Life Insurance Company between 1900 and 1920. The study shows that for each extra pound of weight above the average, the chances of dying are increased by 10%.

Published by METROPOLITAN LIFE INSURANCE COMPANY—NEW YORK

Biggest in the World. More Assets. More Policyholders. More Investments in Five. More than \$100,000,000 paid out.

SHALL the medical profession advertise? has been a moot question for years. In the FORTNIGHTLY for July 30 we took occasion to comment editorially on the fact that a recent issue of a medical publication advocated the preaching of public health—by advertising. A decided step has already been taken in this direction by life insurance companies and other institutions which, through dignified and ethical advertising in newspapers and periodicals, are doing an effective work in the teaching of health principles. The article which we publish on this page to appear in the September issue of the *Medical Pocket Quarterly*, has been sent to us by Dr. A. Sartorius, editor of that publication. We agree that the writer has made out a strong case for collective advertising on the part of the medical profession.

Doctors used to use leeches to draw the sickness out with the blood. Today the practice is not only condemned, but where would you go to buy the leeches? Advertising has kept pace with medicine in improving its standing and is now deserving of respect; but medicine refuses to recognize the advancement of advertising. Why? The ethical code of medicine prohibits it. Again, why? The question is: Has the doctor anything to sell that will do the buyer good? I think so. The physician sells health, the most valuable thing in the world, without which all other possessions become as ashes in the mouth or as sand in the boots.

Health is the doctor's stock in trade. His therapy, his medicine, his instruments, his special systems, are but tools he uses for the health of his patient.

Without advertising, the doctor sits in his office, awaiting the call of the person who has so outraged kind nature that she has turned upon him and with her sharp warning signals given him a dig in the middle consciousness to the effect that something is wrong. All too often this warning signal comes too late; or at least it is recognized too late by the lay person to whom nature is a creature from a strange and far country.

Out of a hundred and twenty millions of folks, the doctor gets as his patients the one million who are actually suffering from a disarrangement of a sort, and this one million should have been treated a year ago, before nature actually warned that something was wrong.

At the moment there are ten million persons in this country who should tomorrow have a physical examination; and of this number a million will be found to be suffering



THEY might have shown hands, untired in immaculate surroundings. Instead the makers of Jergens Lotion wisely chose hands that iron, pot plants, wash dishes, bake and perform innumerable household tasks to illustrate their current advertising. Thus they widen their market to include the woman who works—as well as the woman who is waited upon.

More Bread and Butter Problems of a Sales Manager

"It's Easier to Fight the House Than the Customer"

By V. V. Lawless

HOW did you come out with that allowance you made to Fallon?" I asked a salesman when I met him again, after having talked to him a month or so earlier. Fallon was a good customer of his, located in a medium sized middle western town, but Fallon knew he as a good customer and he was taking an undue advantage of the fact. Fallon had pointed out to him half a dozen pails of candy that were unfit to sell. This candy had spoiled because it had been crowded to the back of the storeroom and through carelessness had not been brought out until months later when it was unfit for sale.

"Well, here it is—\$96.50 worth," Fallon had remarked. "What are you going to do about it? You know there are plenty of people would be glad to see that I didn't lose by it. And what's more, if I am to be the loser, I'll get what I can for it, but our wrapper stays on every piece. After give me credit for it."

The salesman knew that if the facts were put up to his house the claim would have no standing at all. It would be criticised for bringing in a claim in, and instructed to show Fallon the unfairness of his position.

All this the salesman appreciated. An oldtimer on the territory, he took out his fountain pen and scribbled a credit memo for the amount, gave it to Fallon, and told him to send it in in lieu of that much money next time he remitted to the house.

"How did I come out with that credit memo?" the salesman said. "Oh, fine! When Fallon sent it in, they held the thing up until I got it. There was a note in my basket to see the credit manager. I just told him that a few pails of stuff went bad—that it was a question whether we ought to be stuck or not, but that Fallon was going to get the stuff on sale with our wrap-

pers on it unless we took it off his hands. For the sake of \$96.50 we couldn't afford to get a black-eye with the consumer.

"Of course, I got a calling down for it and was told that I ought to know better than be an easy mark like that. After listening to that talk for a few minutes, however, I changed the subject and the thing was all done.

"It's a lot easier to fight the house on matters of that kind than to have an argument with a customer—and maybe get him sore and lose his business."

From a lazy, selfish, personal viewpoint, the salesman is right. It is easier to make the dealer an allowance and fight it out with the house later on.

The temptation is for the executive at home to shrug his shoulders, realize that the damage has been done and that the salesman must be backed up, and regard it as one of the ups and downs of business. He makes a few mean remarks about the way some dealers take an unfair advantage, and forgets it.

* * *

THE owner of a small wholesale grocery business had for many years interested himself mainly in buying. He prided himself on being one of the closest buyers in that section of the country. His main activities consisted in getting allowances and adjustments and concessions out of salesmen calling on him. He used to make the statement that he more than made his own salary every year in the concessions which he dragged out of houses from which he bought.

"Money is made in buying—not in selling," he told himself and everyone else with whom he came in contact.

One day, while fingering a check for a so-called "advertising allowance" which he had persuaded a

manufacturer's salesman to get for him in return for "special effort by the sales force," he got an inspiration.

"Here I am," he said to himself, "all wrapped up in buying and hunting for dollars at this end. I wonder what is happening to me at the other end. I wonder how many retail grocers are pulling this same stuff on my men. I have twelve of them, and I may be getting soaked twelve times for each time I am winning an advantage."

THE next day his accounting department was working under orders to report to him every allowance, adjustment and concession; and in his monthly statements he had a special column for "allowances and deductions." It was but a short time until the grand total of these allowances and deductions ran over the thousand-dollar mark.

He then went a step further and had these deductions broken down by salesmen's territories. Then he went a step further and found out that 75 per cent of the deductions occurred within a group representing only 20 per cent of his customers. He found, too, that over 60 per cent of the allowances were made by three out of his twelve men.

Here were some clear facts and figures. Three of his salesmen plainly found it easier to get allowances passed by the house than to represent the house, stand up for its rights and get a fair deal from the customer. While it was clear that some of the allowances were justified, it was also clear that there existed in his list of customers a group of men who, like himself, were making a business of hunting for deductions and allowances.

This jobber had prepared for him detailed statements of all these allowances, dates, amounts, why the allowance was made—all the facts

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Some Fundamental Facts About Population and Distribution

By E. P. Cochrane

SLOWING up of business generally, and the traditional dullness of summer might be a good combination to urge business executives in sales and advertising to take time to look at some often ignored fundamental facts about our country.

We are arriving, or have arrived, at some general changes which out to be better understood. Let us list a few of them for closer examination: (1) The rapid urbanizing and metropolitanizing of the country; (2) the wider distribution of wealth; (23) the rapid centralizing of retail buying and alterations in distributing machinery.

These phrases slide glibly out of the mouth or off the pen, but I am not so sure that they are really grasped with any detail by the business men of the country. The last two decades—let us say 1900 to 1920—showed so terrific a pace in change-making that many of us are still thinking about the country in terms of the old pace instead of the new.

In these twenty years our population grew from 75,000,000 to 105,000,000. Our workers grew from 29,000,000 to 41,000,000—more than 40 per cent. But not farm workers! These remained at about ten million; but farm production is about 40 per cent greater for these twenty years than in 1900! In other words, with about the same number of people on the farm, farmers increased production almost half! The number of people in manufacture increased from five millions to ten millions, and manufacturing production more than doubled itself.

Here is surprise number one—that the American farmer, with



THIS map indicates what basic changes have done to the population of the United States from an urban point of view. It shows graphically the relation of people on the farm to people in cities and villages. The divided circles show the people in cities and villages in 1920, while the solid circles represent persons on farms. The figures are proportional to the areas of the circles. The striking thing to note is the greater size, in contrast with farm population, of the circles indicating city population in the middle northwest States—Wisconsin, Minnesota, Iowa, Missouri, Kansas and all the Western States; and on the other hand, the larger circles indicating preponderance of farm population in the Southern States.

about the same number of people as in 1900, had by 1920 added 40 per cent to his rate of production; and of course his income as well. Obviously, also the farm population has dwindled, even though production has increased, if we look at it in relation to the growth in population. General population grew 40 per cent, but farm population less than 4 per cent. There are 140 people living in the United States today to every 100 in 1900. These 140 people produce 140 unit measurements of farm products and 230 units of manufactured products to every 100 such units produced in 1900 by the 100 people.

But there is surprise in the factory figures as well as in the farm figures. Wages have risen until today they are almost three times what they were in 1900. (In 1920

they were actually more than three times more than wages of 1900.) Production doubled; wages about trebled; that is the story.

Thus we have had a big wealth impetus, with a natural result of heavily increased consumption. The total annual income of the people of the United States was approximately 18 billion dollars in 1900, according to Dr. Wilford I. King. In 1910 it had reached 30 billions, and by 1920 it had shot up to the huge figure of 70 billions; it almost quadrupled in two decades! Since 1920 it has receded, so that its variously estimated value in 1923 as between 65 and 68 billions. Considering the current slowing up of business, it will probably be 65 billions for 1919. This is actually more than doubling the country's wealth since 1910, in dollars; but of course we must discount the de-

lar's lower purchasing power. This is reckoned by means of the United States Bureau of Labor index as 48 per cent above the 1910 level, we might (roughly) calculate that we have really increased 1910 production from 31 billions to 43 billions—which is still a very lusty achievement, far ahead of population increase.

This, however, is only income; wealth is still another matter, for the twenty years since 1900 it has increased from 88 billions to over 400 billions. It is now around \$3,000 per capita.

How was this wealth developed? By increased output per person. Output per person, in both agriculture and manufacture, has increased approximately 114 per cent in the last twenty years (according to David Friday). The railroad now leads with 147 per cent increase; the

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First and Last Steps in Advertising

By Robert R. Updegraff

TWO men sat at luncheon in a downtown New York restaurant. One was the owner of a middle west manufacturing company whose products enjoy national distribution and are widely advertised in newspapers and magazines and other journals. The other was the owner of a small but prosperous business distributing a popular product within the limited area of Greater New York.

"You must spend a lot in advertising," observed the middle west manufacturer. "You've made a mighty investment in little old New York in a short years."

"As a matter of fact," replied the New York man, "I've taken only the first steps in advertising so far. The conventional mediums, such as newspapers and street cars and billboards, which you would probably turn to first, I haven't touched yet, though of course I plan to as soon as I've progressed to a point where I can see my way clear to use these mediums in an adequate and consistent way. My advertising progress I have made so far has been made almost without expense, you might say. I've lately added an advertising touch to the things nearly every business has to do in the course of its daily operations."

"You don't mean to tell me that you've bought the attention of this great city without a fat advertising appropriation?"

His companion nodded. "Of course, I've spent a little more in giving an advertising touch to my business operations than it would have cost me had I been content to conduct my little company in the average business monotone, but I have no real advertising appropriation and never have had."

The middle west man registered amazement. "Man alive! How do you do it?" he demanded. "Why, your business is almost as well known right now to the seven million people of Greater New York as mine is to the American public, and I've spent an average of a hundred and fifty thousand dollars a year in advertising for several years."

"Well," replied the other, "you'd have to spend that much to buy and hold the national distribution and the wide public recognition your

products have won. But it is your fault that you aren't better known than you are and your product more 'popular' than it is. Unless I'm very much mistaken you've paid little attention to the first and last steps in advertising that I have found mean so much to a business."

"What do you mean by 'the first and last steps in advertising'?"

"Come back to my office with me and I'll show you," replied the New Yorker. And presently, when they had finished their luncheon, the two men set out. As they walked down Broadway a little delivery auto rolled by. As it passed nearly everyone turned to look at it, including the man from the middle west.

The New Yorker smiled. "I had to paint my delivery cars *some color*,"



J. WISS & SONS CO. follow the last step by tying this tiny booklet, measuring 1½ x 1¾ inches, to each pair of scissors. It tells how to care for scissors and illustrates the Wiss line. Left: This retail store is the doorway through which one steps into the advertising department to The Onyx Hosiery Company. It has a decided publicity value.

he said, "and they had to have some kind of a sign on them. I simply went a step farther than most firms and used colors and copy that would make them say something and register with the crowd—and be remembered. . . . I'm not sure whether that's a first step or a last step," he added, as they watched the little car disappear down Broadway, the center of attention of the noonday luncheon crowd, "but I do know that it's effective advertising."

Presently they turned down a side street. Instantly the manufacturer's eye was caught by a small building at the foot of the street, several blocks away. It was freshly painted in colors of striking but harmonious contrast, with a sign high up on the wall proclaiming the name and nature of the business to all who chanced to so much as glance down the street.

Again the New Yorker smiled as he watched his companion's face. "I had to paint the building some color, too," he explained, "and it didn't cost much more to mix a little advertising with the paint. . . . And that border of evergreen trees on the roof is as useful as it is arresting: it shelters my little roof office where I work out in the sunshine on nice days. Quite a number of people pass this way in the course of a day," he continued modestly, "and not many fail to notice my building."

"They couldn't," chuckled the middle westerner.



WHY WE ADVERTISE THE "57"

If you are an American you are an advertiser. It is an advertisement of the Heinz Pickers, a 57 varieties of pickles.

Think that people have come to feel in the same "old-fashioned" way. Some countries that have the same "old-fashioned" way. Some countries that have the same "old-fashioned" way.

HEINZ PICK AT Atlantic City

This pick is available in all the best stores. It is a 57 varieties of pickles. It is a 57 varieties of pickles.

H. J. HEINZ COMPANY, Pittsburgh, Pa.

This Heinz advertisement features the latest step taken by the makers of 57 varieties to walk into the consciousness of the great American public at Atlantic City, one of the world's greatest playgrounds

A few minutes later the two men were seated in the "front office" of the little building with its coat of advertising paint.

"Could you forget a letter written on a letterhead like this?" asked the proprietor of the "unadvertised" yet well-known business, handing his friend a letterhead from his outgoing correspondence basket. "Or could you fail to notice this bill?" handing him a bilhead so striking in its originality and its friendly spirit that it would stand out in any morning mail.

It was an hour later, when the man from the middle west was leaving, with an envelope full of printed matter and a head full of ideas, that his host summed up his philosophy of the first and last steps in advertising.

"You see," he said, "when I started this business I didn't have any money for advertising in the conventional forms and mediums, but I knew I must advertise in some way; so I decided to inject advertising values



Even a factory water tank can be turned to advertising advantage, as the picture demonstrates. While the illustration at the right proves that the product itself can carry the manufacturer's advertising the final step—into the customer's home



into this business at every point where it came in contact with the public, but it never so slightly. "How can I do to make this something—happy, forcible, unforgettable—a *part* of this business?" I would ask myself in connection with the most routine preliminary forms or as applied to the simple business operation of answering the telephone and fixing postage stamps, addressing letters, collecting overdue accounts, adjusting complaints? And I found that when I set out consciously to make the business stand out, opportunities bobbed up at every turn. By mixing studied originality with type, paint, printers ink, telephone conversation, typewriting, electric furniture, and the facilities and necessities of the business in general, I have succeeded in making this business stand out in a million ways even in the great city of New York. At first ideas came hard, for I am what you might call a "born advertiser"; my originality might be called the originality of desperation. I had to make the steps count in an advertising way and now it has become second nature to make every step count.

That night, as the middle western manufacturer sat in the club car of a west-bound train, he picked up a sheet of paper, took out his fountain pen, and wrote across the top of the sheet: "Possible First and Last [CONTINUED ON PAGE 21]

Frank Hanson—Retailer—Speaks His Mind on Advertising

By H. J. Mountrey

NO one who will stand around in a city grocery store and listen to ten or fifteen salesmen tell their story, it will soon become evident that the average salesman is spending more time and effort in selling the firm's advertising program than in selling the actual products.

The merchandising of national and local advertising to the retailer seems to have become the basis of many sales and advertising managers. It is not so very many years ago that it was a rare sight to see salesmen with an advertising portfolio tucked under their arms. Now they go out with a brief case packed full of magazine proofs, newspaper proofs, circulation statistics, and card reproductions, etc., instead of the oldtime sample case.

Our men are being told over and over again to "Sell our advertising on the trade," and the average advertising appropriation sets aside a good sum to be used for furnishing material with which to fill up the brief case.

To a sales executive who will stand in a grocery store and listen to manager man come in and attempt to sell goods purely on the strength of advertising, it will soon be evident that this tendency is fast putting wobbly legs on our salesmen. He will further understand why it is that his men will report, "I've got no distribution, now it is up to the advertising," and in assuming that it is these salesmen are putting a tremendous job up to the advertising appropriation.

But in the Mission section of San Francisco, there is a merchant whom we will call Frank Hanson. For five years ago Hanson was selling soap, when he suddenly inherited a retail grocery business established by his father some twenty years back.

Hanson has a section of shelves in the back of his store which he calls "The Morgue," and to which he regulates any stock that is slow to move. He is far above the average retailer, takes a keen interest in

merchandising and can give you a genuine retailer slant on any merchandising problem. So the other evening, when I asked how it happened that his morgue was so overcrowded and he answered "too much advertising," I knew I was in for a liberal education on the reaction of a retailer to advertising.

Here is Frank Hanson's story:

"ABOUT five years ago I was selling Blank brand soap. It was put out to compete with a brand that was widely and heavily advertised and had a strong consumer demand. We were selling our soap at that time on pure merit. No advertising, no deals, no price concessions—nothing but just a darn good soap. Naturally, our men were constantly yowling for advertising to help us along, but the firm would tell us over and over again that our job was to sell the dealer right. That if we had him properly sold on the line he would take enough interest to push and recommend our brand, which in turn would create the consumer demand for us.

"Believe me, we had to sell and sell hard. When I got an order in the book my job was only started. Then I had to make it a point to get back there about the time the order was delivered and see that the dealer was sold on the line all over again and get it out where they could display and push it. That was my job and I made the dealer realize that it was also his job. There was no advertising to fall back on, and it was up to us to get our soap into the consumers' hands.

"I want to tell you we sold a lot of soap, and it was remarkable how in store after store we were catching up with the leading, advertised brand. Yet, through that experience, I naturally built a halo around advertising, and it was easy to convince myself that with any advertising at all we could have doubled our sales with half the work. I concluded that any line of merchandise with advertising in back of it would move along to the consumer without our asking or expecting the dealer to do the work for us.

"It has taken four years of expensive experience as a retailer to learn that advertising does not work that way. And in talking with other retailers at our association meetings I find that they too are learning their lesson fast.

"When I first took over this store, fresh from my soap experience, and a man came in to sell me a line, if he was able to show me an advertising portfolio it was quite natural for me to stock his goods, feeling that the customers would literally flock in and grab it off my shelves. Now I make it a rule that when a man comes in here and talks 80 per cent advertising and 20 per cent product, he does not get an order. I want to tell you there are darn few men who do any real selling. Sometimes I think that the average sales force is now run by the advertising manager instead of a sales manager. And it's a fact that they think more of carrying around a bundle of magazine and newspaper proofs in their fancy leather cases than an actual sample of the product. Just a half hour ago a young chap was in here with a new salad dressing. When I asked him to let me taste it, all he could show me was a picture of the bottle on a street car ad! Perhaps you think this is an isolated case, but you put in a day with me here and you will find that it is quite common.

"This morning a man came in selling ripe California olives. He was pushing a special pack of the jumbo size. I told him I would buy five cases if I could be sure they were the real jumbo size, and, would you believe it, he tried to prove this by the illustration on an old label he had in his pocket. There is a man who didn't think of putting a can in his bag, yet he talked for a half hour about the proposed educational advertising of the Olive Growers' Association.

"THEN, too, I have learned from costly experience that a great many of the large and elaborate advertising campaigns never got any further than the proofs which the salesmen carry. Newspapers run one or two ads and that is the end of the campaign. About a year ago a vegetable oil was being put on the market here. I told the salesman I would stock the line if I could be sure their newspaper campaign was actually going to run, so he showed me a letter from our leading paper stating they had contracted for ten thousand lines. Three of the ads actually appeared and suddenly stopped. When I called up that paper to ask when the campaign would appear again, I was told that they had received a cancellation of the contract. I am convinced

[CONTINUED ON PAGE 44]



Shultz News Agency at 42nd St and 6th Ave specializes in miscellaneous newspapers.



Thos O'Hara's House-Boat at East 176th St and the River.



U S Volunteer Life Saving Station at Barretto Point.



M Margolis at NW corner of 145 St & Ryder Ave joined together two trolley cars for a buswayway.



Mr Joseph McMilland has the first house at Barretto Point Edison Service from 2 miles away.



Michael D Antonopoulos at 42nd St and 6th Ave sells candies and confectionery.



J Kegan Lunch at Volunteer and Webster Aves provides quick lunches and dinners.



Massie Appropriate at Thos Ave and 20th St conducts a comfortable shoe-shining stand.



F Ohlendorf at 337 West 134th St where dogs are clipped and boarded.



Sam Sapporo at Fourth Ave and 10th St is a shoe-shining specialist.



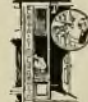
The Liberty Confectionery and Candy stand on 47th St East of 6th Ave.



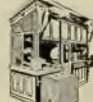
George Brownstein at Madison Ave and 134th St sells newspapers and current periodicals.



Albert Frank's news stand under the steps of the elevated at 177th St and Third Ave.



Leon Goldman at 226 7th Ave is a locksmith whose shop is less than two feet wide.



R Cuernino at 213 Grand St sells ice cream, fruits, candies and soft drinks.



J Cepick's baker shop at 57th West 39th St.

To New York's Smallest Consumers of Light, Heat and Power



Also "At Your Service"

Some of our recent advertising has had reference—with illustrations—to a number of the great structures of the city which rely upon Edison Service for all light and power purposes. In many of these buildings electric elevators have been substituted for hydraulic, and safe, low-pressure steam for heating, by replacing the former high-pressure steam. These changes have resulted in marked operating economy—in one instance nearly fifty thousand dollars annually.

We desire our customers and the general public to know that the same degree of careful, courteous attention given our largest customers is also rendered to the smallest users of light and power. No installation is too small as no installation is too large—one lamp or many thousands of lamps, a fractional part of a horsepower or thousands of horsepower—to receive our most careful attention.

The continued increase in the use of Edison light, heat and power is most gratifying, indicating that the Edison System is becoming ever more generally important and helpful in the daily life of the city. On our margin are illustrated the premises of some very small customers—news-papers, fruit, soda, candy and loaf-polishing stands, and other very small places. Some have but a single lamp. Electric light, costing little, adds greatly to working facilities and effectiveness of display, thus aiding in developing a more profitable business.

During last year this Company rendered

\$30,000 bills of less than \$1.00 monthly; the average was probably under 50c monthly. In the same period some customers' bills for the year were in excess of \$100,000. The same character of service was rendered each class of consumer.

Edison Service now costs materially less than the pre-war rate of 1914 with which many if not all pre-war-day standards of cost are compared. An increase over the 1914 rate has been avoided, and the Edison rate has actually been kept below the 1914 level, partly through further economies in generation and distribution; increased use in industrial and commercial establishments, places of education and entertainment, and in the homes of the city; and improved lamps. In our homes electric light not only adds to the attractiveness, but the service can be used for household appliances (on display and demonstrated in all our district offices) by the use of which every form of household drudgery can be eliminated.

The Company's experts and engineers are at the service of any one using or contemplating the use of electric current. In older buildings it is often possible to assist financially in the installation of electrical equipment—including wiring, fixtures, and appliances—under a plan of convenient deferred payments.

However small or however large the existing or prospective use of electric energy, we are always at the service of our customers and the people of this city.

The New York Edison Company

"At Your Service"

General Offices: Irving Place and 15th Street Telephone: Steuyevant 5600

Branch Offices where Electrical Appliances are displayed and demonstrated for the convenience of the Public

170 Canal St. near Broadway 86 1/2 Broadway near 17th St 41 East 125th St near 10th Ave
20 Norfolk St. cor Marcy St 124 West 2nd St bet W 4th & 5th Ave 310 East 145th St near Courtlandt Ave
30 Irving Place cor 17th St 151 East 86th St bet Len & 3rd Ave 317 Tremont Ave cor Monterey Ave

All Showrooms—except to Irving Place and 86 1/2 Broadway—open evenings
Night and Emergency Calls: Manhattan—Watkins 3000 Bronx—Blatt Haven 1300

MOST advertisers think in terms of the Pike's Peak accomplishment—the biggest installation. The largest freight shipment of paint, pianos or pool tables. This advertisement, refreshing because it is so rare, dignifies the littlest customer—Leon Goldsmith, locksmith, whose shop is less than two feet wide; E. Ohlendorf, where dogs are clipped and boarded; Michael D. Antonopoulos, vendor of soft drinks and candies. These five and ten dollar orders are the bread and butter of most businesses, but more often than not they are slighted for more spectacular advertising material.

The Basics of Advertising Copy

A Study of Principles and Methods for Making Advertising Interesting, Vivid and Expressive

By Henry Eckhardt

NOTO, John and Jane Publick do not read advertisements.

Please do not take that statement as a trick of attention-getting. It is a truth.

If "read" means the word-by-word rusal of something written, John and Jane Publick do not read advertisements.

Yet, most advertising is written if they do.

It assumes that the Publicks go through an advertisement in much the same way in which they read a story by their favorite author, or a newspaper account of a stock exchange scandal. It is written in either of two ways—after the manner of literary prose, or after the manner of newspaper journalese.

Now, literary prose was invented for the Publicks, in that mood where they go to an author and beseech him: Amuse us, teach us, make us ambitious, show us beauty, etc.

Newspaper journalese was invented for them in that mood where they seek out the reporter and say: "You've uncovered an interesting story. Give us the facts."

When advertising gets the eye of the Publicks, they are usually on the wing. They are hurrying on to where they will find the author or the reporter. In their course the advertisement must interrupt them. When it succeeds in so doing, they clap out: "Quick now! If you've got anything worthwhile, let's have it. Quick!"

When the Publicks are in the mood to be amused, to be taught, to be inspired—they like orderly development of thought and narrative. They appreciate beauty of language and force of diction. Often, the telling comes as much pleasure as the substance. Consequently, these things determined the author's rules for writing. They gave birth to the literary style.

When the Publicks read a newspaper, the news is what the Publicks want. Concisely and speedily, they want it. For an opener—a good set-up paragraph; and then, the

complete narrative, in vivid, racing style. Consequently, such are the specifications by which journalism has guided itself and evolved a style called journalese.

When the Publicks get lured into advertising copy by a layout, an illustration, or a headline—they are impatient to have their curiosity satisfied. No longer do they read like the author's audience—logically, leisurely, helpfully. Nor do they read like the reporter's audience—eagerly, alertly. In fact, they do not read at all. They scan.

Scan?

Yes. They hop-read. They jump-read.

They may start into the copy via the opening sentence. But they do not keep to the road. No patience have they to follow the copy-man's smooth macadam. They begin to cut crosslots. They skip ahead. They feel for the high spots—or, to change the figure—the meat.

Some advertisements quickly disclose their entire lack of meat. These, like April-fool packages, are dropped.

SOME advertisements reveal signs of meat, but only signs. The meat, if indeed there be any, lies buried beneath masses of verbiage. Impatience and discouragement seize the Publick, and they quit. More easily scared off are they than a bashful suitor.

Other advertisements are full of meat, presented in a meaty way. Even so, the Publicks can not get through fast enough. Their eyes skim the lines of type. A phrase here. A sentence there. And, out of the morsels so gathered, they piece together a message.

Such a process is not reading. It is scanning.

Is this theory?—half-baked?

Try this test: Hand the identical advertisement to a dozen different people. Ask each one to read the advertisement—and then have each set down the message he has received. You will have as many ver-

sions as there are people. Even if, in the middle of the second last paragraph, you offered twenty dollar gold pieces free, some would fail to apply.

Again, observe yourself. As a consumer interested in the new automobiles, how do you read automobile advertisements? Is it your habit to begin with the first sentence and progress in thorough, orderly fashion, down through the last? In fact, can you remember ever having read an automobile advertisement that way? You, too, scan; you jump-read, don't you?

NO, nothing in advertising is truer than this: John and Jane Publick do not go through advertisements in the same way in which they go through literary prose and newspaper stories. They bring to advertising a different mood.

Has this different mood been taken into account by advertising? Has this habit of scanning been studied? Has a style adapted to its peculiarities been attempted?

Yes—and no! Some advertising writers achieve a happy advertising style. But these writers are few. Their work stands out like a new H. G. Wells book amidst the quantity-production novels. Moreover, their style seems the result of native flare along literary lines, rather than of advertising evolution.

Most advertising, like an unquestioning child, takes its rules from its elders, literature and journalism. Its tests of good copy are:

"Does it sound like our best authors or our favorite newspaper feature writers?"

"Does it comply with the rules of grammar we learned in school?"

"Does it read smoothly?"

Therefore, the too large proportion of wrongly-handled messages, which, as advertising competition steadily increases, stand less and less chance of getting read.

I submit that advertising must again take up the question of advertising copy—and take it up as a *kind*

[CONTINUED ON PAGE 46]

Legitimate Scope of Advertising Agency Service

By Charles Austin Bates

THE legitimate scope of agency service? How long should a man's legs be? It would seem that an agent should have the inalienable right to offer any sort, kind and variety of service his ability and his conscience will permit.

If he gives more than he can afford, he will upon discovering this fact either increase his charges, decrease the service or retire from the field. If he promises and fails to deliver, a continuous search for new accounts will take the joy out of life and the profit out of business.

The offer of merchandising (or sales management) service by agencies is the logical outgrowth of the recognized need for closer coordination of selling and advertising. If advertising is new to a business, it must be fitted in with existing sales methods—or the sales methods must be modified to make use of the added force.

Before the advertising agent can function efficiently in plans and copy, he must find out definitely what work the advertising is expected to do. Which means that he must learn what sales methods are in use, what territory is covered and how, what the sales volume has been and what increase is reasonably

possible. In the search for this basic material the agent usually discovers, or thinks he discovers, a few or many things in the sales management which are weak, wrong or obsolete. He says so, tactfully or brutally, as his nature happens to be. Thus far he is certainly within his

What Are the Boundaries of Agency Service?

SO many and various have become the responsibilities assumed by the present-day advertising agency that some executives are asking themselves, "What is the true function of an agency?" The anonymous contributor in our issue of June 18 (page 21) believes that the primary function of an agency is to plan, prepare and write advertising, and contends that this function suffers curtailment owing to the multiplicity of other duties that agency service is now implied to include. Merchandising, sales counsel, business guidance, research, coordination of sales and advertising—all these are problems, he believes, that should be left to the client and his executives.

Charles W. Hoyt, in our issue of July 2 (page 30), takes up the gauntlet thrown down by our anonymous contributor. The primary function of an advertising agency, states Mr. Hoyt, concerns itself in a general way with the broad subject of marketing. He elaborates his definition of marketing to include advertising and selling, and further broadens his conception of selling to embrace salesmanship and sales management. Thousands of firms need help in the sales end of their business, he points out—the compilation of sales manuals, the organization and training of sales crews, the making of market analyses from the sales viewpoint. These firms look to the agency for just such service, and it is the better part of wisdom for an agency to equip itself to render this type of assistance. However, believes Mr. Hoyt, this work should not be done for the agency differential—but at a price.

In the present article, Charles Austin Bates reconciles both these divergent viewpoints. He defines the scope of agency service as he sees it, and summarizes and crystallizes the discussion in a clear, succinct manner. There is a definite service that the agency should render, Mr. Bates points out, and indicates that the path this service should follow logically lies somewhere between the roads that have been plotted by our anonymous contributor and Charles W. Hoyt.—EDITOR.

province. He is also right when he inquires the percentage of selling costs. He is doing only his duty when he studies the product itself, its appearance and its packing. The cost of production and its probable relation to the cost of competing products should not be concealed from him.

If there is anything of his experience or knowledge which qualified him to offer criticism or suggestion for improvement, he is still sticking to his job, which is to prepare plan and copy that will help to sell goods. Here there ends his obligation as an advertising agent. And there quite generally also ends his ability to render real service.

Any business large enough to need the service of a man called sales manager needs the spare time, brains and attention of that man, not that one job, day in and day out.

Generally speaking, there are three departments in every business—financing, production and sales. They are interdependent, and when not in perfect coordination the business machine begins to produce discordant, alarming and costly noises.

The three departments may be under the domination and direction of a single head, but in business of any magnitude the real head seldom concerns himself with the direct management of more than one. Thus the usual executive organization comprises a treasurer, a factory (or production) manager and a sales manager, one of whom may be dominant

or all three of whom may operate under the general direction of a president or general manager.

In 1921 and '22 I participated in what seemed to me an almost ideal executive arrangement. I was a fact (but not in title) general manager, but practically all of my time and my energy went into sales man-

[CONTINUED ON PAGE 3]

The Editorial Page

Riding a Free Horse to Death

A FEW years back, the newspapers in the larger metropolitan centers came to a realization that they had more to offer advertisers than white space. They saw that by virtue of their close contact with the people and business interests of their local communities, and the blanketing effect of their circulations, they could offer advertisers important service in connection with the local distribution of their products. Accordingly they began to make surveys of their territories and to render special service to the advertisers and advertising agencies using their columns. This they did without charge in the interest of more effective advertising and distribution.

In doing this they provided advertising agencies and their clients with a free horse which now threatens to be ridden to death. On every hand we hear of unreasonable demands being made upon newspaper publishers for services which should rightfully be performed, or at least paid for, by the advertisers themselves. There seems to be no limit to the type or extent of service some agencies and advertisers are demanding in the name of cooperation.

For example, a western newspaper recently received a contract from an advertiser for less than 3000 lines of space and the advertiser requested that, since this business was being placed exclusively in this particular newspaper, he wished the publisher to mail (at his, the publisher's, expense) a letter and a broadside to all the dealers in that city and tributary territory, and have his men make personal calls on a selected list of about 750 dealers for the purpose of delivering counter display set-ups. In each store the publisher's representative was to "sell" the dealer on the campaign, put together the counter display, go to the dealer's shelf and get a package of the advertised product to put in the receptacle which formed part of the display; and then, presumably as he sauntered out of the store, the newspaper representative was to post in conspicuous places about the premises, three advertising posters.

A second instance which has come to our attention is a request from a manufacturer of a product selling through drug stores, asking the newspaper publisher to check sales in at least 10 per cent of all the drug stores in his territory once a week during the life of the advertising schedule. This advertiser stated that he wanted to know exactly how much of his article he had stored in stock each week, and urged the publisher not to accept figures from the dealer or his clerks, but to have his men go behind the counter personally and count the stock!

A number of publishers recently received a long letter from a well-known advertising agency in the interest of one of its clients, which virtually asked the publisher not only to work against the best interests of his department store advertisers in favor of small stores which did not use his columns, but to give each druggist in his district a complete education in the proper way to sell the product to be advertised. And

the letter closed with the request that the publisher comply with all the recommendations, not only in the city but also in all the small towns covered by the paper's circulation.

We could fill a page with instances of this kind which have come to our attention within the past few months. Many of the letters are so written as to imply that the newspaper receiving them will not be favored with the business unless the unreasonable services requested are rendered promptly and cheerfully. Some of these services would require a large force of high-calibre salesmen, a crew of expert window dressers, a considerable fleet of automobiles, a corps of learned lecturers, and a staff of certified public accountants. All to be paid for out of the profits on a few thousand agate lines of white space!

We realize that many of these requests are made on the basis of asking for a great deal of service with the thought that the average newspaper publisher will render only a part of it anyway, and it does no harm to ask. But we are inclined to believe that it does harm to ask the unreasonable and the impossible. For whereas in the past publishers have responded gladly to requests for cooperation, we find in many quarters a growing feeling of resentment that does not augur well for the future of newspaper cooperation in local advertising and selling plans.

The advertisers and the agencies will have no one but themselves to blame if they ride this free horse to death.

Presidential Campaign Advertising

IT is too early to predict what use the three parties will make of the printed page in the coming three-cornered campaign, which LaFollette and Davis both vow they will make lively. All three parties seem not to worry about adequate finances; even the LaFollette campaign is planning a fund running into millions, "from the pockets of the laboring man." The Democrats, usually the least golden-shod, have informed Davis that he need have no fear of inadequate funds. Lack of adequate funds are, of course, the usual bar to advertising plans on a broad enough scale. In some previous campaigns advertising agents, placing political business, have had to whistle for their money a long time after the first Tuesday in November.

There has been more talk of radio than of advertising, and advertising interests may do well to meet this threatened competition with an endeavor to demonstrate the natural shortcomings of the radio mode of campaigning.

Radio broadcast managers have themselves already issued a warning that there is a sharp limit to political radio broadcasting, even when paid for. The radio public will readily resent the usurpation of more than a small amount of space on radio programs by politicians. Politics hogging "the air" this fall will make a mistake; it had better place major reliance on the printed word, expertly handled.

The French Market for American-Made Products

By Clem W. Gerson

Sales Manager, The American Commerce Co., London

NINETY per cent of the American manufacturers who fail to merchandise their goods abroad, do so because they consistently shut their eyes to the fact that the buying mentality of an American and a European is vastly different. The Frenchman is especially swayed by small details. The exhibition of billboards not appealing to the Latin temperament, an unattractive package, or the wrong type of newspaper advertising—any of these is sufficient to ruin the chances of an American-made product in France.

The French people must be educated to use a product; but once educated, only a very extraordinary factor will make them change. Here lies the fundamental difference between the United States and France. In the United States vast sums are spent annually to keep a product before the public eye, owing to intense competition and other factors. In France, however, once a product has been firmly established on the market, the only advertising necessary is a limited appropriation, just of sufficient size to keep the article before the public eye without forcing it.

An American manufacturer who wishes to place his product on the French market must be prepared to lose money for the first year or eighteen months. At that point the tide will turn, and he will find that whatever outlay he has made was amply justified. This is always based on the assumption that the product is a worthy one, for the hardest thing in the world to put over in Europe is a fake.

The first step for the manufacturer who seeks the French market is to get an advertising agent who understands that market from A to Z. Between them they should select



Rue de Rivoli—one of the principal shopping streets in Paris, where wealthy people from all parts of the world buy their fine raiment

the newspaper mediums. In Paris there are four newspapers with twice that many millions in total circulations. They are *Le Matin*, *Le Journal*, *La Petite Parisienne* and *L'Intransigeant*. These four newspapers circulate among some six to eight million people in Paris and the surrounding towns. The advertiser should also include in his appropriation possibly six or eight newspapers in other large cities.

BILLBOARDS are a considerable advertising item in France. An attractive billboard will appeal to the artistic taste of a Frenchman, but it must be the type of billboard that he can admire. More than fifty per cent of the billboards now appearing in the United States would have absolutely no attraction for a Frenchman. A good billboard campaign is of tremendous assistance, especially in the Paris district.

There is one absolute essential to make any product successful in France; namely, an attractive package. Seventy-five per cent of the battle of placing an article on the

French market successfully, is the attractiveness of the container.

It is far easier to sell a medium quality article in an attractive package at a high price, than a high quality article in a cheap container at a low price. Manufacturers cannot pay too much attention to this. The Frenchman likes a neat, dainty, attractive package, and if the package suits his taste the contents are immediately assured of a good sale. This is only another example of the French desire for the artistic. If an American manufacturer will keep this in mind, he will have gone a long way toward the successful marketing of his product. Distribution of free sam-

ples advantageous in many cases but even in free sampling the need of an attractive container must be borne in mind. Circularizing is successful or not, according to the type of circular. A great deal depends on the heading, which should be colorful and artistic, and one like to appeal to the Frenchman's sensibilities. If the heading attracts his attention he will read the circular.

The cemetery of the French market is dotted with gravestones. An American toothpaste manufacturer who omitted to find out the Frenchman's dislike. As a nation the French have an inborn aversion to oil of wintergreen. Most toothpastes contain this oil, and when the various manufacturers tried to place their pastes on the French market they proved absolute failures. Many of America's largest and most successful toothpaste manufacturers are represented among the gravestones which only goes to prove the necessity of gathering together all possible facts and information before taking steps to open up a new market.

BRUCE BARTON

ROY S. DURSTINE

ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

AN advertising agency of about one hundred and ninety people among whom are these account executives and department heads

Mary L. Alexander
Joseph Alger
J. A. Archbald, jr.
W. R. Baker, jr.
Bruce Barton
Robert Barton
H. G. Canda
A. D. Chiquoine, jr.
Arthur Cobb, jr.
E. H. Coffey, jr.
W. Arthur Cole
Francis Corcoran
Margaret Crane
C. L. Davis
Rowland Davis
W. J. Delany
W. J. Donlan
Ernest Donohue
B. C. Duffy
Roy S. Durstine
A. R. Fergusson
G. G. Flory
R. C. Gellert
Geo. F. Gouge
Gilson B. Gray
Winifred V. Guthrie
F. Wm. Haemmel

Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Robert C. Holliday
P. M. Hollister
F. G. Hubbard
S. P. Irvin
D. P. Kingston
Robert D. MacMillen
Wm. C. Magee
Allyn B. McIntire
E. J. McLaughlin
Alex F. Osborn
Gardner Osborn
Leslie Pearl
L. C. Pedlar
Harford Powel, jr.
T. Arnold Rau
T. L. L. Ryan
R. C. Shaw
Winfield Shiras
Irene Smith
H. B. Stearns
J. Burton Stevens
William M. Strong
D. B. Wheeler
C. S. Woolley



NEW YORK
383 MADISON AVENUE

BOSTON
230 BOYLSTON STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies

Member Audit Bureau of Circulations

Member National Outdoor Advertising Bureau

Another pet aversion is the changing of prices. An American manufacturer who markets his product in France should put a price on it sufficient to cover any probable drop in the rate of exchange, so as to protect himself, and must stick to that price. Many manufacturers have ruined their prospects by not allowing sufficient for the variation in exchange, and have had to alter their prices continually to keep up with the fluctuations. This one fact has added many stones to the graveyard.

There is a general idea prevalent that no manufacturers of high class toilet soaps, face creams or perfumes have any chance of marketing their products successfully in France, as France is the home of these products. This idea is erroneous. Firms like Yardley's and Atkinson's, besides numerous others, have successfully marketed their lines in France. Their successes are entirely due to two factors—first, an exceptionally high quality of product; second—artistic and attractive packages.

A French law that has scared

many manufacturers from entering the French market is to the effect that "the patent or proprietary products of foreign manufacturers must be manufactured in France, and under the name of a French chemist."

To a proprietary manufacturer who desires to enter the French market this obstacle seems insurmountable, but in reality there is little difficulty encountered in meeting its requirements. The usual procedure is to make certain first that none of the ingredients compounded in the product are contained in the French list of poisons. These poisons are approximately the same as those listed by other countries. Having done this, the manufacturer should obtain the services of a thoroughly reliable druggist whose name the manufacturer can use. The French School of Pharmacy can furnish the names of absolutely reliable men. For a commission varying from 2 $\frac{1}{2}$ to 5 per cent, according to the value of the pharmacist's name, the manufacturer is permitted to use his name on all packages, the package then

reading something like this "John Jones Tonic, John Jones Drug Co. Albany, N. Y. Manufactured in France by Monsieur J. Jacquart, Pharmacist, 12 Rue Blank, Paris."

The company, of course, retains all the rights to its trademarks in France, the pharmacist merely lending his name. The product need, of necessity, however, be manufactured by the pharmacist. The company has the choice of three methods: First, it can put its own machines in France and manufacture the product itself, using the druggist's name in addition to its own. Second, it can ship its product in France in bulk, packing there, and third, it can obtain the services of a pharmacist who has the necessary machines for manufacture, and permit him to do the manufacturing, using, however, its own selling organization.

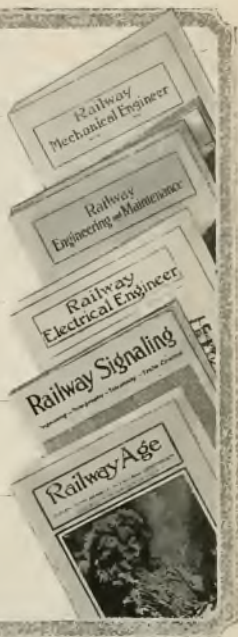
It must be observed, that this law applies only to proprietary or patented medicines, and not to any other product. It is believed that this law will shortly be dropped altogether.

[CONTINUED ON PAGE 31]



Members of the Associated Advertising Clubs of the World approaching the Arc de Triomphe, Paris, to lay a wreath on the grave of the Unknown Soldier. Procession is headed by Senator Du Puy, Jesse H. Neal, Secretary of the Associated Clubs, and H. H. Charles, President of the New York Advertising Club. Later, Messrs. Neal and Charles were decorated with the Cross of the Legion of Honor.

8,347	Average Net Paid Circulation Jan. to June, 1924	To Mechanical Officers. Locomotive and Car Design, Construction and Repairs, shop equipment and machine tools.
8,528	“	To Engineering and Maintenance Officers. Bridge, Building, Water Service and Track Construction and Maintenance.
2,254	“	To Electrical Officers. Electric Power and Light for shops, cars and buildings. Heavy Electric Traction.
4,488	“	To Signal Officers. Signaling, Telephone and Telegraph, Automatic Train Control.
9,376	“	To Executive Officers. Those largely responsible for appropriations and whose approval is necessary on all expenditures for additions and betterments.
<u>32,993</u>	Total Average	Net Paid Circulation All A.B.C. and A.B.P.



Departmental Publications That Select The Railway Men You Want to Reach

That is the outstanding value to you of the five departmental publications in the *Railway Service Unit*.

The net paid circulation figures listed above prove that the men in each branch of railway service want a publication which is devoted exclusively to railway problems from the standpoint of their department — and the classification of subscribers given in the

A. B. C. statements prove that these departmental publications reach the men who specify and influence purchases in each of the five branches of railway service.

Our research department will gladly cooperate with you to determine who specify and influence purchases of your railway products and how those railway men can be reached most effectively.

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

"The House of Transportation"

Chicago: 608 S. Dearborn Street

Cleveland: 6007 Euclid Avenue

New Orleans: 927 Canal Street

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

San Francisco: 74 New Montgomery Street

London: 31 Victoria Street

The Railway Service Unit

Five Departmental Publications serving each of the departments in the railway industry individually, effectively, and without waste.



Increase
Your Sales
in
1925

We'll help you do it

86,112 Legionnaire dealers
[13% of our total circulation]
read and are influenced by manu-
facturers' advertisements every
week. Tie up your advertising
campaign with these go-getters
and increase your sales in 1925.

The
AMERICAN
LEGION *Weekly*

331 Madison Avenue
New York, N. Y.

22 West Monroe Street
Chicago, Ill.

Scrap the First Day— and Get It Over

A Veteran of Many Sales Conventions Suggests a Means of Clearing the Atmosphere and Harmonizing the Persistent Kickers

By A. K. Chesterton

FEW sales managers are so superhuman that they can keep every one of their representatives continuously happy, continuously satisfied with his lot and his treatment, continuously convinced that every act and decision of his company represents 100 per cent plus in judgment, justice and foresight. Such Utopias never exist in sales forces and it is futile for any employer to imagine that he has achieved one. He simply isn't getting the frank and honest truth of the situation.

Many an executive, educated by past experience, looks forward to the gathering of his sales force with misgivings, anticipating trouble yet feeling that the meeting is worth its cost in other results. He knows that kickers will be present and that he must meet and overcome each complaint as best he may and take the risk that accompanies public criticism.

I have seen the nagging reiteration of complaints succeed in largely nullifying the whole purpose of conventions. I have known a large proportion of a sales force to return to its territories disgruntled by what they have heard at their conventions. Steam-roller the complaints into silence and you have an audience instantly antagonized. Endeavor diplomatically to steer the discussion into other channels and your audience promptly accepts the deflection as bald proof of the home staff's guilt. Allow kicks to be introduced freely without censorship and they will be continually injecting germs of trouble into the veins of the carefully nurtured program.

The manner in which one executive of my acquaintance mastered the problem should offer a solution to many another worried sales manager. He was head of a manufacturing company which employed eight direct salesmen and covered

the balance of the country through manufacturers' agents. Within the organization reasonably good feeling prevailed but there was bad blood between several of the manufacturers' agents.

The commodities handled were in the architectural field. An architect in New York City might specify an article for a client in the Harrisburg territory and yet the actual order might be placed by a Philadelphia contractor. Thus three agents might all work on the order and each feel aggrieved that he did not get the lion's share of the commission. This situation was the major source of ill-feeling though there were other minor causes for lack of cooperation.

At times the company's correspondence files were in danger of spontaneous combustion, so heated and explosive were the agents' letters which went into them.

A daring spirit at the home office suggested a sales-convention. At first the mere idea of bringing the complainants all together in person at the factory seemed to be a matter of reckless and death-defying bravado. Extended discussion, however, in the end made it appear a necessity as a heroic effort to solidify the sales-organization and effect an organized cooperation.

THE convention was called, held, and after three pleasant days adjourned—voted by all a complete success!

The New York agent rode home on the Pennsylvania in order to spend another evening with his new friend, previously "that pup down in Philadelphia." Similarly, the agent in Syracuse and the agent in Albany left inviting each other to exchange visits although, a short week before, they would have gladly exchanged paving bricks.

Here's how it was handled.

As each agent arrived in town a salesman or someone from the factory met him at his train and kept him occupied all morning and through lunch. Promptly at two—when all had arrived—each guide escorted his visitor to the plant and into the president's office, a room selected because it was not roomy. All conversation had to be general. In a few minutes that room was filled with agents. The direct salesmen, one by one, had quietly withdrawn, leaving only the president sales manager and advertising agency representative to "entertain" the guests.

THE president introduced each man by name and connection and then said:

"Gentlemen, we are here for business. This convention is costing you money and we want to get as much for that money as we can. There's a lot to be done and the first thing is to get all the kicks off our chests."

"This afternoon, therefore, will be given up to a Battle Royal. Every man here is free to raise any how that he thinks is coming to him—on one condition—that during the rest of the convention he shall keep his kicks, complaints and hollers strict to himself.

"A lot of you fellows have written some hair-raising comment about other men who are here in this room this afternoon. Now's your chance to say your worst. The lid is off. Queensberry rules will not apply. This is a Battle Royal. You can kick, bite or pull hair if you clinches. 'Speak now or forever hold your peace.' Mr. Tompkins—you're first—shoot."

The next three hours condensed for me a year's course in human nature. I saw men struggle hard to hold their animosity yet fail utterly to prevent grins creeping over their faces when keen-witted critics scored

[CONTINUED ON PAGE 63]



IN CHICAGO

The new Tivoli at 63rd Street and Cottage Grove Avenue, Chicago. Cost two million to build; employs 100 attendants; seats 4500.

IN the motion picture theatre of a few years ago, after much suspense, lights were dimmed and the one-reel cowboy thriller commenced. A "tinny" piano, a loud clicking camera, and flapping canvas, all added to the thrill of the screen—

Chicago's Tivoli offers an interesting contrast. Of modern architecture, it is large and spacious. It comfortably seats four and a half thousand people. Pictures are lavishly staged. Music is furnished by a forty piece or-

chestra and a \$25,000 organ. In a theatre of such proportions, all classes of theatre-goers can enjoy superb presentations of the world's master artists.

MOTION PICTURE Magazine is purchased by thousands of fans. It covers all phases of the motion picture activity intimately and authoritatively. And the audience it reaches is a spending audience—an audience that believes in active enjoyment of life. Facts are available.

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

MOTION PICTURE

THE QUALITY MAGAZINE OF THE SCREEN

"The Livest Woman in the Hardware Trade"



MR. C. HENRY MASON
C. Henry Mason Agency
Rochester, N. Y.



MRS. K. C. ROBERTS
K. C. Roberts Hdwe. Co.
Oskaloosa, Iowa

¶ Mrs. Roberts—Mr. Mason, an advertising agent who is interested, as you are, in constructive selling.

¶ Mr. Mason—Mrs. Roberts of the Roberts Hardware Co., called the livest woman in the hardware trade, who proves the value of a woman in the hardware store.

¶ As a matter of fact, however, Mrs. Roberts is not *in* the store much of the time. Usually she is outside in her car selling farmers and their wives. Incubators are her specialty. In the past three years

she has sold over 250 incubators, each a personally installed job.

¶ Mrs. Roberts' story was told in *Hardware Age* of April 10. After this appeared Mrs. Roberts wrote us: "Since this story was broadcasted in *Hardware Age*, letters have been coming in asking me so many questions that I sometimes wonder whether I am working for the —Incubator Co. or the Roberts Hardware Co. Such magazines as *Hardware Age* certainly have an influence on the retail merchant."

There are 6,350 towns and cities in the country where Hardware Age has a big influence upon the hardware merchants who, like the Roberts Co., have been paid subscribers to Hardware Age for many years.

HARDWARE AGE

239 WEST 39th STREET, NEW YORK CITY

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

These are
the lucas
fields in the

UNIVERSITY
OF

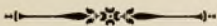
Harvard

THE
DISCOUNT
AND
CREDIT

Chicago

Chicago

To measure the market for products sold to the industrial field what is the most reliable yardstick?



A Fair Question

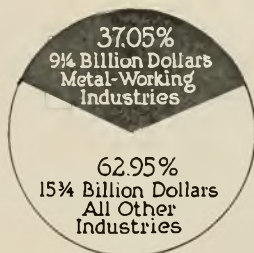
¶ Fortunately the Government supplies a satisfying and unbiased answer.

¶ Not value of output. A plant manufacturing jewelry may turn out millions of dollars' worth of goods per year and yet represent a relatively small market for motors, belting, industrial building supplies, power equipment and so forth.

¶ The answer is: **VALUE ADDED BY MANUFACTURE**, which is equivalent to finished cost less cost of raw materials.

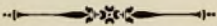
¶ Applying this yardstick to the metal-working in-

dustries — The Iron Age field—here is what we get:



Based on the latest complete Census Report, that of 1920.

¶ The metal-working industries comprise the largest division of the industrial market covered effectively by any publication.



No wonder we say, "If you want high advertising value per dollar" use

THE IRON AGE

The World's Greatest Industrial Paper

239 WEST 39th STREET, NEW YORK CITY

MEMBER OF THE A. B. C. AND A. B. P.

What Is Happening to the Motor Industry?

By J. George Frederick

THE present talk about a slump in automobile making and selling is based upon the failure of the manufacturers, after the first three months of 1924, to continue their rocket-like career upward. But, such a "failure" was predicted in the facts themselves, for no vast industry can long maintain a bonanza growth. In 1923 there were manufactured 4,068,997 automobiles—a 53 per cent increase over 1922; and yet 1922 was a 60 per cent increase over 1921. No industry of major size can sanely hope to continue such a stiff pace. We are today in America spending for automobiles and automobile supplies a sum equal to twice the total national income in 1850. Since Jan. 1, 1913, we have manufactured 19,000,000 cars, as against only one million manufactured from 1895 to 1912, inclusive. The annual rate of output has been multiplied by eight since the first war year. This year the number of automobiles in use became larger than the number of telephones in use. Already the number of people traveling daily in automobiles exceeds the number in railway cars.

Surely this is a record of sufficiently dazzling performance to satisfy the most ambitious. But apparently not. The majority of automobile manufacturers around the beginning of the year announced almost incredible further plans for increase. Ford and General Motors

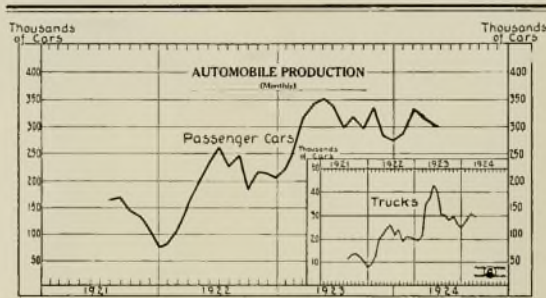
both talked plans for a 50 per cent increase. By these two alone, if they had carried out their programs, 4,200,000 cars would have been made—more than the record 1923 production of the whole industry. But Durant expected to make

ers apparently realized this, for Studebaker and Dodge planned no increases for 1923.

The first four months of the year apparently justified optimism, for 1,400,000 autos were manufactured, as against 1,250,000 in 1923. Then the April production showed a 12 per cent drop from 1923—giving a portent of what was coming. May showed a 20 per cent decline over 1923. Still, however, the five months' production broke the 1923 record (1,740,000 as against 1,652,000). Obviously, however, the boom plans were not to go through. Ford placed his plant on a five-day basis. His May sales were two-thirds of the total production of the entire industry—showing that whatever buying existed was centered on the cheaper cars.

In fact, there is obviously going on a lowering of average price level for automobiles. This is necessarily due to the gradually declining price level of all commodities. The Department of Labor's Index of Wholesale Prices was 148, on May 1, as against 159 a year before, and 168 in April, 1921. The decline is inevitable, because new automobile owners are recruited from lower and lower ranges of income. In 1922 the proportion of cars sold at prices under \$1000 was 64.5 per cent; in 1923 it was 82 per cent—an especially significant and well-marked tendency. It is conservative to estimate that this proportion in 1924 will reach 90 per cent, if not more. The average price of new cars today is \$811.

Can automobile prices go still



The extent of automobile production in recent years is plotted on the chart, which has been prepared by the Union Trust Company of Cleveland. The table below shows the ratio of price decline for the years given. These prices are, of course, not truly comparable, being for different models; but they show general tendencies.

Car	1921 Price	1920 High Price	1911 Pre-War Price	Per Cent Decline From High	Per Cent Decline From Pre-War
Ford	\$295	\$325	\$190	43 per cent	40 per cent
Chevrolet	495	735	375	32 per cent	43 per cent
Overland	495	945	950	50 per cent	48 per cent
Maxwell	795	985	695	19 per cent	12 per cent (inc.)
Dodge	880	1,085	785	20 per cent	11 per cent (inc.)
Oakland	945	1,165	1,785	19 per cent	47 per cent
Chalmers	1,185	1,685	1,775	30 per cent	33 per cent
Veie	1,275	1,855	2,350	32 per cent	45 per cent
Buick	1,295	1,495	1,335	13 per cent	3 per cent
Hudson	1,425	2,200	2,350	35 per cent	40 per cent
Moore	1,765	1,985	2,250	10 per cent	24 per cent
Franklin	1,950	2,850	2,300	31 per cent	15 per cent
Marmon	2,745	4,650	5,000	40 per cent	44 per cent
Pierce Arrow	3,250	7,750	5,000	32 per cent	5 per cent (inc.)
Lucas	7,900	8,100	5,100	2.5 per cent	55 per cent (inc.)

170,000 Stars, instead of 130,000 in 1923; Nash 75,000, as against 60,000 in 1923; Hupp 45,000 instead of 40,000; and Willys-Overland 250,000, instead of 205,000. In short, if the optimism of automobile makers had not been checked, there would have been turned out five and one-half or six million cars in 1924—almost twice as many as are now in operation throughout the rest of the world.

Such a program was self-doomed. It over-reached itself. Several mak-

INSIDE FACTS *about*

"The World's Biggest Medium"

Interborough Advertising has the largest circulation on earth in a limited territory!

Over 3,000,000 passengers ride on its subway and elevated lines daily!

In the fiscal year 1924 its total circulation was more than one billion, seventy-four million!

Interborough Advertising is displayed 24 hours every day!

Each advertisement occupies a prominent, well lighted position!

It has no dark corners, cannot be lost, buried or hidden from view!

AT A COST LESS THAN
6c PER 1000 CIRCULATION YOU RECEIVE—

Big space, 24 hour display, tremendous circulation, prominent position, full color advertising — "In sight, in the light, day and night," in the World's Greatest Market — New York City!



INTERBOROUGH

Exclusively Subway and Elevated

Controlled
by **ADVERTISING**
ARTEMAS WARD, Inc.

50 UNION SQUARE. NEW YORK

lower? It is not likely that they can soon go substantially below present levels. Whereas the consumer's dollar is now worth, generally speaking, only 67 cents as compared with 1913—for the purchase of automobiles it is worth 111 cents, and for fires about 126 cents. The price decline in automobiles began in 1920; and the greatly increased quantity production has discounted nearly all possible economies, except perhaps those achievable by further consolidations.

In view of the immense preponderance of Ford cars over others in 1924 production, it is significant to note that Ford has practically been selling his cars at cost. This is evident from the latest Ford financial statement, which indicates that whereas in the year ending February, 1923, the profits from the sale of new cars were \$56,000,000 out of the total profits of \$119,000,000—in the year ending February, 1924, the profits from new cars were only \$3,930,000 out of the total profits of \$82,263,000. The ratio of profits from new cars dropped from 47 per cent down to less than 5 per cent. The other and major portion of profits comes from sales of parts, interest on securities and bank balances, freight charges, and so forth.

As Ford manufactured 1,914,000 cars in 1923, this apparently meant that Ford's profit per car in 1923 was only a trifle over \$2. Ford's five-days-a-week plan is reducing his labor cost per car from \$75 to \$63, a saving of \$12. His other savings have made the economies total \$15 per car, and thus on a production of 2,000,000 cars he is adding \$30,000,000 to his profits, and is stopping the sale of cars at virtually manufacturing cost.

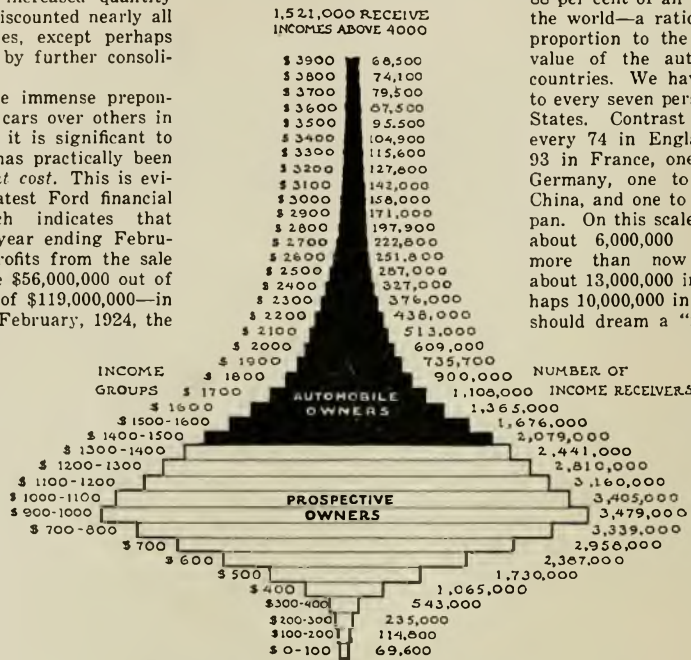
One must bear in mind the present highly concentrated state of the automobile industry. In 1923 ten companies manufactured over 90 per cent of the automobiles made; in fact, six of them produced 85 per cent, leaving 15 per cent to be divided among 94 or more manufacturers. To go even further, Ford and General Motors between them

last year made 67.5 per cent of all the cars manufactured. This situation suggests that further consolidation must come about if the automobile business is entering—as seems likely—a period of much closer competition, especially competition in low-priced cars. Fifteen per cent of the probable 1924 pro-

duced future abroad as soon as the foreigners who want them have money to buy them. The world impatient to be "motorized." Already the automobile ranks second in the list of our commodities exported (cotton being easily in the lead).

We have in America at present 88 per cent of all the automobiles in the world—a ratio obviously out of proportion to the modern economic value of the automobile in other countries. We have one automobile to every seven persons in the United States. Contrast this with one to every 74 in England, one to every 93 in France, one to every 453 in Germany, one to every 36,800 in China, and one to every 7500 in Japan. On this scale there is room for about 6,000,000 cars in England more than now are registered about 13,000,000 in France, and perhaps 10,000,000 in Germany. If one should dream a "rarebit dream" of motorizing the entire world on the scale of the United States, there would be 200,000,000 cars to make—keeping our total present manufacturing capacity busy for the next thirty-three years and requiring new plants to supply renewals.

For the next few years, however, automobile manufacturers must depend a



Graph shows the relation of the volume of present automobile owners to possible additional owners, compiled by the Automobile Chamber of Commerce

duction of 3,500,000 would be 525,000 cars, which if apportioned among 94 manufacturers would be 5585 cars apiece. If these were high-priced cars success would be possible, but low-priced cars being the rule, there is need for extensive capital for automatic machine equipment, high-powered sales organization, and large quantity production at low profit. Such an average volume of sales will not permit a company to achieve these things. Hence the sharp competitive struggle when the industry is not riding a boom.

Nor will foreign sales loom large for five or ten years, in spite of the fact that there is a potential demand abroad. The 1923 export was only 328,000 cars, which will not be exceeded in 1924. There is no surplus income in most foreign countries for the purchase of cars. But the American low-priced car has a

most entirely on the American market. In analyzing the future of the market, two vital factors loom up. First, the used-car situation, and second, the purchasing power of the population. Frankly speaking, the used-car situation is more serious than ever. The average life of an automobile is about six years. Fixing on this basis, there were about one million cars scrapped in 1922. The number of cars carried over into 1924 is probably 13,500,000 representing the number of cars built since 1918. The slump in 1919 predicated fewer cars scrapped this year.

The old-time discussion of what happens to the pins that are lost paralleled in the question of what happens to automobiles. Since 1914 a total of about 4,000,000 cars have been scrapped. Most of these old cars become junk, but some are sold

GOOD HOUSEKEEPING & STRATEGIC MARKETING

"IT IS safe to say that all advertisements, like all stories, are interesting to one of two people—to the writer or to the reader. The big trouble is, that much advertising is interesting only to the writer. It does little but reflect his anxiety to sell: to sell his merchandise or his service or his ideas." — Robert R. Updegraff



No. 10 [If you have not seen numbers 1 to 9, we will gladly send them.]



On behalf of all magazines we would like quote Advertising Technique: "A closing to should be respected the same as a business man respects an appointment. Your advertising material must be handled by the publisher's organization, comprising many verified departments—each compelled to ordinate its separate responsibilities so at all function collectively as a smoothing unit."

"A rushed advertisement is a crushed piece of publicity right at the start. Let us strive in the interest of advertising to complete and forward all material by closing times."

—GH—

The question of who will share in the profits of the \$500,000,000 that Good Housekeeping readers spend annually for clothing greatly depends on the foresight of manufacturers to advertise to this vast and responsive market.

—GH—

Hardware

With the exception of heavy and builder's hardware, the majority of lines carried in the hardware trade are purchased by individual consumers. These consumer customers are made up equally of men and women buyers. Recent observations of consumer buying habits have shown that in all but a few cases most of the things purchased in retail hardware stores are asked for as commodities rather than by the maker's name.

Manufacturers distributing and selling through hardware channels should keep these facts in mind. By better packaging and more distinctive treatment of their product, they may capitalize on the buying habits already formed by the consumers when purchasing merchandise in other lines.

Knowledge of conditions such as these make marketing questions simpler. The Marketing Division of Good Housekeeping will be glad to confer with you on your problems.

The Good Housekeeping circulation statement for 1924 is now ready for distribution. Any advertiser who has run against the problem of obtaining proper coverage of the home market will find a solution here. We will gladly send the book to executives requesting it.

—GH—

The gradual lowering cost of electricity opens the way to greater consumption without any overtax to the home budget. An opportune time to reach the home with advertising of electrical fixtures and appliances.

—GH—

Woman's vocabulary is computed to be 400 words. Proving that the simple, everyday language is most understood, while flowery words and superlatives are generally accepted as a means of filling space which could not be used otherwise because the advertiser evidently lacked sufficient good points about his product.

—GH—

We consider it a great distinction to offer our readers a serial by "Elizabeth," who won much praise and affection by her stories "Elizabeth and Her German Garden" and "The Enchanted April." The title of the serial is "Love." This is the first of her novels to appear serially in a magazine. Begin it in September Good Housekeeping.

—GH—



During the first 4 months of 1924, more shoes were made for the woman purchaser than for any other retail market in America. From the Department of Commerce we have the following: "Out of 110,114,591 pairs, 32.9% were made for women, 12.1% for misses and children, 5.9% for boys and youths, 8% for infants and 6.3% for housewives." This totals 65.2% almost all of which was bought by the woman.

—GH—

An Elizabeth, N. J. merchant is featuring electrical appliances whose guaranteed advertising appears in Good Housekeeping. This is but another instance of the value dealers place in the selling influence of Good Housekeeping.

The chart below shows the lead that Good Housekeeping holds in total accounts, computed from the first 6 months of 1924. \$5 more advertisers selected Good Housekeeping than were found in the next nearest magazine, whose circulation is double that of Good Housekeeping. Could we offer a stronger proof of the value advertisers have in the selling influence of Good Housekeeping?

Magazine	Total Accounts
GH	546
2	461
3	421
4	372
5	327
6	239

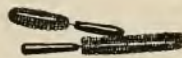
—GH—

Little Willie's idea that toast is "cooked over the fire and scraped over the sink" has been gratefully changed. With the convenient electric toaster, the housewife has little difficulty in getting the "golden brown" on the toast. And many other duties about the home she can do with less effort, thanks to all combined who have aided in placing labor-saving devices in the home.

—GH—

Why not trade mark lighting fixtures also?

—GH—



On page 3 of this series, we quoted a letter from the Fuller Brush Company who have been using Good Housekeeping ever since they began magazine advertising. In fact, Good Housekeeping was the first publication used. That was in 1914, when they spent \$3,000 for advertising, according to Advertising and Selling Fortnightly. Of this \$3,000, Good Housekeeping received \$2,094, and although several other publications have since been placed on the schedule, Good Housekeeping has always held an appreciable position.

This page, appearing now and then, is published by Good Housekeeping in the interests of better advertising and marketing. Address, 119 W. 40th St., N. Y.



Windows!

The Butcher—the Baker—
the Candlestick Maker—
all welcome the use of your sign on
their store windows—

Signs that publicly proclaim these store-keepers as direct-selling agencies for your products—whatever they are.

"Good-Ad" Window Signs of DECALCOMANIE

That "Goes on Forever"

are made of permanent and brilliant non-fading colors—long-lived window signs, becoming almost a part of the glass itself, that never wear out their usefulness—perpetually pointing out WHAT to buy and WHERE to buy it. Superior to every other form of sign—and more economical in the long run.

PALM, FECHTELER & CO.

Decalcomanie Pioneers

67 Fifth Ave., New York

Representatives in all Principal Cities

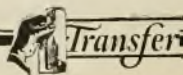
**FREE
SKETCH
OFFER**

PALM, FECHTELER & CO.

Gentlemen:—Kindly send actual Decalcomanie samples, also illustrated literature "A" and FREE COLOR SKETCH, without obligation.

Sign here

NOTE:—To assist you in preparing color sketch, enclosed find copy of trade mark and other advertising matter.



"It's Easier to Fight the House"

[CONTINUED FROM PAGE 17]

pertaining to the case. Among the figures he found that there was one retailer who had had nine different allowances in three months. Two of them were for special advertising but there was no clear record of just what that advertising allowance was for or what had been accomplished. Another one was for a special contribution to a Carnival Fund. The dealer was chairman of the committee collecting the money. There were shortages, bad goods and what not. The dealer had taken a liberal toll. But he was a good customer.

The jobber went in person to call on the retailer. "Say," he said, "you and I are working the same side of the street. I've been so busy laying for manufacturers' salesmen and working them for concessions and what not, that I haven't paid any attention to you. And when I've been bringing it in through the front door, you've been taking it away through the warehouse and shipping room door.

"You've got to me nine times in the last three months for over a hundred dollars. I can see that two of these deductions might be warranted. But the other seven are I stuff to me. I've been practicing the same parlor tricks a long time myself. They are perfectly legitimate, all right, if the other man understands for it, but I'm going to let you to lay off me for a while. I want to do business with you, but I've got to have a chance to make a little money off you. I guess you go for my salesman pretty hard and he can't turn you down. Now I want to do the right thing, but I've left word in the office to let me take a look at your claims. You're an expert, but now I'm asking you for a chance to even up a little. Now our lodge over in my town is making up a little fund to help out some families that are destitute on account of a coal mine disaster, and I'm on the committee. I'll certainly appreciate about seventy-five dollars from a good brother member. That will leave us about square."

But following this good-natural adjustment, there followed the custom of having each claim for allowance or deductions placed on the jobber's desk. While he attended to his buying, he also kept track of what was leaking out. Three months without watching had cost him over a thousand dollars. The next time

months, by careful watching and approving only what appeared to be reasonable allowances, the amount was cut down to less than three hundred dollars.

Evidently, it began to be easier for some of the salesmen to fight it out with the customer than with the boss. It was only when the customer had a real claim that the salesman brought it in. The complimentary deductions were handled on the spot, and because the salesman knew he would have to "sell" the allowance to the "old man," he was careful what he brought in. It was no longer a matter of telling the credit man that the salesman was responsible for the territory and knew what he was doing.

First and Last Steps

[CONTINUED FROM PAGE 20]

Steps in Advertising Our Business."

Every few minutes, for the next half hour, he would jot down some item on the sheet. When he finally put his fountain pen back in his pocket, promising himself as he did so to call a conference of his advertising and sales managers promptly upon his arrival at the factory, his list read:

Reception room at factory, New York office, labels, stack on new power station, letterheads and envelopes of all kinds, billheads and statements, checks, package inserts, calendars, price lists, personnel department forms, delivery truck, house-organ, electric sign on factory, water tower, model store in factory, uniforms for drivers, uniforms for office pages and messengers, packing cases and barrels, office letters, shipping advices to customers, salesmen's baggage, trade catalogues, loose-leaf sheets, stock certificates, names of products, salesmen's cards, salesmen's automobiles, collection forms and letters, flags on factory buildings, trademarks, characteristic architecture of new buildings, characteristic color of present buildings, shapes of packages and products, colors of packages and products, telephone greeting and response, complimentary close of letters, annual report to stockholders.

Across the bottom of the sheet he had scrawled these words:

"Make all these things *say* something—happy, forceful, unforgettable,—about our business.

J. Deune & Co., Limited

Toronto, announces that Curtis H. Deune, who resigned from their organization in 1922 to become secretary of the Toronto Pharamael Co., Ltd., is once more affiliated with them.

Hambers Agency, Inc.

New Orleans, will direct advertising for The American Creosote Works and the Savannah Creosote Co.

Fall Schedules

ADVERTISERS that are to be represented in the Cincinnati market this Fall are using The Enquirer to bring their message to Cincinnatians.

They are using The Enquirer both daily and Sunday because it is the one paper that reaches everybody. A recent survey showed that it goes into 104,000 out of 106,000 homes.

National Advertisers are following the lead of Local Advertisers—and are buying not only the circulation of a newspaper but what it represents in buying power.

The CINCINNATI ENQUIRER

One of the World's Greatest Newspapers

I. A. KLEIN 50 E. 42nd St. New York	I. A. KLEIN 76 W. Monroe St. Chicago	R. J. BIDWELL CO. 742 Market St. San Francisco
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THE 8-pt PAGE

by
Odds Bodkins



HARDLY had I stepped ashore in New York, upon my return from London and Paris, when I began to hear of those 24 famous gold teaspoons that the advertising delegates were accused of having lifted at the Elysee Palace in Paris. I didn't believe it at the time, and I am pleased to learn that President Lou Holland has since taken the pains to cable to Paris to learn the truth. In answer to his cable, Senator Paul Dupuy of Paris, cabled:

"Story of missing spoons absolutely false and childish. President Doumergue just told me how he was charmed with all your delegates and how he appreciated their splendid behavior and tact. I confirm with pleasure the publicity concerning the excellent impression produced in France by this visit."

—8-pt—

At that, some of our delegates did give our European hosts occasion to smile to themselves. One woman, an inveterate collector of autographs, is said to have confronted Lord Burnham with her autograph book with the request that he favor her with his autograph. This he gladly did, writing merely "Burnham," as is customary with Lords.

The lady's face fell. She had supposed he would write "Lord Burnham." "Well, but won't you write something else?" she asked. "What you are, you know."

A good-natured smile spread over His Lordship's genial face.

"You want me to write what I am?" he asked.

"Yes—yes—what you are," replied the lady eagerly.

Whereupon Lord Burnham took the pen again and beneath the "Burnham" wrote, "Proprietor of the *London Daily Telegraph*."

"There," he is said to have whispered jubilantly to a nearby friend, "I got my ad in there all right!"

—8-pt—

"Her whistle may make a lot of noise, but it's her propeller that pushes the steamer forward," was the heading of an English advertising agent's advertisement which greeted me in my *Daily Mail* one morning on the high seas.

It struck me rather forcibly that the big advance in advertising during the past few years has been due to the fact that advertising men as a class have graduated from their early inter-

est in "making a lot of noise" in an advertising way and settled down to the serious job of putting that something into advertising that will push business forward.

—8-pt—

Before parting from England as a subject for 8-pt copy I must quote this paragraph which I ran across in the middle of a newspaper article and which seems to me to sum up England and the Englishman:

"That's the kind of thing the long-distance Englishman understands. His is a country of deep and satisfactory armchairs, of seasoned interests, of steady nerves. To move from him to the jumper man is to move from the armchair to the rocking chair, from the land of fog to the land of blizzard."

It's a great country, is England, and I hope to return there early and often.


—8-pt—

I like the service spirit of this Onyx Hosiery counter card which I ran across recently. Instead of devoting itself to singing the praises of this well-known brand of hosiery, it makes a courteous suggestion to customers in the interest of the merchant and all

When examining
Silk Hosiery
Please turn your rings
inward



Thank you!—May we show you
some of our

Onyx  Hosiery

silk hosiery manufacturers—and illustrates this suggestion in a way that is in itself an invitation to imitation.

The card is easled to stand, and measures 11 inches wide by 15 inches high—just large enough to show up well on the counter, yet not so large as to be objectionable. The back, which faces the clerk as he or she

stands behind the counter, is utilized as skillfully as the front, and in the same service spirit. It lists for the clerk's ready reference the corresponding sizes of shoes and hosiery, for infants, children, ladies and men. In addition it gets in some good selling for Onyx by enumerating the five strong selling points of Onyx Hosiery.

If more dealer helps were conceived in this spirit of service, think you no that merchants would be more eager to display them?

—8-pt—

Newspaper publishers who contemplate changing the page size of their papers should proceed with caution lest they experience the same subscriber resistance encountered by a publisher John Clyde Oswald tell about who met with the violent objection of one of his most valued subscribers on the ground that in its new size the paper did not fold right to fit her pantry shelves!

—8-pt—

THE FORTNIGHTLY seems to be rapidly developing into an international advertising and selling publication! Within the past week eight subscriptions have been received from Japan, five from Canada, two from China and one each from Belgium, Netherlands and Esthonia.

I should like to extend Editorial Greetings to our new friends across the border and beyond the seas!

—8-pt—

Recently I spent an afternoon in an office in Camden, New Jersey. A afternoon I was tremendously impressed as through the window ever few minutes I saw wagon-loads of vegetables going by, headed toward the Campbell plant, and truck loads of cartons of Campbell's Soups going in the opposite direction, headed toward the ferries and the railroad terminal.

"It is advertising that is keeping that stream of wagons and trucks moving," I informed myself. "I wish a grandstand might be constructed along this street, with seats reserved for the skeptics who don't believe in the power of advertising."

Straight Facts about

SOUTHERN RURALIST

for Advertising Agencies and Manufacturers

*400,000 net paid
guaranteed*

QEARLY in June the following announcement was made to buyers of advertising: "Effective July 1, 1924, Southern Ruralist circulation will be 400,000 net paid guaranteed and the advertising rate \$2 per agate line flat."

Clients of Southern Ruralist have been fully informed regarding this revision. They have accepted it with confidence and cooperation. It appears, however, that certain interests are seeking to disturb these friendly relations by setting in motion a number of false rumors.

*Facts instead
of rumors*

That such attacks are unwarranted will be apparent to all who know Southern Ruralist policies and methods. Nevertheless we are pleased to make the following statement as a point of information for the general advertising public.

*An unparalleled
investigation*

Southern Ruralist is just completing one of the most exhaustive investigations on record for the purpose of verifying the character of its circulation. Subscription lists are being checked, doubtful names removed, and the accuracy of those remaining established beyond dispute at a cost exceeding \$75,000 for clerical work and postage alone. Our guarantee, therefore, will not be questioned by any save those who have selfish reasons for seeking to discredit it.

*Confidence of
advertisers*

On the basis of official audit figures, Southern Ruralist has made prompt refunds in full to advertisers. Without exception, settlements have been satisfactory to all parties concerned; to our knowledge, not a single account has been lost as a result of the situation outlined.

*Expansion plans
for the future*

Southern Ruralist proposes to continue without interruption extensive plans for expansion begun two years ago. A site has been purchased and Southern Ruralist will shortly begin erection of a beautiful new home which will be, when completed, the largest and best equipped publishing plant in the South.

Far from relinquishing 31 years of leadership in the territory it serves, Southern Ruralist contemplates one action only—further progress. It is still and will continue to be “Supreme in the South.” You may depend upon that.

The theme of this advertisement has been treated more at length in a booklet, “Facts for the Buyers of Advertising.” We will gladly mail a copy upon request.

SOUTHERN RURALIST



ATLANTA, GA.

CHICAGO

J. C. BILLINGSLEA
123 W. Madison St.

NEW YORK

A. H. BILLINGSLEA
342 Madison Ave.

ST. LOUIS

A. D. MCKINNEY
1411 Syndicate Trust Bldg.

MINNEAPOLIS

R. R. RING
Palace Bldg.

S U P R E M E I N T H E S O U T H

What Are Unfair Business Practices?

Recent Decisions of the Federal Trade Commission Condensed for Quick Reference

CANDY—A concern in Toledo, Ohio, has been ordered to cease and desist from selling or offering for sale candy or confections in containers the wrappers or labels of which misrepresent the true composition of the contents. The company manufactured a candy bar which it named "Chocolate Ice Cream Bar." The wrapper was illustrated with the picture of a child holding a piece of an ice cream cone. As the candy bar contained no ice cream, the commission held that the use of the wrapper constituted unfair competition.

GASOLINE—Three oil companies have been named in a cease and desist order on the ground that they combined to fix the price of gasoline so that competition by retail dealers who handle the gasoline of other companies was practically eliminated.

COAL—Two St. Louis concerns must stop using the words "Mount Olive" in advertising coal to consumers, because the coal in question did not originate in the "Mount Olive District." Coal from the latter source has a higher market value than the coal that was actually sold by the two companies cited.

SOAP—Prominent company of Cincinnati, Ohio, must discontinue using the word "naphtha" in connection with the advertisement and sale of soap products that do not contain at least 1 per cent of naphtha. The ruling was handed down because the company's products did not contain any ingredient that could be identified as naphtha. In some instances kerosene in small quantities was found. One of the commissioners dissented from the order. Continued use of the word "naphtha" would constitute misrepresentation and deception so far as the purchasing public were concerned, stated the commission in its cease and desist order.

FURNITURE—Use of the slogan "direct from factory to you" must be discontinued by retail merchants who are in the habit of representing themselves as manufacturers or representatives of manufacturers. It is against the law likewise for anyone to pose as a manufacturer when such is not the case. This issue was brought to a conclusion in the case of a Philadelphia retailer who in advertising and selling his furniture conveyed the impression that he was a manufacturer. This he did by the use of the "direct from factory to you" slogan, and by representing to the consumer that as a manufacturer he was in position to save the profits of the middleman.

"ARMY-NAVY" STORES—Places of business that offer for sale various merchandise, and give the public the impression that they are selling goods that have been purchased from the surplus army and navy supplies, when such is not the case, are doing an unfair business, considered illegal by the commission.

Telling It To The Boy Scouts



"Be Prepared"—and Thrift

"Be Prepared" is the Boy Scout motto. Boy Scouts voluntarily enter training for preparedness—learning how to swim, learning "first aid," learning how to earn their living, how to develop mental and physical resourcefulness, how to serve, learning the value of thrift.

Boy Scouts the country over are obeying the ninth scout law and either starting bank deposits or adding to the ones they already have. This means that, independent of their parents, they are potential purchasers—purchasers you can tell your message to with both immediate and future profit. Over 2,000,000 boys have received training in thrift thru scouting.

BOYS' LIFE

THE BOY SCOUTS' MAGAZINE

200 Fifth Ave.
New York, N. Y.

Union Bank Bldg.
Los Angeles, Cal.

37 So. Wabash Ave.
Chicago, Ill.

Better Copy

50% of all the advertising copy used in magazines, newspapers, trade papers and direct mail literature can be improved from 10% to 500%.

If you care to send several samples of your copy I will, without charge, tell you whether, or not, I can increase its effectiveness—to what extent—and my fee for doing it.

Charles Austin Bates
33 WEST 42ND STREET, NEW YORK

Frank Hanson—Retailer—Speaks His Mind on Advertising

[CONTINUED FROM PAGE 21]

that theirs was purely a fictitious campaign, gotten up to stick the dealer.

"During all this time, when I was learning just what advertising will and will not do for the dealer, my morgue has become crowded with goods that starved to death on advertising promises.

"WHILE I think of it, here's another point I want to make.

I've got four clerks in the store. They are the boys who do the selling, as I personally put in very little time behind the counter. Yet only one in about a hundred salesmen takes the time to sell these clerks of mine, even after I have stocked their line. They never stop to figure that those clerks are the lads who push the stuff across the counter. If they do realize this, they are so anxious to move on to the next store to get what they call their 'distribution' that they slough off the most important part of their job. They must think I hold a class of instruction every time I stock a new product. Sometimes I actually invite them to come around after closing time and give some samples and a talk to my clerks, but it is a rare and occasional salesman who will act on the hint.

"Let me show you something. Do you see that pile of shoe polish on the counter? The man who sold me that line is a salesman after my own heart. Sometimes I think he must have been trained by my old boss in the soap business. That shoe polish was in the morgue and has been in there for nearly a year. When this man came in and opened up, I took him back to the morgue and showed him this stock. He turned and said, 'Mr. Hanson, what time do you close?' I told him eight o'clock. 'I won't take up your time now and I won't take that stock back, but if you will let me come in here for fifteen minutes after you close I'll show you that you have a real money maker in that shoe polish.' I figured that he was finding an easy way out, so told him to come around.

"Promptly at eight o'clock he was in the store, and asked every clerk if he wouldn't stay for ten minutes. Under his arm he had a big bundle, and we got our first laugh when he unwrapped it. There was a regular shoe-shining box. Then he took off his coat, rolled up his sleeves, went back to that morgue, got a box of the polish and invited me to step up and have my shoes shined, free. And believe me,

while that hombre shined he talked. When he got through with me, he took each clerk and shined his shoes, all the time selling that shoe polish hard. We learned more in fifteen minutes about shoe polishes than can be found in an encyclopædia. Then he went back, got all that dead stock, made a nice pile on the counter, lined the clerks up and *actually sold a can to each one of those clerks.*

"That wasn't all, either. He offered to drive me home in his car, and managed to have himself invited in, when he went over the same process with my wife and son. I want to tell you there was the sort of salesmanship that delights the heart of any dealer. Now every one of those clerks, and myself included, takes more pleasure in actually selling that shoe polish than anything else we have in the store.

"That shoe polish had been advertised on and off all the time, but the salesman who originally stocked me sold us on the advertising but not on the polish. He actually hypnotized me into believing that with the advertising my customers were going to walk in and loudly demand that polish. So we put it on the shelf and waited for that demand, which didn't materialize except for a rare and occasional call. Now that we are actively pushing it, we find our customers saying, 'Why, yes, I've read about that polish and will try a can.'

"What I want to make clear to you is that we did not cash in on the advertising until a man came along and sold us thoroughly on the product. So thoroughly that we enjoy taking it up."

FRANK HANSON said a lot more along the same lines, and I have repeated his story to illustrate the point that salesmen are showing too much tendency to lean almost entirely on advertising.

A well known sales manager recently confessed to me that one of his daily jobs was to keep his advertising manager in leash. He says that his men are being constantly bombarded with advertising talks, magazine proofs, etc., and he has come to realize that in their anxiety to see that their advertising program is merchandised to the trade, they are actually softening their salesmen.

I know of one instance where a proposed advertising campaign was over-merchandised to such an extent that it actually retarded the progress of the product. It happened about four years ago with a well known house, whose line of canned food is familiar to every housewife in the country.

At the time, this firm added a food specialty to their line. A modest newspaper and magazine campaign was made up and held ready for release. Then the salesmen were told to go out and get the distribution, and that as quickly as each market was able to show a distribution of 50 per cent or better the advertising would be released.

The salesmen got to work and they managed to put a case here and there with retailers, on the strength of the promised advertising. They pointed out that the manufacturers were well and favorably known through their other lines, and that as soon as the advertising was released there would be almost an immediate consumer demand. This was the attitude of the firm's advertising manager and naturally it was reflected to the salesmen.

BUT there were four or five months consumed in getting the distribution and before the advertising was released. Meanwhile, the retailers who originally stocked the item found that it did not move and began returning it to their jobbers. Salesmen, jobbers and brokers all went stale and finally, when the advertising was released, there was little if any distribution to feed on and the entire campaign went flat. The product had lots of merit, but the retailers were stocked on the advertising and not sold on the product. In fact, this advertising was talked up so strongly as to virtually "guarantee the sale" to the retailer and the distribution thus obtained simply proved to be a sales boom range.

It looks as though we will have to have to start teaching our men what advertising will not do, in addition to what it will do.

One Reason Why Houses Cost So Much

By J. M. CAMPBELL

MOST PEOPLE regard building contractors as a bad lot—profiteers; enemies of mankind; hyenas in human form, etc., etc.

I used to feel that way myself, but have changed my opinion—not entirely, you understand, but to a considerable extent. I talked recently with a man whose business brings him in constant contact with builders; and what he told me puts a new light on contractors and others who have to do with building.

They are making a profit, a very good profit, he says, but it isn't as large as most people think it is. He made that fact quite clear to me, but to do so, he covered two sheets of paper with figures and had to sharpen his pencil twice.

He took, as an example, a house for which the building contractor asks \$10,000. The actual cost is about \$7,000—it may be a little more or a little less, it let us call it \$7,000. The buyer pays \$1,500 cash. That, my informant said, is the average down-payment which the purchaser of a moderate-priced house makes. From a mortgage company or a building and loan association the buyer obtains \$4,500. For the balance—\$4,000—he gives the builder a second mortgage.

The builder wants cash with which to build more houses, so he goes to men who deal in second mortgages and offers his particular mortgage to them. They buy it, not for its face value, but at a substantial discount—20, 25, even 30 per cent. That is to say, they buy it for roughly, \$3,000, a second mortgage for \$4,000.

The transaction figures out this way:

The buyer pays.....	\$10,000
\$1,500 cash.....	
\$4,500 first mortgage.....	
\$4,000 second mortgage.....	
The builder's paper profit is... ..	3,000
from which must be deducted whatever loss he incurs through the sale, at less than its face value, of the second mortgage for \$4,000. That is seldom less than \$1,000. Often it is more. Call it \$1,000.	
Deduct.....	1,000

Builder's net profit..... \$2,000
It is the dealer in second mortgages who makes the largest percentage of profit; and while he runs some risk, it is after all, not great.
All of which goes to show that men to build or buy houses and haven't enough money to finance the transaction to their best advantage, pay a pretty stiff price for "accommodation."

W. F. Paschall
Chicago, will direct business paper advertising for the Standard Pressed Steel Co., Jenkintown, Pa.

Is your copy and space properly supported?

A POWERFUL piece of copy is prepared, you have the necessary space to put it over, but your advertisement falls short of its goal unless it has the support of *Good Plates*.

Use Gagnier Plates and Mats and you, too, will find the worth of good workmanship and adequate manufacturing facilities. Improved equipment (much of which has been invented by our own engineers) enables us to tie-up individual skill with mass production.

Every Gagnier Plate is backed by the Service of its maker. Packing, wrapping, addressing and mailing direct to publications is efficiently handled by our traffic experts. Consider the many postal regulations, high costs of paper, twine, etc. value of skilled clerks, knowledge of transportation, and you will appreciate the value of Gagnier Service.

Put us to the test! Your order cannot be too large for us, for ours is the largest Stereotype Foundry in the world, and no order is too small to warrant our earnest attention.

Use Gagnier Plates, Mats and Gagnier Service—you can rely on them. Relieve yourself of anxiety and high costs.

If you advertise in newspapers we can show you how to save time and money on your Plates and Mats. Outline your requirements. Let us quote prices. No obligation.

GAGNIER STEREOTYPE FOUNDRY The Gagnier Corporation

NEW YORK
51 E. 42nd St.

DETROIT

CHICAGO
222 N. Michigan Ave.

GAGNIER

The Recognized Standard

For 15 years the leading best equipped business research organization.

Surveys and special investigations—dealer questionnaires anywhere in U. S. \$1.50 per dealer, 75c consumer.

Industry researches on over 300 lines available at \$150 and upward.

BUSINESS BOURSE

J. GEORGE FREDERICK, President
15 W. 37th St., New York, N. Y.

HOTEL ST. JAMES

109-13 West 45th Street, Times Square
NEW YORK, N. Y.

CAN hotel of quiet dignity, having the atmosphere and appointments of a well conditioned home. Much favored by women traveling without escort.



*Rates and Booklet on application
W. JOHNSON QUINN

SHAW BUSINESS BOOKS



Announcing

"Principles of Merchandising"

By MELVIN T. COPELAND, Ph.D.
Professor of Marketing, Director of Bureau of
Business Research, Graduate School of Busi-
ness Administration, Harvard University.

NEVER before has such a clear-cut, comprehensive, intimate analysis of merchandising principles been offered. Starting with a discussion of the objectives of merchandising it gives the results of aggressive, economical sales efforts in numerous instances. It goes behind these effects and makes clear the principles which have stimulated consumers to buy more merchandise. It differentiates between types of commodities and shows just what motives really prompt consumers to buy convenience goods, shopping goods, specialty goods and industrial goods. It tells just how business firms have appealed to emotional as well as rational buying motives. It takes up the proven methods of selecting, training, paying and managing the sales force. In short, it makes clear time-tested procedure in handling practically all the significant and perplexing merchandising problems.

Replete with Valuable Data

MOREOVER, this book is written by one of the foremost marketing authorities and presents figures and data from a close study of the actual results which literally hundreds of consumers of varying sizes have secured. In all, there are 29 tables and 17 significant charts.

Examine Free

AN examination will quickly prove the value of this book to you. Send no money now. Simply mail the handy coupon below.

No money now—mail coupon

A. W. SHAW COMPANY,
Cass, Huron and Erie Streets, Chicago

Please mail me for five days' examination a copy of M. T. Copeland's "Principles of Merchandising." If entirely satisfied, I'll send you \$4.40, payment in full. Otherwise I'll return the book. A-524

NAME

STREET & NO.

CITY & STATE

FIRM

POSITION

BUSINESS

(Canada \$4.40, duty prepaid, same terms; U. S. Territories and Colonies \$4. cash with order; all other countries \$4.40, cash with order.)

The Basics of Advertising Copy

[CONTINUED FROM PAGE 23]

of writing apart from literary style and journalistic.

I do not say: cut loose from literary prose and journalistic. I do say: step free from their traditions. That is: let us take what literary prose and journalistic can contribute to advertising copy, but let us also ask: Can't we go on from here? And if so, how?

Nor are we looking for a few tricks of technique. Nothing will suffice but a set of working principles for writing advertising copy.

Such a result can not be achieved in a day, or in a year; not by one man or even one group. Each must make his contribution. Many have already made theirs. Many more must.

The incandescent lamp, when Edison first brought it forth, was a far from perfect invention; but it was the necessary step to the Mazda of today.

What is the ideal advertising style?

That which reads quickest and clearest.

On that specification, there will be no argument. In fact, some may cry: "Old stuff!" So it is; but attaining it leads immediately into deeper water.

If clearness and speed are the two desired ends, then, logically, to these two must everything else be sacrificed. No reservations! Even if the sacred rules of grammar and rhetoric go overboard.

To arrive at the quickest, clearest style, let us pursue the method of elimination. First, let us get at the things which muddle up copy; then, at the things which slow up copy.

As a starting point for reaching the things which muddle up copy, the most helpful conception I know is:

Language is a hindrance to thought.

Rather startling is that viewpoint. Nevertheless, justified. An illustration will fix it:

Three people see a golfer make a 210-yard hole in one—an old-time judge, an Englishman, and a caddie.

"That, sir," says the judge, "was one of the most remarkable and astonishing demonstrations of golfing accuracy that I have ever had the pleasure of witnessing."

"Well played, old chap," says the Englishman.

Says the caddie, "Whew!"

What each intended to convey, principally, was his astonishment. The judge's speech was so full of language that it quite buried his astonishment. The Englishman's speech was so casual and general that it meant a dozen other things as well as astonishment. But the caddie's "whew!" was astonishment, pure and unmistakable.

To John and Jane Publick, language—meaning verbiage—clutters up copy. It prevents them from *thinking along with the copywriter.*

How does it prevent them? That is exactly into what we should inquire. For, thus we get the clue how to make copy clear.

The things which muddle up copy are, chiefly, four. They, with their corresponding recipes for clearness, are:

1. The buried key-thought. Remedy—the Inverted Sentence.
2. The Defted generality. Remedy—Vividness.
3. The forgotten point. Remedy—Emphasis.
4. The wooly sentence. Remedy—Compression.

After the things which muddle up copy, the next step is to discover what *slows up* copy.

This is a problem long ago tackled by journalism. It, too, sought speed. The thing which slows up copy, and journalism's remedy, is:

5. The slow, draggy sentence. Remedy—Journalism.

These five are things which literary prose and journalism have worked out for themselves. But shall advertising be content? Are there not ways to make copy still clearer, still faster? If so, let us have them. The results are our justification.

Two additional ways of getting clearness and quickness appear occasionally in advertising copy. Let us recognize these two means and what they do:

6. The High-lighted sentence. It drops out useless words required by correct grammar.

7. High-light punctuation. It splits up the message into smaller more assimilable packages.



POWER BOATING

Reaches the Real Buyers

It goes direct by mail to more paid in advance subscribers than any other two boating publications. Nearly three out of four are boat owners and they are in the market twelve months out of the year for the thousand and one different items necessary to the operation of a modern power boat. They represent the biggest single sales outlet for any product which can be sold to boat owners.

Power Boat Owners are Buyers of

BOATS
ENGINES
STEERING WHEELS
PROPELLERS
CARBURETORS
MAGNETOS
SPARK PLUGS
TOOL KITS
REVERSE GEARS
RADIO SETS
ANCHORS
BINNACLES
BATTERIES
WINDLASSES
STOVES
FLAGS
PENNANTS
FIRE EXTINGUISHERS
YACHTING TOGS
WARNING SIGNALS
PAINT
VARNISH
LUBRICATING OIL
ELECTRIC GENERATORS
ROPE
LIFE PRESERVERS
PUMPS
PISTON RINGS
TACHOMETERS
CAULKING COTTON
ETC.

73%
Of Power Boating's
Subscribers are
Boat Owners

COVERS THE ENTIRE FIELD

Nearly a thousand boat builders subscribe for and READ POWER BOATING. Among engine manufacturers, boat and engine dealers and jobbers its distribution is equally widespread. They look upon it as their trade paper, scan the pages for authentic information concerning new boats and engines, use its advertising pages to present their own services or products to boat owners everywhere.

IS NATIONAL IN SCOPE

While the bulk of its circulation is concentrated on the Atlantic Coast, where the majority of important boating centers are found, POWER BOATING is especially strong in the South and West, and is the dominant publication throughout the Great Lakes and Mississippi Valley districts.

BRINGS REAL RESULTS

From cover to cover POWER BOATING is thoroughly readable. It enables advertisers to reach a highly receptive audience at remarkably low cost. Founded 1905, published monthly, forms close 3th of month preceding date of issue. Complete circulation analysis on request.

POWER BOATING
Penton Building Cleveland, Ohio

MEMBER
A·B·C

A Penton Publication

MEMBER
A·B·P

A Concise and Complete Record of all National Advertisers

Kept up-to-date by monthly supplements

1. The Standard Advertising Register gives every essential fact on nearly eight thousand advertisers making an annual appropriation for a national campaign. Facts such as: NAME, ADDRESS, BUSINESS, MAN-TO-SEE, AGENCY, TIME OF APPROPRIATION, MEDIA USED, and other pointers of value.
2. This data is cross referenced Alphabetically, Geographically, and by Agencies.
3. The Standard Advertising Register Service also includes Agency lists (names of 1500 advertising agencies, their personnel and accounts of 600 leading agencies); Special Bulletins (latest campaign news, etc.); Service Bureau (other information by mail and telegraph).

A service you need. Write or 'phone

The STANDARD ADVERTISING REGISTER

National Register Publishing Company, Inc.

15 Moore Street

New York City

R. W. Ferrel, Manager

Tel. Bowling Green 7966

Teaching Selling and Advertising

By George N. Cooper

VERY soon now the huge educational mills of the country will again begin to grind. Meanwhile the architects are planning a very unusual series of buildings for the Harvard School of Business. The graduate schools of business are a very decided brilliant success; a perfectly logical and necessary evolution of our educational system. Colleges were originally devoted to turning out men for the professions—law, medicine, the clergy—in the old days when we were largely agricultural. Today we are primarily a business nation with the best of our men going into business. Until the graduate schools of business developed, we had no adequate education for broad-gauge business. Today the arts and sciences are involved in successful business, and even psychology and philosophy and art have something to contribute to the making of the modern breed of business men, who view their work from professional standards.

The Phoenix Mutual Life Insurance Company has discovered the graduates of schools of business; universities make good very decidedly, whereas ordinary college graduates stand only 5 per cent above the non-graduate level of achievement. The explanation is illuminating: ordinary college graduates, as a rule, had other ideas for their careers than business and come to it in a disappointed fashion whereas the school of business graduate has known all along that he was going into business; had prepared himself for it and is keen about it.

We need fewer college men in business who "condescend" to enter it; and more who look forward to it as lawyers and doctors look forward to it, and technically prepared for it.

Harry Botsford

Titusville, Pa., has been appointed advertising counsel to the Jacobson Engine Works, manufacturers gas engines, etc., that city.

Blanchard Press, Inc.

New York, elected J. Cliff Blanchard president, to succeed Ansel J. Browne who retired from the presidency and was elected vice-president. Robert W. Tindall has been elected treasurer; Harry Kanegsberg, secretary, and Isaac H. Blanchard, chairman of the board.



SELLING THRU GLASS

It doesn't make any difference how and where you use an idea as long as it is a good idea and is used in the right place!

I can create ideas! And I would like to show it to you!

The above display opened over 200 accounts for a bank, THRU GLASS!

Retlaw
VISUALIZATIONS
WALTER A. KOCH, Director
METROPOLITAN TOWER, N. Y. (Lobland 0941)

PARK AVENUE HOTEL NEW YORK

Famous for a generation. Large rooms, spacious lounge. Service redolent of the old regime—courtesy, thoughtfulness, hospitality. Where you will feel at home.

Midway between Grand Central and Pennsylvania Terminals.

FOURTH AVE. from 32nd to 33rd STS.
Subway at door

Single Rooms \$2.00 Per Day



SUPERBA ENAMEL

A Beautiful Coated Paper for Beautiful, Printed Jobs

Allied Superba is one of the finest enamels produced by mills noted for the excellence of their coated papers. (We operate 34 coating machines—comprising one of the largest coating divisions in the country—to produce the quality enamels which exacting printers and advertisers the country over demand.)

It is clear white, highly finished, even and uniform. Besides, it has a splendid rag base raw stock which gives it excellent wearing qualities.

If you have a job going through that you wish to be particularly well printed, use Superba. We will gladly send samples with which you can experiment.



Send for these Printed Specimens

Besides our mill brands we stock both at the Mills and our New York Warehouse, Monarch C 1's Litho, Laid Mimeograph, French Folio, Standard M. F. in white and colors, Standard Super in white and colors, Index Bristol in white and colors, Offset Blanks, Litho Blanks, Translucent Bristol and Campaign Bristol.

ALLIED PAPER MILLS, KALAMAZOO, MICHIGAN

In writing for samples please address Desk 6, Office 15

NEW YORK WAREHOUSE, 471-473 ELEVENTH AVE.

ALLIED MILL BRANDS

PORCELAIN ENAMEL
SUPERIOR ENAMEL

SUPERBA ENAMEL
VICTORY DULL COAT

A. P. M. BOND
LIBERTY OFFSET

DEPENDABLE OFFSET
KINWOOD TEXT

ALLIED PAPERS



10 Paper Machines

34 Coating Machines

PHOTOSTATS for economic and effective— VISUALIZATION

of

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

The Photostat not only saves time in preparing layouts; it also cuts down the cost of art work; and gives an exact reproduction in any desired scale. Your layout "in the rough" can be reproduced in correct proportions, with photographs, etc., exactly resembling the proposed ad when printed. Consequently, by using Photostat you can submit more attractive suggestions to your clients, at less cost.

Any number of Photostats, in reduced or enlarged size, can be produced by us in a few hours and mailed on same day, as received. Therefore, you can increase your daily output through the use of Photostat.

A trial will give you fair and just evidence. Send us a layout, photo, or any printed matter to reproduce, and state size desired.

COMMERCE PHOTO-PRINT CORPORATION

80 Maiden Lane, New York City
Telephone: John 3697

Quicker and cheaper reproduction

Some Fundamental Facts About Distribution

[CONTINUED FROM PAGE 18]

miner follows with 136 per cent; the farmer comes next with 133 per cent; the factory man with 110 per cent.

The tribute to the remarkable production record of the American farmer is not complete unless it is also pointed out that by increasing output in step with increase in population by means of greater production per man, there were 12,500,000 people released from the farms to enter industry, thus making possible the doubling of factory production. In these twenty years 12,000,000 additional people went into factories, and 6,000,000 into building trades.

The United States, with the exception of the south, is already preponderantly urban. The United States must no longer be regarded as "rural" in essence; it is decidedly metropolitan in essence, despite its great spaces, even in the states of widest open spaces and most famous for farms—like Iowa.

This is true, more than statistically; it is true psychologically of the farmer himself, for he today metropolitanizes himself by means of the automobile, reading matter, radio, telephone and better roads. His visiting and shopping range is now extended from one village to two or three or more, and often includes the city as well as the village. He and his family are therefore to be regarded as metropolitanized—at least the farmer who has an automobile. To be metropolitanized means, naturally, to be under the leadership of the urban standards of the country in clothes, food, home equipment, culture and outlook. The farm family is often today a mixed family—it is no longer purely a farm family. Sons or daughters may work in the village or even in nearby cities and commute or motor home. The farmers is more and more a citizen of the whole social group, not merely an isolated planter with a semi-annual visit to the country seat.

The net result is to bring even the farmer into chain stores, into department stores, into specialty shops. It is an open secret among economists that the mail-order house, once the darling of the farmer, has reached the peak of its development

and will now grow only with the population or in specialized directions. More and more of the retail buying of the country will be done through independent village shops and chain stores, or chain department stores. At the same time independent retailers, who still do 7 per cent of the retail volume of trade of the United States, will probably develop cooperative buying in order to compete with the heavy buying power of the chain. Few people seem to grasp the fact that the Atlantic & Pacific Tea Company has, for instance, doubled its number of stores in the last four or five years; 5000 new stores in less than five years!

The total expenditure of the United States in retail trade is about 35 billion dollars. Only 4 per cent of this volume is done by mail-order houses. Sixteen per cent of the total retail volume is done by department stores, while chain stores do a little over 8 per cent. Thus we can see the relative standing of the various larger factors in distribution. The chain store, estimate, will not reach the peak of its development for another ten or fifteen years, as there is now a tendency toward making chains out of both department stores and whole sale houses.

There are other fundamental factors at work in distribution conditions, but these three are sufficiently vital to merit special attention.

Tyler Kay Company

Is the new name for Manning-Kay & Company, Buffalo, Fred Manning having withdrawn from the organization.

Ray D. Lillibridge

Appointed advertising counsel to the O. K. Chick Hatchery, Frenchtown, N. J.

Goes Lithographing Company

Chicago, has selected Charles S. Pate as its eastern representative, with headquarters in New York.

American Colorotype Company

Chicago, has added to its sales staff E. L. Kennitz, formerly with the Howard G. Carnahan Co., that city.



27,000
DAILY

The average net paid circulation of the Dispatch-Herald is now over 27,000 daily.

Here is proof indeed that there has been "a change in Erie."

THE DISPATCH-HERALD

CHAS. H. EDDY & COMPANY

National Advertising
Representatives

New York Chicago Boston

An important
step to establish
higher standards
in Color publicity

THE ART JURY

To Insure Harmony
and Consistency in
Advertising Art



MR. CHARLES E. CHAMBERS
MR. CHARLES B. FALLS
MR. WALTER E. REESE
MR. WALTER D. TEAGUE
MR. EDWARD A. WILSON
as well as
MR. LOUIS G. AUDETTE
of the Niagara Lithograph Company



THE sumptuous illuminated folder, of which the above is a reduced fac-simile, is being mailed to a list of leading advertisers. Its mission is to announce the formation of a jury of leading specialists in the different branches of art, whose expert counsel is available to advertisers who aim to advance the standard of their art and display publicity.

While the advice of this jury is available only through the channel of the Niagara organization, the service is open to all advertisers independent of business connection. The service aims to afford the most expert judgment on specific problems involving such questions as color harmony, composition, artistic balance, appropriateness, lettering, decorative treatment, draughtsmanship, etc.

The motive which has led this group of distinguished artists to accept membership on the jury is the elevation of advertising art. They esteem it to be of the essence of business efficiency, if nothing more, that designs, ideas, containers, displays, trademarks, etc., which have a circulation running into millions, and entail ultimately a vast outlay of money, should be subject to authoritative art scrutiny and analysis before being placed in circulation; just as any fine mechanism must pass the searching judgment of a chief engineer.

The service involves no fee and is in no sense commercial.

NIAGARA LITHOGRAPH COMPANY
BUFFALO NEW YORK CHICAGO CLEVELAND BOSTON PHILADELPHIA

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



Making the First "Jolly Roger"; Drawn by R. F. Heinrich

CATCHING the eye of the indifferent reader is the purpose of all illustrations. Each day the growing abundance of pictures in all forms makes this more difficult.

As Herbert N. Casson has recently said: "Pictures of any sort were attractive fifty years ago; but today the public is surrounded by pictures on all sides. In a two-cent newspaper alone anyone

can see more wonderful pictures than Caesar or Solomon ever saw."

To offset this abundance, your illustration must not only be different in conception but in reproduction. It is in skilful reproduction that we can render you exceptional service. Our staff of sincere craftsmen take special delight in employing the many artistic tricks of engraving that diligent experience has taught them.

The French Market

[CONTINUED FROM PAGE 28]

...it American firms proposing to place their products on the French market may go ahead without any hesitation.

To summarize: any American manufacturer entering the French market *must* positively bear in mind the following:

1. Don't discontinue advertising after one year if it is not paying for itself. There is a difference in temperament between the Frenchman and the American.
2. Once an article is paying for itself it will increasingly do so without any vast expenditures in advertising.
3. An attractive package is 75 per cent of the fight.
4. The advertising should be placed in the hands of a firm that thoroughly understands the market.
5. Don't keep changing prices.
6. Don't try to Americanize the Frenchman. It cannot be done.
7. Credit the Frenchman with knowing what he wants, and give it to him.

Herard Julian

Formerly associated with the *Red Book Magazine* and the *Condé Nast Publications*, has been appointed eastern advertising manager for the *Fawcett Publications*, Robbinsdale, Minn., with headquarters in New York.

United States Fisheries Association

At its annual convention to be held in the Ambassador Hotel, Atlantic City, Sept. 4 to 7, inclusive, will give wide discussion to the organization of an extensive newspaper and direct-mail campaign.

A. C. of W. Finances

At the first meeting of the executive committee of the Associated Advertising Clubs, elected at the recent convention of the association in London, England, when it convenes in New York in September, Lou E. Holland, Kansas City, the reelected president of the organization, will report that the association, during the last fiscal year, enjoyed the greatest prosperity and growth in its history.

Comparisons based upon the annual audit of the association's affairs show the following conditions for the fiscal years ending with the annual convention in Atlantic City in 1923 and the convention in London in 1924:

	1924	1923
Cash	\$37,427	\$9,730
Accounts receivable	\$56,082	\$33,458
Total assets	\$143,941	\$85,144
Surplus	\$33,281	\$41,712
Total members	30,144	28,038
Affiliated clubs	313	267
Affiliated departments	26	22



The "Three R's"

The past few years have brought great changes in the small town and rural schools.

The small, old fashioned school buildings where reading, 'riting and 'rithmetic were taught have been supplanted by modern up-to-date buildings with as complete equipment and curriculum as city schools.

Mrs. Katherine M. Cook, chief of the Rural Educational Division, U. S. Bureau of Education says:

"More and more farmers are asking that the best we know in educational practice be extended to their children. ... Witness the magnificent buildings which are springing up in the open country in every state—the increasing number of counties centralized in which all children attend modern consolidated schools.

There is at present a noticeable tendency toward increasing the size of consolidated school units. ... Extension of the good roads movement is facilitating this tendency. ... We know now it is possible to extend adequate educational facilities to rural communities."

School teachers are progressive, well paid young women who are responsive to all modern methods and fashions.

Normal Instructor-Primary Plans with 84% of its 160,000 circulation among schools in towns of 5,000 or less, is the most effective medium for reaching this great market which is becoming more profitable each year as the old schools and methods give way to the new.

We have information about this field that will be valuable to you. Write for it today.

F. A. OWEN PUBLISHING COMPANY, DANVILLE, N. Y.

CHICAGO 110 WEST YORK
 1018 So. Wabash Ave. 110 West 34th Street
 C. E. Gardner George V. Rumage
 Advertising Manager Eastern Representative

NORMAL INSTRUCTOR and PRIMARY PLANS

FOR TEACHERS OF ALL THE GRADES AND OF RURAL SCHOOLS



Member of Audit Bureau Circulations

The Architectural Record

119 West Fortieth Street, New York
 Established 1891. Net paid circulation in excess of 11,000 per issue including 6126 architect subscribers—the largest number any architectural journal has ever had. Member A. B. C. and A. B. P., Inc.
 ON REQUEST Sample copy, A. B. C. report, rates, 56 page booklet, "Selling the Architect," building statistics, etc.

PROVE IT! SHOW THE LETTER

Your salesmen should show skeptical prospects testimonial letters received from satisfied customers—it supplies proof and gets the order. Don't leave testimonial letters lying idle in your files—give them to your men and increase sales thru their use. Successful salesmen want and will use them.

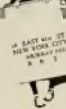
Write for samples and prices
 AJAX PHOTO PRINT CO., 31 W. Adams Street, Chicago

Topeka Daily Capital

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

Topeka, Kansas

keith & shaw
advertising art



ESTABLISHED 1898

Typewritten personal letters at two cents each or less

Operate your own HOOVEN Automatic Typewriters singly or in batteries of two, three or four and you can produce twenty line letters at a cost of not over two cents—these figures are guaranteed.

The HOOVEN uses electric current at a cent an hour to punch its typewriter keys—turns out individually typed, result-getting letters, in quantities, at circular letter cost.

Each HOOVEN letter is as personal as you want to make it. You can insert a special sentence—change a whole paragraph in each and every letter.

Send for the HOOVEN direct mail specialist. Get full details. There is no obligation.

The Hooven Automatic Typewriter

Hooven Letters, Inc.
387 Fourth Avenue
New York City

Hooven Automatic Type-
writer Corp.
General Offices and Factory
Hamilton, Ohio

Hooven-Chicago Company
531 So. Dearborn Street
Chicago, Illinois

Schwabacher-Frey Co.
609 Market Street
San Francisco, California

Clip this
coupon
NOW!

Address Hooven Company nearest you.
GENTLEMEN:

I'm interested in cutting letter cost.
Please send complete details—have representative call.

NAME

ADDRESS

Recently Published

By THE RONALD PRESS COMPANY, New York.—"500 Answers to Sales Objections," by Ray Giles. A classified manual designed to enable salesmen to meet general sales objections raised by purchasers in all lines of business. Price \$1.25.

By THE INDIANAPOLIS NEWS.—"Merchandising the Indianapolis Radius." A comprehensive analysis of that city's population, distribution possibilities, marketing radius and reader habits.

By NATIONAL AUTOMOBILE CHAMBER OF COMMERCE, New York.—1924 Edition, "Facts and Figures of the Automobile Industry." Ninety-six-page graphic and statistical history of the motor industry.

By THE NEW YORK TIMES.—"How to Read the New York Times." A reading guide to the modern newspaper.

By AMERICAN ASSOCIATION OF FOREIGN LANGUAGE NEWSPAPERS, INC.—"The Truth About Chicago, Illinois." A racial analysis of Chicago's purchasing power.

By THE MUNRO & HARFORD COMPANY, New York.—"The Merchandising Story of the Packer's Window Display." One of a series of stories of sales campaigns in which indoor advertising plays an important part.

By THE BLACKMAN COMPANY, New York.—"The Business Press," by M. L. Wilson, vice-president. Outlining the distinction between trade, industrial and class papers, and their individual appeal, purpose and value in the promotion of commercial enterprises.

By SOUTHERN AGRICULTURIST, Nashville, Tenn.—"Automobile Count by Counties and by Makes for the Thirteen Southern States." Comparison, by actual count, of sixty different makes of automobiles, for years 1922-1923.

By CHARLES SCRIBNER'S SONS, New York.—"Decorative Writing and Arrangement of Lettering," by Prof. Alfred Erdmann and Adolphe A. Braun. Profusely illustrated textbook planned especially for the self-taught artist-craftsman.

By KELLOGG PUBLISHING COMPANY, Springfield, Mass.—New edition of "Obvious Adams," by Robert R. Updegraff. Popular edition offered at special rates in quantities for business men to distribute among their executives.

By A. W. SHAW COMPANY, Chicago, Ill.—"Introduction to Advertising," by Arthur Judson Brewster and Herbert Hall Palmer. Basic rules and actual working methods of successful advertisers. Cloth bound and illustrated; 373 pages. Price \$2.50 net.

By DOMESTIC DISTRIBUTION DEPARTMENT, UNITED STATES CHAMBER OF COMMERCE, Washington, D. C.—"Retailers' Expenses," statistics and explanations, issued in a forty-page book, pocket size. May be had without cost upon application.



SIX years ago Jim Berrien asked me to join him. Since then, I have watched his work with keenest interest. Each year has added to my admiration of his ability to succeed without the tiniest trace of those less agreeable qualities — arrogance, sophistication, greed — so often supposed essential. I had been honored with invitations to more famous agencies; but I prefer working along the Berrien lines; substituting for high pressure organization routine, a good humored, whole hearted personal service. Let me send you a copy of Jim's little book, "Why the Sheriff Gets 30 Retailers Every Day."

WHEN you think of Advertising think of Goode & Berrien, Advertising Counsel, 19 West 44th Street, New York City.

K. M. Goode



STANFORD BRIGGS INC.
ADVERTISING ART
392 FIFTH AVENUE, N.Y.C.

Layouts, designs, and illustrations for every purpose in every practical technique.

What is Happening to the Motor Industry?

[CONTINUED FROM PAGE 38]

to Mexico and South America. To replace the 4,000,000 scrapped cars, more than 20,000,000 new automobiles have gone into use in the same period. In other words, the ratio appears to be five new cars put in use to every car scrapped. The buyer of a new car is, in a great majority of cases today, a man who has sold his old car, while the man who scraps his used car very likely buys another used car.

The explanation of the ever-widening scope of automobile purchase lies in this used-car situation. The used car, costing \$100 upward, brings into the automobile owning class great numbers of people who, if one calculated theoretically, could not afford to own and operate a car. The initial low cost being assimilable in their limited annual budget, the next feat accomplished is their ingenious adaptability of the car as productive equipment rather than expense. The word "pleasure car" is rightly today erased from the records of the industry. A very tiny proportion of cars are for recreation pure and simple.

THE automobile is one of the tools in the kit of the mechanic, one of the operating machines of the artisan's, the merchant's, and the salesman's business. It yields profitable results; it increases the volume of the day's work, cuts cost per unit, and in general performs the function of a productive device. This fact has not so readily "sunk in," because, true enough, the salesman who speeds up his calls during the week, uses his car for recreation evenings, Sundays and holidays. So does the plumber with a delivery body, or the doctor with a runabout.

We have therefore been witnessing, since the high price peak of war times, an economic evolution wherein the automobile, through its lowered price, has crossed the line of luxury into economic service.

At present, statistically considered, all persons with incomes of \$1400 and over in the United States own automobiles. There are now about three times as many persons owning automobiles as are making income-tax returns to the Govern-

ment. But low as seems this level of income to which the automobile has descended, it is by no means unreasonable to assume a considerable further descent. The next layer below the \$1400 level—those whose incomes are between \$1300 and \$1400 per year—comprises a very large total, approximately 2,441,000. The layer below that—\$1200 to \$1300 annual income—is even larger, 2,810,000; while the two layers just beneath, from \$1000 to \$1200, comprise a total of 6,565,000. All told, then, the levels from \$1000 a year income up to the level of those now owning autos, make a grand total of 11,815,000 who do not now own but might conceivably buy automobiles. We should bear in mind that an "auto owner" today means anything from a farm hand who buys a half-wrecked Ford for \$75 or \$100 up to the millionaire with a Rolls-Royce.

The farm possibilities of the automobile have been poorly understood, from the beginning, by both farmers and motor manufacturers. Having "dramatized" the automobile from its inception as a rich man's toy used for touring, the fundamental factor in its success—transportation—was slow to make itself felt. It comes even today as something of a surprise to many people to learn that there are about 4,500,000 cars on farms and about 440,000 trucks. This is about 30 to 33 per cent of the total of all cars registered. If one should count the automobiles in rural districts, the percentage would nearly double.

There are 70 cars per 1000 persons on farms, as against 127 cars per 1000 persons in towns of 1000 population and over. Or, to put it another way, there are 14.3 persons per car on farms, as against 7.8 persons per car in towns over 1000 population. This illustrates in figures how the farm market for automobiles is only half as well developed, comparatively, as the city market. Even these figures do not do the situation justice, as the larger cities are full of people who can never economically use a car, whereas the per capita possibility of economical car use in rural districts is much greater. It costs less to house a car and

there are more opportunities for service.

Western rural districts are more developed in motor ownership than those of the East. Only 58 per cent of Atlantic Coast farmers have cars, whereas 70 to 85 per cent of farmers in the Middle West own them. Two-thirds of farm cars cost less than \$500.

A TOTAL of 30.2 per cent of all automobiles registered are on farms; 20.1 per cent in towns of 100 to 5000 population; 16.7 per cent in towns of 5000 to 25,000; 11.5 per cent in cities of 25,000 to 100,000 population, and 21.5 per cent in cities of over 100,000 population. The area of greatest car use is in towns of 1000 to 5000 population where there are 230 cars per 1000.

Curiously enough, motor-car production moves forward in almost precise ratio to the building of homes, and also grows in proportion to suburban passenger traffic. In fact, automobile ownership, far more than generally understood, is an enormous stimulator of business. It has, for instance, scotched the further growth of the familiar market order Goliath, and "stepped up" the living standards of farm folk. It has not been a consumer of wealth to the detriment of other sound advancement, as has in the past been charged; these accusations are now seldom heard. Savings-bank deposits, life insurance, building and loan associations, and other factors of progress for the individual advance most satisfactorily.

The accusations made today against the automobile are of a different character. National associations of clothiers have claimed that men are caring less and less for clothing as a result of automobile expenditure. Iowa, one of these associations claims, has more automobiles in proportion to population than is also the most carelessly dressed State. Shoe dealers also accuse the automobile of lowering shoe consumption. People do not walk so much, it is said, and care less about the appearance of their shoes, as a result of the "auto craze."

These are rather wild statements

supported by very reliable fact, at they illustrate a state of mind created by the automobile in those who are selling staples. It is obviously true that the five billion dollars which the country now spends annually on automobiles, accessories and supplies must be subtracted from other possible expenditures. Portions of the two billion dollars which were once spent on alcoholic liquors make up for a fair share of it. The automobile business took a big rise almost simultaneously with the advent of prohibition, and it is admitted by sociologists that saloon drinking and drinking as an outlet for masculine interests have been metamorphosed into automobile riding.

Our annual meat bill has also been reduced to from 179 to 155 pounds per capita (a matter of hundreds of millions of dollars); and there is no question that jewelry and clothing have also contributed their tithes to the support of the automobile industry.

THE new automobile era has vastly cheapened transportation and widened its scope, both for pleasure and for profit, but mainly for profit. It is estimated by the Automobile Chamber of Commerce that 90 per cent of the use of automobiles is for business. The automobile truck is actually in its infancy as an engine of commercial transportation. Close to 400,000 were made in 1923—a greater percentage of increase over 1922 than that for passenger cars. By far the greater portion (70.1 per cent) were one-ton trucks, and 11.3 per cent were less than one-ton; indicating that 81.4 per cent of trucks are for light business use, for everybody from your house painter to your milliner.

Important developments are due in truck transportation—for example, in supplementing railways and street car lines; for 134 street railways are today using buses and 157 railroads are using motor coaches. Railways are also installing trucks to displace "less than carload" freight trains on short hauls. Both the Pennsylvania and the New York Central systems are expanding their fleets of trucks for such work. The milk supply of many large cities is now handled from farm to city by truck. "Store door" freight delivery by truck for cities is being urged, and will mean improvement over existing railway conditions.

Little wonder, in view of such developments, that the automobile optimists continue to flaunt the bonanza spirit, undaunted by the current slump!

"The Dealers' Own Paper"

"The Dealers' Own Paper"—shows a NET PAID circulation of 4,924 in our June 30 statement to the Audit Bureau of Circulation — over 90% to building supply dealers!

BUILDING SUPPLY NEWS is not only the leader — it's traveling in a class by itself — far ahead of any competition.

If you'll give us the opportunity, we'll show you that your advertising in BUILDING SUPPLY NEWS keeps you before a greater potential market than you can get thru other sources with ten times our circulation.

Will You Let Us Prove It?

BUILDING SUPPLY NEWS

A. B. C.

405 Old Colony Bldg., CHICAGO

A. B. P.

More NET PAID Circulation than any other dealer paper in the building field.



Service

Having gained the Confidence of its readers and of the advertising public through a policy of fair dealing and honest effort, THE ROTARIAN has retained that Confidence by rendering efficient service for more than thirteen years. Its progress, both in reader interest and advertising patronage, has been of steady and gratifying growth.

THE ROTARIAN has gained its right to the title, "The Magazine of Service," as has Rotary to its slogan, "Service Above Self."

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

THE
ROTARIAN
The Magazine of Service
CHICAGO

Eastern Representatives:
Constantine & Jackson
7 West 16th Street
New York

Member Audit Bureau of Circulations

Subscription price: \$1.50 in U. S., Newfoundland, Cuba and other countries to which minimum postal rates apply; \$1.75 in Canada; \$2 in all other countries.

Published Monthly by Rotary International

BUILDING AGE and The BUILDERS' JOURNAL

Subscribers have proven purchasing power of nearly two billion dollars yearly. Reaches contractors, builders, architects, etc., of known responsibility. Published monthly for 45 years.

Member A. B. C. and A. B. P.
239 West 29th St., New York; First National Bank Building, Chicago; 329 Market St., San Francisco.

National Miller

Established 1895
A Monthly Business and Technical Journal covering the Flour, Feed and Cereal Mills.
The only A. B. C. and A. B. P. paper in the field.
630 W. JACKSON BLVD., CHICAGO

BUSINESS STATIONERY

ENGRAVED LITHOGRAPHED
SEND FOR PRICES & SAMPLES

MORRISON
Fine Arts Bldg. Rochester, N.Y.

Things are
Booming in

AKRON

29,000 of Akron's best families have formed the habit of supplying all their wants from the advertising columns of the—

AKRON EVENING AND SUNDAY TIMES
"Akron's Ablest Newspaper"

They can be reached in no other way than through the columns of the Evening and Sunday Times.

National Advertising Representatives

CHAS. H. EDDY CO

New York, Chicago, Boston

Have You Distribution In College Towns?

If not, and your product is generally consumed, you are overlooking an excellent market.

Here you have great numbers of typical American young men and women gathered in groups throughout the country ranging from 500 to 5,000. They represent large buying power concentrated in small areas.

Our long specialization in this field has fitted us to help you in effectively marketing your products in college towns.

The COLLEGIATE SALESMAN, describing all our activities and listing all student papers, sent on request.

Established 1913

CSAA

**COLLEGIATE SPECIAL
ADVERTISING AGENCY, Inc.**

503 5th Avenue, New York City
37 E. Wabash Avenue, Chicago
117 Stephens Union Bldg., Berkeley, Calif.

Legitimate Scope of Advertising Agency Service

[CONTINUED FROM PAGE 24]

agement. The plant capacity was, roundly, 20,000 units per month. Production and sales of about 11,500 units covered cost and all overhead. Somewhere between 11,000 and 12,000 let us break even. After that profit began. At 20,000 units, the factory cost was 50 cents per unit less than at 15,000—and 15,000 seemed to be about the normal sales under normal pressure.

At the beginning of each month I caucused with the production manager and estimated the normal requirements for that month. Subtracting this figure from 20,000 showed us how much we would have to sell under forced draft. We then and there decided of what this surplus production of 3000 or 5000 or 7000 units should consist, and it went into the factory schedule.

At this point the treasurer came into the picture to tell us how quickly this surplus must be turned into cash. When demands on him were such that a large inventory would be burdensome, we forced our surplus into the market (largely outside our regular field) at close prices, for quick cash. If he could give us more time, we made terms and got a better price.

Production, financing, sales and advertising were absolutely coordinated. We used extra advertising to induce sales to new dealers and also to move the stocks of regular dealers, so they must reorder. We used it where, when and in such amount as our changing sales needs indicated.

The result was that in 1922 we made and sold 244,000 units and closed the year with an inventory equal to only two weeks' production. Ours was presumed to be a seasonal business, but our smallest month's production in the year was 15,000 units and our largest 22,000. Our average accounts receivable represented less than thirty days' sales. Our total sales were \$2,700,000 and our net profit was \$220,000, after interest and depreciation, but before taxes.

During this time our advertising agent gave us just the service we required of him, as and when needed. Advertising, being a sales tool, comes

under the jurisdiction of the sales manager who should buy advertising space, material and service, just as the production manager buys labor, materials and power—just as the treasurer buys, or rents, cash and credit.

The sales manager may employ outside counsel, just as the production manager may engage a consulting chemist, or engineer—just as the treasurer employs a public auditor or a cost accountant.

Any business great enough to interest one of the larger advertising agencies surely has had a considerable degree of efficiency in all of its three general divisions. Its selling methods have been good—susceptible to improvement doubtless, but not subject to hasty condemnation.

THERE are many advertising agents who could be star sales managers if they chose. A lesser number would succeed as treasurer and still fewer as production managers. Every advertising agent of long and wide experience may be able to make intelligent, practical, valuable suggestions in all three divisions of business, but if he desires to give the highest class of service in his own sub-department he will not attempt the actual management of another.

The advertising agent should limit an executive in only his own department, a counsellor in the others, the extent of his knowledge and wisdom. When he assumes greater responsibility he invites grief and rides for a fall.

If sales management is proper a part of agency service, why not also production management and financing? Why not let the business organization consist of the board of directors and the agency with board meetings called at the option of the agency, but not less often than annually?

There are agencies perfectly capable of operating successfully on that basis, but their list of clients would have to be very brief. The list would end quite shortly after number one.

The agent who has been a sales manager can be extremely valuable

...counsellor and coordinator, but with more actual sales experience he had the more chary he will be about assuming detailed sales management for a client.

He knows that sales management is a whole man's job. He knows that it is far from being a science— but so long as goods must be sold to human beings by human salesmen advertising, just so long will each day's work be unlike any other man's work. He knows that practical psychology, exercised every hour, will be more useful to him than a slide rule, an adding machine and a treatise on how his work should be done scientifically.

I BELIEVE exhaustive research has determined that salesmen should all be about thirty-five years of age; 5 ft. 9 in. tall, weigh 150 lb. and have blue eyes. Yet I have known men of this exact description who could not sell ice cream cones at a circus and others fatter, thinner, taller, shorter, older and younger who could be induced to sell a whale or a lot of goods at a low percentage of sales-cost. Getting them to do it answers the question—"Why is a sales manager?" The man who can do it needs all of his brains on the job and all the time there is.

When an advertising agent has prepared copy adequately representing his client's business and placed it before possible customers, in the prescribed territory, at the lowest obtainable cost, avoiding in his plan both parsimony and extravagance, surely is an ornament to his profession and is entitled not only to a modest emolument, but to the gratitude of his client and the applause of his conferees.

The greater his knowledge of the processes and costs of production and the mechanics of distribution, the more he knows of actual marketing, the more truly economic will be his plans and the more illuminating his copy presentation. Such knowledge is an important part of his equipment for his own definite and particular job, which is big enough and important enough to engage his sole attention.

A. Larson

New York, appointed eastern representative of the *Medical Sentinel*, Portland, Ore. He will handle territory east of Buffalo and Pittsburgh.

George Batten Company

On August 1st Hewes & Potter, Boston, Mass., manufacturers of Spurlins and Bull Dog Brand Suspenders,arters, and Belts, retained George Batten Company, Inc., as advertising counsel.



**In the School Field—
Ask Bruce**

THE AMERICAN SCHOOL BOARD JOURNAL
A Periodical of School Administration.

THE INDUSTRIAL-ARTS MAGAZINE
Published to Promote Industrial and Vocational Education.

The Bruce Publications maintain a complete merchandising service covering the school market for the benefit of the buyer and seller of material, equipment and supplies necessary in the construction, equipment and operation of schools.
Complete information covering "Bruce Service" sent on request.

THE BRUCE PUBLISHING CO.
Established 1891
2338 Montgomery Bldg., Milwaukee
1 Madison Ave. New York

When the School Man Buys

NUMBER SIX

Products Used

The school buyer, in providing for the physical surroundings necessary to furnish opportunity to give and receive adequate schooling, requires products of every description and from practically every industry.

Building materials and equipment of every kind, necessary in the construction and maintenance of school buildings.

Educational equipment, including educational supplies, equipment and apparatus now considered essential for the complete mental and physical development of the child.

Cafeteria and Lunch Room Equipment and Supplies.

Automobiles, motor buses and trucks.

Tools and machinery of the same kind used in the trades and industries.

In establishing dependable sources of supply, the school buyer naturally turns to the AMERICAN SCHOOL BOARD JOURNAL and INDUSTRIAL ARTS MAGAZINE as his guide because of their recognized leadership in the school field.

And for this reason, the advertising pages of the BRUCE PUBLICATIONS offer to manufacturers a most efficient and economical means of establishing a positive point of contact with the school buyers of the country.

Frank Bruce
Publisher.

Member A. B. C., A. B. P.



How many words per sentence does President Coolidge average in his messages? Is this long or short compared with Roosevelt? With Wilson? With Brisbane? With Dr. Frank Crane? With YOUR copy? We will be glad to tell you.

See Berrien's Big Black Book

Goode & Berrien,
Advertising Counsel, 19 West 44th Street, New York

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

THE AMERICAN ARCHITECT

A. B. C. Est. 1876 A. B. P.
Compare the editorial content of all the architectural journals, then you will understand why THE AMERICAN ARCHITECT annually carries a larger volume of advertising and has more individual and exclusive advertisers than its contemporaries.

Send for: "Advertising and Selling to Architects."

243 West 39th St. New York

BOOT AND SHOE RECORDER

BOSTON

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

Pittsburgh Business Women

will buy your merchandise. We can furnish a list of 9,325 names giving residence address. Includes 4,291 Clerks, 2,844 Stenographers, 631 Bank-keepers and 839 Telephone Operators.
Guaranteed 35% Net Delivery up to Sept. 1, 1924.
"Use the Mails—Increase Your Sales!"

TANK!

WRITE ELMER J. ROEPER
Est. 1907 446 Wood Street

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

THE JOHN IGLSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

Advertise Knit Goods

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

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

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

American Lumberman

Published in CHICAGO

Member
A. B. C. READ wherever
Lumber
is cut or sold.

Shoe and Leather Reporter

Boston

The outstanding publication of the shoe, leather and allied industries. Practically 100% coverage of the men who actually do the buying for these industries. In its 67th year. Published each Thursday; \$6 yearly. Member ABP and ABC.

An Open Letter

[CONTINUED FROM PAGE 15]

from some illness or derangement that has already made inroads upon their systems, but not yet to an extent where they themselves recognize it serious enough for a doctor.

How shall this million be told the truth? Through advertising!

The trouble is that doctors, when they consider advertising, look upon it in a selfish way. "Certain physicians might gain the ascendancy through more brazen use of bigger type, once the ethical bars are let down." "That doctor who spent the most money would get the biggest practice," or the smallest practice, depending upon your point of view and your faith in advertising.

Advertising selfishly done, seldom pays. To use the public press as a boasting ground, is a bygone sport. No longer does the advertiser spend his good money cheerfully lying about his wonderful service. Instead he tells the public something it ought to know. If he sells mayonnaise, he sells the public on eating more delicious sandwiches, publishes inviting recipes, shows pictures of picnickers with vast protruding smiles upon their mayonnaised countenances—he sells the product of his product.

If he sells pianos, he forgets pianos in his advertising and sells the joy of listening to good music. If he makes an automobile he pictures the fun of getting lost in a strange country, of touring through quaint villages and of flying up steep hills in comfort and safety.

Each advertiser incidentally and wisely mentions that, after you have decided to eat more sandwiches, enjoy more music or do more touring, that his mayonnaise, his piano or his automobile is the one for you to buy, and gives good and sundry reasons why this is true. But no advertiser can long exist who does not come through with the goods.

The idea of honesty in connection with advertising is more or less recent. Today you just have that thing you advertise. If you do not deliver, count yourself among the missing.

Does the doctor deliver health? Then why not advertise that fact—and prove it? Would not the mere assertion and proof lend a certain degree of comfort, certainty and assurance to a patient, suffering public, long suffering with boastful claims of quacks?

The public wants to believe in a doctor. But when, as a result of too much modesty, he sits patient while patients are advised that drugs are a thing of the past; while he looks on in contempt at the advertising quacks, blinking, powerful and silent, what is the public to believe?

The trouble is, some doctors who were living in the past—they look upon advertising as a self-laudatory bludgeoning of an unethical tin-horn, boasting of personal professional skill; and the idea of boasting of their accomplishments touches their general vanity, sweet natures in the quiet or the sunny bone, as the case may be.

No doctor wants to get into a class with the "advertising dentist" whose giant, gilded papier mache bridge work hangs so perilously suspended in mid-air at busy street intersections. That is not advertising—that is but a remnant of quackery—a survivor of the dim, dark ages of charlatany in advertising.

To let the bars down to personal advertising, signed by individual doctors, would be not only an ethical error, but an economic mistake; if no one doctor could afford to spend enough money altruistically to tell his tale in print. And what he says of himself sounds flat in his own mouth, regardless of how sweet the same words might fall from the lips of a satisfied patient.

But the doctors have an obligation to the public. It is the duty of physicians to inform the public on health matters. It is the duty and privilege of doctors to keep the public in touch with the latest developments in treatments, especially on such things as cancer, epilepsy, mental disorders and tuberculosis.

You know how hard it is to keep up with the latest innovations, proved or otherwise. How much harder, then, it is for an uneducated laity to struggle abreast of the improvements made in modern medical science.

And if the public believes the quacks, it is only because they tell their story to the public. Public opinion is still the great judge of all questions, and when the judge hears but one side of a story, who blames the judge if his decision is erroneous? The doctors must tell their story to the public.

Suppose ninety thousand of the

physicians in this country be-
 to publish a series of messages
 magazines and newspapers. Sup-
 pose that these messages merely told
 people what health consisted in
 how to recognize certain symp-
 toms; how to eat, stand, work and
 breathe; what to do in case of physi-
 cal injury; when to see a doctor.
 I suppose, also, that each message
 would be signed with a suggestion that only a
 certain physician who displayed the
 insignia of the association
 could be relied upon. And that the
 reasons for the selection of the phy-
 sician were thus and so; and prove
 the point. What would become of
 the quacks then?

To sign ninety thousand names to
 a message is physically impossible;
 to the same effect can be achieved
 by signing the name of an associa-
 tion to which these ninety thousand
 physicians belong.

Advertising of the doctors' work,
 their accomplishments, their successes,
 and their value to the community, done
 cooperatively over the signature of a
 great association, smacks not at all
 of vainglorious, personal boasting,
 but takes the smear of charlatanism
 off the message. And such messages
 would be helpful to the public.

Paint manufacturers are altruisti-
 cally telling the story of surface
 protection, their slogan, "Save the
 Surface and You Save All," is known
 to millions and, incidentally, paint
 sales have jumped. But the mes-
 sages first tell something of news
 value and of interest to the reader—
 how to save his property from decay.
 This is an appeal that touches him in
 a vital spot—his pocketbook.

Advertising over the signature of
 a group of reliable, reputable doc-
 tors can do much to educate the
 public. The marvelous story of the
 child and how it may be repaired
 should be told; and incidentally the
 doctor's practice will increase. Pre-
 ventive medicine will come in a large
 way only when mass advertising of
 the right sort is used.

And advertising is but a frame—
 the message is the picture. Look
 first to the message and forget the
 frame—it is only there to carry the
 message. There are as many kinds
 of advertising copy as there are pic-
 tures. Well done advertising can
 lift the doctor from his present de-
 cayed position and raise him to the
 heights of popular esteem.

To refrain from advertising much
 longer may build in a receptive pub-
 lic consciousness the idea that, after
 all, the quacks are right; the doctors
 do not deliver the goods; for if they
 could deliver, why do not they say so
 and prove the point?



Aeroplane view of the new Mineral Springs Road Plant of the Iroquois Gas Corporation.

Spending \$3,400,000 A Day

\$411,477,000 or \$3,400,000 a day was spent for extension, additions and betterments by American Public Utilities during the first four months of the year, according to figures issued by the Commercial and Financial Chronicle.

Also—up to April 30, this year, the public utilities had obtained in new money more than twice as much as the railroads, nearly ten times as much as the iron, steel, coal and copper industries, and more than twenty times as much as the equipment manufacturers.

Where is all this money going? A glance at the construction items in each issue of GAS AGE-RECORD will show that the gas industry is responsible for a goodly share of it.

You are invited to ask us for data on the market for your product in this active industry.

Some equipment and supplies needed: tools; pipe; valves; couplings; protective paints and coverings; insulation; refractories; industrial furnaces and systems; appliances; tanks; laboratory and office equipment; process chemicals; motor trucks; testing, measuring and recording apparatus; power plant equipment; conveying, hoisting and transporting machinery; compressors; blowers; pumps.

Gas Age-Record, 52 Vanderbilt Ave., New York

The only A. B. C. & A. B. P. paper serving this field
 We also publish Brown's Directory of American Gas Companies and the Gas Engineering and Appliance Catalogue.

Gas Age-Record

"Spokesman for the gas industry"

For a Return to Sanity in Fall Buying

[CONTINUED FROM PAGE 14]

What Is the Value of Position in Publication Advertising?

Results of an Eleven-Month Test Carrying 10,000,000 and Farm Journals in Determining the Relative Value of Different Advertising Positions

By William T. Long

A...

Selling the Farm Field

With Particular Emphasis on the Means That Make the Farmer a Valuable Customer of the Automobile Industry

By O. M. Kile

B...

Advertisement for Santal products, featuring an illustration of a classical building and several product containers labeled 'Santal'.

Advertising and Selling Fortnightly

PUBLISHED BY FREDERICK I. SCHMIDT, Editor

Borrowed Plumes

How World Manufacturers Who Make the Dealer for the Subscriber

By Ernest Elmer Callahan

I...



I come now to the most serious part of my indictment against the unsound length to which the hand-to-mouth buying policy has been carried—that of adding to the general burden of cost all the way down the line. One of the liveliest jobbers I know said to me not long ago: "I have been forced into the position of requiring to do more business to make the same net profit on my invested capital by this hand-to-mouth policy of buying among retailers. Take the retailer who today requires us to make four solicitations, four deliveries and put through four transactions for the same amount of goods he used to buy at one order for one delivery. Let us say that formerly his average order was \$100, and the cost of delivery and service was \$3. Today he requires us to cut that into four pieces and come around four times to get a piece at a time, ordering \$25 worth each time; with the net result that we are called upon to deliver four times a month, instead of one time, and multiply our \$3 cost by four times. Now, we must do business at a profit or go under. What is the net result? To save ourselves, we are hammering the manufacturer for better discounts, we are trying to get the retailer to pay more quickly, and in general we are trying to get in some round-about way the necessary normal margin of profit required for successful operation or good service.

compelled in some instances to establish a regional warehouse system. Wholesalers who used to buy by mail order buy L.C.L. now, or in parcels cars. Manufacturers are endeavoring to foster the pool car idea, but always at a cost of more energy and less speed and service to the individual concern. So the whole thing comes down to this—that the cost of doing business all along the line is being increasing, or is held up to an abnormal basis, as the result of an extreme buying policy."

I AM firmly convinced that the short-stock policy and the practice of selling in advance of buying is economically unsound and that as soon as an educational effort is made to bring business men to understand this the earlier will we have a return to better business conditions. Business men appear to be groping in the present and experimenting with an extreme hand-to-mouth policy, and while I have no doubt the situation would eventually right itself by the sheer application of necessity and common sense, I believe that it is the duty of foresighted business men to quicken the understanding of retailers, jobbers and manufacturers who are still toying with this expensive fallacy and induce them to grasp at once the principles involved, so that we can get to a normal basis much the sooner.

According to my view, then, there are two kinds of hand-to-mouth policies—a sound and an unsound one. I certainly would be the last to advocate a return to the over-optimistic policies which led to the so-called inventory disaster a few years ago. But I do advocate that we drop the equally dangerous practice of *unwise buying*. We have an opportunity in the present experimental period of accomplishing the long-desired education among retailers, especially in really and truly understanding the *turn-over*. Obviously you cannot run over goods which are not in *short stock*; and obviously sales are *lost* by inadequate assortments and *lack* of stock, which does not help *turn-over*. What is needed is a *cheerful* adjustment to the actual buying needs, but not a pessimistic paralyzing of the movement of trade. Retailers in each line have a natural and logical period of advance *stock*

"BUT I am broad enough to see," continued this jobber, "that I am not the only sufferer; I can see that the retailer is in the same dish of soup, and so is the manufacturer. The retailer finds consumers' demands more meticulous and their purchases smaller. The consumer wants to buy from a delivering type of store at a 'cash-and-carry' price; she wants to buy from a credit grocer at the cash grocer's price. No wonder the chain stores grow! They are not expected to give service. The demand for service and price concession is simultaneous, while at the same time purchases are less in quantity, thus making the situation a burden upon all other types of stores. "On the other hand, the manufacturer must carry more goods in the warehouse in order to give the wholesalers better service; in fact, he is

Advertising and Selling Fortnightly
52 Vanderbilt Ave., New York City

Please enter my subscription for one year (26 issues). Send me bill for \$2.00 when first issue is mailed.

Name

Address

Company

Position

red which they should neither exceed nor skimp. They should purchase stocks based on average sales experience and expectations. They go below this advance supply only at peril to their profits and turnover; precisely the same peril as when they go above it. The same is true of wholesalers and also of manufacturers.

Stocks should be kept up concurrently with sales expectations based on experience. Then the fullest possible economies of meeting demand promptly and of delivery in quantity may be obtained. It should be obvious to intelligent merchants that by saving in interest through restricted investment in merchandise follow the actual current needs of business is more than offset by losses of business and by increased operating expenses generally. I believe that a big improvement in current business would result from a more widespread recognition and practice of the tried and good business principle of moderate but adequate buying, in contrast to the inefficient and less conservative policy of underbuying which now prevails on many lines of business.

Everybody Works for Henry

This is what is happening: A very considerable proportion of the population of the United States—and of other countries, too, for that matter—is paying Henry Ford a very considerable proportion of its annual income. The manufacturer of a breakfast powder or a laundry soap or a baking powder thinks himself fortunate if he sells a tenth—or a fifth—of the families of the United States, two or three hundred dollars worth of his product a year. Ford sells that many people something which costs a hundred times as much.

Is it any wonder that his income is supposed to be the largest ever received by any man in the world's history?

An Unobserving Observer

I was in an automobile accident a few days ago. The car in which I was riding was run into by a truck. My bones were broken and no particular damage was done. But I was surprised to note, when the excitement was over, that I had failed to make a mental record of when or where the accident happened. Furthermore, my recollection of how it happened was not at all clear. All I remember is the number of the truck and the white, bearded face of the man who was driving it. And yet I pride myself on being a "keen observer."—JAMOC.

Don D. Miller

Formerly with *Life* and the *Condé Nast* publications, has been appointed advertising manager of *Judge*, New York.



Drawings in all mediums and for all purposes
Also preliminary ideas and sketches

LOHSE·BUDD
Advertising Artists
405 LEANINGTOWNE AVE. MURRAY HILL
NEW YORK CITY 1920

No Kick From This Group!

The farmers of the Dakotas may wail over the wheat crop, California may cry over the failing fruit yield, and the South may moan over the boll weevil. But the men we speak of continue to earn their steady income.

They are the Eastern farmers (of New York, New Jersey, Pennsylvania and New England) who produce the dairy products, fruits, garden truck, live stock and poultry that the adjoining large cities require for consumption. Consequently, their income is always steady and good.

RURAL LIFE and Farm Stock Journal, with its 80,000 circulation (to which is being added from four to five thousand more each month) covers this territory and is read by real "dirt-farmers." Advertising rate is now 50c. per agate line. Write us!

RURAL LIFE and Farm Stock Journal

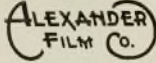
8 North Water St. Rochester, N. Y.

THOMAS H. CHILD, Eastern Representative, 1111 Fuller Bldg., New York City
Phone, Ashland 7725

HARRY R. FISHER, Western Representative, 700 Mallers Bldg., Chicago, Ill.
Phone, State 4350

Feeding Ambition With Gold

We know of no selling opportunity in the advertising field that pays as well as that offered by the



A high grade productive medium of Motion Picture Publicity that is easily sold on our plan to any merchant in small and large towns as well as the greatest national advertiser.

Earnings are truly exceptional. T. L. May, of Chicago, joined Feb. 15th last, Feb. commission \$903.75, March \$1,261.48, April \$1,304.75, May \$1,850.80, June \$1,343.35.

\$25,000 a year can be made. If you have the WILL to make big money we will show you the WAY.

There are quite a few good openings for the right men. It will pay you to write in about yourself and see if you can qualify.

Alexander Film Co.

3340 S. Broadway, Denver, Colo.

Hotel Belleclair



Only a Few
Minutes from the
Shopping and
Theatrical
District

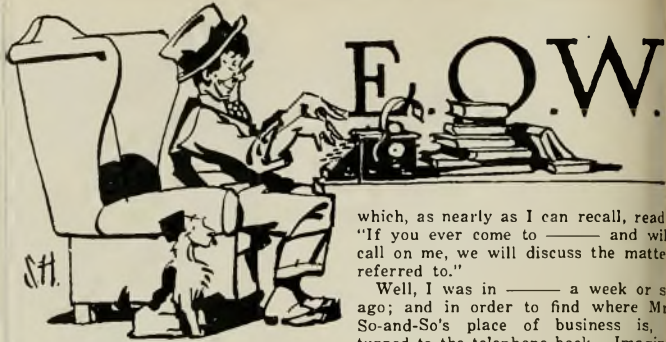
The Highest Class and
Most Conveniently
Located Hotel on the
West Side.

Room and bath, \$4.00.

Write for Booklet.



BROADWAY AT 77TH ST.
NEW YORK



Like a Voice from the Dead

The first thing that caught my eye in the reading-room of the little hotel in the Blue Ridge Mountains where I am staying for a week or two, was a copy of the *Cosmopolitan* for August, 1900.

How it had escaped the waste-basket all these years is quite beyond me; but there it was, almost as clean as when it came from the press, nearly a quarter of a century ago.

After luncheon today, I spent a happy half-hour looking it over, particularly the advertising section.

These present-day advertisers were represented:

Swift & Co.page
Pears' Soappage
Packer's Tar Soappage
American Radiatorhalf page
Menneneighth page
Globe-Wernicke Co.half page
Whitman's Chocolateshalf page
Van Campquarter page
Armour & Co.page
Aeolian Co.page
Eastmantwo pages
Remington Typewriterhalf page
Ivory Soapquarter page
	(back cover)
Baker's Chocolatequarter page
	(back cover)
Cox's Gelatinequarter page
Burlington Routehalf page
Northern Pacific Ry.half page

By far the most interesting advertisements were those of the automobile manufacturers. The Mobile Company had no less than three. The American Electric Vehicle Company had a page; the Waverly Electric and the Riker Motor Vehicle also had pages. The Riker advertised that the Riker Phaeton "easily made the run from New York to Philadelphia, June 2, 1900, and from Philadelphia to New York, June 3, 1900. The distance each way is 110 miles."

I wish you could see the illustrations of these "vehicles." They look like grown up baby-carriages.

Harry—Not H. B.

For several months past, I have exchanged letters, every week or two, with a man who lives in a city within four or five hours' ride of New York. His letters have been characterized by a certain formality and are invariably signed H. B. So-and-So. The last one I received from him before leaving New York contained a paragraph

which, as nearly as I can recall, read: "If you ever come to — and will call on me, we will discuss the matter referred to."

Well, I was in — a week or so ago; and in order to find where Mr. So-and-So's place of business is, I turned to the telephone book. Imagine my surprise to find this listing Harry B. So-and-So, res. Such-and-Such a street.

I've not called yet, but my "picture" of the man has changed. I no longer regard him as a human ice-chest. He's "Harry."

No "Cut Rate" Stores Outside Big Cities

In the last six or seven weeks, I have visited perhaps twice that many small towns; and I have been impressed with the fact that "cut rate" drug stores are practically unknown outside the large cities.

In New York or Philadelphia or Boston, almost all proprietary articles are sold at a substantial reduction from list prices. A 50 cent tooth paste, for example, sells for 36 cents. A tube of shaving cream—"price 35 cents"—can be had for 28 cents.

In smaller places the bespectacled individual who owns the store and who is addressed as "Doctor" by his acquaintances and "Doc" by his friends, gets full prices. Fifty cent articles sell for 50 cents, not for 39 and 25c articles for 25 cents, not for 19. Not by the tremor of an eyelid does he intimate that lower prices are customary in cities where the cost of doing business is infinitely higher.

You might suppose that where property values are low—as compared with New York—and where fruits and vegetables are to be had almost for the asking, the price of meals would be very much less than in the metropolis. It has been my experience that this is not the case. Take dinner at one of the many "Inns" and "Manor Houses" which are to be found along the main-traveled automobile highways everywhere east of Pittsburgh and you will have your eye opened. Mine were, a few evenings ago. Six of us dined at a place of this kind on the outskirts of a town in Maryland, the name of which I have never heard. We had, I'll admit, corking good meal—fried chicken waffles, three kinds of vegetables, salad, ice cream and iced tea. The portions were liberal, the cooking excellent, the service all one could ask for and the surroundings delightful. But \$3 a plate—wow!

JAMOC.

Scrap the First Day—

[CONTINUED FROM PAGE 32]

ting hits against them. I saw men whose shows had been written in vitriol how themselves letter-perfect in courtesy when brought face to face with the men they had complained about. I saw years-old judges dissolved in a single afternoon. And I saw feud after feud tried with increasing rapidity as the hours passed.

Best of all, however, I saw the remaining two days of the convention pass with no complaints or criticisms from the floor. Constructive suggestions, made in a spirit of 100 per cent helpfulness, took their place.

Perhaps the "Battle Royal" has a greater usefulness. Certainly any device that prevents kicks, complaints and criticisms from obscuring and defeating the aims of a convention is worth much effort. If persistent kickers have made trouble for you at past conventions, try a "Battle Royal" next time.

R. Connacher

Formerly with the Street Railways Advertising Company, appointed art director of the Alfred N. Williams Company, New York.

George Batten Company

Chicago office will direct advertising for the J. N. Collins Company, candy manufacturers, Minneapolis, Minn.

Frank B. Griswold, Jr.

Recently in charge of the financial advertising department of *The New York Times* is now New York representative of the Chicago *Journal of Commerce*.

Wastman & Company

Chicago, appointed advertising counsel to the Sheet Steel Products Company, Michigan City, Indiana; James H. Berry's Sons Company, petroleum marketers; and Edward White Sales Co., equipment sales agency.

George Batten Company

New York, selected to direct advertising for the Groff-Bent Corporation, manufacturers of "Products for Rest," New York.

H. A. Harris

Recently advertising manager of Davega United Sport Shops, New York, and formerly of Pathé Phonograph Company, has been appointed account executive of Wm. T. Mullally, Inc., New York.

Wisconsin Markets

Here is a presentation of four leading Wisconsin markets. Different facts concerning these markets will be given in subsequent advertisements. Because of the informative nature of these advertisements, they should be filed for permanent reference.



KENOSHA'S CHURCHES

St. Matthew's Episcopal Church, showing the beauty of the building and its surroundings, is only one of 32 churches in Kenosha, every one of them a great building and a credit to the community. Being an industrial city with 100 manufacturers, over 15,000 regular employees, and with a monthly payroll of \$2,000,000, Kenosha has the means and does purchase everything from chewing gum to automobiles. Write us or ask our representatives to tell you of this market.

THE KENOSHA NEWS Wisconsin

Representatives
CONE, HUNTON & WOODMAN
New York, Chicago, Detroit, Atlanta, St. Louis, Los Angeles, San Francisco.

Business Is Better Than Average in Wisconsin

The diversification of industry in the great commonwealth of Wisconsin permits it today to stand at the head of the states doing a really worthwhile business.

The diversification of industry in the Janesville market, including such well-known national concerns as the Parker Pen Company, Lewis Knitting Company, Gossard Corset Company, Hough Shade Corporation, Rock River Cotton Company, Chevrolet Motor Car Company, Fisher Body Corporation and many others employing hundreds of people at a high average wage, together with a really remarkable agricultural and dairying community surrounding, combine to make the Janesville market the best in Wisconsin.

The Janesville Gazette is particularly well equipped to produce quick, desirable returns to its advertisers because it maintains a Merchandising Service Department second to none in the state. Seasoned advertisers and agencies have learned to depend on this service. New advertisers will find it extremely valuable.

The Janesville (Wis.) Gazette

H. H. BLISS, Publisher
THOS. G. MURPHY, Adm. Mgr.

"An Unusual Newspaper"—Member of Wisconsin Daily Newspaper League

WEAVER-STEWART CO., INC. WEAVER-STEWART CO., INC.
Eastern Representative Western Representative
Metropolitan Tower Lomon Guarantee Bldg.
New York City Chicago, Ill.

IT'S TRUE

Situated on Lake Michigan.

Served by two railroads, two boat lines and two interurbans.

A thriving city of 65,000 people.

Some 200 manufacturing plants with skilled and highest paid labor.

A. B. C. Audit shows Journal-News has largest circulation.

RACINE

The City of Advantages



The vast plains of the Dakotas, Minnesota and bordering states have been called the bread basket of the world. Grain is their great product and the world is their market. This latter fact is a fact for just one reason—the port of Superior. The great development in this section would have been impossible had not the great lakes protected the wonderful harbor of Superior a thousand miles into the interior of the continent. The above picture gives a glimpse of how Superior performs its function. Millions of bushels are annually shipped through and milled by elevators and flour mills of which this is a sample group.

The Superior Telegram

Superior Wisconsin

Paragon Representatives
HAMILTON-DELISSER, INC.
Chicago New York

The Standard Advertising Register

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

National Register Publishing Co.

Incorporated
15 Moore St., New York City
R. W. FRANK, Manager

FREDERICK A. HANNAH AND ASSOCIATES

BUSINESS MANAGEMENT
MARKETING COUNSEL
32 West 40th Street : NEW YORK

MULTIGRAPH RIBBONS RE-INKED

Our process costs only \$6.00 a dozen. Try it. A trial order will convince you that it is the best

Re-inking you can buy
Send 2 Ribbons to be Re-inked at our expense
W. SCOTT INGRAM, Inc.
Dept. C., 85 West Broadway NEW YORK CITY

John ANDREW
Maker
of LETTERS
Independent Studios.

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Silent Ambassadors

FROM a Peruvian mining camp in the Andes came by mail to a New York department store not long since an order for food. The shipmen made the last leg of its journey with the help of fifty pack mules, each of which carried 250 pounds up the steep ascent. And from Alaska came an order for silk feminine underwear and a hat which would wear six months. "The styles change only twice a year up here," the customer explained.

A woman in Paris wrote to another New York shop for a certain powder used to clean false teeth. A woman in Maracaibo, Venezuela, wrote for a certain brand of face cream. Another in Bermuda wanted just one drinking cup and got it. A customer in Peru got camera films, and books were sent to India and China.

Germans are America's mail-order customers for table delicacies, starch salt, pepper and soap. Liberia and Beirut, Syria, buy our foodstuffs by letter. Moscow, Warsaw and Latvian village, write for our canned goods. Italy, Denmark, Finland, Norway, Belgium, Switzerland and Sweden are on our department store books. In some cases missionaries are credited with the sales in others returned immigrants, in others aliens resident in the United States who send boxes back home and thus introduce our goods.

And wherever the goods go, they are voiceless ambassadors of the American policy of a dollar's worth for a dollar.—*The Nation's Business.*

Campbell-Ewald Co.

Chicago office is to direct advertising for The United Manufacturing & Distributing Company, radio parts, the city.

Spencer Vanderbilt

Formerly with Barton, Durstine & Osborn, and J. Walter Thompson Company, has been appointed vice-president of Miller, Black & Lewis, Inc., New York.

Claude Hopkins

Formerly of Lord & Thomas, Chicago, is now associated with Kling Gitsen, same city.

Lucien M. Brouillette

Chicago, appointed advertising counsel to Russell-Hampton Company, Incorporated, club and fraternal organization supplies, same city.

Joseph C. Bowman

Advertising manager of The Packard Electric Company, Warren, Ohio will establish the Industrial Advertising Agency in Cleveland on Sept. 1. He has contracted to direct advertising for the Packard Company for the next five years.

Advertising Calendar

AUGUST 26-28—Annual Convention National Council of Traveling Salesmen's Associations, Hotel Pennsylvania, New York.

SEPTEMBER 17—Fall meeting, Interstate Circulation Managers Association of Pennsylvania, New Jersey, Maryland, Delaware, District of Columbia and West Virginia, Hotel Pennsylvania, Philadelphia.

SEPTEMBER 22-25—Advertising Specialty Association Convention, Chicago, Ill.

SEPTEMBER 29-OCTOBER 1—First Annual Convention, Window Display Advertising Association, Cleveland, Ohio.

OCTOBER 7-8—Fifth Annual Meeting, National Publishers Association, Barcliff Lodge, Barcliff Manor, Richmond, Va.

OCTOBER 12—Financial Advertisers' Association Convention, Richmond, Va.

OCTOBER 13, 14—Annual Convention and Exhibit, National Industrial Advertising Association, Edgewater Beach Hotel, Chicago, Ill.

OCTOBER 14—Meeting of Executive Board, American Association of Advertising Agencies, Chicago, Ill.

OCTOBER 15, 16—Annual meeting, American Association of Advertising Agencies, Chicago, Ill.

OCTOBER 16, 17—Annual Convention, Audit Bureau of Circulations, Chicago, Ill.

OCTOBER 27-28—Insurance Advertising Conference of the Associated Advertising Clubs of the World, Cheney Hotel, Pittsburgh, Pa.

OCTOBER 27-28—National Convention, Mail Advertising Service Association, William Penn Hotel, Pittsburgh, Pa.

OCTOBER 29, 30, 31—Annual Convention of the Direct Mail Advertising Association, Syria Mosque, Pittsburgh, Pa.

NOVEMBER 10-15—Second Advertising Exposition, New York.

NOVEMBER 16-19—Annual advertising convention, District No. 1 of the Associated Advertising Clubs of the World, Hotel Bond, Hartford, Conn.

NOVEMBER 17-19—Annual Meeting, Association of National Advertisers, Inc., Ambassador Hotel, Atlantic City, New Jersey.

The Editor will be glad to receive, in advance, for listing in the Advertising Calendar, dates of activities of national interest to advertisers.



The Market Place
for men, ideas, business opportunities and service

Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. When larger type is used charge is based on 6 pt. line space basis. Minimum charge \$1.80. Forms close Saturday noon before date of issue.

Business Opportunities

Ask for your copy of our Bulletin at your home address. Harris-Dibble Company, 345 Madison Ave., New York City.

FOR QUICK SALE. A BARGAIN FULLY EQUIPPED DAILY NEWSPAPER AND JOB PLANT

Duplex 8-page Press, 3 Linotypes, Stereotyping Equipment, Miller Saw, Slug Caster, Ample Display and Body Types, etc., 2 Job and 1 Flat Presses, 2 Cutters, Staplers, Motors, plenty of material for all job needs. Plenty of Job Work available. Town of 20,000; community of 50,000; large shopping center.
J. HARRY CAREY, Trustee, Pottstown, (Pa.) Ledger

REPRESENTATIVE

wanted to secure distribution of a particularly chic type of handmade Oriental dolls. Opportunity offers for promotion and sales work in a field yielding first grade returns. Please give full details in writing to Box 1059, Shanghai, China.

Position Wanted

ADVERTISING MANAGER OR ASSISTANT

possessing more than the necessary qualifications for a \$3,500 job. Does all his sleeping at night. Aged 32. Good personality. "S. P." 286 Fort Washington Avenue, New York.

RIGHT HAND MAN

Now available to busy advertising executive. Has creative ability together with practical experience in advertising detail, copy, layout, purchasing, etc. Seeks connection where capabilities will win proper recognition. Box 172, Advertising and Selling Fortnightly, 52 Vanderbilt Ave., New York City.

COPY AND LAYOUT MAN

I'm looking for a real opportunity. Am anxious to connect with an agency in New York City. Have had four years' experience at writing copy and preparing layouts. Box 171, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Position Wanted

MAGAZINE AND AGENCY EXPERIENCE

I want a future my present connection cannot offer. Am salary-sensitive, teachable, 25, married. Unusual, forceful writer—with imagination. Two years on two publications—one Western and semi-technical, one a national popular magazine—writing, rewriting, reporting, editing, reading manuscripts, making-up, correspondence. Five months with an agency—my present position—copy writing, some contact. Honor graduate, school of journalism. Also specialize in English and psychology. Box 173, Advertising and Selling Fortnightly, 52 Vanderbilt Ave., New York City.

Help Wanted

ADVERTISING AND SALES PROMOTION MANAGER

High grade woman's specialty shop in a large middle east town. An applicant must have education, culture and background of metropolitan experience. Box 164, Advertising and Selling Fortnightly, 52 Vanderbilt Ave., New York City.

ASSOCIATE EDITOR—ENGINEERING PUBLICATION

To assist in handling monthly engineering journal published by large Milwaukee manufacturer. Experience with contracting or engineering desirable. Enthusiasm and loyalty essential. Box 175, Advertising and Selling Fortnightly, 52 Vanderbilt Ave., New York City.

CIRCULATION MANAGER

A young man thoroughly familiar with every phase of circulation work. One who knows how to get subscriptions. This position requires a man who has arrived but is looking for a large field. State age, experience, etc. to Box 165, Adv. and Selling Fort., 52 Vanderbilt Ave., New York City.

Miscellaneous

For your little daughter—a cheerfully comfortable country home on the Sound. Excellent schools nearby. Careful motherly supervision. Preliminary interview in New York. Cornelia P. Lathrop, 42 Fifth Ave., New York City.

Sith & Ferris
Los Angeles, will direct advertising of Gilmore Oil Company, petroleum products, that city.

Charles B. Andreus
Formerly of the advertising staff of the New York Times has joined the W. B. Woodward organization, New York.

Deet & Finney, Inc.
New York, will direct advertising of Lewis M. Weed Company, Inc., manufacturers of sport clothing, Binghamton, New York.

Stanley Riddle Lashaw
Vice-president, in charge of advertising, Butterick Publishing Company, New York, at the conclusion of the exercises of the Eighteenth Summer Session Convocation of the University of Pittsburgh, August, had conferred on him, by Dr. John G. Bowman,ancellor of the University, an honor-degree of master of arts.

Announcing **Foldwell** Split-Color



SOMETHING ENTIRELY NEW IN COATED PAPERS

THIS new member of the famous family of Foldwell Coated Papers is divided half and half between a white and a tint. The white and tint on one side backs up the tint and white respectively on the other.

Note the difference between Foldwell Split-Color and "two color" papers as produced heretofore. This is a split color sheet which makes possible for the first time a work-and-turn form—producing a finished piece with color stock one side and white the other.

This achievement has resulted in an entirely new development in sales literature. Striking areas of solid tint—seldom before attempted because of the cost of large tint plates and extra presswork—are appearing in all manner of printed advertising literature.

Foldwell Split-Color is a true Foldwell stock. It has the same fine printing surface that characterizes all other Foldwell papers. It possesses the same high grade, white rag content. It is strong and durable—and it folds.

Send for Printed Specimen

We will be pleased to have you experiment with samples, which we will gladly furnish. And we invite you to write for a printed specimen which shows how you can, economically, use this paper to make your pieces more beautiful, more effective.

CHICAGO PAPER COMPANY · *Manufacturers*

801 SOUTH WELLS STREET · CHICAGO

Nationally Distributed

FOLDWELL SPLIT-COLOR IS STOCKED AS FOLLOWS

<i>Book Cover Writing</i>	{	TAN AND WHITE	}	22 x 35 - 57 lb.
		INDIA AND WHITE		25 x 39 - 103 lb.
		GREY AND WHITE		26 x 41 - Heavyweight Cover
		SEAFOAM AND WHITE		



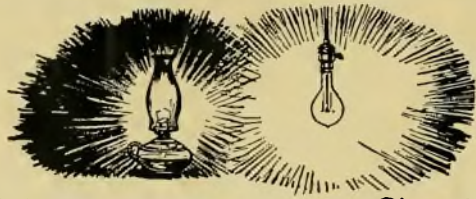
A specialized organization trained to the highest degree of accuracy

STANDARD RATE & DATA SERVICE

The National Authority

*Chicago
New York
Los Angeles
San Francisco
London*





Kansas City, Mo.

77% Gain in Sales Marks 52nd Year in Business

Cribben & Sexton use Chicago Tribune space to Merchandise More Universal Stoves

Every advertising salesman encounters this line of talk:

"Young man, this was a successful concern before you were born. We have never done any advertising, but our factory is busy year in and year out. Dealers buy our product on its merits. We pay our profits out in dividends and we don't need any smart ad man to tell us how to pay them out for white paper or blue sky."

There are many splendid businesses which have been built without advertising. But the experience of Cribben & Sexton shows that past triumphs are

no more an answer to the story of this great business force than the excellent qualities of the horse or the kerosene lamp counterbalance the advantages of the automobile or electric light.

Cribben & Sexton, manufacturers of Universal Stoves and Ranges, began business in Chicago half a century ago. They have warehouses in five other cities from which their dealers, scattered from coast to coast, are supplied. In New York, as well as in Los Angeles, this old Chicago firm is a big factor in the stove business.

One year ago, however, Cribben & Sexton undertook to stimulate sales throughout The Chicago Territory (Illinois, Indiana, Iowa, Michigan and Wisconsin) by means of Chicago Tribune advertising. A page a month in The Sunday Tribune was contracted for. Based on this campaign, an intensive effort was made to secure dealers in the 502 major towns in each of which The Chicago Tribune reaches one-fifth or more of the families.

In one year, Cribben & Sexton increase their dealer organization by 43%

This drive began on July 1st, 1923. Cribben & Sexton then had 565 dealers in these five states. Today, after one year of Chicago Tribune advertising, they have 807 dealers, a gain of 43 per cent.

Furthermore, the old dealers have sold more Universal Stoves than they ever did before. During the year 1923 Cribben & Sexton sales outside The Chicago Territory were 6 per cent greater than in 1922. But in the five states of The Chicago Territory (where Chicago Tribune advertising was behind the salesmen and behind the dealers) increase in sales was 77 per cent.

What Cribben & Sexton think of Chicago Tribune advertising is evidenced by their assurance to dealers that 13 more pages will be run during the next year under a non-cancellable contract with The Tribune.

The kerosene lamp gave light, but the incandescent bulb gives more light, better light, and instant service. The horse has worked loyally for mankind for centuries and centuries, but he can't keep pace with the automobile. Impressive successes are possible without advertising, but no man knows the real possibilities of his business until he has geared to it this tremendous stimulating force.

SALES

In Chicago Territory

1922 - After 51 years 100%

1923 - 51 years plus Tribune Advertising 177%

Outside Chicago Territory

1922 100%

1923 106%

Ask a Tribune man to call and tell you the vast prestige of The Chicago Tribune, won by 77 years of success and of advertising in this community, can be fitted into your merchandising problems. There is more to Chicago Tribune advertising than the mere purchase of space. We recognize the vital and strategic positions held by jobbers and dealers. We look upon advertising not as a separate entity in itself but as a force to be closely co-ordinated with selling.

Chicago Tribune men are familiar with merchandising as well as with advertising. They have conducted sales campaigns in The Chicago Territory for various lines of business. From repeated contacts with wholesaler and retailer, as well as with manufacturer, they know how to get maximum value from advertising dollars. You place yourself under no obligation in asking a Tribune man to call. You may find, as Cribben & Sexton did, that The Tribune has something worth while to tell you.

807 Universal Dealers listed on this page - a gain of 43% as a result of One Year of Chicago Tribune Advertising

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

The Tribune's 1924 BOOK OF FACTS on Markets and Merchandising is now ready and will be mailed free of charge to any selling organization requesting it on business stationery