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Advertising & Selling

OCTOBER 16, 1920



Color Advertisers In The Chicago Tribune

Color advertising is now being sold for 1921 in the "Blue Ribbon" Fiction Section of The Chicago Sunday Tribune. It is available in page units only and in three positions—back cover, center spreads in four colors, inside back cover in two colors. The back page has been purchased for one year by the following four advertisers, each taking 13 pages running every fourth week.

Vivaudou
Kirk's Jap Rose Soap
Schoenhofen's Edelweiss
Brooks Appliance

Each of these advertisers has expressed appreciation of the results obtained from their color pages in The Tribune.

Center spreads and inside covers still available also mean preferred position and distinctive presentation to more than 700,000 families and therefore insure unusual results.

The Chicago Tribune
THE WORLD'S GREATEST NEWSPAPER

Write For The Chicago Tribune's 1920 Book of Facts

THE NEW YORK PUBLIC LIBRARY
 ASTOR LENOX TILDEN FOUNDATION
 455 FIFTH AVENUE
 NEW YORK, N. Y.

McGraw-Hill Publications
McGraw-Hill Company, Inc.

1230 AVENUE AT 36TH STREET, NEW YORK CITY

ENGINEERING RECORDS
 ELECTRICAL ENGINEERING
 MECHANICAL ENGINEERING
 CIVIL ENGINEERING
 CHEMICAL ENGINEERING
 METALLURGY
 MINING
 ARCHITECTURE
 JOURNAL OF EDUCATION
 JOURNAL OF RESEARCH
 JOURNAL OF THE AMERICAN MEDICAL ASSOCIATION
 JOURNAL OF THE AMERICAN PHARMACEUTICAL ASSOCIATION
 JOURNAL OF THE AMERICAN DENTAL ASSOCIATION
 JOURNAL OF THE AMERICAN SOCIETY OF MECHANICAL ENGINEERS
 JOURNAL OF THE AMERICAN SOCIETY OF CIVIL ENGINEERS
 JOURNAL OF THE AMERICAN SOCIETY OF ELECTRICAL ENGINEERS
 JOURNAL OF THE AMERICAN SOCIETY OF MECHANICAL ENGINEERS
 JOURNAL OF THE AMERICAN SOCIETY OF CIVIL ENGINEERS
 JOURNAL OF THE AMERICAN SOCIETY OF ELECTRICAL ENGINEERS

August 17, 1920

Mr. Charles Savage, Treasurer,
 Sterling Engraving Company,
 10th Ave. & 36th Street,
 New York City, N.Y.

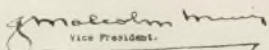
Dear Mr. Savage:-

The Ben Day color engravings which you recently made for the front cover advertisements of the General Electric Company for some of our journals, are of such a high standard of excellence that I would like to express to you our very real appreciation of the character of this work.

We are very much pleased with the general service and quality of the work which you are doing for us. Taking into consideration the fact that you are making all of the engravings for ten of our publications, it is really remarkable that there is such a universal expression of approval of your work among our editors, business managers, salesmen, and advertising service men.

Mr. Ehrsman, the manager of our Engraving Department, has often remarked that because of the character of the service which you are rendering, he has very few of the worries which ordinarily go with such a position.

Very truly yours,


 Vice President

The STERLING ENGRAVING CO. NEW YORK

Very few of the worries
 which ordinarily go with such a position." ¶ What a world of meaning—and of relief, for the man who buys engravings—in that simple sentence of Mr. Muir's. ¶ If you have ever felt (for cause) that the engraving end of your business is difficult, uncertain, hard to handle, try Sterling *once*—and learn what we mean when we say "Sterling Service produces Sterling Results."

THE LARGEST ENGRAVING HOUSE in America, its great volume of business permits the installation of the most up-to-date equipment and the maintenance of a great force of the most expert men.

TWIN PLANTS—one uptown, the other downtown—work day and night, assuring real speed when a job is wanted quick!

A SYSTEM, the development of 17 years of progress, guarantees the same careful attention to small orders as to large ones.

CALL A STERLING REPRESENTATIVE, when you have a hard job and learn the meaning of "Sterling Results."

Process Color ~ Line ~
 Ben Day ~ Black & White



Twin Plants
 200 William Street
 10th Ave. at 36th St.

Fort Worth Star-Telegram

Net paid circulation

average six months ending September 30, 1920

78,475

as per statement to Postoffice Department

a gain of

6,219 over statement April 1, 1920

12,961 over statement October 1, 1919

notwithstanding greatly increased subscription rates

Largest Circulation in Texas

Nearly three times as much as the next Fort Worth paper

Circulation now

over **75,000** daily

over **90,000** Sunday

National Advertisers

will find it profitable to use the Fort Worth Star-Telegram
if they wish to reach the richest section of the Southwest

**No other paper so completely covers this billion
dollar territory**

Write us for Merchandising Survey

Fort Worth Star-Telegram

First Paper in Texas

CHARTER MEMBER A. B. C.

AMON G. CARTER,
Vice Pres. and Gen. Mgr.

A. L. SHUMAN,
Advertising Manager

-confidence!

It is confidence that makes the dollar worth a hundred cents.

It is confidence that gives merchandise its value.

The employer who holds the confidence of his workers is not worried about strikes.

The manufacturer who holds the confidence of retail merchants is not seriously concerned with fluctuations in the market.

Confidence is the basis of commerce.

And the basis of confidence is education.

* * * * *

Advertising has been called upon to do a lot of things in the past few years.

It was advertising that accomplished the Liberty Loans.

It was advertising that made Germany quit.

And now advertising is being called upon to rebuild the confidence of nations;

—to rebuild the confidence between the employer and employee;

—to rebuild the confidence between manufacturer and merchant;

—to rebuild the confidence between the merchant and his consumer.

It is not one great world problem.

It is the total of a number of individual problems:

—your problem;

—our problem.

We would like to talk to a manufacturer who is interested in rebuilding or re-enforcing the confidence of retail merchants.

Do you really know the DRY GOODS ECONOMIST?

DRY GOODS ECONOMIST
239 West 39th St.
New York

* **97%**

of Dry Goods and allied lines are sold on the recommendation of the Retail Merchant. In the eyes of the Consumer he is responsible.

* MADE BY BUREAU

ADVERTISING & SELLING

The National Weekly of Modern Merchandising—Established 1891

J. M. Hopkins, President;
H. B. Williams, Vice President;

ADVERTISING & SELLING CO., Inc.,
471 Fourth Avenue, New York, N. Y.
Telephone, Madison Square 1765-67

M. F. Duhamel, Managing Editor;
Ralph E. Smith, Associate Editor;
George Roosevelt, News Editor.

30th Year

OCTOBER 16, 1920

Number 17

All Wrong at First—Now Selling Strong

How the Rebuilding of an Entire Policy Turned Mediocrity Into Marketing Success

By CLAN McGRALE

WE STOPPED all our advertising in July, 1919, both magazines and direct mail. Not because we thought our forty agents could sell our contractors' equipment without it, but because our sales manager's disparaging criticism forced us to pause. He said the advertising was not getting across and that it was only forty per cent effective, which meant a loss of about forty thousand dollars a year.

His clinching argument was that none of the agents took any interest in the advertising; not one was making it work for him. He pounded the desk and exclaimed that general impression and prestige and the other ethereal things were all right, but that advertising ought to sell our machines.

EVERYTHING SEEMED RIGHT

His ravings were a shock to us and his remarks seemed almost disloyal. We were doing pretty good magazine advertising, we thought. We used good posed photographs. The advertisements discussed mechanical construction. We knew we had better stuff than our competitors, and said so. There was one "upstart" in particular, for instance, who had been gaining on us steadily with his cheaply built equipment and we went after him hard. It seemed shameful to ignore him, and we wrote some pointed copy.

Our direct mail advertising was not unusual—just two or three large

poster folders during the year—but very attractive, and it pulled a lot of inquiries. The periods following the distribution of these broadsides in

Rebuilding the Selling Machinery

ALTHOUGH the identity of the concern and of the writer as well are concealed, the incidents set forth in the accompanying article are accurate in every respect and the case is remarkable enough to warrant the close attention of any manufacturer who may have peculiar marketing problems to solve.

An old firm had long been manufacturing certain kinds of contractors' equipment which had a general distribution throughout the country. It advertised extensively. The impression arose that it was not getting all the results that it should. To discover why was a process that took months from the time the dissatisfaction was recognized. But the trouble was run down and the remedy applied.

The same method is now in use by some other concerns and is advocated generally by the advertising staff of one of the largest popular magazines. Condensing the essentials of the story into a brief time the following article tells what was wrong and how it was righted.

THE EDITOR.

any year were indicated by the high points in the sales curves. These direct mail pieces were in the same tone as the magazine advertisements and none of them left our competitors unscorched. That particularly aggressive imitator was done brown.

When we stopped our advertising we agreed to make an earnest inquiry into our methods from all angles, resuming only when we were satisfied,

no matter what changes we might make. The general manager called a conference of all department heads. We had to admit that our magazine advertising and our direct mail, as we were using them, bore no relation to each other. That was disconcerting. Surely the two forms should be very closely related. Those two complementary facts hit us in such quick succession that we gasped.

Worse than that, neither form seemed to have any real objective. Both were handled in a haphazard manner. Neither was addressed to prospects or took any account of our agents' existence, much less of their connection with us. They, for their part, were so accustomed to having it done that way that it seemed never to occur to them that it might be done otherwise.

Once Shilling, of Pittsburgh, reared up and asked for recognition, especially for permission to distribute the folders from his office. There were other requests of this kind, but we hushed those agents as we would a talkative child. We had been doing it that way for years and we ought to know!

GETTING DOWN TO BUSINESS

"Boys," the G. M. said, breaking into a deep silence, "do you think that advertising really could sell our equipment?" Everybody must have been thinking that for we all started. It seemed barely possible that it

might. "It might get us impression and prestige, too," he added.

"That's what Matt here, our insurgent sales manager, says. Anyway, I'm getting his idea that it ought to have a pre-determined objective. It ought to start for somewhere. That far I'm sold on his scheme."

Joe Patterson, service department manager, broke loose with one of his characteristic observations: "Seems darn simple to me that your direct mail stuff ought to back up the magazine pages! And the magazines ought to open the way for the direct mail. They gotta work together.

"If the magazines go along every month to get this impression you talk about, then the direct mail folders ought to arrive just about the time Mr. Customer is taking a shine to the magazine advertisement. Like Matt says, 'to stir the buying impulse.' You can't do that with cheap stuff riding on a one-cent stamp. Put it across with a punch—a real two-cent-stamp punch!"

We were apt to smile at Joe's explosions sometimes, but here he made us think. He wasn't through yet. "Nother funny thing you said, about the agents not using the advertising. Why don't you make 'em like it! Tease 'em with it! They sell our stuff, don't they? Guess we can't afford to forget that! I'd scramble 'em up with the advertising so they can't get separated!"

The magazines seemed to be the logical starting point for a constructive analysis. We had records for ten years tabulating the returns from magazine advertising. They seemed to be flawless. But here Matt threw another monkey wrench.

"Of how much real value are those records?"

ANALYZING THE RESULTS

We drew back in surprise. "They're absolutely correct," Jim Bennett, our statistician, retorted indignantly.

"Grant that, but the *Carpenter and Builder* ranks highest in your records for direct results, and that's an ordinary, indifferent paper. Here's the *Technical Record*, the

best trade paper in the field, with the poorest showing for direct results. What do you make of that?"

"Well—do you mean," the G. M. asked, "that we ought to cut down the *Technical Record's* space?"

"No! Rather increase it. Here's what I'm driving at. Those records are all right, but they're not fair. Here's some sheets I've fixed up."

His first exhibit was a study of each magazine. Its field, circulation, attitude, particular appeal, cost and some other things were considered.

"What this means," he explained, "is that direct results are not enough to judge a trade paper by. It's very evident that the readers of the *Technical Record* don't mention it when they make inquiries. They're big people; they read more than one paper. We don't mention a magazine or commercial directory ourselves when we make inquiries.

"This *Carpenter and Builder* is a small paper, reaching small contractors and they're more likely to mention the paper when they write, for they probably read only the one and make a lot of it. Now we wouldn't stop our advertising in the big paper no matter what these records show! That proves that we don't believe the records are fair, even if they are accurate. Here's how I've compared them."

He turned over a sheet that looked like Figure 1. His table included eighteen trade papers handled in this way. The 100 per cent publicity value of each paper was divided between general impression and direct results, from a careful study of the magazine. The value of each magazine's field for our product was stated in percentage.

The nature of our relations with the magazine was described. The circulation and its geographical distribution were given as "general" or concentrated in some particular section. The cost was given as that of a full page a month, but in the case of weekly or fortnightly papers the cost was given as that of a full page twice a month.

"Looks to me as though you've found something there, sure enough,

Matt," the G. M. said. "There's a lot more to that than I thought. I'm satisfied that direct returns would be mighty expensive if we took them like they are on our records. Those less get-at-able qualities are worth considering." So our precious records, the last adjunct of our former methods, had a hard fall.

REORGANIZING THE CAMPAIGN

"Now, if you're satisfied that we've been on the wrong track," Matt followed up, "here's my idea of the right way to go about it. In the first place the magazines should aim at the prospect, to sell him or at least make him think. Then our direct mail should follow up the magazines and support them with a direct, selling appeal. Both should be sold to our agents and their organizations so they'll capitalize them to make sales. All three should go together. And they must be laid out together!"

That did not get by without severe criticism. Two or three conferences broke up with no agreement. Then it was decided to lay out the whole plan and pass on it. That worked. When the plan was explained as a whole it was approved. The details were filled in as we went along. A general review of what was done will show the important points in our new method.

An advertising agency which had been handling our direct mail pieces was given the magazine advertising also. That was the hardest thing to get approved and came last, but it should come first here because everything we did was done with the help of this agency. The man who had been working up our direct mail pieces was familiar with our line and that helped a great deal.

FOUR FUNDAMENTALS

The sales manager was expected to lay down the first principles of the new plan. They were:

1—That we would abandon all advertising of the mechanical details of our machines, advertising instead what the machines would do.

2—That all statements would be conservative.

COMPARATIVE VALUES OF TRADE PAPERS—Fig 1

Magazine	Direct Publicity Results	General Impress	Field	Relations	Circulation	Geog. Distribution	Cost	Month or Week
Technical Record	10%	90%	40%	Fine	35,000	Gen.	\$125	Month
Building Review	20%	80%	100%	Fair	20,000	East	180	Week
Dirt Moving News	30%	70%	50%		13,000	South	70	Month
National Contractor	40%	60%	60%	Fair	25,000	Gen.	90	Month
Concrete Construction	50%	50%	80%	Fine	50,000	Gen.	200	Week
American Homes	60%	40%	100%	Fine	40,000	East	125	Month

3—That we would give our competitors no attention in any advertising.

4—That our advertising would be considered a part of our selling effort, inseparable from our field organization.

All the available data on magazine and other advertising was brought together and we made up a general plan for the year, with a detailed plan for four months. The plan for the year was balanced between the magazines and direct mail to get the maximum benefit from our appropriation.

We agreed to keep the catalog within the strict meaning of a catalog and supplement it with good "selling" books which would be distributed from our office. The books for any territory would bear the name of our agent there, thus giving him full recognition, and he would pay the postage. We agreed, also, to make up special folders for enclosures, and add any other helps that would make the agents take an interest in all the advertising.

When we tried to balance the estimates between the two forms of advertising we found that we must use fewer magazines or smaller space, as we had expected. After another pow-wow the number of magazines was cut in half, in order to use full pages once a month or once every two weeks. The magazines were then chosen from the sales manager's studies.

Two folders for immediate use were gotten on the press, and the dummies for the first books were prepared. The magazine pages for four months were made up and sent out. The trade papers were asked to run a supply of reprints of each insertion in advance and we arranged to give one hundred copies of each reprint to each agent. Some agents demand 500 copies now and get them.

HOOKING UP WITH THE AGENTS

We took pains to tell the agents all the details of the plan and to give them advance information about every book or special piece of literature. We offered to use any good photographs they would furnish with suitable descriptions of the jobs and give them full recognition in the advertisements in which their material was used. We paid for any photographs made especially for us. In addition we offered to make up testimonial letters in attractive forms for inclosures. We have tied the agents up to us solidly on advertising, at the same time obtaining so many good pictures and letters that our copy will be fresh for months to come.

We made sure that every salesman in the agents' organizations was on our list for advance information and reviewed some feature of our plan in every general letter to them.

They all wanted the literature to cover their territories thoroughly, and they did remarkable feats in collecting names which they classified according to our system. That solved one of our worst problems. We had been spending a large sum of money every year on our mailing list, but we were never sure that it was good. It had not been classified before, and classifying it was one of the details of the new plan.

With the new lists from our agents we checked up the old list first—throwing out about thirty thousand names—and then began to build it carefully. It is running over one hundred thousand names now and will go to one hundred and fifty thousand when all the new lists have been checked in.

This mailing list is arranged by territories so that we can send an agent a duplicate of any list used for a distribution in his territory. There are always enough imprinted copies of each piece to give him a generous supply for his office. The agents pay the postage gladly. It is cheap distribution for them, and is the most effective use of advertising for us.

STRESSING ACTION PICTURES

We use no posed pictures. Our advertising is written around pictures of our equipment in action, with all the men working and with the wheels turning. There is an appeal in an action picture that is beyond the reach of a retouched posed photograph. We allow no retouching except to take out some particularly undesirable background. The prospect wants to see the equipment at work—with characteristic surroundings.

Looking back upon the beginning it seems remarkable that we made such a radical change in our methods. The whole object of our former method—if it had one—was to convince the reader that we were the only really Nonesuch A-1 Nonpareil concern in the field, and that the bolts and nuts on our machines were inimitable. We fondly believed that any prospect reading one of our advertisements must be impelled to send us an order, or at least an inquiry, at once; and that our records of those inquiries were the last word in scientific handling of advertising. Unquestionably all our competitors were outlaws.

The new method is organized with all the factors dovetailed together for the express purpose of selling our

equipment. Our object is apparent on the face of every piece of copy. We are in business to make money. If we did business before from force of habit we want that forgotten. Our magazine advertising is for general impression, with a bid for inquiries and the copy and pictures are combined to build confidence. The direct mail pieces are unmistakably to pull orders, though they may help with general impression.

All statements are conservative, practical and checkable. Our competitors are forgotten when copy is prepared. We stake our chances on impressing the prospect so favorably that he will almost sell himself before he hears from us or our representative. And then we try to sell in such a high class way that he will appreciate the job.

Thus a general selling policy grew out of putting purpose into our advertising. We insist as far as expedient upon knowing what the prospect expects to do with our equipment. If he is buying too much, or an unsuitable outfit, we try to discourage him. We are not afraid to recommend some other type of equipment if that is best for him. That policy is pretty hard to establish through forty free agents in the States and Canada, but we think it is taking root. We feel sure it will carry us to success, in fat years and lean.

New York State Publishers Organize

At a meeting attended by thirty publishers from all parts of the state, outside of Greater New York, the New York State Publishers' Association was organized on Tuesday at Syracuse, with Frank E. Gannett, editor of *The Times-Union* of Rochester, as president. The association is divided into four zones, with headquarters in some central point.

The officers, in addition to President Gannett, are: First vice-president, E. H. Butler, of *The Buffalo Evening News*; second vice-president, Lynn J. Arnold, Jr., of *The Albany Knickerbocker Press*; treasurer, Gardiner Kline, of *The Amsterdam Recorder*; secretary, Charles E. Congdon, of *The Watertown Daily Times*; executive committee, F. A. Merriam, of *The Mount Vernon Argus*; E. H. O'Hare, of *The Syracuse Herald*; Prentiss Bailey, of *The Utica Observer*; R. E. Bennett, of *The Binghamton Press*, and F. P. Hall, of *The Jamestown Journal*.

Increase in Canadian Bank Deposits

Savings deposits in Canadian banks during August reached a total of \$1,261,641,733, an increase of \$8,471,290 over the savings deposits for July or nearly \$20,000,000 more than the deposits in June, according to the Canadian bank statement for August.

Canadian deposits outside Canada during August were \$356,570,084, an increase of \$8,561,630 compared with such deposits for July.

Making the Concern an Institution

How Bausch & Lomb Did It, Steadily Swelling Their Sales at the Same Time

By HUGH A. SMITH

THE advertising procession certainly is in motion these days. Not so many months ago institutional advertising on the part of manufacturers was regarded as another startling development in merchandising methods, a subject of no little speculation among advertising men generally. Today the term has become so trite that publishers' representatives not infrequently affect an apologetic inflection when resorting to it in conversation.

So many noteworthy campaigns have been launched along these lines that the entrance of the Bausch & Lomb Optical Company onto the stage would hardly seem an occasion for turning the spotlight on them in these pages. The uniqueness of their business, however, the attractiveness and spirit of the copy employed and the facts behind the campaign may offer an idea to some reader of ADVERTISING & SELLING.

We must first establish, as a background for our story, a few facts regarding the company's output, channels of trade and position in their field. Their line is a composite one, including ophthalmic, or spectacle, lenses and instruments, microscopes, Balopticons (projection lanterns), photographic and projection lenses, photomicrographic apparatus, binoculars, range finders and gun sights for army and navy, searchlight mirrors, engineering instruments (suspended since the war) optical measuring instruments, magnifiers, reading glasses and all manner of accessories and miscellaneous optical supplies, including optical glass, of which raw material they were the first successful producers in America.

VARIED TRADE CHANNELS

Their trade channels are correspondingly varied, including the optical jobbing trade, the surgical instrument, church supply, educational, photographic and laboratory supply retail trades, the motion picture exchanges and, in some cases, religious and educational institutions, hospitals and even individual consumers direct, while their military instruments are sold on government contract. For many years they have been consistent advertisers in the

trade, religious and professional press, but only spasmodic patrons of the general magazines.

Their position in the optical world is quite unique. While they have worthy competition in individual

general publicity realized was not worth the cost.

When, for an instance, they advertised photographic lenses in general media, they found the public regarding them as makers of lenses only. The same was true with Balopticons and binoculars. Their one product, eyeglass lenses, with an appeal wide enough to justify general product advertising, could not be trade-marked on the goods proper and were not considered a feasible advertising proposition.

WAR SUSPENDED GENERAL CAMPAIGN

No sooner did the war gain headway in Europe in 1914, than the allies began to turn to the Bausch & Lomb Optical Company for the optical instruments so essential to modern military practices. All attempts at general advertising were then abandoned, not to be thought of again until after the triumphant pandemonium of November 11, 1918, and the movement for industrial reorganization which almost immediately followed it.

During America's participation in the war the Bausch & Lomb Optical Company, already a large plant, had practically doubled their facilities and had been operating on a 90 per cent war production basis. While the cessation of hostilities found them with a number of government contracts to complete and a two years' accumulation of back orders on their books from their regular trade, the company began to realize that they must lay the foundation for a greater future distribution, which would match their greatly increased production possibilities.

Then it was that they turned their attention again to general advertising—but not to the advertising of any product or products, for that had already failed to accomplish the bigger purpose they now had in mind. What they sought was the creation in the public consciousness of a really adequate impression of the extent of Bausch & Lomb's activities and the vital relation of those activities to humanity's welfare. They wished to make the public think instinctively of Bausch & Lomb, whenever it thought of anything optical. They were ac-



PRESTIGE

Bausch & Lomb adopted this medallion as an identifying element in nationalizing an optical goods concern with results that have been highly satisfactory to those directly interested.

The medallion is dignified and significant and is said to have been a big factor in the advertising accomplishment.

lines, there is no competitor in all lines. They have long stood alone in America in this respect, and, since the wartime upheaval in Germany, where they formerly had one overshadowing rival, it is perhaps safe to assume that they are the largest optical house in the world.

Nevertheless, the exact nature and extent of their business has thus far been known to a comparatively narrow circle, confined principally to the professions and trades they have directly served. They have endeavored to remedy this condition from time to time by advertising some one of their products in the general magazines, but with indifferent success. The goods were too technical or too high-priced to interest more than a special class in each instance, and the

tuated by the theory that almost any young man or woman of today may be the user of almost any optical product tomorrow, and they wanted that young man or woman to be educated in advance as to what their establishment could do for them.

That meant the advertising of Bausch & Lomb as an institution, and so their present campaign was planned and put into execution in the fall of 1919.

At the outset it was desired to formulate a slogan, which, associated with every advertising layout, would represent the character and purpose of the industry. Out of this grew a medallion design, bearing the classic features of a prophet peering into the distance or the future, as the concept may be, while beneath appears the legend: "To Greater Vision Through Optical Science—Bausch & Lomb." This slogan, born of several weeks' mental travail, has both a literal and figurative significance. It is literally applicable to practically every product of the Bausch & Lomb line, for in the last analysis there is not a lens or an optical instrument but what contributes to "greater vision" in one form or another.

A supplementary slogan, "Continuous Control of Every Process from Glass Making and Scientific Computation to Finished Product," appears in inconspicuous lettering about the lower half of the medallion's periphery. It is important in that it indicates the extent of the company's operations, in which extent they profess a distinctive claim over all competition.

This medallion was not intended to serve as a trade mark in the commercial sense, although it has naturally been mistaken for such in some quarters. The company has long possessed a registered trade mark of quite a different character, and in designing the medallion the corporate name was purposely omitted to keep the commercial aspect in the background. What was sought was an idealistic emblem which would symbolize the very spirit of the industry and its service to mankind.

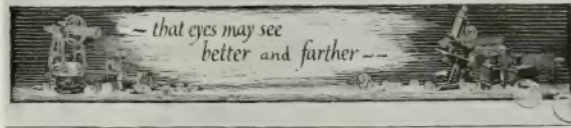
Neither cost nor effort was spared to make the medallion a real work of art in keeping with its high purpose. It was first wrought by a sculptor of no mean ability, and photographs taken of the plaque he fashioned for half-tone reproduction. By this method a much softer and more expressive tone was obtained than would have been possible from a wash drawing. For reproducing in zinc it was then drawn by an artist with a penlight for rendering half-



**When the Halves of the Conning-Tower Meet.
Read the Range — and FIRE!**

Does your line have the accuracy and the range of range of the most perfect and accurate of all great optical instruments in your possession? This is the only "range-finder" which offers a view of the horizon of the range mark, and the target, in a single, unbroken, transparent image. This is the only "range-finder" which is so accurate that it can be used in the most difficult conditions of light, and in the most difficult conditions of weather. This is the only "range-finder" which is so accurate that it can be used in the most difficult conditions of light, and in the most difficult conditions of weather. This is the only "range-finder" which is so accurate that it can be used in the most difficult conditions of light, and in the most difficult conditions of weather.

BAUSCH & LOMB OPTICAL COMPANY ROCHESTER, N. Y.



One of the Bausch & Lomb advertisements centered upon a particular optical instrument, the range finder. It is typical of the entire campaign in that its educational features are well linked up with the institutional.

tone effects in lines, and some very effective etchings have resulted.

MEDALLION IS FEATURED

So much for the medallion. A full-page illustration of it furnished the sole copy for the first advertisement, and it has been the keynote of subsequent advertisements. In all this later copy, as in the medallion itself, the commercial appeal has been entirely subordinated. No specific products are advertised as such. While certain advertisements have been written around certain instruments, it is only done for the purpose of educating the public as to what it owes of safety, comfort and efficiency to the service rendered by those typical products. There are no specifications, no prices, not even any reference to specific catalogs.

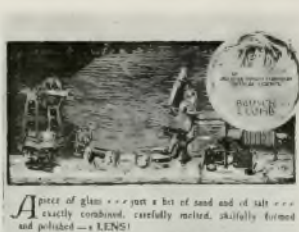
The media employed were selected with several purposes in mind. Quantity circulation was obtained through *Collier's Weekly*, *Literary Digest* and the *American Magazine*. The entire Quality Group were added to reach the class they represent and to gain access to the many libraries and higher institutions subscribing to those periodicals. Because of the peculiarly favorable reaction they had always shown to optical advertising, the *National Geographic Magazine*, *Scientific American*, *Popular Mechanics* and *Popular Science Monthly* were also included. It seems a well-rounded though not extravagant list for the objective outlined. The schedule covers eight successive months. While all of the periodicals are not used continuously during that period, enough are used

each month to reach an average monthly reading public of 18,000,000 people, estimating four readers for each magazine.

The reaction has been most satisfactory. In fact, the initial appropriation was passed for a period of three years, removing the temptation to condemn the experiment on the basis of a first year's showing.

Every reasonable effort is being made to permeate the activities of the establishment with the theme of the institutional campaign and the spirit back of it. The medallion is run on the title page of all catalogs and other publications which will carry it; it is also incorporated in trade and professional paper layouts, in several of which the institutional advertisements are being run contemporaneously with the general magazines.

No definite follow-up to the campaign has been planned for the first year, so far as any intensive link-up with the trade is concerned. The educational character of the copy is not calculated to produce replies, although so many general inquiries have been received that an attractive, illustrated booklet was prepared, to elaborate still further the institutional idea, containing no catalog features, but presenting each line historically and from the standpoint of its service to the public.



In a broad way this copy covers the varied applications of lenses to the service of humanity. As in all the advertisements it carries the B. & L. medallion and slogan. Not as a commercial trade-mark, however, but as the idealistic symbol of optical service.

A new plant magazine for the employees was started at the beginning of the year by the Industrial Relations Department, with the co-operation of the Advertising Department. The medallion is worked into the

cover design of each issue, while on the back covers appears one of the current advertisements each month. In this connection it serves a double purpose, for the magazine, while dedicated primarily to the employees' interests, is also circulated among the more important dealers and other patrons of the company. An article in one of the early numbers explained the nature and purposes of the campaign and urged the employees to follow it closely, emphasizing its importance to them as dignifying their labors in the public mind.

Right here, it seems to me, lies an important by-product of institutional advertising—one which may well prove one of its major possibilities. The crystallization of a company's business ideals or standards of service, and their unqualified declaration to the general public are bound to strengthen the purpose of the entire organization to maintain them. Institutional advertising may be to the conscientious advertiser what a platform of principles is to the conscientious political organization—assuming, for the sake of argument, that there be such.

Guarding always against palpable extravagances, the theme of any institutional campaign, then, can scarcely be aimed too high. "As a man thinketh, so he is"—a hackneyed quotation but, like most hackneyed statements, quite generally true.

Edwards & Deutsch Lithographing Company Acquires Milwaukee Lithographing Company

The Edwards & Deutsch Lithographing Company of Chicago has acquired the plant, property, assets and goodwill of the Milwaukee Lithographing Company, Milwaukee, Wisconsin, for a cash consideration of \$215,500. The plant is located at 2101-2113 Sycamore street, on a lot 350 x 300 feet in the center of Milwaukee's home section. Among the inventory items are \$44,000 of paper actually in stock; \$11,500 worth of ink; \$35,000 work in process, and 9,876 lithographic stones weighing more than half a million pounds. In the machinery inventory are two-color and single color rotary, offset and flat bed presses. The Edwards & Deutsch Lithographing Company has also purchased the offset press equipment of the Pancroft Printing Company, which it will move to Milwaukee, giving the concern thirty presses in all, of which eighteen are in Chicago and twelve in Milwaukee. This nearly doubles the capacity of the Edwards & Deutsch plant.

The Milwaukee Lithographing Company, a pioneer in the industry, having been established in 1852, was sold through an order of the Supreme Court, to permit the satisfaction of an award to minority stockholders of \$60,000 for money unlawfully appropriated by, and \$60,000 for loss of profits through mismanagement of, the majority stockholder, Alfred von Cotz-

hausen. This ends five years of bitter legal controversy.

Announcement has been made by Joseph Deutsch, president of the Edwards & Deutsch Lithographing Company, of the retention, as manager, of the services of August F. John, for the past five years receiver of the Milwaukee Lithographing Company, who has become a substantial stockholder in the company through purchase of stock personally owned by Mr. Deutsch.

Headquarters for both plants will be in



The Edwards & Deutsch Co. Plants

Chicago. The Chicago plant will continue to operate under the name of the Edwards & Deutsch Lithographing Company, while the Milwaukee plant will be known as the Edwards & Deutsch Milwaukee Lithographing Company, thus combining the two and gaining the prestige of both names.

The purchase of the Milwaukee Lithographing Company out of its surplus marks the climax of twenty-five years of steady growth by the Edwards & Deutsch Lithographing Company. From a small beginning it has taken rank with the foremost producers of better lithography. The officers of the company are Joseph Deutsch, president and general manager; Clarence T. Fairbanks, first vice-president; A. A. Failmetzer, second vice-president; A. C. Deutsch, secretary and treasurer, and William B. Bell, superintendent.

Wilson 'Drug Topics' Business Manager

George Wilson, recently advertising manager of the Hanovia Chemical and Manufacturing Company, Newark, N. J., has been appointed business manager of *Drug Topics*. Mr. Wilson succeeds Marvin S. Small, now service manager for the J. R. Mayers Company, New York

Gray With Chambers Agency

Coleman R. Gray, formerly an account executive with Murray Howe & Co., New York, has joined the staff of the Chambers Agency, Inc., New Orleans, in a similar capacity.

Advertising as the Classicists Saw It

There Are Profitable Examples of Selling Science in the Works of Other-Day Authors

By DANIEL L. HANSON

Author of the "Moses Irons" Stories, Etc.

MOUNTED on his Rozinante, Irvin Cobb prances gaily through the pages of a recent *Saturday Evening Post*, tilting cheerfully and freely at the masters of literature to whom we ordinary mortals have paid reverence, lo!—these many years. And, like that earlier Don Quixote, he makes side excursions, during one of which he issues a challenge to that "Excelsior" which most every healthy-minded American lad has shouted at school exhibitions during the last fifty years.

Naturally Irvin objects to the scanty raiment in which the kind-hearted Longfellow sent the hero out into the Alpine climate. Also because he—Irvin—is a member of the Anthony Comstock Society. But it is when Mr. Cobb sends his lance clear through the poet's conception of advertising—its timeliness—that he rises to his greatest success.

"In his nightie the Youth is going through a strange town late in the evening, and in the winter-time, carrying a banner advertising a shredded wood-fiber commodity which won't be invented until a hundred and fifty years after he is dead!

"Can you beat it? You can't even tie it!"

Premature Publicity! Irvin very properly slices at it. All honor to him for ruthlessly swinging the iconoclast's hammer, even though at the saintly Longfellow! We weep as we place the laurel wreath on Irvin's brow. We know our poet was very fond of sitting in his study and using Who's Who in scenery and history alike rather than to cross his own threshold to the nearby lying first-hand sources of information. Thus it was more than twenty years before he saw the ancient Inn at Sudbury where he had placed his greatest poem—though it was less than thirty miles from Brattle Street to that self-same inn. And the Reef of Norman's Woe he never did see though it practically lies in Boston Harbor.

All that, however, we can forgive him, but never that lapse of boosting "Excelsior" a century and a half before its birth. Never!

The question now presses home—how have our other classicists dealt

with advertising and publicity when plotting their novels around that theme? Truth compels us to answer: "Most unfortunately; they have both failed in catching either the spirit—the psychology—or the technique of advertising. And the results have been most painful and ludicrous to their readers."

That is true of our greatest writers; true of our masters of literature both on this side of the Atlantic and on the other. Therefore do we turn with the greatest of enthusiasm, and profit as well, to three notable exceptions, Honore de Balzac, W. D. Howells and H. G. Wells. Reference being had to the three works, *The Rise and Fall of Caesar Birotteau*, *Silas Lapham* and *Tono-Bungay*.

Balzac gave Caesar Birotteau to the world in 1834, having worked on it for many years. The first part—that containing the clearest analysis of advertising, being written probably as early as 1825. Look back and see how much advertising there was in America at that time! The more remarkable then becomes the Parisian's masterpiece and handbook—it is nothing short of that!—of Twentieth Century advertising.

Birotteau, it will be remembered, understood publicity effort before he had anything to advertise. Actually he prepared copy before knowing just what commodity he was going to market. One day he happened to find a book on cosmetics in a book-stall along the Seine River. That was the precipitant which made of Birotteau the greatest dealer of his line in all France.

"Caesar Birotteau's
SUPERFINE PATE DES
SULTANES
and
CARMINATIVE TOILET
LOTION
A Marvelous Discovery!
APPROVED BY THE
INSTITUTE."

Can you beat it? Can you even tie it? And written in 1825!

The copy writer of today can go far before he finds anything better suited for him to read than the advertising literature Balzac had Birotteau prepare. And he will wonder if some of our national advertisers of today have not already quaffed the waters of this spring of inspiration.

"After devoting long nights to the study of the dermis and epidermis of both sexes * * * M. Birotteau has invented two preparations which, from their first appearance, have been deservedly called 'marvelous' by the people of the highest fashion in Paris."

Then this, which gets right down to brass tacks, for the get-under-the-skin selling argument:

"The daily use of the Carminative Toilet Lotion allays the sensation caused by shaving, while it keeps the lips red and smooth and prevents chapping. It gradually dissipates freckles by natural means and finally restores tone to the complexion. * * * It is a preventative of cutaneous affections."

Finally, back there in 1825, Balzac adds the climax to his advertisement:

"To prevent fraudulent imitations, M. Birotteau warns the public that the wrapper of every tablet bears his signature and that his name is stamped on every bottle of the Toilet Lotion."

Shades of Fletcher's Castoria and Mennen's Talcum Powder! This was written in 1825!

But Balzac goes further than to write mere advertising copy, good as it is. Amidst the love scenes and the society intrigues that the book contains there is woven what is possibly the best analysis of a selling campaign we have in all literature. Balzac makes the results of the advertising justify the copy he had Birotteau write. Nor does he strain the imagination in doing that; the reader feels it is the natural result. In the establishment of Caesar Birotteau—back there in 1825, there was no antagonism between the advertising and sales departments, as so often occurs in these days of scientific business ef-

fort, they walked hand in hand to the glory and profit of Caesar Birotteau.

THE INEVITABLE COLLAPSE

The Fall of Birotteau comes from too much politics and too much society. He neglects his business that he may further the social ambitions of his daughter, and the downfall of his business follows as naturally as night does day. But the climax comes with his reinstatement through the good offices of his former clerk, and close follower, Popinot.

And here we have the story within a story. Popinot also has copy ready for the printer. Finally he attaches this copy to Cephalic Oil. It might have applied as well—almost—to any other commodity, but it lifts Cephalic Oil even higher than the preparations Birotteau had featured a few years earlier.

But Popinot goes his master a step farther; he starts in by exposing fraudulent competitors and wins the public's confidence by that bold stroke.

"No cosmetic can make the hair grow. And in the same way it cannot be dyed by chemical preparations without danger to the seat of the intelligence."

Having pointed the finger of scorn at the crooked dealers in Paris, he proceeds to still further win the public's confidence by admitting that he was not the first discoverer of Cephalic Oil:

"Learned research has brought to light the fact that the nobles of older times, who were distinguished by their flowing locks, used no other means than these. Their recipe long lost has been ingeniously rediscovered by A. Popinot, inventor of Cephalic Oil."

Having gone his master one better, he follows him faithfully in calling attention to his signature on each bottle of the oil, then mentions the price: three francs the bottle.

Is it any wonder he recoups his master's shattered fortunes and marries the daughter, Caesarine?

AN ADVERTISING MOTIF

In Silas Lapham, Mr. Howells does not attempt to give the actual copy used by the Bostonian manufacturer of Mineral Paint. Nevertheless, the motif around which the best story of American business life revolves is advertising. The humor comes from Lapham's running counter with his publicity work to the accepted traditions of the Boston of that period—putting its light under a bushel.

Mr. Lapham, awake or sleeping, has one question in his brain: "How can I best advertise Mineral Paint—and where?"

At no time did he give a moment's thought to: "How much is it going to cost?" for he was too experienced an advertiser not to know that the cost was always returned to him—and several fold.

Silas Lapham's strategic blunder of trying to worm his way into Boston society by moving from Rutland Square in the South End to the waterside of Beacon street, is invariably analyzed as a move in behalf of his two daughters. Fond father as was Mr. Lapham—he wasn't a foolish one. The social success of the girls was bound to come when he had piled up enough millions. But he still had to make most of that wealth—and that was contingent on getting into the Boston market, hitherto denied him. He blundered, however—strangers frequently commit that error even in these later enlightened days, by not having his family tree in full foliage before he laid the sill of that new house.

The story, though ending with Lapham down and out, does not leave a bad taste in the reader's mouth. One knows intuitively—even though not an advertising expert—that Lapham came back, goes to higher heights even, by means of the same medium which had boosted him in the first place. The book has many lessons for the advertising student of today—for the expert in that line.

H. G. Wells is not a photographer; rather is he a painter in words as was Whistler in water colors. The on-looker gets the impression of the thing on the page—he does not see its lines and form. The greater the art the greater the effect. And Tono-Bungay is an impressionistic novel, one of the strongest novels in our English language.

The Wimbleshurst chemist, Ponderevo, has discovered two things, Power and a Word. The Power was advertising, the Word was Tono-Bungay. He knew the effect of advertising, had seen it tried and tested out in tens of thousands of instances—for the story is laid in our day. But he didn't know to what he should attach that word Tono-Bungay, to what commodity it should give itself. All he knew was that the Power was going to put the Word in the highest place on the trade map of the world.

Being a chemist his mind naturally turned to his own shelves. Ipecac, quinine, cascara, menthol—hundreds of items, all qualified of being worked on by this Power, advertis-

ing, with the result—as foreordained as the rise of tomorrow's sun—fabulous wealth to Ponderevo. Thus the years passed to the chemist of Wimbleshurst, as the years must have passed for every great soul harnessed to earth, while with its eagle eye it swept the illimitable sky.

Then suddenly—to earth worms of men the movements of genius are always swift—the hoardings of Great Britain are covered with:

+-----+
"THE SECRET OF VIGOUR
TONO-BUNGAY."
+-----+

We are not allowed to know the ingredients of Tono-Bungay—an author owes something to Ponderevo:

"You see," said Ponderevo, "it's nice because of the (here he mentioned a flavoring matter and an aromatic spirit); it's stimulating because of (here he mentioned two very vivid tonics, one with marked action on the kidneys). And the (here he mentioned two other ingredients) makes it pretty intoxicating."

And Ponderevo had started with only five hundred pence in the way of cash capital. That plus his faith in advertising. But after that first confession to his nephew of the ingredients in Tono-Bungay, Ponderevo absolutely believed in it! His own advertising—prepared by himself—built up in him a faith in a deception he had known in the beginning was a fake. Isn't that the supreme test of the effectiveness of advertising copy?

"I saw a man come charging out of Palace Yard, while Tono-Bungay shouted at me from a hoarding near Adelphi Terrace; I saw it afar off on Carfax street; it cried to me again in Kensington High street, and burst into perfect clamour. I saw it six or seven times as I drew near my diggings. It certainly had the air of being something more than a dream!"

Is it at all strange that Ponderevo succumbed to the force of his own advertisements!

+-----+
"HILIRITY — TONO-BUN-
GAY. Like Mountain Air in the
Veins. HEALTH, BEAUTY
AND STRENGTH one."
+-----+

Tono-Bungay was at first a tonic for the inner man—the physical part of him. But quickly did it go beyond those narrow limits; the well needed it; the strong needed it; the poor needed it as of course the rich had from the very first. Seeing

The Print Paper Situation

At the present moment newspapers are making contracts for 1921 at $7\frac{1}{2}$ cents a pound f. o. b. mill.

Prospect of a 7- or 8-cent price is compelling some of our great wasters of print paper to plan to curtail use.

There has been a decided break in spot tonnage—domestic supply being offered as low as $9\frac{1}{2}$ cents mill, and foreign down to $7\frac{1}{2}$ cents c. i. f. New York.

Jobbers with heavy tonnage bought at high prices for a rise are seeking an outlet for their stocks at lower prices than they paid for it.

Continued conservation of use and refusal to buy at fancy prices are now more important than ever.

Newspapers dealing with marginal mills will do well to continue to keep them turning out newsprint. In a few weeks I expect to be able to show them a way to freedom from the grasp of those charging unreasonable prices for ground wood.

JASON ROGERS,

Publisher, New York Globe.

New York, Oct. 14, 1920.

Tono-Bungay flashed across the midnight sky, seeing it flaunting itself under the noonday sun—seeing it at all times and in all places caused additional uses for it to suggest themselves to the public. Letters of inquiry were received, a few at first, thousands later. Would Tono-Bungay do this, would it do that?

Out of that advertised-suggested inquiry grew Tono-Bungay Thistle Brand to remove London fog from the throat. The special brand for Scotland was more than eleven per cent. Quickly followed Tono-Bungay Hair Restorer, Concentrated Tono-Bungay for general purposes—the buyer supplying the water for dilution. Then Tono-Bungay Lozenges, Tono-Bungay Chocolates. These last were strongly advertised "You can go for twenty-four hours on Tono-Bungay Chocolates." "One parliamentarian spoke for four hours sustained on Tono-Bungay Chocolates and finished as fresh as when he began."

Regiments of school teachers, barristers, politicians and revivalists fell for this last appeal. One of the last ventures was Tono-Bungay for sea sickness, with an abortive attempt to interest the Cook Tourist Agency in that special brand.

CREATED NEW USES

The point is that advertising Tono-Bungay diversified its uses—the public nobly and eagerly doing its share. And Mr. Wells shows more astuteness in this understanding of an advertising campaign than do some of us who are devoting our lives to that service.

Ponderevo, like Silas Lapham, understood the value of interesting the public in his own personality. House after house was acquired by him, finally he built two in rapid succession—the public being kept fully apprised by the Press of each detail, and all went to boost the popularity of Tono-Bungay.

The bubble lasted many years, so long as Ponderevo was sufficiently interested in managing his own business to remain under the influence of his own advertising. The very moment he ceased to be that the fortunes of Tono-Bungay started from the top of the toboggan.

When the advertising of the Tono-Bungay preparations failed to get under the skin of Ponderevo it failed to get under the skin of the public. Isn't that the true acid test of all advertising campaigns? Isn't there too much of impatience shown proprietors by advertising men because the client does not "quite like the

copy"? Is it not possible that the best judge—at least a good judge—of advertising copy is the man who manufactures the goods to be advertised?

Mr. Wells closes his story of Ponderevo on Mordeit Island, where the bankrupt has been taken in an airship by his chronicler and nephew. And there the two—the dying and the youth—analyzed the rise and fall of Tono-Bungay, to them something more than a quack decoction, an actual personality built up by their own advertisement.

"Death ends all, George?" asks the old man. He hoped for "aspirations."

As the sands had almost run, a little later: "It seems to me, George, always there must be something in me—that won't die."

The nephew who had other interests to hold him—love and music, could not answer this question of the man with the single aim.

But Ponderevo, the dying, came back to this one question again and again—ever with lessening strength

Will Sell Shoes Direct

The success which the marketing by manufacturers of shoes direct to the public met with during the recent sales in various sections of the country has led to the incorporation of the D. C. Disbrow Co., Inc., in Utica, N. Y., an organization sponsored at a meeting of twenty-eight shoe manufacturers, whose object is to distribute their merchandise direct to the consumer.

The Disbrow Co., it is said, will open retail stores all over the United States for this purpose. Dempster Disbrow, president, announced:

"We are merely setting the ball rolling. We already have inducing offers from women's underwear manufacturers and from handkerchief makers to handle their product directly as we propose to do with shoes, and no one can tell where the business will stop enlarging and extending."

Twelve stores are already in operation and another has been secured in Utica. Other places include Paterson, N. J.; Syracuse, Ogdensburg, Watertown, Malone and Saranac, N. Y.

Founder of Paris Garters Dies

Albert Stein, founder of A. Stein & Co., manufacturers of New York, Chicago and Toronto, died Monday in French Lick, Ind. He was born in Germany fifty-four years ago and came to this country in 1884. He lived in Chicago.

National Chain Stores Association

About twenty chain stores of the East have organized the National Chain Stores Association with Alfred H. Beckman, former secretary of the National Wholesale Grocers' Association, as secretary-treasurer and general manager.

Agricultural Engineering Editor for "Successful Farming"

Professor E. W. Lehmann, formerly of the Agricultural Engineering Department,

and speech: "George, perhaps?"

"Aren't you sure?"

Quoting now the nephew: "There I sat, holding his hand tight, and trying to think what seeds of immortality could be found in all his being, what sort of a ghost there was in him to wander out into the bleak immensities."

But the reader who has followed closely the illuminating book knows what George, the nephew, did not know. Knows what the ghost was that found its way through the bleak immensities. It was the soul of the born advertiser.

The same soul appears in Caesar Biotteau, in Popinot, in Silas Lapham that winged its way that night from the clay of Ponderevo. Such a soul has charted the entire universe, it carries the key which unlocks all doors—even that last of them all.

These three books deserve more than a place on the shelves of the business man's library—their psychology should be his to draw from freely.

Missouri College of Agriculture, is now serving on the staff of *Successful Farming* as Agricultural Engineering Editor.

Urges Gross Sales Tax

The gross sales tax, as a substitute for the excess profits tax and high surtaxes on incomes under the Federal Revenue Act, commanded the consideration of a large gathering of business men at the Broadway Association meeting Thursday at the Hotel Astor.

Authorities on the subject spoke and answered questions relative to these taxes, and at the same time presented the merits of the gross sales tax; also pointing out the great advantage which will result in reducing the high cost of living when such a tax is put upon the statute books.

U. S. Rubber Combines Boot and Shoe and Mechanical Divisions

The United States Rubber Co., which heretofore has operated its business in three separate divisions—the United States Tire Co., the boot and shoe, and the mechanical goods divisions, has consolidated the two latter under the management of Homer E. Sawyer, a vice-president of the company, and long head of the boot and shoe division. George H. Mayo has been made general sales manager of the consolidated divisions. C. C. Case remains in charge of sales for the mechanical goods branch of the new division's business. Elisha S. Williams, who has been head of the mechanical goods division, on account of poor health, has been granted an indefinite leave of absence.

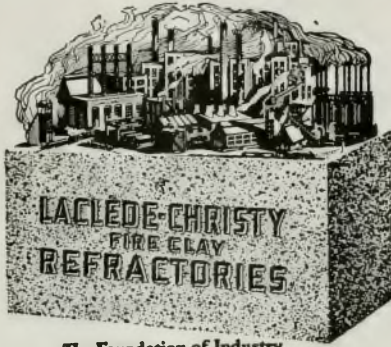
W. C. Freeman Associated With Howard Co.

William C. Freeman, popular New York advertising man, is now engaged in free lance advertising work at 117 West 46th street, New York. He is associated with the E. T. Howard Co. at the same address, through which agency Mr. Freeman is placing his accounts.

Collier's

THE NATIONAL 'WEEKLY'

5¢ a copy



The Foundation of Industry

Laclede-Christy and Collier's

Laclede-Christy is using Collier's as the backbone of its advertising campaign, in general publications, for fire clay refractories.

Read Collier's

Agencies to Use Standard Order Blank

A standard order blank, eight inches by ten, carrying on the back twenty-five standard conditions adopted by the American Newspaper Publishers' Association, Periodical Publishers' Association, and Associated Business Papers, Inc., in co-operation with the American Association of Advertising Agencies, is about to be issued for universal adoption by advertising agencies.

This noteworthy advance in the mechanics of advertising is the result of the movement inaugurated in the summer of 1918 when a committee of the American Association of Advertising Agencies took up the problem. Contract blanks, order forms and various data from eighty members of the association were obtained. The blanks were examined and their characteristics tabulated. An attempt was made to get one form that would be reasonably practicable for all those different agencies, and that at the same time would meet the requirements of publishers. So far as the face of the blank was concerned, the work was done and the form was ready to be issued in October, 1919. However, this did not include revision of the "conditions" on the back.

At the suggestion of publishers the additional work was undertaken of a formulation of "standard conditions" that should govern all advertising contracts and orders. This meant the writing of a code of practice. It required serious attention and a large amount of time.

The committee of the American Newspaper Publishers' Association included Hopewell L. Rogers, chairman; Charles A. Taylor, Jr., Thomas R. Williams and Lincoln B. Palmer.

The committee of the Agencies' Association, which conferred with this committee in New York, consisted of Newcomb Cleveland, chairman; Collin Armstrong, John P. Hallman, H. A. Lebar and James O'Shaughnessy.

There were conferences and correspondence also with committees and officers of the Periodical Publishers' Association, John Adams Thayer, executive secretary; the Agricultural Publishers' Association, Frank B. White, managing director, and the Associated Business Papers, Inc., Jesse H. Neal, executive secretary.

In a spirit of accommodation and by the exercise of patience, a result was finally reached and a set of twenty-five "standard conditions" was mutually agreed upon. These conditions are believed to be equitable to all parties concerned, publishers, advertisers and agencies. However, they are not claimed to be perfect and they are not final. They constitute a starting point. The idea is to have them in use for a year or two, after which time, or whenever it seems desirable, further joint conferences can be held with a view to revision of the wording, and adjustment of any matters that may seem to require attention.

The blanks used by members of the American Association of Advertising Agencies will have a distinctive appearance, including horizontal rules across the top and bottom, but the wording of the conditions on the back will be exactly the same as in the case of agencies not members of that association. Identification of the blank itself will be by the phrase, "Form 'A'" and the year, "1920", which will appear prominently in upper left corner of face and back.

The hope has been expressed that in order to make this standardization move-

ment a success all publishers will require all their orders to be given on these blanks, for the sake of uniformity and to avoid discrimination, and more especially for the labor-saving result in their own offices. It is obvious that if orders come on uniform blanks they can be examined more quickly and will pass through the office more smoothly and with less liability to error than if accepted on blanks of all sizes, shapes and styles of arrangement.

Merchant Tailors Organize—To Raise \$500,000 for Advertising

Sponsored by a group of business men prominently identified with the wholesale woolen and trimming industry and leading retail dealers, there has been organized the Merchant Tailors' National Service Bureau.

In a statement issued by E. A. Binoeder, managing director of the bureau, explanation of the fundamental purposes of this unique organization is made as follows:

"Prior to the establishment of this bureau, investigations which I conducted throughout the country, developed the fact that the merchant tailors were deplorably unorganized in comparison with other industries. There appeared to be no centralized, unified effort on the part of the various interests involved to do the things essential to place their business upon a stable basis.

"The Merchant Tailors' National Service Bureau plans to conduct a country-wide advertising campaign with the object in mind of presenting to the general public the true facts regarding the merchant tailoring industry. The bureau will also endeavor to improve labor conditions in the industry by means of an educational campaign among its members and their employes aimed to eradicate the evils incident to under-protection which has handicapped our particular trade just as it has other enterprises.

The national advertising campaign will be financed by a contribution from every jobber and dealer member in the industry, based on the amount of annual sales. It is conservatively estimated that \$500,000 will be raised in a comparatively short time, according to evidences of support which the bureau has already secured. Newspapers and magazines will be used principally, and these paid advertisements shall set forth facts and figures which the representatives of the merchant tailoring industry have long felt the public should be thoroughly familiar with.

Members of the following organizations have thus far joined forces with the bureau: National Woolen and Trimming Association, National Association of Merchant Tailors of America, Pacific Coast Merchant Tailors' Association; Merchant Tailors-Designers' Association and several smaller units. Temporary headquarters of the bureau are in the Ward Building, Newark, N. J.

Rowe Stewart Outlines A. A. C. of W. Work

At a reception and luncheon in his honor at the New York Advertising Club on October 7, Rowe Stewart, president of the Associated Advertising Clubs of the World, in an impressive, concise address, outlined the comprehensive work of the

association, telling of several innovations to be started this term and urging the co-operation of every advertising man.

After explaining the organization and functions of the various committees, Mr. Stewart told of the inauguration of district conferences such as the recent Iowa-Nebraska-Kansas convention at Des Moines. Under the direction of vice-presidents one is to take place in Atlanta and another in Baltimore. On October 21 and 22 a conference of the advertising clubs of New England will be held at Boston. Mr. Stewart mentioned the activities of Vice-President Frank A. Black, who is directing the education committee, and of the committee on finance, which is composed of John Ring, Jr., St. Louis; Reuben Donnelly, Chicago, and Charles A. Otis, of Cleveland. He also told of the new book, "Economics of Advertising," being prepared by Paul Terry Cherkinton for the book publication committee. This committee, which is headed by Herbert S. Houston, made a profit of \$3,000 last year. *Associated Advertising*, Mr. Stewart said, showed a surplus of \$10,000.

Speakers at Business Paper Convention

A feature of the convention of the Associated Business Papers to be held at the Hotel Astor, New York, Oct. 20-22, will be four addresses on the principal departments of publishing. They will take place at the Wednesday afternoon session, the morning session being devoted to an address of welcome by President Samuel O. Dunn and to the report of Executive Secretary Jesse H. Neal.

E. T. Howson, editor of *Railway Maintenance Engineer*, Chicago, will talk from the editorial standpoint; H. A. Lewis, McGraw-Hill Company, New York, the advertising; M. B. Lum, A. W. Shaw Company, Chicago, the subscription department; and Harry E. Taylor, advertising manager *Dry Goods Economist*, on service.

On Thursday morning sessions for the advertising, circulation and editorial men will be opened. Roger W. Allen, Allen, Nugent Company, New York, will act as chairman of the advertising session, and George Griffiths, manager of *Hardware Age*, New York, will be leader in the discussion of "The Development of New Business." M. B. Lum, A. W. Shaw Company, Chicago, is scheduled as chairman of the circulation meeting. The editorial session is to be in the hands of the National Conference of Business Paper Editors.

In the afternoon W. R. Bassett, Miller Franklin, Basset Company, New York, will speak on "The Advantages of a Real Cost System," and will be followed, after a discussion of many topics, by Robert Tinsman, Federal Advertising Agency, New York, on "Advantages of Standardization in Page Sizes, Rate Cards and in Payment and Discount Dates." There will be two sessions, one for editors and one for publishers.

The annual banquet and reception, to which invitations will be extended to advertising and publishing interests generally, will take place at the hotel Thursday night. Sessions for publishers and editors conclude on Friday morning with the adoption of resolutions and the election of officers.

To All Lovers of Good Lithography

TO augment the production of that lithography of character upon which our reputation rests and to maintain that service of which we are so proud, we announce the acquisition of the Milwaukee Lithographing Company, 2101-2113 Sycamore Street, Milwaukee, Wisconsin, which now becomes the Edwards & Deutsch Milwaukee Lithographing Company. The name of the parent company remains unchanged. The general offices of both companies will be in Chicago. Mr. August F. John continues in charge at Milwaukee.

With the added facilities and advantages, by which our capacity is nearly doubled, we ask the opportunity to let our work tell its own story to these lovers of good lithography whom we have not served. To our patrons whose encouragement and inspiration have made our progress possible we express our deep appreciation. We can only say that we shall keep the faith as we have always kept it.

Edwards & Deutsch Lithographing Co.

JOSEPH DEUTSCH, President

Chicago, October 8th, 1920

Art and Utility in Advertising

Beauty, Especially If Feminine, Has Its Part to Play in Selling

By E. McKENNA

EVERYONE knows about the thing of beauty being a joy forever. But the further added simple declarative of the poet, that "Its usefulness can never fade into nothingness," seems to have been overlooked by all save the advertising man. He has learned the practical utility of beauty and in his field disseminates its charm with unflinching activity.

The scientist tells us that nothing is ever lost; that things that are worn out in one shape assume another. The advertising man takes a leaf out of his book and applies its wisdom to his own activities. He finds a beautiful picture, for instance, the range of whose usefulness, except as a piece of property, is limited to the comparative few who see it in a private collection or public gallery.

He transfers its field from private to public uses purely as a utility factor in advertising merchandise and by so doing disseminates its power or charm, or whatever other characteristic gave it potency in beauty, through that floating multitude we call the public.

It may not be true that great artists are employed directly in advertising, but their work, after having fulfilled the purely egoistic function of the art patron and flattered the instinct for conspicuous consumption, finds its way into the view of millions of widely scattered business men and plain folk through the medium of advertising.

The progress of contemporary art to the "plain people," scattered afar in factory, farm and town, is simple and direct. It is harnessed to the car of utility and the harness is advertising.

ARTISTS WHO CONTRIBUTE

Lest this general contention should breed the spirit of denial it would be well to produce some evidence. Let us take a list of well-known artists, those whose names are known in the art gallery, the exhibition hall and in magazines and periodicals who keep up a fine standard in illustration and cover work.

Names that come readily to mind in the latter group are those of Penhryn Stanlans, Ralph Armstrong, Earl Christy, Gene Pressler, Charles Williams and Haskell Coffin.

Now the work of each of these men is as familiar to the advertiser and to the receiver of advertising literature as it is to the reader of the highest priced magazine of literature and art.

Then there is another group of artists who have ascended to the pre-eminence of National Academy membership. We will find that lending the letters N.A. to their names has not made them disdain the utilitarian field of advertising. Reproductions of paintings by Thomas Moran, Russell Greene, Carl Blenner, Thomas Blinks and other academicians like the late distinguished Henry Mosler, who was also a member of the French Academy and winner of the first medal ever bestowed on an American by that body, are used to add the appeal of beauty to all sorts of merchandise.

Although the use of beauty in advertising covers the whole range of art subjects, the family scene, the pastoral scene, land and seascape, and the havoc and carnage of war and representations of them are used as back covers, calendars and display cards, the appeal of beauty is intensified for the generality of the advertising man's purposes by narrowing it down to the point at which it is most inciting to the mind and emotions.

Need it be said that that point is reached in pictures of youthful femininity, or to use the casual but effective language of the times—the pretty girl?

TOUCHING A VITAL SPOT

It would appear that the love of beauty is inherent in the soul of man, and if the appeal to this love is strong enough he will not only buy the goods suggested, but they will be associated with it in his subconscious mind long afterwards. That, after all, is only psychic normalcy, as Senator Harding would say. If the appeal to man's love of feminine beauty by some connivance of nature and art is of extraordinary intensity, he stands now as in the distant past to see "the topless towers of Ilium robed in fire."

All this being germane to our natural manner of feeling, it is neither accidental nor irrelevant that

the pretty girl has won her way easily into the best practices of advertising. So we find her "selling" everything through the mail and in counter displays, and it is so arranged that the advertiser can have exclusive rights to her in his territory.

OUT ON THE SELLING LINE

As an example of her use, the picture of a certain young lady in evening gown, by Haskell Coffin, is used exclusively in all the Woolworth stores for display in advertising Lorraine Hair Nets.

Brown's Business College, in Brooklyn, uses the cheerful young Miss with the Lantern, by Gene Pressler, to give the tone of the school to prospective pupils. Avidity, poise, chicness and charm are qualities we associate with the illustration and we feel if we were a young girl that we would like to study at a school whose pupils suggest those qualities instead of tiredness and irritability and eye strain that some people associate with studying school tasks.

A Washington, D. C., department store uses an outdoor girl with a dog, by Earl Christy, to tell of an anniversary sale of Autumn clothing.

"Over the Tea Cups," a picture of two girls drinking tea in a cosy and delightful environment, done by Christy, is used by the Bailey-Farrell hot water supply system, tied up to copy that tells us that a Bailey-Farrell system installed in the home gives the hostess time to entertain friends.

By the use of these and other similar subjects, the mailing envelopes of up-to-date business houses are stuffed with beauty—beauty that makes a first pleasurable impression and copy that associates that impression almost against the will, certainly despite the indifference, with the quality and desirability of the merchandise advertised.

Beauty of a more diffuse kind, the home and pastoral scene painted by artists of national reputation, stuffs the envelope that Senator Capper sends to the subscribers of his farm papers through the Middle West. Senator Capper offers enlargements of the small reproductions as premiums to subscribers.

The subjects are chosen to appeal to farmers and their wives and depict such scenes as "The Road to the Village" and "The House Where I Was Born" and "Bringing Home the Hay," all reflecting the environment and even the details of life on the great productive farming country through which his publications circulate.

All these pictures have been used as covers or as illustrations in current magazines or the art albums of a past day, where presumably they would have remained were it not for the advertising theory that a thing that is beautiful should continue to be useful.

Fisher Joins St. Louis "Globe-Democrat"

H. Clyde Fisher, at one time in the advertising department of the Devoe & Reynolds Company, and more recently connected with the Nast publications, has connected himself with the New York office of the St. Louis *Globe-Democrat* as an assistant to F. St. J. Richards. Mr. Richards in future will have two assistants, Arthur Cornell having served in that capacity for over a year.

Mr. Fisher will for the time being devote his interests chiefly to the *Globe-Democrat* artgravure section.

Red Cross Campaign With Richards

The Fourth Red Cross Roll Call advertising campaign is being prepared and placed by the Joseph Richards Company, Inc., New York City. The campaign consists of a series of magazine and underwritten newspaper advertisements that will appear immediately prior to and during the Red Cross Roll Call period—November 11-25, 1920.

For the underwritten newspaper space a portfolio of twenty-five advertisements has been prepared for use of the chapter publicity committees in obtaining underwritten local newspaper space throughout the country.

The American Red Cross "Greatest Mother in the World" poster, made familiar to the people of this country during the war and borrowed by the British Red Cross in their money-raising campaigns during the last year of the war, has been revised for use in the coming Fourth Roll Call Campaign under the title, "Still the Greatest Mother in the World." Where the war-time poster showed a wounded soldier on a stretcher, the peace-time poster shows a little cripple boy in the arms of the "Greatest Mother" and typifies the peace-time service of mercy rendered by the Red Cross.

A. & S. Important to Lehigh Cement Company

ALLENTOWN, PA., Oct. 5, 1920.

Editor, ADVERTISING & SELLING:

Interesting reading matter and its value to us as advertisers has made your publication an important one in the eyes of this department.—LEHIGH PORTLAND CEMENT Co., Howard Rhode, Advertising Manager.

W. J. Mattimore, Maxwell-Chalmers Advertising Manager

Arthur E. Barker, general sales manager of the Maxwell and Chalmers Motor Car Company, Detroit, has announced the appointment of W. J. Mattimore as advertising manager. Mr. Mattimore was for eleven years with Theodore MacManus, Inc., of Detroit.

Boston "Evening Transcript" Five Cents Saturdays

Beginning October 16, the price of the Saturday issue of the Boston *Evening Transcript* will be five cents per copy. Other issues of the week will continue at three cents per copy. This is said to be the first change in the price of the paper since 1883.

Export Manufacturers Convene

The American Manufacturers' Export Association, convened at the Waldorf-Astoria Hotel, New York, Thursday, was addressed in the afternoon by W. L. Saunders, its president; Dr. R. S. MacElwie, director of Bureau of Foreign and Domestic Commerce; James S. Alexander, president of National Bank of Commerce; W. A. Harriman, Otto Kahn, B. C. Forbes, of *Forbes Magazine*; Julius H. Barnes and John H. Fahey.

At a banquet in the evening the speakers were: Dr. L. L. Rowe, director general Pan-American Union; Dr. Alfred Reeves, manager, National Automobile Chamber of Commerce; Alva B. Johnson, president, Chamber of Commerce of Philadelphia, and Dr. Charles A. Eaton, of *Leslie's Weekly*.

Quantity or Quality Circulation?

The greater number of newspapers in the advertising of their own product—newspaper space—seem to lay particular stress upon the quantity of their circulation. A very good argument, if a newspaper's circulation has other things to represent it besides a quantity.

In most instances, however, there is not a word about the quality or buying ability of their circulation; quantity circulation, that is the beginning and the end—the entirety of their argument.

To our mind, mere bulk of circulation is not a good selling argument; quantity in itself means nothing; it is what it represents that counts.

In this connection we wish to make two statements: First, The Chicago Evening Post claims no largest circulation; second, The Chicago Evening Post does claim a class circulation.

By class we do not mean either the ultra rich or the essentially high-brow. By class we do mean people who have the quality habit, whether they are purchasing gladstone raiment or shoestrings or newspapers, and who are financially able to satisfy that habit.

They are sensible, comfortably situated people who appreciate the better things of life; with them quality comes first, and while no one is averse to saving, the price with them is a secondary consideration.

These are the type of customers the high-grade merchant likes to see in his store, their patronage is always welcome.

They are financially able to purchase goods of the better class, and that is the only kind they do purchase.

In figuring the ratio of readers to a newspaper we are extremely modest in our claim of over one hundred thousand daily readers of this class.

The class of advertisers one sees in the columns of The Chicago Evening Post tells the story of our type of readers better than any language of ours.

Think what it would mean to reach one hundred thousand of these people daily with the story of your sales offerings. You can do so only in their favorite paper—

The Chicago Evening Post

One of the Shaffer Group of Newspapers

Eastern Representative:

Kelly-Smith Co., Marbridge Building, New York

Western Representative:

John Glass, Peoples Gas Building, Chicago

Getting Results By Intensive Cultivation

Consistent Use of Dealer-Consumer Mediums Pays the Mutual Truck Co.

By R. R. SHUMAN

President, Shuman Advertising Co., Chicago

EVER since the motor truck became a commercial product, publishers of trade, technical and class papers have insisted, with all earnestness, that the Business Press offered the ideal—because the wasteless—market place, to reach both dealer and consumer.

The dealer publications won their case and are extensively used by the truck manufacturers. The distinctively motor vehicle publications, appealing both to dealers and fleet owners, have been granted a large measure of patronage by the truck makers.

However, so far as the writer knows, there is only one truck manufacturer who has had the courage to limit his advertising to the Business Press; supplemented, of course, by the liberal use of local daily papers for his dealers. For this reason the campaign of the Mutual Truck Company of Sullivan, Ind., has been watched with keen interest, not only by truck-builders, but by the whole advertising fraternity.

The initial campaign included an appropriation of \$65,000 for the first year in about sixty-five trade and technical publications, the cream of the heavy-tonnage mediums.

Double spreads and full pages were used in all of these publications except the dailies. The copy consisted largely of an analysis of the "super-specifications" of the Mutual Truck, to prove the right of its builders to their use of the slogan "America's Greatest Truck."

COMPANY SOON OVERSOLD

The result of this campaign was a larger inquiry from responsible business executives than the company was able to supply for some months, resulting in overselling the factory by the end of the fourth month of the campaign.

Inquiries were turned over to the dealers in whose territory they are; making it easy for the dealer to get a start with leading local manufacturers and wholesale merchants, thus paving the way to sales to other prospects.

This was exactly the object aimed at; because the Mutual is a high-priced, heavy-haulage truck; and it

was felt that the best way of overcoming the sales resistance of a new truck at a price higher than all but three of the most famous trucks in the country, was to create active interest and inquiry among the country's Captains of Industry and Trade. For it was believed that these were men who were less swayed by popular clamor and less influenced by first cost than the general truck-buying public.

An analysis of the inquiries received shows that the great majority of letters were signed by presidents, general managers or other executives of well-rated concerns.

It was apparent, too, that the oft-repeated headline "Buy One Mutual and put it into your hardest service" struck a responsive chord; for a large number of inquirers expressed their willingness to make this test and seemed eager to know how soon they could get this machine, and where it was for sale in their locality.

It was believed that advertising in the business papers, which executives read as a business duty, would enable Mutual dealers to sell their entire quota without making a single price concession other than the quantity discount. The experience of the Mutual Truck Company confirmed this hypothesis, as far as it was possible to reach conclusions from an output limited by difficulty in securing materials and parts.

Dealers, and especially those in large cities, were the only "sinners" in the matter of trying to hold out for unreasonable concessions and discounts.

FARM JOURNAL CAMPAIGN

Investigations were set in motion, after the first successes, to determine whether a large enough percentage of country platform scales would accommodate a heavy truck with a 150-inch wheelbase, to warrant a farm journal campaign on behalf of the Mutual truck.

Testimony was somewhat conflicting, with the preponderance of evidence pointing to a worth-while demand for 2½ ton pneumatic tire trucks from large farmers, gardeners and dairymen and from smaller oper-

ators who combine a trucking business with their farming operations.

This conclusion will probably be crystallized into a farm, stock-raising, dairy and produce journal campaign, starting with the "zone" papers in territories in which dealers or branch houses have been established. This advertising will be done over the names of the general and local distributors in the zones covered by the publications.

Similarly, local newspapers are to be used during the coming campaign, the advertising to be run for the dealers on a predetermined allowance of a certain advertising fund per truck bought or contracted for.

Thus, the distinctive feature of the entire Mutual campaign is that of intensive cultivation of specific fields, industrial, vocational and geographical, each piece of copy talking to a specific audience in the language of its own problems.

L. V. Rodda With "American Farming"

Louis V. Rodda, for the past five years circulation manager of *Farm & Fireside*, is now in charge of circulation of *American Farming*, Chicago.

T. M. Cleland Plant Sold

The printing business of T. M. Cleland, New York, has been purchased by the Redfield-Kendrick-Odell Company. It is Mr. Cleland's intention to engage exclusively in decorative work and designing.

Piggly-Wiggly Sales

Gross sales reported by Piggly-Wiggly Stores, Inc., for the month of September were \$3,203,958 on an average operation of 305 stores. Sales for the three months ended September 30 amounted to \$9,301,935, an increase of \$2,290,163 over the June quarter.

Tokio Publisher Dies

Shuroku Kuroiwa, editor and proprietor of the daily newspaper, *Yorodzu Choho*, of Tokio, died there last week. He was 58 years old.

Clock With Stanley E. Gunnison

Herbert W. Clock, formerly with Frank Seaman, Inc., has joined the copy staff of Stanley E. Gunnison, Inc.

Walter B. Snow and Staff Move

The Walter B. Snow and staff agency has moved to 60 High street, Boston, where it is now occupying the entire top floor of the Revere Building.

Chicago—The Central Printing Market



One of the largest and most completely equipped printing plants in the United States

Rogers & Hall Company Catalog and Publication Printers

Artists • *Engravers* • *Electrotypers*

Specialists in the art of Catalog
and Publication Printing for
more than thirty years!

A Printer Is as Good as His Equipment *Plus* His Organization

Our Equipment includes the latest and most efficient time-saving machinery—Linotypes, Monotypes, Color and Rotary Presses, Type-casting Machines, and complete facilities for Binding and Mailing.

Our Organization is composed of men and women who are experts in their work, and who are intelligent enough to realize that your interests are as important as their pocketbooks. That guarantees Quality!

Our Plant is in operation day and night 12 months a year—constantly turning out work for firms all over the United States. That guarantees Delivery!

Our up-to-date labor-saving facilities and the efficiency of our management enable us to take advantage of every possible turn of the market and figure closely on materials. That guarantees a Fair Price!

Thus, we are right on **Quality, Delivery and Price!**

In addition, we offer you every possible help in obtaining catalog compilers, advertising assistance, editors, copy writers and everything else necessary to the promotion, preparation, printing and mailing of your publication.

Rogers & Hall Company

*Catalog and Publication
Printers*

Polk and La Salle Streets, Chicago
Telephone Wabash 3381

Signs That Point to Good Times

You Can Always Tell When Prosperity Abounds
by the Nature and Volume of Advertising

BILL WRIGLEY'S arrows have pointed the way for the advancing business hosts, but it is well known that signboards do not prevent people from getting lost. Some don't believe their eyes. Others believe they can find a better way. Still others forget to take notice of the instructions posted.

There may be nothing attractive about the arrow that has done so much to efface from the public mind a face which used to be forced upon it with frequency. There may be no virtue in a mere directional symbol, as against a trademark, or the idiotic grin of a little green wight in a pointed cap, as against a stalwart countenance smiling through a beard. There may be weakness, rather than strength, in claiming nothing more than that "the flavor lasts"; whereas there is undoubted power in the suggestion that an exercise, supposedly contributing enjoyment, as well as exercise for the facial features, also imparts a measure of tone to the system, infuses what is now called "pep," and helps offset the disturbing effects of bad food, partaken of in haste. Nevertheless even those who do not acknowledge a predilection for chewing gum—and few today will admit a weakness for a more comforting chew—know of "Bill" Wrigley and his gum.

INFLUENCING THE PUBLIC

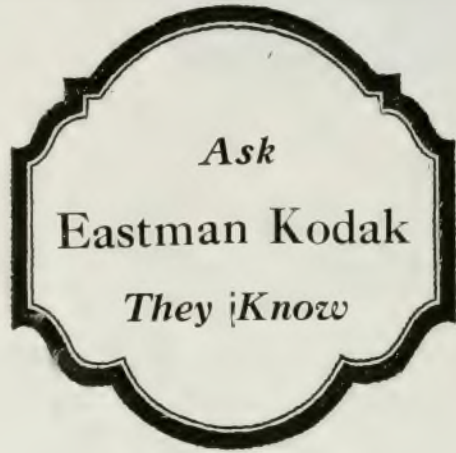
The universal arrow and the persistent antics of the green imps did it. The arrows were everywhere. Then the little green packages bearing the arrows and containing the product to which the arrow pointed came into universal view. Patronage followed as a result of intimate acquaintance with the brand.

It is no disparagement to Mr. Wrigley to say that *enough advertising, of the right kind, will sell almost anything.* Certainly if, as is probably the case, the measure of advertising effort is the measure of determination to move the goods, Wrigley is a shining example of the compulsion that a single will can exert upon the multitude.

Wrigley does not stand alone. There have been hundreds, perhaps thousands, of men and women who have advertised their merry way

across the stage, simply by persistent presentation—advertised their wares into people's stomachs, onto their backs, into their homes, their offices, their stores; cradled them in youth, guided their steps through life, entombed their crumbling bones; advertised their goods around the

world and advertised the people's pennies, dimes and dollars back into their own pockets. Personalities, products personified, faces familiar at every fireside, what a lot of them there are: Dear Aunt Lydia Pinkham, beloved of her sex; the Smith Brothers, of Poughkeepsie, N. Y.; Lord



The ALL FICTION FIELD

COMPRISING

Adventure
Ainslee's
Argosy-All Story

Detective Story
People's
Short Stories

Smith's
The Popular
Top-Notch

Leverhulm, of Port Sunshine; Sir Thomas, who recently visited these shores; our own Henry—but why continue?

Is it not well among the hardy race of world beaters that advertising is a game never called because of rain? Why, then, the curious reflex that seems to regard advertising as a kind of spindrift on the turbulent sea of success?

SIGNS OF THE TIMES

You can always tell when times are good by the excessive amount of advertising that is being done. But the man familiar with advertising

technique, and with its force and effects, often wonders why so few advertisers see that to advertise extensively at such times is to race with the swiftest. If advertising must be sporadic and fitful, why select for periodic outburst those spells of tropic warmth when every other advertiser is doing likewise? Are not the strongest trumps those played after all others are exhausted?

Wrigley, and his kind, have distinguished themselves by not waiting for good advertising weather. They embark upon their own designs at such times and seasons as suit their tastes, and by discounting storms,

tide and adverse winds, somehow manage to weather most anything that comes along.

Because of the Food and Drug Act, Coca-Cola may have less power over the addict than it once had. One lacking experience cannot tell, the probabilities being, however, that it never cast the dreadful spell attributed to it by the envious. And yet the fact remains that the business itself, formerly a cherished oasis in the backward barrenness sometimes coldly ascribed to the South, is now beloved of Wall street and rated publicly in millions. "Father John," possibly a benign cleric and possibly a figment created by advertising, did not despair with the enactment of the Eighteenth Amendment, but paces onward his soft-footed way, suavely assuring the feverish and trembling votary that his medicine contains no poison.

There is something amazingly refreshing about the fertility of these old-timers. They are the Lillians whose perpetual youth entrances succeeding generations. But their untiring persistence, their energy, the indomitable will that keeps them everlastingly at it, fair weather and foul, good times and bad, war or no war, League or no Peace, is the marvel that few sufficiently evaluate.

KEEP ON SHOVELING

"Bill" Wrigley, whose forceful personality has been embalmed by an interviewer, was asked the secret of successful advertising. Wrigley admitted he has made mistakes. One of them was when he first went to London. "My posters were too big," he said. "My big advertisements seemed to shock people, and the traders wouldn't believe that I would send them a box of chewing gum free. I had to tone down my advertising and make an offer that a trader would get a box free on condition that he bought a box. That offer succeeded at once."

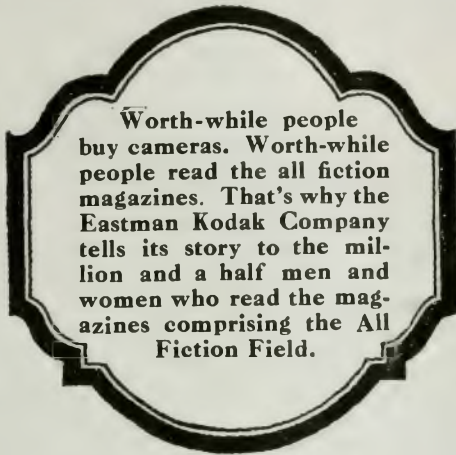
But upon the main point—his "secret"—he said:

"Tell 'em quick and tell 'em often. Advertising is like running a furnace—you've got to keep on shoveling coal. Once you stop stoking the fire goes out."—Publisher's Observations, in *Automobile Topics*.

Miller Rubber Account With Van Patten

Van Patten, Inc., has secured the account of the Miller Tire & Rubber Co., Akron, O., and will handle it through the Chicago office.

Mohawk Firms Consolidate
The Mohawk Glove Corporation, Fulton, N. Y., was merged this week with the Mohawk Silk Fabric Company.



The
FIELD OF GREATEST YIELD

PUBLISHED BY

Doubleday, Page & Co. The Ridgway Company
The Frank A. Munsey Co. Street & Smith Corporation

MEMBERS A. B. C.

The Tribes of the Himalaya Mountains Never Destroy a Picture

This requires paper of great strength because your illustrations will be folded many times.

White is the mourning color of China

and yet some colors arouse resentment in the Oriental mind. Do you know these things—are you choosing your paper so as to overcome superstition and tradition and to create the good will of the Foreign buyer?

Let us make an analysis of your Foreign Advertising from a paper standpoint

Our research work has covered the buying habits of all types of men. When paper is a factor our suggestions will increase the returns from your catalogues, booklets, house organs, mailing cards, enclosures, circulars and letterheads.

Send samples of your Direct Advertising for analysis—give your sales message added power

Research Laboratories

Seaman Paper Company
 1162-208 South La Salle St.
 Chicago, Illinois

PAPER AS A FACTOR IN FOREIGN TRADE



How Chrome Nickel steel made Red Edge shovels the leaders is told in the Saturday Evening Post June 5th

Watch for the next Duplexalite color page in the March 27th Saturday Evening Post

See Goles Phillips at his best in the SCRANTON October Ladies' Home Journal color page

Some Advertisers "Say It With Stickers"

Examples of How Pastors Can Be Used to Merchandise Your National Campaigns

By E. WALTER OSBORNE

"**SAY IT** with 'stickers.'" There's an answer to the problem of merchandising the publications advertising that has been too little considered by the advertising fraternity.

Everyone knows that the thousands of dollars invested in black and white and color pages in the general magazines and the trade journals give the heavy returns that such investments should only when they are thoroughly merchandised out through the trade. The modern advertising manager, or account director is quite aware that his task is not finished when he has laid out effective pages of beautiful illustration and strong copy, placed them with the publications on his schedule and seen them into print, out on the news stands and in the consumers' hands. There is still the dealer to be considered, to be served with a news service of broadsides and reproductions calling attention to the advertiser's efforts in the publications, to be encouraged to tie up with these efforts for the greater glory—and sale—of the product in question.

TO SELLING THE WORKERS

Also, there is the advertiser's salesman and, in fact, everybody in the advertiser's employ to be stimulated, encouraged and taught to recognize the value of the advertising and the

sales work it is doing. Sell the worker on your advertising! Teach the salesman to realize on its help! Those are the slogans of the new wielder of the advertising force.

How?

There are many approved methods that have been discussed in *ADVERTISING & SELLING* before this, and that will be discussed in advertising journals as long as advertising is. Among these, the least remarked, the least written about, the least expensive, the least used, but not, by far, the least effective is the method of the "sticker."

A "sticker" is a poster stamp. It may be of any size to 2½ x 1½ inches or thereabouts. It may be of any degree of elaborateness from a simple scheme of white background with a few lines of black type carrying the message to a work of art reproducing in miniature the color page it refers to. The only essentials are that it have "stickum" on the back and enough type on the front to put across its story—and that it will fit the white space under the signature of a letter written on an ordinary letterhead.

MAKE THEM READ

Its function is to call the attention of the person to whom the letter is addressed to the fact that the user is advertising in such-and-such a

publication and to induce him to read that advertisement. Used by the efficient advertiser, the "sticker" goes on every letter sent out of his office—to be seen by the stenographer who sticks it on, by the executive who signs the letter, by the mailing clerk who seals it up, by the addressee who opens it and by everyone else through whose hands it goes. The important requirement is that it go to everyone to whom the advertiser writes a letter, to his salesmanager, salesmen, dealer customers, consumer customers, and to all his trade associates.

The Wyoming Shovel Works, which recently started a national advertising campaign to sell shovels about which everyone is talking, uses these "stickers" by the hundred thousand. Their "sticker" is simply a little white rectangular stamp with a red edge, bearing a legend in black type, with a red initial and a red date line, and a tiny trademark in black and red. The legend merchandising the *Saturday Evening Post* page for September 25, for example, said:

"Learn the only way to tell a good shovel—in the *Saturday Evening Post*, September 25th."

It was sent out, according to schedule, immediately after the appearance of the August page. It went to everybody to whom the firm had occasion to address a letter. It was seen by everyone in the works who wrote or handled Wyoming let-

ters. It got all of these persons talking Wyoming advertising, impressed all with the prestige and the sales effort of the firm, and insured that most of them would read the September advertisement. Its influence on Wyoming's employes—and especially on Wyoming salesmen, on Wyoming dealers, on everybody with whom the Wyoming Works had business relations was of incalculable value.

OTHER USES FOR "STICKERS"

The agency handling the Wyoming account—Barrows & Richardson of New York—has used these "stickers" on many other of its accounts. The more elaborate "stickers" merchandising Scranton Lace and Wolf-head color pages are shown among the reproductions accompanying this article. Barton, Durstine & Osborn are using "stickers" very effectively

in merchandising the advertising of their big national publications and newspaper campaign for McElwain shoes.

"Stickers" may be used for other purposes than merchandising advertising. The writer has before him a color "sticker" received on correspondence from the Standardization Committee of the National Association of Purchasing Agents announcing that the National Association of Purchasing Agents has adopted the National Standard Catalogue Size in certain dimensions. It makes an attention-compelling postscript that would have been ridiculously irrelevant had it been written in as an actual typed postscript. Advertising for Cinco cigars has been reinforced by correspondence "stickers" that circulate throughout the trade pithy jokes that were tied up with Cinco. A manufacturer who recently had

his shipping department disorganized and deliveries held up because he was moving into a new plant used a "sticker" to show disgruntled customers a picture of the new plant, thereby implying, without the disagreeable necessity of pleading his case in so many words, that he had some excuse for poor service and holding forth an attractively put promise of better service than ever when the moving was completed.

Good "stickers" can be turned out at the rate of 5,000 for fifty dollars. Used to merchandise advertising they drive that advertising home into the consciousness of all those who should be interested in the advertising. There is no national campaign that cannot gain in effectiveness through their use. If you want people to read your advertisement and want to tell them to do so in the best way—say it with "stickers."

Winning Business and Friends Through Tact

Proper Handling of Sales Correspondence Will Win Over Some Very Difficult Customers

By SAUNDERS NORVELL

IT IS hardly necessary to say that letter-writing is an art. Where there is some talent in this line it can be highly developed by practice. A lot of fun can be gotten out of correspondence in business. In these days, in a large business you will probably not meet personally one customer in a thousand, but you will correspond more or less with all of them. Harry Lauder is credited with the statement that the reason for unrest today is because *people are trying to get their happiness outside their work*. When I look back at all the fun I have had corresponding with people I realize that if correspondence is work I have certainly gotten a lot of fun out of my work.

Recently I was talking to one of our salesmen here in the drug business about "selling" letters. He looked at me with a very skeptical expression. He evidently did not believe that a man could be "sold" by correspondence, so I said to him: "*Give me the name of the hardest customer to sell in your territory and I will bet*

you a hat I can bring him to this office by correspondence and sell him goods."

"I'm on," he said, and he gave me

there was nothing doing in the way of an order.

TRYING THE FIRST CASE

I took the name and address of this druggist and wrote him a letter stating that in looking over our books I had found that in former years he bought from us very largely, but I noticed that he had stopped buying and I asked if he would tell us why.

I also enclosed a large-sized, official-looking, properly-stamped envelope, addressed to myself. (Now right here in passing, let me say that whenever you write to any one and ask for information you should always enclose a stamped, self-addressed envelope. Why should the other man pay for a two-cent stamp, as well as devote his time to answer-

ing your foolish questions—do you get it?) Well, in a few days I received a long letter from this Perth Amboy druggist. What he had to say about the way he had been treated by our house was aplenty.

ENJOYMENT

WINNING orders from your hardest prospect and his good will at the same time, by well written letters, after personal salesmanship has failed to move him to action, is no mean accomplishment.

That it can be done and is being done, is shown in this article by Saunders Norvell, acknowledged master-salesman.

Mr. Norvell gets great enjoyment out of all he does—even to the writing of this highly enjoyable and helpful piece of sales "literature." The "fun" he derives from winning hard cases is one of the big incentives stirring him to attain leadership in his busy life.

There is something for all in this fine article.

THE EDITOR.

the name of a druggist in Perth Amboy. Then he told me that this druggist had a grudge against our house—that he had sworn he would never buy from us again—that whenever he called he was treated politely but

When I read that letter I knew I had him, because you can put it down as an axiom that *whenever a disgruntled customer answers your letter he will buy from you again* if you handle him tactfully. The hard nut to crack is the fellow who never answers.

In reply to this letter I wrote that I had carefully checked up all of his complaints and that I found in the main he was right (and he was); that I felt that we owed him not only apologies for the manner in which his business had been handled, but that there was also a credit coming to him on several items that had not been allowed.

Then I suggested that as no doubt he came to town every week, I would like to have him drop in to see me. I also suggested that he call just before lunch time so we could go out and have a social bite together.

I received a letter in reply saying that he would be glad to call and talk over matters. In a few days he dropped in and I took him out with our sales manager to luncheon. We went over all of our differences. We fixed them all up.

We made him the necessary credits but *we did not ask for a dollars' worth of business.*

THE ORDER COMES THROUGH

A few days afterwards I found a large envelope lying on my desk. It was a mail order from this druggist for over \$1,000 worth of goods.

He wrote a short note saying he would try us once more. You may rest assured we filled that order very carefully indeed. Then I wrote our salesman, asking him to please send me an order for the hat and to call on this merchant and he would receive a regular share of his business.

Once I was sitting at my desk in St. Louis when the late E. C. Simmons stopped and picked up a lot of claim papers on which I was working. A correspondence had been going on for some time and there was quite an accumulation of letters, pro and con.

"So," said Mr. Simmons, "all these weeks you have been corresponding with a customer in East St. Louis. For goodness sake, why don't you get on a street car, go over and see him and settle all this controversy?" I took the hint, I went, I cleaned up the claims and I sold the merchant some goods. *Moral: Letter-writing is all right when you have to write on account of distance, but claim men had better make calls and settle claims personally wherever it is possible.*

One day during the war the head of our sponge department handed

me a letter from the War Department asking certain information in regard to sponges. I said to the head of our sponge department at that time: "You probably know as much about sponges as any man in the United States. Now, do not try to sell the Government our sponges but write them a letter and a long letter, and tell them the exact situation today in the sponge business. Tell them what you know about supplies on hand and about conditions at the fisheries. In other words, write such a letter that when the department in Washington has finished reading it they will know the exact situation."

He wrote this letter. It was a

good one. He sent it to Washington and in a few days we received a reply asking if the head of our sponge department would come to Washington to see the War Department. He went and they proposed that we buy sponges for them. We agreed to allow the Government to use our Sponge Manager for a small commission on their sponge purchases. Now here is the joke on us in this transaction—Because our sponge manager was buying sponges for the Government on a commission basis for us, it was not proper for us to sell any goods to the Government out of our own stock.

So while we cleaned up the stocks

WHAT DOES "JOBBER INFLUENCE" OF A NEWSPAPER MEAN?



Third of Continent Traveled by Indianapolis Auto Accessory Salesmen

Indianapolis is one of the largest distributing centers for automotive accessories in the world. Salesmen from the eight larger houses in this city sell \$17,000,000 of merchandise in eighteen states. The buyers in these houses in Indianapolis stock merchandise with which they are familiar. A careful census showed that every buyer of automobile accessories in Indianapolis is a regular reader of The News. The Indianapolis News is almost a national advertising medium. Through its jobber influence it brings sales results far beyond its rather limited circulation radius.

Send for booklet—"Seven Studies in Distribution"

The Indianapolis News

First in America in National Advertising 6 Days a Week

New York Office
DAN A. CARROLL
Tribune Building

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Bldg.

USE NEWSPAPERS ON A THREE-YEAR BASIS

of all of our competitors in the sponge line for Uncle Sam—our sponge buyer had to buy from them—our man could not buy a single pound of sponges from his own house. But let us give credit where credit is due—our sponge man's splendid letter on the condition of the sponge industry led to our becoming, through him, the purchaser for the Government of sponges.

The main thing, of course, in letter-writing is to get your facts straight.

LOOKING IN THE RIGHT DIRECTION

The next thing is to try to put yourself in the other man's place and give him the kind of letter he wants. Anybody with any experience whatever in letter-writing can tell by the letter he is answering a great deal about the person he is corresponding with. If you have a letter from some department of a large corporation written very tersely and very much to the point, answer in the same manner. Large corporations as a rule have not much time for personalities. They resent such injections into a letter. On the other hand, if you have a long, friendly letter from some dealer who has probably bought from your house for twenty-five or thirty years, write him in the same vein in which he writes you, but above all things let me repeat—*first investigate carefully and get your facts straight before answering.*

Then write your letter in just as simple, lucid and direct a manner as possible. Do not try to make your letters too short. Some correspondents have an idea that a very short letter that makes it necessary for your correspondents to guess what you are trying to say is a very businesslike style of correspondence. Tell your full story; then stop.

Recently I asked a man to write to a manufacturing concern which had done a great deal of war business, inquiring if it could manufacture a certain kind of brass can top for us. In its answer this concern went on to explain that it had referred our letter to the head of its machinery department and it had no machines on hand for sale for the manufacture of these tops. I asked our correspondent to show me his letter and I was not surprised after reading his letter that the concern did not know whether he wanted to buy can tops or machines for manufacturing can tops. In other words, he was not clear nor definite.

I remember years ago, according to custom, we billed a retail merchant so many pounds of sheet copper and then so many tinnings at 20¢ per tinning. Now it was the custom

in those days, *while the tinning was on the copper*, to charge the tinning separately. Do you understand? One side of the copper was tinned. This new dealer wrote a letter saying: "I have checked up my new stock order and everything is O. K. except I am short all those tinnings." This letter fell into the hands of a new clerk in the business and he wrote back: "Have you carefully looked into the boxes and the straw for the tinnings, as our packer says that he packed them carefully and he knows they were in the box?"

After these two had exchanged a number of letters on the subject of these tinnings and were getting nowhere and the customer had threatened not to buy any more goods from us unless we credited his account, the correspondence happened to be passed to me and I had a hard time convincing the customer that we should charge him for the copper and also charge him because the copper was tinned.

I also remember where a customer received a front door lock and wrote that this lock was a right-hand lock while his door was left-hand, and please to send a "left-hand" by express. One of our bright young men wrote to him and said we could not fill his order for the "left-hand" unless he would send us the "left-hand" as a sample so we would be sure the lock would fit! Well! We certainly did receive a warm letter from that customer in reply, as he wished the lock for the front door of his new store.

STUDY HANDWRITING

Then the handwriting of a correspondent tells us a great deal. Some people say there is nothing in the idea of judging character by the handwriting. They are certainly mistaken. Of course, judging a person by the hand writing is not infallible, but let me tell you just a few rules to follow. People who are stingy and close almost invariably write small hands. People who are generous as a rule write large hands.

When a person starts a word and writes the letters carefully and then at the end of the word tapers off into just a waving line, that person is usually careless about details and *does not finish his work well.*

People who write an even, steady hand, letters all about the same size, and written regularly, usually have very even, well-balanced dispositions. Almost every person who uses a lot of fancy curlicues in writing is vain.

Natures that sign letters with a scroll under the signature as a rule are proud and formal. Experts at

handwriting can invariably tell when a correspondent has been trained as a bookkeeper and if they have had this training usually they are very careful and thorough in what they do, even if sometimes they devote too much time to small details. They usually get their facts straight.

I had an experience once in connection with handwriting that is rather interesting. At that time I handled all applications for positions from salesmen. A letter came in one day in a very peculiar handwriting. I had had the same stenographer for a number of years and she often laughed at me because I claimed I could judge people by their hand writing. I picked up this letter and as I dictated the reply I said to my stenographer: "The author of that letter is suffering from a severe nervous disorder." She just laughed. In a few days we received a letter from the wife of the author of the letter. She requested us not to pay any attention to any future letters that might come from her husband as he was confined in an insane asylum!

When as a sales manager I was handling three hundred traveling salesmen, I had to write a great many letters. I wished to keep in close personal touch with our salesmen.

I wanted each one to feel that every day I had my eye on him and on his work. Every month I wrote each salesman a letter about his monthly record. Every three months I wrote him about his total for the quarter. Every six months I wrote him on his six months' record. As the majority of our salesmen only returned home once a year, most of our contact was by correspondence.

Now I wish to tell you a secret. Each one of my letters was a personal letter to each salesman, but in order to save time and work I wrote a number of different paragraphs. Each of these paragraphs was numbered. For instance, paragraph number one would compliment the salesman on the increase in his sales. Paragraph number two would criticize him because his business had fallen off, etc. I had all these various paragraphs pasted on a large sheet of heavy paper, but those I used most I put at the upper part of the sheet in the most convenient place.

Then when I dictated to my stenographer with the salesman's report in front of me, instead of dictating each paragraph over and over I simply dictated the numbers. As an example, my dictation would sound like this: "William Jones—2-7-6-5-13" and then I would dictate a personal

(Continued on page 38)

EXPORT ADVERTISING and SELLING

A Department of Foreign Trade Extension Service
Under the Direction of
CYRIL H. TRIBE

A New Dawn Breaks for Far Eastern Trade

Militaristic Policies in Japan; Good Will of China; Export Power of Siberia Outstanding Factors

By THOMAS W. LAMONT
of J. P. Morgan & Company

THE OPPORTUNITY to write or talk on the trade and investment possibilities of the Far East must always come as a welcome one to a man who has had the privilege of going out there and examining at first hand that splendidly fertile field that awaits our tilling. To such a man there is every incentive to use that opportunity to impress strongly upon his fellow business men that there is a region which, if properly developed and encouraged by American business men and investors, bids fair for the long future to be the greatest foreign outlet in the world for American manufacture and enterprise.

MUST CONSIDER ALL ORIENT

Upon turning about, for a change, and facing the Pacific, instead of the Atlantic, we must not look at one country or one region if we wish to understand properly the problems that will await us if we accept the invitation to cross over to the other side; or to estimate correctly the dividends that our venture to the opposite shore will pay. We cannot properly consider one region or country of the Orient without considering them all. We make the error of visiting China alone, or Japan alone, and then of thinking we understand the whole Far Eastern situation, its problems and the solution of them. This is a great mistake. I found that to understand Japan I had to visit China. I learned, after being in China, that to gain its viewpoint I must again visit Japan.

The first step toward building up American trade in the Far East is to secure an adequate understanding of the various peoples over there.

What are their modes of life, their habits of mind, their ambitions, their ideals, if you please?

Let us take China first. I never imagined—until I went out there—a region calling for the products of American industry so strongly as China will call in the next twenty years. Think of the potential demand for railroad materials alone. A great system of railways must be built there, and its inception should

not be long delayed. Those railways will require a fair share of American steel, of American bridges, of American equipment.

NEED FOR BACKGROUND

The country calls for electrical equipment—for all the multitudinous forms of farming implements required in that intensely agricultural land, now cultivating with the rude implements of long ago. China will demand cotton mill machinery on a great scale, and machine-making tools. Then it will require quantities of mining machinery, both for the baser and the precious metals. Finally, these four hundred millions of kindly, honest and highly intelligent people will require, on a prodigious scale, the many domestic appurtenances that American ingenuity has evolved. Don't forget, too, that to keep four hundred million people supplied with moving picture shows will be quite a task, even for Americans.

But mere knowledge of the existence of all these needs isn't enough to make us competent to supply them; neither is the mere accumulation of data as to where to ship, by what routes to ship, how to pack, and through what agencies and in what mediums to advertise—though all that is, of course, highly important. Further than that the American business man who would grasp surely and securely the business opportunities which China is offering and will offer must have some background of economic and political knowledge regarding China to complete his understanding of the present and his prescience of the future.

There must be some meaning for

Mr. Lamont's Message

HIS splendid service in behalf of the Four-Power Chinese Consortium which will bring to the Far Eastern republic financial resources that are essential to its development, that will open its markets and multiply its buying power, have made Thomas W. Lamont probably more familiar than any other living American with the underlying conditions which shape the individual and national commercial policies of our Oriental customers. In this article he discusses these conditions and their inevitable effect on our trade with China, Japan and Siberia.

If we pick as our representatives in the Far East "men who, in thought and action, show themselves typical of the best that there is in American generosity of spirit, of courage, and of kindness"; if we take pains to gain an intelligent understanding of these peoples whom we approach as prospects; if, in our dealings with them, we adhere steadfastly to the policy of the "square deal" we can place America first in the commerce of the Far East.

That is Mr. Lamont's message to the manufacturers of America delivered through ADVERTISING & SELLING.



THOMAS W. LAMONT

him in that Chinese civilization which has been carried on for thousands of years by a people, now four hundred million strong, whose life has been marked by intense industry, by frugality, by intelligence, by love of peace—and at the same time by a religion of fatalism that has had a deadening effect upon the whole race. He must be able to see with understanding the slow awakening of this ancestor-worshipping China, yesterday despised for its lack of progress in material ways by nations who expressed their contempt by boldly appropriating, as if by right, the political dominion of certain portions of China and setting up those baneful "spheres of influence," today rubbing its eyes and opening them to new visions, developing a strong spirit of nationality, and, despite sporadic disorder and occasional setbacks, marching toward stable republican government.

Gradually the European nations have come to realize that the policy

of warship and "grab" in China is outworn, that John Hay's policy of the "Open Door" is the right one, and that they can best serve the interests of their own nations, to say nothing of China's, by stopping the race for concessions and adopting plans of co-operation.

The clearest and most recent tangible evidence of all this is in the formation of the New Consortium for the assistance of China. It was to endeavor to complete this plan of co-operative effort for China that I was asked to visit the Far East last winter. Japan had, for a time, declared that the Chinese provinces of Manchuria and Mongolia should be reserved from the operations of the Consortium, which was almost tantamount to slamming shut that open door of John Hay's. So, to speak in a personal vein, I was asked by the American, British and French banking groups to go out and try to untie the knot. After a long and arduous negotiation, we came to terms, and

the Japanese with great wisdom and foresight withdrew their reservations. The New Consortium of the participating bankers of the United States, Great Britain, France and Japan will thus be formed on the American basis of a free and full partnership, and the results should be of permanent advantage, both in stabilizing economic and financial conditions in China, and in making that land a more attractive field for American trade and investment.

We are in a fortunate position with regard to the cultivation of that field in that, in China's march forward, she is looking to America for her guide, her counsellor and her friend. This is due to several circumstances—the renunciation for almost twenty years of our share in the Boxer indemnity, the fact that we have never sought to exploit China nor dominate any part of her territory, and the work of our philanthropists and our philanthropic organizations which, while other nations have been making profits from their trade with China, have been pouring millions of dollars into the activities of our medical missionaries and the improvement of sanitary conditions in China.

The Chinese are intensely human. Of course they appreciate such a spirit of sympathy as has been shown by America. Of course they give us their confidence. Of course, this confidence is a business asset to America. Of course this confidence should never be abused.

MILITARISM IN JAPAN

Let us turn to Japan, keeping in mind all that we know of China—for, as I have said, we must co-ordinate our knowledge of both countries to interpret adequately either.

It is difficult to discuss the future trade and financial relations of the United States and Japan without considering the political relations. Japan is commercially today under a handicap which I should hardly attempt to analyze if it had not been done for me by the Japanese people themselves. This handicap is the policy of the Military Party, which, of recent years, has been so strong as almost to constitute an actual super-government. The militarists show, by their actions, that they still think that the world is ruled by force. They believe in a mighty army and navy. They are sincerely convinced that Japan's safety and future lie in having a dominating influence on the continent of Asia. In pursuance of this policy their efforts in China and Siberia have placed the Japanese people under a heavy tax burden. But they have done more than that: they

have prejudiced Japan in the eyes of the business men of other nations in whose power it lies to supply Japan's many needs.

Japan would welcome American capital on a large scale to develop her industries. She has a limited supply of coal and is anxious to develop her water powers on a grand scale. She feels sorely the need of building good roads and of constructing new trolley lines. The United States will, as times go on, be in a position to supply a good part of this demand. Our manufacturers can supply much of the machinery and equipment that are needed. Our investment community can supply much of the capital. But at the present time the apparent policy of Japan's Military Party will prevent any such American co-operation on a grand scale. We shall continue to buy Japan's silks and trade with her along ordinary lines, but we shall hardly be encouraged to accept her invitation to co-operate actively in the development of her enterprises until we feel that her Military Party is not going to bring her into additional financial distress. Japan just now cannot afford an ambitious over-sea policy of expansion. Her business men—who believe as we do here in America, that a nation's development, to be sound and sure, must be along peaceful lines of trade and the cultivation of good will—realize this and they are urging the Military Party to be guided by more conservative counsels.

Incidentally, I want to attack the charge that Japanese men of business are sharp and untrustworthy. It is not so. The Japanese business men are not as frank as we are. They want to be, but they don't know how. For generations they have been taught reserve. It is bred in the bone and in the flesh. But I want no more honest man to deal with than the Japanese business man. As far as he alone is concerned the American can well afford to trust him and to enter into important relations with him.

THE SIBERIAN MARKET

I have not spoken of Siberia. I did not get into Siberia when I was in Asia last winter, but at Mukden in Manchuria on my way out of China I was met by John F. Stevens, the eminent American railway engineer, who did such a wonderful piece of war work in Siberia and along the line of the Chinese Eastern Railway.

What he said to me was this: "Mr. Lamont, I have come down from Harbin, a journey of 700 miles here and return, just to spend an hour with you and give you a message to

the business men of the United States. That message is that they must never rest content until in Siberia the door of opportunity is surely kept open, so as to give a free and equal trade opportunity to America and to all the other nations; so as to assist in the development of that wonderful region."

He who had been working in that region steadily for three years, as you know, described to me in sober, restrained language its great resources as an agricultural, a timber and a mining region. "Siberia," he said, "is one of the great granaries of

the world. It has for export great quantities of wheat; hundreds of car-loads of hides are waiting means of export," Stevens declared. The forests are of immense variety and value. With exportable products that can be made available on such a grand scale, it is manifest that, in order to produce these commodities, the very things that Siberia requires are best made in America—harvesting machinery, mowers, reapers, tractors—and then more tractors.

To be sure the Soviets have gained

(Continued on page 40)

No. 3 of a Series on
Personnel



C. C. KLEBER
Secretary and Director of
Distribution

MR. KLEBER was selected by Harry Levey to evolve a system of distribution for the showing of Industrial-Educational films on the regular programs of theatres throughout the country.

The completion of this work marked an important milestone in the progress of the Industrial-Educational film business and made it the efficient medium it is today. Later this distribution system was developed to the point where it is possible to show the film over the entire country in one week in territories selected by the client. Under Mr. Levey's direction, Mr. Kleber successfully directed the distribution of the justly famous film, "Careless America," for the Firestone Tire and Rubber Company which was exhibited throughout the entire United States.

In his capacity as Director of Distribution, Mr. Kleber has made many trips across the country studying conditions and gathering statistics on distribution. He has compiled a mass of data on the subject which is at the disposal of the clients of the HARRY LEVEY SERVICE CORPORATION, and it is experience and information such as his that make Truth Productions so valuable to modern day business.

HARRY LEVEY
SERVICE CORPORATION

Producers and Distributors of
Industrial Educational Films
NEW YORK CITY

Temporary Offices: 1662 Broadway
Studios: 230-232 West 38th Street

Helping Our Export Trade to Grow

How the Work of the Department of Commerce Can Benefit All Who Seek Profitable Foreign Business

By J. W. ALEXANDER

Secretary of Commerce of the United States

MEN GO into business to make money. In connection with almost every new enterprise the promoters endeavor to convince prospective investors that there is money in it. Without profit as the goal there would be very little incentive to invest money. So in speaking of foreign trade as a national asset of the United States, we shall first of all examine the records and see for ourselves if the effort is worth the result. These are days of big money. We speak of millions today, where yesterday, thousands would attract attention.

What do the official statistics disclose? Simply this: during the fiscal year ending June 30, 1920, American goods were shipped abroad to the value of \$8,111,000,000; \$2,364,000,000 was our total in 1914. Is not this a very satisfying sum of money when it is realized that but a few years ago export trade received very little consideration from the average American business man. Export trade of such an extent is an entirely new sensation to American business.

How many men, how many factories, how many acres of land were employed to produce what the fiscal year total represents? What would happen to these same men, factories and farms were this business suddenly taken away?

RELATED TO GENERAL WELFARE

Up to the present time the average producer, little or big, has not appreciated the true relation of foreign trade to the welfare of the country as a whole, has not realized how he personally would be affected should the avenues of export be lost through neglect or the better selling organization of a competitor.

Now, however, I feel convinced that America is waking up. I am influenced in this decision by the changed tone and character of the trade inquiries reaching the Department of Commerce. Where formerly most of the requests for information came from seaboard cities, and from established export houses in those cities, we now are receiving inquiries from far interior points; serious for-

foreign-trade inquiries from manufacturers who but a few years ago would not be induced to consider, much less enter, export trade with any kind of persuasive argument. I think this means that the lessons of the war have been forced home—that the whole business community is now beginning to view foreign trade in its true light. Business men individually are just beginning to realize the stabilizing qualities of well-established foreign outlets. It required the cyclonic effects of the war to turn the trick, to make men realize that properly cared for foreign markets provide the one certain insurance against complete disaster at home. In different countries the climate varies, so does the demand for goods. It is extremely unlikely that business will be at a standstill all over the world at the same time under normal conditions. If trade is bad in one section of the world, it may be brisk in another. Consequently the American manufacturer with well-established trade connections in the important markets of the world can look with complacency upon periods of dullness at home. He can keep his plant going and his men employed, for if he has given proper

attention to his export department, certainly somewhere in this great world there will be traders in need of his wares.

The existing uncertainty in domestic trading circles has helped to open the eyes of business men to the virtues of export trade. For the first time in many years have we witnessed the practical closing down of certain industries. It is said that this condition is due mainly to lack of confidence in the stability of prevailing prices, which is doubtless true. It is also said that this is only a temporary condition which will soon blow over. Be the cause what it may, it certainly is true that business has been slack in this country, especially in certain lines, for some time. On the other hand, foreign trade has not fallen off in proportion. July exports were valued at \$654,000,000 against \$631,000,000 in June of this year, and \$569,000,000 in July of last year. Exports for the seven months' period ending with July amounted to \$4,902,000,000, an increase of six per cent over the exports of \$4,626,000,000 in the first seven months of last year.

During August both imports and exports decreased somewhat, but this has been expected for a long time and on the whole is not considered a bad sign. Despite the decline, our excess of exports over imports during the month was \$65,000,000.

OUR EXPORT BULK GROWING

Of course, it is realized that the purchasing power of money has decreased and that increased valuation in exports may not necessarily imply greater export quantities. Nevertheless, in speaking in dollars, and I think it is those same dollars which interest the average man of business, exports have increased, and more money, or the equivalent of money, has flowed into the pockets of the exporting element of American business.

Considering the appropriations made available to the Department of Commerce for export trade promotion work, I feel very proud of the achievements of the Bureau of Foreign and Domestic Commerce. Un-

World's Doors Open to American Goods

When the wartime buying fever abated American manufacturers were strongly entrenched abroad. Each branch thus established becomes the base of further extension into adjacent territories to be won in the future. It is not too late for American manufacturers to follow through the goods they know were sold abroad.

It is true that the big opportunity has passed; that what might be termed the "bonus day" is gone, but markets are still open—the advertising has been done.

This is the idea to be thought over carefully now AND ACTED UPON.

The premium to be paid for foreign trade success now is low compared with what it will be in future years.

der many handicaps, constantly harassed by lack of funds, it has pushed ahead in a determined fashion. I do not mean to even imply that the Bureau of Foreign and Domestic Commerce is not now an effective going organization because of lack of funds, for it is really a smooth-running, result-getting machine at this very moment. I simply wish to emphasize the fact that I do not believe sufficient importance has been attached to foreign trade as a national asset by some members of Congress. It is true, however, that members of Congress from interior points, like the manufacturers and farmers in the same districts, are beginning to look upon foreign trade in its proper light, and in coming years the American business man and the producers of wheat, corn, tobacco, cotton, live stock and the hundreds of other products of the soil and factory which go to make up our export total, will doubtless have little complaint because of lack of money with which to collect the information necessary in competing with the more experienced traders of other countries.

As the Bureau of Foreign and Domestic Commerce is the fountain-head of official foreign-trade information in this country, we might cover its organization briefly. The Bureau got its start in 1912. It was a very insignificant little government Bureau at that time, with few clerks and no foreign representatives of its own. Practically all of the incoming requests for information were handled in one small division and by one man. In addition to the trade inquiries, it was this man's duty to take care of practically all of the general correspondence of the Bureau.

Today, the trade inquiries alone are handled by special geographical divisions manned by trade specialists, most of whom have seen active service in the countries which their divisions cover. There is a Latin-American Division, a Far-Eastern Division, a Near-Eastern Division, a European Division and a Russian Section. Then there is a Foreign Service Division which looks after the work of the commercial attaches and trade commissioners, exclusive commercial representatives, whose sole purpose is to promote trade and protect American commercial interests in foreign lands, with no extraneous duties to perform. Then there is a very important division of Foreign Tariffs. This division keeps track of changes in the customs laws of foreign countries, looks after commercial treaties, infringements on American trade marks and other important associated subjects.

Another unit, the Division of District Offices, supervises the work of the Bureau's field offices in the United States. These offices are direct branches of the Bureau. They were established to give better and prompter service to business. Including the co-operative offices maintained with important chambers of commerce, there are seventeen of these branches in operation at this time. Still another important division is the Division of Statistics. This is the division which compiles the import and export statistics, informing the business man how our trade is pro-

gressing. Another division is the Editorial Division. It is here that the "Commerce Reports" are prepared for publication. This is the Bureau's daily publication and in it appears the cream of the information submitted by several hundred American consular officers, the direct commercial statements sent in by the Bureau's own exclusive trade representatives, etc. This division also edits the many special reports which are prepared for the benefit of American foreign traders. Reports which discuss markets for boots and shoes, cotton goods, motor cars, hardware,

In Greater Kansas City there are

99,499 Families

(Estimated on Basis of 1920 Census)

In Greater Kansas City The Star has

111,530 Subscribers

(Exact City Carrier Circulation Evening, Sept. 30, 1920)

This does not take into account street sales, counter sales or news-stand circulation—nothing but the papers that are delivered to the homes of Kansas City people by the Star's exclusive carriers.

In addition The Star has a suburban circulation of 21,431 subscribers and an out-of-town circulation of 70,602 subscribers.

Street sales, 11,962 copies.

THE KANSAS CITY STAR

Average Net Paid Circulation during September:

MORNING	EVENING	SUNDAY
210,019	214,111	213,748

Chicago Office
1418 Century Building
New York Office
2 Rector Street

and other specific trade classifications. These reports tell the manufacturer about everything he need know in approaching a certain market. They tell him how he should go about interesting the trade, how credit reports can be secured on local firms, how the goods should be packed for shipment to that country, etc. They are sold at the cost of printing and paper.

The foregoing does not begin to

describe the work of the Bureau of Foreign and Domestic Commerce or explain its trade-promoting facilities. It would require pages to do this in any detail. Suffice to say, however, that a very effective foreign-trade promoting organization is now in existence; that the service is at the disposal of every American business man and that cordial intelligent treatment is assured all inquirers. If you

are not now engaged in selling abroad, I would urge that you give serious consideration to the subject at the earliest opportunity. At least investigate foreign sales possibilities while the opportunity is still present. You can do it at practically no expense if you will call upon the Bureau of Foreign and Domestic Commerce or its nearest district or co-operative office.

NEXT WEEK'S FOREIGN TRADE ARTICLES

Next week's issue of ADVERTISING & SELLING will carry articles on Foreign Trade, discussing our Export problems from the standpoint of the advertising and selling departments, by Allen Walker, Manager of the Foreign Trade Department of the Guaranty Trust Company, of New York, and Clayton Sedgwick Cooper, whose subject will be "Selling in South America."

These are but two of many excellent articles of this nature which will appear in the near future in ADVERTISING & SELLING and which are deserving of the closest attention of all American business concerns desiring to establish or increase Foreign Trade.

Michigan, Capital of the Motor World

The Wolverine State Has Become a Splendid Market Because of Its Industrial Prosperity

ASK any man what he knows about Michigan and the first things that pop into his head and into his speech are quite certain to be automobiles, Henry Ford, Grand Rapids furniture and the rhythm of "Kalamazoo, direct to you." He may add something about the "Soo" even if he confuses it with "zoo."

That, though somewhat sketchy, furnishes a pretty good start toward getting a slant on the actualities and the potentialities of the Michigan market. Those are the things for which Michigan is famous in the mind of the layman. But if you want to talk of the Michigan market you'll have to expand those leads a little and get down to brass tacks on points that classify themselves under the heads of Agriculture, Industry, Mining, Transportation, Buying Power, Advertising Mediums, etc.

RICH IN INDUSTRIES

Michigan, with its 57,430 square miles of territory, its 1,600 miles of coast line, its nearly three and a quarter million population and its 629 advertising mediums in the shape of newspapers and periodicals, is a pretty big proposition to be covered by any such formula or symbolized by automobiles, or furniture, or even Henry Ford.

Putting up out of Indiana and Ohio, past Lake Erie into Lakes

Huron and Michigan, Michi Gama, the state of great water, ranks high among the states of the Union as a producer of goods and as a consumer of goods. All of its chief cities, Detroit, Grand Rapids, Saginaw, Kalamazoo, Battle Creek, Port Huron, Jackson, Lansing, Flint, Muskegon, Ann Arbor, Adrian, Bay City, Pontiac, Wyandotte, Traverse City, Calumet, Marquette, Ishpeming, Sault Ste. Marie and Alpena are not only rich markets in themselves but, in most cases, serve a rich industrial or agricultural trade territory impinging upon them. Automobiles and allied manufactures in the southeast, furniture in the west, lumber and ore in the north and the products of the soil and of the dairy in the central and southern territory have made its people prosperous and able to respond readily to the buying incentive put before them by national advertising.

Examine some of these resources. Michigan, for example, is rich in minerals, especially copper and iron. By far the most important copper mines in the country and what is claimed to be the largest iron mine in the world are to be found in the northern peninsula. The state produced 164,344,058 pounds of copper in 1914 and 10,796,200 tons of iron, and 11,670,976 barrels of salt in the same year. The salt industry cen-

ters around the Saginaw river and the mouth of the Manistee, although it exists also around Detroit.

THE LUMBER INDUSTRIES

East Saginaw is the center of Michigan's great lumber industry. The 1916 Michigan timber cut was about one and a quarter billion feet, but this industry is falling off through the reduction of forest areas. At the same time, the manufacture of lumber into furniture and wooden ware, with which the names of Grand Rapids, Bay City, Saginaw and other big Michigan cities are associated, shows no decline.

Among Michigan's leading manufactured products are iron, lumber, salt, paper, woodenware, furniture, farm implements, leather, cotton and woollen goods. The fishing industry in the state, which keeps nearly 7,000 men employed, has an annual productive value of nearly \$2,000,000.

Agriculturally, Michigan is excelled by few states. In the west and southwest is the great fruit belt. Beans, winter wheat, oats and potatoes are abundant and corn and other cereals are largely grown. In bean production Michigan is exceeded only by California. Dairy products are valuable. Michigan holds second place among the states in the production of beet sugar, producing in 1918 132,092 tons. Apples are

an important crop, the 1918 yield amounting to 10,966,000 bushels. The 1918 wool clip from Michigan's more than 2,000,000 sheep was 8,765,000 pounds.

The great industrial headquarters of eastern Michigan and the chief port for the state is, of course, Detroit.

THE NEW DETROIT

Between 1910 and 1920 the population within Detroit city limits increased from 465,766 to 1,088,853, and it rose in rank from ninth to fourth place. During the decade it passed St. Louis, Boston, Cleveland, Baltimore and Pittsburgh. During the decade, also, it rose to fourth place in the value of its manufactured products, and in the last three years it has been third in the value of building construction, being excelled in this respect only by New York and Chicago.

The modern development of Detroit has depended more upon its manufacturing industries than upon all other causes combined. These have been fostered by the advantages for water transportation, which the city possesses by reason of its position on the strait connecting the Lower and Upper Lakes, and by equally good facilities for carriage by rail. Detroit is both a terminal and a crossing point for the two great Michigan railway systems that reach a large proportion of the cities and villages of the state. It is a convenient point on the great trunk lines between the East and the West. It has excellent connections with the coal fields of Ohio and West Virginia and with the whole Southwest. It is a terminal point of the two great Canadian systems which reach every important place in the Dominion. One belt line reaches all the manufacturing districts in the older portion of the city, and another encircles the whole city, crossing all the entering railroad lines. The city has had, in recent years, the added advantages of a wide range of manufactures which are helpful to each other, a good home market, a large amount of accumulated capital, ample banking facilities and unusually good labor conditions.

AUTOMOBILES TO THE FORE

Detroit has been a pioneer in several branches of manufacture. It possessed the first blast furnace west of Pittsburgh. The first iron rails for steam roads made in the West were rolled in neighboring Wyandotte. The first Bessemer steel made in this country was cast at the same plant in Wyandotte. The first Pullman cars were built in this city, and

for many years there were more freight cars built in Detroit than in any other city in the country. For nearly forty years it produced more stoves than any other center of that industry and still shares with St. Louis the leadership in that line. It is first, or very near the front, in the manufacture of adding machines, aluminum castings, brass products, pharmaceutical preparations, and soda ash and kindred alkalis. With its numerous specialties it has also a wide range of minor industries.

Detroit, for three or four decades, kept about even pace with the other

progressive lake cities, a little behind Buffalo and Cleveland and a little ahead of Milwaukee. The accelerated growth which put this city far ahead of its lake rivals came from the marvelous development of the automobile industry, in which Detroit has, from the very outset, been at the front.

Commencing here in 1899, the making of automobiles was first recognized by the Government as a separate industry in the census tables in 1904. Detroit was then represented by nineteen establishments either assembling cars or making automobile



New Detroit Edison Building

Caring for Detroit Electrically

WHEN the last brick is laid, and the last drop of varnish goes on the woodwork, The Detroit Edison Company will move into this new building, as an office,

thus providing for the future growth of the city electrically. Detroit is always on the move, looking ahead and making plans therefor.

Those who come here to do business know that they must keep pace with the city's progress. They know that oftentimes plans for the morrow must be suddenly altered due to a quick shifting of conditions in America's Fourth City.

Discriminating merchants, manufacturers and business men are using the columns of The Detroit Free Press to keep their finger on the buying pulse of this great community. Most closely identified with all that's worth while in Detroit, having an audience that is not distracted by any other medium at time of publication, and offering the most and the best in the way of clean, sane news and editorials, the columns of this newspaper offer any advertiser maximum efficiency at a minimum of cost.

The Detroit Free Press

"Advertised By Its Achievements"

Foreign Representatives: VERREE & CONKLIN, Inc.

NEW YORK

CHICAGO

DETROIT

parts and accessories. Their capital was \$3,447,000; wage earners employed, 2,191; value of product, \$6,240,000. Five years later the Government report showed sixty-eight establishments, 17,437 employees and a product valued at \$59,536,000. This was considered rapid growth, but the next year witnessed the organization of several new companies and immense additions to old plants. The gains of the industry since then have been marvelous. In 1915 the number of employes in the automobile factories was 81,700, the number of cars put out 455,000, and the value of the product \$374,000,000. In 1919 there were twenty-three factories assembling automobiles and 132 whose sole or principal business was the making of auto parts or accessories. They employed together about 140,000 persons in factory and office, and put out 1,100,000 cars valued at \$888,000,000. Of the cars 790,000 were Ford's, which are mostly low-priced cars. The Ford Motor Company has frequently had over 50,000 men on its payroll, the Packard and Dodge Brothers plants 16,000 each, and several others over 5,000.

This industry has brought Detroit into intimate relations with three other cities of Eastern Michigan which have shared in the automobile development. Pontiac, twenty-five miles from Detroit, has developed the General Motors truck and the Oakland car. Lansing, eighty-four miles distant, has the Oldsmobile and the Reo. Flint, sixty-five miles northwest of Detroit, was the original home of the General Motors, and has the Buick and Chevrolet plants. This thriving city increased in population from 38,550 in 1910 to 91,600 in 1920, a gain of 137 per cent.

The field for Detroit's wholesale trade is somewhat circumscribed. It is cut off on the east by the Canadian tariffs, and to the west and south there is competition from Chicago and Cleveland. Its aggregate is not large, compared with other cities of the same class. Its situation as respects retail trade is, however, excellent. The Detroit United Railway, which operates over 300 miles of track within the city limits, also has more than 600 miles of interurban track radiating from the city in all directions. It has package and express freight, as well as passenger service, and makes Detroit a convenient trading center for the territory within seventy-five miles of the city. The population of Wayne County, including Detroit, is 1,180,000. That of the other counties

within the electric car line radius is about 660,000.

The following are a few figures relating to Detroit affairs other than industrial: assessed valuation, \$1,692,000,000; bank capital and surplus, \$58,100,000; bank deposits, \$508,618,000; bank clearings, \$6,400,000,000; internal revenue taxes, \$210,000,000; imports, \$91,000,000; exports, \$325,000,000; industrial employes, 310,000; value of manufactured products, \$1,450,000,000.

Detroit people are prosperous and are good buyers of pretty much everything that people in a city want.

OTHER MARKET CENTERS

So much for Eastern Michigan. But the metropolitan east is by no means the whole of the story. Let us go west, traversing the southern tiers of counties, passing through the rich farming and fruit lands, through Ann Arbor, with 15,000 population, a printing center, seat of the University of Michigan, maker of automobile bodies, tractors, farm implements, furniture, drugs and specialties; through Jackson, with 45,000 population, home of more automobile and agricultural implement factories; Lansing, the state capital, with 50,000 population, a little further north, the trade center of the agricultural region and the home of the Michigan Agricultural College; Kalamazoo, with another 50,000, strong in wood-working plants and engine and boiler works; to Grand Rapids, with 125,000 population, 16,000 of whom work in sixty big furniture factories. Grand Rapids has a large distributing trade and is surrounded by fertile farm lands. The Grand Rapids gypsum industry is of vast proportions.

Bay City (47,047) and Saginaw (53,988) in the northwest are focal points for another rich marketing region. Here are more lumber industries. Sugar beets are converted into sugar here. Iron foundries are frequent. Saginaw has 3,600 men employed in railroad shops and ship yards. Coal mines in the vicinity ship through these ports. Over in the northwest of this main section of the state is Traverse City with a population of 5,000, which has the largest plant in the world for the manufacture of small railroad cars, hand cars and sundries.

The chief cities of the farming and mining country of the peninsula are Calumet, copper mining center; Ishpeming and Marquette, dominated by the iron mining industries; and Sault Ste. Marie on the "Soo" ship canal through which goes a traffic of

nearly 100,000,000 tons annually, gateway to the Canadian hunting and fishing grounds, a city of great export trade.

PUBLICATIONS IN MICHIGAN

Ayer's American Newspaper Annual and Directory tells us that 629 newspapers and periodicals are published in 379 Michigan towns to carry the news of editorial columns and advertising columns to these cities and their trade territories. This number includes 66 dailies, 456 weeklies and 75 monthlies.

There are many large dailies which co-operate effectively with the national advertiser and have a strong following in their territories. Detroit has the *Free Press* (morning and Sunday), the *Journal* (evening), the *News* (evening) and the *Times* (evening) and, among the foreign language papers, the *Abend Post* (German) and the *Rekord Codzienny* (Polish). Grand Rapids has the *Press* (evening), the *Herald* (morning and Sunday) and the *News* (evening); Lansing, the *State Journal*; Saginaw, the *News-Courier*; Kalamazoo, the *Gazette*; Jackson, the *Citizen-Patriot* and *News*; Battle Creek, the *Enquirer* and *News*; Muskegon, the *Chronicle*; Pontiac, the *Press*; Port Huron, the *Times-Herald*; Flint, the *Journal*; Bay City, the *Times-Tribune*; and Adrian, the *Telegram*. All these dailies have circulations of over 10,000.

Other important Michigan contributions to the publishing world are the *American Boy*, *Concrete*, the *Michigan Christian Advocate*, the *Michigan Farmer* and *Live Stock Journal*, *Home and Country*, *Retail Druggist*, and *Salcsmanship*, published in Detroit; *Good Health* and *Poultry Breeder*, published in Battle Creek; *Fruit Belt* and *Michigan Tradesman* (groceries and general merchandise), published in Grand Rapids; the *Cloverland Magazine*, published in Menominee; *Michigan Business Farming*, published in Mount Clemens; *Power Farming* and the *Power Farming Dealer*, published in St. Joseph.

Fire Insurance and Lens Accounts With Hamilton

The Northwestern Mutual Fire Insurance Company of Seattle, a company transacting business without agents and dealing direct with manufacturers and merchants, has just entered the Canadian field, and will carry on an advertising campaign through the office of The Hamilton Advertisers' Agency, Limited.

This agency has also started an advertising campaign for the Levelight, an automobile lens made by the Hamilton Mirror Plate Company.

Marketing in Ohio's Big Little Cities

There Are Fifty-four of Them of Over 8,000 People and Some Greater Ones, All Sold on Advertising

OTHERS may know Ohio as the "Mother of Presidents," as the "Buckeye State," or what-not; the merchandiser will always think of it as "the state of prosperous small cities and large villages." The Census Bureau indicates that there are in Ohio fifty-four municipalities having 8,000 or more inhabitants.

To the man with goods to advertise and distribute nationally that will remain a more important piece of news than any statement about the number of Presidents Ohio has given or is prepared to give to the country.

Ohio is a state of distributed prosperity and activity. The fifty-four towns of more than 8,000 are not confined wholly to any one section, though the busy North may seem to have a few more than its share. In approaching the state as a market, it is best to consider it as a whole and to aim evenly at its key cities which form distribution points, in most cases, for extensive sections of rich agricultural territory.

The Buckeye State presents a pretty bulky marketing proposition. According to the 1914 census 5,026,898 persons live and make their living, or have someone else do it for them, in this 40,760 square miles of land stretching between the lakes and the West Virginia and Kentucky lines and between Pennsylvania and Indiana. They comprise specimens of all nations and creeds of men, ranging from the foot to the top of the living scale and covering most of the kinds of vocations by which men labor in the United States. In selling to Ohio you are selling to the fifth state in the Union in the importance of its output of manufactured goods. At the same time you are selling to the fifth state in the Union in the importance of its farm products output. This situation demonstrates the equable division of Ohio's interests and of the employment of its energy.

In examining Ohio's agricultural position closely we find that she holds a leading place in almost every branch of that great industry. Her uplands are well suited to wheat and the bottom lands of the Miami, Muskingum and Scioto are rich in corn. The southern slope of the watershed is adapted to grain production and the northern to grazing

and dairying. The production of the chief crops in 1918 was, in bushels: corn, 133,200; wheat, 43,547,000; barley, 3,150,000; oats, 79,200; potatoes, 11,040; and hay, 4,095 tons. The fact that Ohio, the Northern state, borders on and bears many close affinities to the South is brought

forcibly home when we read that tobacco production for the same year amounted to 113,288,000 pounds, and that Cincinnati is one of the largest markets in the world for tobacco, in the output of which Ohio stands fourth among the states.

Turning for a moment to manu-

THE Editorial and Art Appeal of BOYS' LIFE, the Boy Scouts' Magazine, assuring Keen Reader Interest Throughout 1921.

The serials, short stories, articles and departments which will be published during the next year in BOYS' LIFE will be produced by the ablest authors and artists obtainable.

This advertisement deals with the six leading serial stories which have already been contracted for for 1921.

BOY SCOUTS' LIFE OF LINCOLN, by Ida M. Tarbell.
Illustrated by Leslie Crump.

METIPOM'S HOSTAGE, by Ralph Henry Barbour.
Illustrated by Remington Schuyler.

THE PIRATES AND THE STOWAWAYS, by Dillon Wallace (of Labrador fame). Illustrated by Clinton Balmer.

THE FROZEN BARRIER, by Belmore Browne (explorer and naturalist). Illustrated by Charles Livingston Bull.

OZ, SON OF FIRE, by Irving Crump. Illustrated by Remington Schuyler.

TORRANCE OF TEXAS, by Joseph B. Ames. Illustrated by Harold Anderson.

In the next issue of Advertising & Selling an outline of our Short Story program for 1921 will be printed.

BOYS' LIFE
THE BOY SCOUTS' MAGAZINE

The Quality Magazine for Boys

200 Fifth Ave.
New York City

203 So. Dearborn St.
Chicago

Member A. B. C.

factures, we find, among the lines to which Ohio contributes a very important share, pottery, in which Ohio leads all the states; automobile tires and rubber products, iron and steel manufactures, pork, clothing, flour, grist mill products, agricultural machinery, lime and lumber. Ohio's mineral wealth, which, in 1914, had a value of \$101,661,384, gives stimulus to much manufacturing. Bituminous coal underlies 12,000 square miles of Ohio soil. Iron ore is abundant, particularly in the South; lime, and cement are other important products. The state is second only to Pennsylvania in the production of pig iron, Cleveland, Massillon, Youngstown and the towns on the Ohio river being the chief seats of iron manufacture, which includes pig, forged and rolled; iron castings and sheet iron, rails, Bessemer steel rails, etc. There are good pottery and fire clays in the Ohio soil. In 1914 Ohio's pottery production amounted to \$37,166,768, the highest for any state in the Union.

CLEVELAND, THE LAKE PORT

Cleveland, according to the 1920 estimate, has a population of 796,836. Cleveland's leading manufactures are of iron and steel, women's clothing, electrical machinery, automobiles, foundry and machine shop products, paint and varnish, confectionery and stoves. Printing and publishing have become highly important industries, their total productive value in 1914 amounting to \$14,099,000. The value of all Cleveland's products was set at \$352,531,000 in 1914. Automobiles, including bodies and parts, led the procession in value. In Cleveland in 1914 there were 103,334 wage earners in 2,346 establishments. A comparison of these figures with those for other years in five-year periods back shows a remarkable percentage of growth along all lines. The city is also a great shipping port, being the principal Ohio port on Lake Erie and doing an extensive trade in coal, iron ore and lumber. Cleveland serves a large immediate territory and is a warehousing and distributing point for a much larger area to the South and East.

The work of Cleveland's Better Business Commission, under the executive direction of Edward L. Greene, its secretary, has established high standards of advertising and selling in that city; that not only protect the consumer and obviate questionable practice, but have created an enviable prestige for all advertising in Cleveland. As the result of its labors the shoppers in the city's stores have learned to put their faith

in and to accept at face value all statements made to sell goods. Commodities advertised and sold in Cleveland get the benefit of this prestige.

Toledo, with 230,000 population, gives employment to 18,000 in its automobile industries alone. Many others are engaged in the city's heavy production of iron and steel commodities, ranging from pig iron to bridges. Grain and clover seed shipping and the export of coal, lumber, ore, provisions and wool form important divisions of industry. Toledo serves the western Ohio territory in the same way that Cleveland does the East, being closely connected by rail with all the Western counties.

THE BIG FOUR

Columbus, with 204,567, a railroad center and manufacturing city, is the big inland trade market, handling large quantities of grain, wool, livestock, iron and coal. It lies in the midst of a general farming, cattle and poultry district. Besides being the state capital, it is the marketing capital of all central Ohio and is a supply station for agricultural implements and general merchandise in demand by the people of that district.

Springfield (50,058), lying next along the crescent, also has a heavy distributing and shipping trade. Flour and feed mills give employment to a large number of its citizens and there are automobile, machinery, motor, agricultural implement and other important manufactures. Several large publishing establishments are located at Springfield.

Dayton, with abundant water power, tapped by many railroads, and built by live wire businessmen, has become a manufacturing center of great importance. Cash registers, automobiles, railroad cars, farm lighting systems, paper, stoves, cotton and woolen goods, airplanes and agricultural implements swell its annual trade figures. Dayton is proud of its progressiveness and its spirit is reflected in the attitude of its dealers and retailers toward new commodities brought on the market. It goes as "A-1" in the memo. book of the manufacturer selling his product on a national scale.

The secret of Cincinnati's market significance is not only its own size but the fact that within fifty miles of it live 1,500,000 people and within 150 miles of it 5,000,000 people, whom it serves as a warehousing center and distributing point. Wholesalers consider as Cincinnati territory Ohio, Indiana, Kentucky, Illinois, West Virginia, Virginia and Tennessee. Cincinnati has become, in particular, one of the best markets for all commodities for the Southern

states. Incidentally, this season sees the resumption, after a quarter of a century, of through steamboat service between Cincinnati and New Orleans.

BUILDING EXPORT TRADE

Cincinnati's population is 80 per cent native born. Four per cent is negro. Cincinnati is the only large American city in which the percentage of foreign-born has tended to decrease.

In Cincinnati more than 250 distinct lines of industry are represented by 3,000 manufacturing plants. Approximately 600 of these establishments supply articles for foreign trade through export merchants and commission concerns. It is interesting to note that Cincinnati has set out to become, although inland, one of the country's great export cities. Through the agency of the Division of Manufacturers of the Foreign Trade Association of the Cincinnati Chamber of Commerce an extensive propaganda is being carried on to line up the city's manufacturers to this end.

Cincinnati is a retail trading and banking center for a large area of thriving territory. Within its municipal limits are eight national banks, 33 state banks and 221 building and loan associations. Bank clearings in Cincinnati in 1919 amounted to \$3,947,801,000.

Cincinnati, like the other large Ohio cities, is a publishing center of importance. Ayer's American Newspaper Annual and Directory shows that 877 newspapers and periodicals are published in Ohio, including 160 daily, 476 weekly and 145 monthly. The number of places of publication is 388.

OHIO PUBLICATIONS

Among some of the widely known newspapers offering large circulations and careful service to national advertisers entering the Ohio field are: Cleveland—the *Plain Dealer* (morning and Sunday), *News* (evening), *Press* (evening), and several foreign language papers including *America* (Roumanian), *American* (Bohemian), *Szabadsag* (Hungarian), and *Wachter und Anzeiger* (German); Cincinnati—the *Post* (evening), *Times-Star* (evening), *Commercial Tribune* (morning and Sunday), and *Enquirer* (morning and Sunday); Columbus—the *Ohio State Journal* (morning and Sunday), *Dispatch* (evening and Sunday), and *Citizen* (evening); Dayton—the *Herald* (evening), the *Journal* (morning and Sunday), *News* (evening and Sunday); Toledo—the *Blade* (evening), *News-Bee* (evening), and the *Times* (morning

and Sunday); Springfield—the *News* (evening and Sunday), and the *Sun* (morning and Sunday); Akron—the *Beacon Journal* (evening), *Press* (evening), and *Times* (evening and Sunday); Canton—the *Repository* (evening and Sunday), and the *News* (evening and Sunday); Lima—the *News* (evening and Sunday), *Republican-Gazette* (morning), and the *Times-Democrat* (evening); and Portsmouth—the *Times* (evening and Sunday).

Ohio publishes several important agricultural journals, among them the *Ohio Farmer*, Cleveland; *Gleanings in Bee Culture*, Medina; *Farm and Fireside* and *Poultry Success*, Springfield. The big presses of Cincinnati and Cleveland turn out widely read religious publications and several excellent trade papers.

Albert M. Haynes Discusses Argentine Advertising Plans Before A. F. A. A.

Albert M. Haynes of the *Empressa Haynes* of Buenos Aires and also a director of *La Asociacion Grafico*, addressed the members of the Association of Foreign Advertising Agencies of America at a meeting in the Hotel Pennsylvania recently.

The Association of Foreign Advertising Agents of America includes practically all of the advertising agencies that are dealing exclusively in foreign advertising. Howard G. Winne, of the Johnston Overseas Service, New York, is secretary and treasurer.

Sphinx Club Begins Season With Enthusiasm

The first dinner of the season in the Sphinx Club's twenty-fifth anniversary year at the Waldorf-Astoria on Tuesday night was of a character to forecast great activity in that organization. An excellent entertainment and several interesting speeches were enjoyed by about two hundred members. Paul E. Derrick, of London, one of the pioneer members of the club, spoke at some length on British trade, urging the necessity for the purchase by America of English goods as a means of readjusting the exchange situation and making it possible for United States exporters to do more business in the United Kingdom and upon the Continent. Corbett McCarthy discussed advertising from the viewpoint of the large retailer, and Roy Dickinson read a humorous paper on the social, economic and industrial situation. Frank A. Munsey, scheduled as a speaker, could not attend. R. F. R. Huntsman, president of the Sphinx Club, served as toastmaster.

Better Letters Convention Next Week

The Better Letters Association will hold its fourth annual convention at Springfield, Mass., October 19 and 20. Among those who will speak are: Professor H. W. Hess, University of Pennsylvania; S. Roland Hall, James Wallen, L. C. Wilsey, supervisor of training, General Motors Export Co.; George French, Edward H. Schulze, president Making It Pay Corporation; Charles R. Wiers, sales manager, De Long Hook & Eye Company; A. B. Hall, general manager the Greenleaf Company; W. G. Nash, correspondence adviser Win-

chester Repeating Arms Company; L. B. Seibert, correspondence supervisor Pennsylvania Rubber Company; Louis Balsam, director correspondence Lewis Manufacturing Company; John Sweeney, director of mail sales, International Correspondence Schools; H. W. Harney, Denison Manufacturing Company; S. C. Gum, credit manager A. P. W. Paper Company; Miss May Allen, Montgomery, Ward & Company, and Miss Enna Robb, Bonwit, Teller & Company.

"Christian Herald" Absorbs "World Outlook"

An important consolidation in the publishing field has just been effected in the absorption by the *Christian Herald* of *World Outlook*. It is especially interesting from the standpoint of religious jour-

nalism since it means a merger of two important publications in their respective spheres. Both are interdenominational and non-sectarian.

World Outlook was established some six years ago as the organ of the Board of Foreign Missions of the Methodist Church, but along non-sectarian lines. It rapidly took its place as one of the leading travel and pictorial magazines of the country, and two years ago it was made an organ of the Interchurch World Movement. The *Christian Herald*, for more than forty years, has been a leading religious weekly. In the last fifteen years alone it has dispensed more than \$5,000,000 of its subscribers' money in world charities.

The transfer of *World Outlook* to *Christian Herald* took place October 2. Its actual merger will be October 30.

W. R. GRACE & CO.

MERCHANTS

New York San Francisco Seattle New Orleans

IMPORTS

All Raw Materials from Far East,
South and Central America

EXPORTS

All American Products and Manufactures

Some of the principal Grace Houses and Agencies:

<p>W. R. GRACE & CO. San Francisco</p> <p>GRACE & CO., Ltd. Montreal</p> <p>W. R. GRACE & CO. Lima, Peru</p> <p>W. R. GRACE & CO. Valparaiso, Chile</p> <p>W. R. GRACE & CO. La Paz, Bolivia</p>	<p>W. R. GRACE & CO. Buenos Aires, Argentina</p> <p>GRACE & CO. Rio de Janeiro, Brazil</p> <p>GRACE BROS., (India) Ltd. Calcutta, India</p> <p>GRACE CHINA CO. Shanghai Hankow</p> <p>ASANO BUSSAN CO. Tokyo Osaka Kobe Yokohama</p>
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Houses and Agencies in all the Principal Cities
of Asia, Europe, South America and
Central America

STEAMSHIP AGENTS

GRACE LINE

Direct Sailings from New York for CHILI,
PERU, ECUADOR and BOLIVIA

<p>Grace Brothers & Co., Ltd. LONDON</p>	<p>W. R. Grace & Co.'s Bank NEW YORK</p>
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Winning Business

(Continued from page 28)

paragraph that just fitted "Bill." So, you see, no two letters were ever alike. Every letter was personal, but by using the system of number and paragraphs we could cover a lot of work in a short time, and do it better! This system beats the form letter.

I remember when I started a mail order department I wrote a form letter that went out to thousands of dealers, asking just what they wanted to make mail order service satisfac-

tory. In each of these letters we enclosed a stamped, self-addressed envelope for the reply. Then as replies came in I answered them, following the numbered paragraph plan, because out of the hundreds of replies, many of them were very much alike.

Now and then, however, a reply would be strikingly original.

Of course, the whole point of this correspondence in regard to mail orders was just to get the dealers to write us—just to get them "to open the bill"—then we followed it up with price currents, catalogs, booklets and other rapid-fire work to bring mail orders. We kept up this work steadily for years and it not only brought mail order business, but also was a great help to our salesmen.

I recall, in reply to one of these letters, a dealer in Missouri wrote that he had bought from a certain house for forty years and was entirely satisfied and saw no reason to make a change. I looked this man up in Bradstreet's and found he was very well rated. I also looked up the salesman's report on him and he stated that he was a "crank."

Here was a chance to have some fun in letter-writing, so I composed one of my best letters to the gentleman, telling him that I congratulated him on being happy and satisfied with his present connection and also saying that contentment was such a rare thing in these days that I would not attempt to disturb his relations with the house he was now buying from.

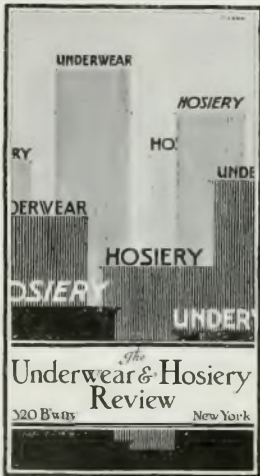
To this letter I received a reply that my letter reminded him of something he had read of Robespierre, who could "smell a rose with one hand and sign a death warrant with the other." To this letter I replied that I myself had always been very much interested in the characters of the French Revolution and that I took pleasure in sending him in that mail a copy of Carlyle's "French Revolution," which probably he may not have read.

To this he answered that his reading was confined to the Bible and the St. Louis *Globe-Democrat*, but he would try his hand on Carlyle when he arrived. I put this man on my correspondence list and every month or two I wrote him a letter about something—Christmas greetings, etc., and finally through a certain source I learned the date of his birthday and surprised him with a telegram on that date, congratulating him.

But I never asked him for any business. One day a man about six feet four inches tall towered above my desk. He was a typical citizen of the Ozark Mountains. It was my friend who was "contented." We shook hands and he took a seat and looked me all over from head to foot. "Well, say," was his remark, "you certainly can't have much to do when you find time to write all that stuff you sent me." "But," said he, "after dealing with this other house for forty years, the other day they made a sight draft on me and I thought I would come in and look you over and if you looked right I would transfer my account." So we became the best of friends and to this

Account Executive Wants Assistant

Must be able to write condensed well-reasoned copy on semi-technical subjects, and be both able and willing to accept responsibilities. It is desirable that he should have first-hand, practical knowledge of how to use machinists' tools, have successfully held a job as a reporter and have had experience in the Copy Department of an advertising agency. A good salary and a very unusual opportunity for the right man. Address Box 281, care ADVERTISING & SELLING.



We specialize in house to house distributing of
Advertising Literature and Advertising Samples
 We solicit your account.
JAMES T. CASSIDY
 206 No. Front St., PHILADELPHIA, PA.
 Write for our paper "FACTS."

POSTAGE

The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting, Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months \$1.00; 1 year \$2.00.
 POSTAGE - 18 East 18th St., New York City

"GIBBONS KNOWS CANADA"

MONTREAL

TORONTO

WINNIPEG

day, notwithstanding the fact that his son has taken over his business, we occasionally exchange letters.

AN ORIGINAL LETTERHEAD

There is one letterhead I will never forget. It had originality plus. It was the letterhead of a small merchant out in southern Kansas. In the left-hand upper corner was the picture of a fly-trap and the heading read: "James Green, Dealer in Everything; also Flytraps." I remember I corresponded with Mr. Green and finally landed his mail-order business and tried to sell him "everything," also flytraps.

There are also embarrassments that come from enjoying yourself writing letters. One day a letter came from a merchant in Illinois saying that he knew me because my name was signed to letters he had received and he had decided from my letters that he could trust me.

Therefore, the next day his daughter would arrive with the object of having a tooth extracted. It would be necessary for her to take gas and he wanted me to attend her to the dentist and see that she was given gas properly and to chaperon her properly through the operation. You can imagine my keen anticipation. The next day the young lady arrived.

She weighed about three hundred pounds, but I seen my dooty and I done it. She got gas all right and I think it took about all the gas the dentist had to make her unconscious. She certainly was a gas absorber!

In another case one of our salesmen wrote me that a good customer of our special line of razors would call in a few days with his wife. He told me as this man used a lot of our razors to be nice to him, so when the couple called I took them to a neighboring restaurant to luncheon. They were very pleasant, but in the course of the conversation, about the time of dessert, I learned that he was not a dealer but a barber who bought his razors from our customer!

This story reminds me of another correspondent. He was an expert buyer. About every three months he would join the "Disappearing Club." Finally he lost his job. One day I went into an oyster house in Denver and took a seat and proceeded to read a newspaper. Finally the waiter said: "Well, what will you have?"

SOME GOOD HINTS

The voice was very familiar, so my eye followed the white apron up to his face and lo and behold!—it was John Smith, my old friend, who had joined the "Disappearing Club." He had a napkin over one arm, all right. He evidently resented the ex-

pression of surprise on my face, for he said:

"Cut it out. Cut it out. What the hell is the difference between serving oysters and getting on your knees and digging up nails?"

So I got John a job, and the proprietor often told me that he figured that John in the 75 per cent of the time he was "present" was a better man and a better salesman than some of the other fellows who never joined the "Disappearing Club" and who were 100 per cent "present" in person but 50 per cent absent in mind.

Let me suggest, if you are a correspondent in some house, that you

just try your hand at doing some original, personal letter-writing. Of course, you may get fired, but on the other hand, who knows? You might develop a great talent as a correspondent and some day become the head of your house. In any event, try your hand at writing a real, human letter, the kind of letter you would like to receive yourself.

Let me boil down my advice to correspondents into three headings:

- (1) Be accurate.
- (2) Be clear.
- (3) Be human.

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Reprinted from *Drug Topics*.

SYSTEMS BOND

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



THERE are many jobs on which a paper of pleasing color is desired. In addition to the whitest white, SYSTEMS BOND is made in these attractive colors—pink, blue, green, canary, buff, goldenrod.

Whatever color you choose, you can always depend on the **character** of this paper.

A request will bring samples.

Eastern Manufacturing Company

General Sales Offices:

501 Fifth Avenue

New York

Mills at Bangor and Lincoln, Maine



Features in this Number

October 16, 1920

	PAGE
ALL WRONG AT FIRST—NOW SELLING STRONG..... <i>Clan McGrath</i>	4
How the rebuilding of an entire policy turned mediocrity into marketing success.	
MAKING THE BUSINESS AN INSTITUTION..... <i>Hugh A. Smith</i>	6
Bausch & Lomb did it, steadily swelling sales at the same time.	
ADVERTISING AS THE CLASSICISTS SEE IT..... <i>Daniel L. Hanson</i>	9
There are profitable examples of selling science in the works of other-day authors.	
TEACHING THE DEALER A REAL SELLING PLAN..... <i>Robert Vincent</i>	14
The Multikopy Method assists merchants to build permanent demand on a service basis.	
ART AND UTILITY IN ADVERTISING..... <i>E. McKenna</i>	16
Beauty, especially if feminine, has its parts to play in selling.	
GETTING RESULTS BY INTENSIVE CULTIVATION..... <i>R. R. Shuman</i>	18
Consistent use of dealer-consumer mediums pays the Mutual Truck Co.	
SIGNS THAT POINT TO GOOD TIMES.....	20
You can always tell when prosperity abounds by the nature and volume of advertising.	
SOME ADVERTISERS "SAY IT WITH STICKERS"..... <i>E. Walter Osborne</i>	23
Examples of how posters can be used to merchandise your national campaigns.	
WINNING BUSINESS AND FRIENDS THROUGH TACT..... <i>Saunders Norvell</i>	24
Proper handling of sales correspondence will win over some very difficult customers.	
A NEW DAWN BREAKS FOR FAR EASTERN TRADE..... <i>Thomas W. Lamont</i>	27
Militaristic Policies in Japan; Good Will of China; Export Power of Siberia Outstanding Factors.	
HELPING OUR EXPORT TRADE TO GROW..... <i>J. W. Alexander</i>	30
How the work of the Department of Commerce can benefit all who seek profitable foreign business.	
MICHIGAN, CAPITAL OF THE MOTOR WORLD.....	32
The Wolverine State has become a splendid market because of its industrial prosperity.	
MARKETING IN OHIO'S BIG LITTLE CITIES.....	35
There are fifty-four of them of over 8,000 people and some greater ones, all sold on advertising.	

Thomas W. Lamont

(Continued from page 29)

a foothold there; but Roland S. Morris, our ambassador to Japan—who went into Siberia on two important war missions, told me that the simon-pure brand of Bolshevism has never flourished in Siberia. If peace ever comes to Russia—as it must come some day—then Siberia will find itself. And for that day American manufacturers should be prepared.

Here, as they have impressed themselves upon my mind traveling in the Far East and talking with the business men out there, reading on that Far East, and thinking over all that I have read, and heard and seen, are some of the salient facts about the wonderful market that is open there to the American business man. In closing I want to add just one word of advice. The whole success of those who enter that market, the permanent standing of the United States generally, will depend upon the character of the men that are sent out there. There are some American concerns that seem to think that a second or third-rater is good enough to send to the Orient. This is a fatal idea. The Japanese and the Chinese are a bit more discerning, I think, than most races, and they quickly detect the spurious article. Never will American trade and prestige reach their place in the Orient until we have picked out as our representatives men of the highest character—men who, in thought and in action, show themselves to be typical of the best that there is in American generosity of spirit, of courage and of kindliness.

Charles W. Byrne Becomes Vice-President of Thielecke Co.

Charles W. Byrne, for seventeen years associated with Critchfield and Company, has acquired a stock interest in The Thielecke Company, advertising agents, of Chicago, and takes the office of vice-president.

Mr. Byrne is well known in advertising circles, having been prominent in the placing of the advertising of such companies as The Firestone Tire and Rubber Company, The Garford Motor Truck Company, The Rock Island Plow Company, The American Radiator Company, Deere and Company, The Standard Sanitary Manufacturing Company, and others equally well known.

Seventeen years ago Mr. Byrne started his business life with Critchfield and Company as office boy; he has seen duty in all branches of advertising agency work, and in the time he was with Critchfield and Company worked through all the departments of the company to the position of general manager. Mr. Byrne has specialized in agricultural advertising.

Calendar of Coming Events

October 6-16—Thirteenth Annual Electrical Exposition, Grand Central Palace, New York.	October 20-22—National Conference of Business Paper Editors, Hotel Astor, New York.
October 14—Eleventh Annual Convention, American Manufacturers' Export Association, Waldorf-Astoria, New York.	October 21-22—First Annual Convention, New England Association of Advertising Clubs, Boston, Mass.
October 18-22—Annual Convention, American Bankers' Association, Washington, D. C.	October 25-29—Annual Convention, National Wholesale Druggists Association, Cincinnati, Ohio.
October 19-20—Fourth Annual Conference, Better Letters Association, Springfield, Mass.	October 25-30—National Business Show, Grand Central Palace, New York.
October 20-22—Annual Convention, Associated Business Papers, Inc., Hotel Astor, New York.	October 27-29—Annual Convention, Direct Mail Advertising Association and Association of House Organ Editors, Detroit, Mich.

FROM GOVERNOR JOHN M. PARKER:

Not a single factor is more responsible for my election than the splendid whole-soul support given by The Item and its staff. You have clearly shown the evils of Ringism, and a record of the votes shows that not only the city Ring but the country Rings have been overwhelmingly defeated by the people themselves. This marks a new era in Louisiana politics.

The fight is over and won, and the next is for a Constitutional Convention and a new constitution for the state of Louisiana, where your help and your assistance will be as much needed and appreciated as it is in this campaign.

With hearty good wishes, I am,

Very sincerely yours,

(Signed) JOHN M. PARKER.

THE NEW ORLEANS ITEM

Announces

The Occupancy of Its New Home

Facing in Union Street and running through to Perdido Street; between St. Charles and Carondelet

October First, Nineteen Hundred and Twenty

WITH modern equipment, abundantly adequate for all requirements; with ample floor-space for future development; **THE NEW ORLEANS ITEM** believes it will now enjoy the great growth which consistent service to its community entitles it.

FROM MAYOR-ELECT ANDREW J. McSHANE:

The complete confirmation of Victory has just reached me. Naturally my thoughts turn immediately to those who have so faithfully stood by my side during this great fight for freedom from bossism. At the forefront of this long list of staunch friends and supporters I must place **THE NEW ORLEANS ITEM**.

You folks have been in this fight for years, and have never failed to put all your weight for free politics against the Ring whenever the issue has arisen. You were with me in 1912 as strong as you were this summer. This fight began last summer, and it will go on until our city is fully redeemed from Ring misgovernment with all its evil consequences.

In accepting congratulations from my friends, I, therefore, want to pass a goodly share along to you. On behalf of myself, and a freed community, I say a hearty Thank You—and wish you even greater success and strength.

(Signed) ANDREW J. McSHANE.

The only thing left is—?

Two and one-half million circulation—
concentrated in the 7 greatest trading
centers of America! Only one thing more
is necessary to assure the success of an
advertising campaign. That is good copy.

If you know your copy is right,—
give it opportunity—in The American
Weekly.

3½ years ago, the annual advertising
revenue from The American Weekly
was \$24,000. In 1921 it will be over two
and one-half million dollars. With its
revenue multiplied by a hundred, the
number of its advertisers has barely
more than doubled. An eloquent tes-
timonial to the success of advertising
campaigns in The American Weekly.
Nearly all the space available has been
contracted for.



THE AMERICAN WEEKLY

BOUGHT BY TWO AND A HALF MILLION FAMILIES
EVERY SUNDAY AS A PRINCIPAL FEATURE OF THE

New York American
Boston Advertiser

Chicago Herald and Examiner
Washington Times
Atlanta Georgian-American

San Francisco Examiner
Los Angeles Examiner

A. J. KOBLER, *Manager*

1834 BROADWAY, NEW YORK