

# Advertising & Selling

## FORTNIGHTLY




Painted by Joseph Chenoweth for Crane Company

JANUARY 13, 1926

15 CENTS A COPY

*In this issue:*

“When Is an Inquiry not an Inquiry?” By G. LYNN SUMNER; “What Are the Biggest Problems Facing Advertising Today?”; “Flannel Collars and No Dollars At All” By MARSH K. POWERS; “What’s Coming in the Machine Tool Industry?” By JOHN HENRY; “The Third Control” By HENRY ECKHARDT



# Character

*LIKE attracts like. Just as people seek out for companionship other persons of similar taste and station, they look for some of their own character in the newspaper they read. A newspaper naturally attracts to itself a body of readers of the same character as its own.*

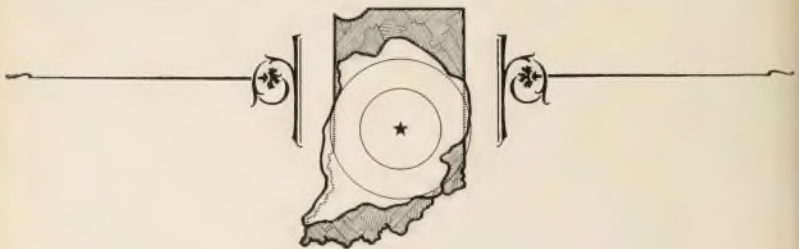
**T**HE Indianapolis News is neither high-brow nor low-brow. It is edited neither for the college president nor the janitor, the philosopher nor the moron, yet each respects it.

The News has character, personality—call it what you will—genuine distinction. It writes neither over its readers' heads nor down to some misconception of their comprehension. It makes no tawdry appeal for mass circulation nor to that limited class of sophisticated intellectuals. Yet it has both mass and class circulation.

Many times, in many years, The Indianapolis News has been ranked by competent critics among the first dozen newspapers in

America. It is a tribute to the stability and understanding of Indianapolis and Indiana people that the intelligent, fearless, conservative, yet sanely progressive News should have enjoyed the largest circulation in Indiana for so many years. *Quality?* Yes! *And quantity!*

The Indianapolis Radius (population 1,992,713) is a big market, a rich market, an unusually desirable market from any point of view—especially since its best elements have been welded into a single, compact, unified group by the power, influence and prestige of Indiana's greatest newspaper. There are rich rewards here for the merchandisers of worthy products.



# THE INDIANAPOLIS NEWS

New York, DAN A. CARROLL  
110 East 42nd Street

FRANK T. CARROLL, Advertising Director

Chicago, J. E. LUTZ  
The Tower Building

# Page 5—The News Digest

## McGraw-Hill Company, Inc.

New York, announces the purchase of the Keystone Consolidated Publishing Company of Pittsburgh. Through this purchase the McGraw-Hill company acquires the two Keystone Mining Catalogs, the Coal Catalog, the mining and quarrying directories and the list services published and conducted by the Keystone Company. This brings into one organization some of the outstanding publishing interests serving the mining field as the McGraw-Hill company is already the publisher of the *Mining Journal-Press* and *Coal Age and Engineering*. Joseph J. Vignau, until now the president of the Keystone company, will continue in charge of the Keystone business for the McGraw-Hill company, with offices in Pittsburgh, while Ralph C. Becker, hitherto vice-president of the Keystone company, will continue in charge of sales, with headquarters in New York. The only change in the Keystone company staff will be the retirement of Edward B. Day.

## Barrows, Richardson & Alley

Is the new name of Barrows & Richardson, New York advertising agency. There is no change of personnel or ownership.

## Ralph Holden

President of Calkins and Holden, Inc., died at Westport, Conn., on Jan. 3, 1926. Mr. Holden was born in Philadelphia in 1871 and was educated in the public schools of that city. For a short time he was employed in the freight department of the Baltimore & Ohio Railroad, but soon decided that he wanted to get into the advertising business. In 1900 he entered the employ of Charles Austin Bates. Here he met Ernest Elmo Calkins and in 1902 they formed the partnership of Calkins & Holden. This business was incorporated in 1905. In the twenty-five years advertising business Mr. Holden enjoyed the reputation of being a man of great ability, pleasing personality and unquestioned integrity.

## William H. Clark

Has become associated with the World Wide Advertising Corporation, New York.

## William R. Robinson & Company, Inc.

New York, will direct advertising for Tork Company, Inc., manufacturers of Tilting Ball Clocks, Range Timers, etc., same city.

## Sapolin Company, Inc.

Is the new name of Gerstendorfer Bros., manufacturers of Sapolin products, New York.



## The Thumbnail Business Review

By Floyd W. Parsons

**R**ETAIL buying throughout the United States during the last month of 1925 made a record for all time. Profits were large and the inventories carried over were small. Since the immediate outlook for business generally is entirely satisfactory, it is certain that considerable buying will now develop on the part of dealers who find it necessary to replenish their stocks after the holiday rush.

☐ Steel mills are operating at from 80 to 90 per cent capacity with unfilled orders sufficient to continue this rate for months to come. Steel prices are strengthening somewhat and the rate of production at the end of the year was about 20 per cent ahead of 1925. The consumption of rubber established a new high mark last year, but the outlook is not at all satisfactory because of the authorized curtailment of production and resulting high prices.

☐ While showing some slight falling off in recent weeks, the daily average production of crude oil continues at a high rate. Generally the spring peak in factory operations is higher than the fall peak, but during the year just closed the situation was reversed, proving beyond doubt the definite drift of industrial activity to a higher level.

☐ Gold continues to flow our way, and the surplus is being employed largely in taking care of foreign loans. The anthracite coal strike now passes out of the stage of watchful waiting into a time of more aggressive action. We are paying a heavy price for our failure to produce a remedy for this national evil in past years. It is to be hoped that the present situation will not now end until the interests of the public have been safeguarded for all time.

## Charles C. Green Advertising Agency, Inc.

Philadelphia, will direct advertising for Thomas Roberts & Company, Inc., manufacturers and distributors of Bridal Brand Products, same city.

## Wilton Towne

Vice-president and treasurer of the Joseph Richards Company, Inc., New York advertising agency, has been elected president of that concern to succeed Joseph A. Richards, who has been made chairman of the board.

## Henry Eckhardt

For the past eight years connected with the Federal Advertising Agency, Inc., New York, as account executive and head of the plan department, will become associated with Ray D. Lillibridge, Incorporated, New York advertising agency, on Feb. 1, 1926.

## Earle Bachman

Formerly with the Atlantic Monthly Company, Boston, has been made general advertising manager of *The American Mercury*. Louis N. Brockway, formerly assistant advertising manager of *Scribner's Magazine*, New York, has been appointed assistant advertising manager.

## Greater New York Motor Bus Advertising Corporation

New York, has been organized to handle advertising in the motor busses in greater New York.

## Murphy Varnish Company

Newark, N. J., announce the election of Charles J. Roh, formerly vice-president of the company, as president to succeed John J. Nicholson, who is retiring. Paul S. Kennedy was elected vice-president in charge of industrial business and Charles J. Sippi has been appointed sales manager of distributor sales.

## Redfield, Fisher & Wallace, Inc.

New York, will direct advertising for the Meter Service Corporation of New York.

## Chappelle Advertising Company

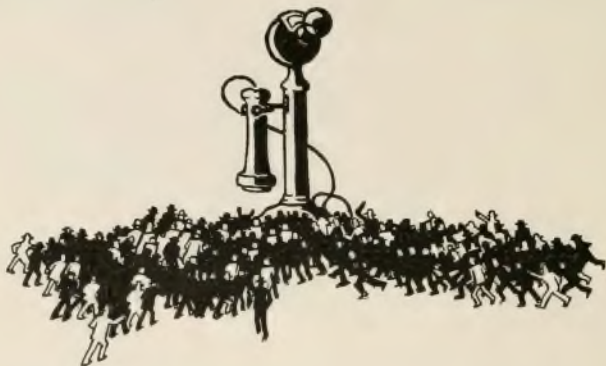
St. Louis, announces the following appointments: J. A. Hubbard, secretary; Norman Lewis, vice-president in charge of plans and merchandising; J. F. Fingerlin, treasurer; F. A. Watts, art director; W. J. Walsh, superintendent of production.

## New York Advertising Men's Post of the American Legion

Elected the following officers at their annual meeting: president, Walter T. Leon; to succeed William P. Hamann; first vice-commander, W. G. Ryan; second vice-commander, Gerrit V. I. Weston; third vice-commander, James A. Brewer; finance officer, Albert E. Hearn; adjutant, George Bohlen; historian, Bernard A. Grimes; sergeant-at-arms, James A. Burnell. The following were elected members of the executive committee: Stephan Brigham, Samuel Stebbins, Herbert W. Moloney, Earl Salley and Mr. Hamman.

[ADDITIONAL NEWS ON OTHER PAGES]

# Where opportunity is greatest



The telephone follows the lines of distribution. Wherever opportunity is greatest the telephone is found in greatest numbers. The telephone is itself a means of distribution. The principal reason for installing it in a home is to have quick contact with the world, with retail stores, for ordering goods, for saving time, for keeping in touch. Its presence in the home shows an intention on the part of that home to buy goods. It is a sure index of a worth-while market comprising the best, the most receptive and most successful possible customers and no other kind.

8,419,668 homes with a telephone out of 24,351,676 homes of all kinds is the manufacturer's ready market.

The telephone follows the line of advertising. It follows the line of the distribution of goods. It goes over the country and picks out automatically and unerringly the families who are accessible—accessible to intelligent selling arguments, accessible to desirable worth-while labor-saving goods.

In the ten years (1915/1924) The Digest has continuously circularized telephone subscribers, it has increased its circulation to more than 1,300,000 copies per week and can make to the advertiser this definite statement:

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

# The Literary Digest

*From this experience two facts may be deduced. One is that the telephone market is the responsive market, and the other is that The Digest reaches the most desirable portion of this desirable market.*

RAY D. LILLIBRIDGE  
*Announces with pleasure that*  
HENRY ECKHARDT  
*will join this organization*  
*on February 1, 1926*



RAY D. LILLIBRIDGE INCORPORATED  
*Advertising*  
NO. 8 WEST 40TH STREET, NEW YORK



## NEXT TO THINKING MATTER



IF you know a man whose interest in publications beguiled him into a curious minor hobby. Wherever he traveled, he watched for a discarded copy of a certain QUALITY GROUP magazine.

It came to be a sort of game, which he played slyly and persistently. During many years of it he saw people reading the magazine on the trains, but he never saw a copy thrown away. It was always poked back into the bag or carried off under the arm.

At last one September day his long vigil was rewarded. At a terminal, in a Pullman chair, he spied a copy of that magazine, quite abandoned. He pounced upon it. It was dated September; but September of the year previous! Twelve months had passed before it had worn out its welcome.

Timely as THE QUALITY GROUP magazines are, they are also timeless.

What gives them this tenacious hold on life?

First, of course, the sturdiness of their contents. Then their high price, which makes them appreciated. And, not least, their standard size.

Each of them is shaped like a book and acts like a book. It graces the table! it stands up firmly on the shelf.

In thousands of homes, files of these magazines serve as an auxiliary library, constantly referred to, re-read and borrowed.

The "handed-round" circulation of any one of them is probably as great as the total sale of the entire group.

They are not bought as an expedient "to pass the time" but as an exercise for the intelligence. They never cater to people who don't know what to do with their time or their brains, but rather to those who are hard put to it to find time enough for doing all that their brains suggest.

Ask any author, and he will tell how he values this indefinite survival of his writings, the surplus number of readers, and the earnestness with which they read.

The same value is there for the advertiser.

When you advertise in THE QUALITY GROUP you are *next to thinking matter.*

## THE QUALITY GROUP

681 FIFTH AVENUE, NEW YORK

THE ATLANTIC MONTHLY

HARPER'S MAGAZINE

REVIEW OF REVIEWS

SCRIBNER'S MAGAZINE

THE WORLD'S WORK

# Life presents ...

## Andy Consumer

Reproduced from a full page in LIFE



### THANK YOU FOR SUBMITTING YOUR COMPETITIVE BIDS

GET competitive bids on practically everything I buy for my family for from 5 cents up.

I want to thank you national advertisers for this. (Maybe you don't know you're doing me this kindness, but thanks.)

You boys talk to me in the open. You tell me what you have and how much. Other advertisers listen to your message to me. You all strain to make your sardines and neckties bigger and better and to clip your prices close—so please me. Every ad is a bid. I sit hard-nosed and decide.

Of course I know your first ads don't mean so much. But when you repeat—ah! Continuous advertising is the proof of the pudding: it advertises. It is sure evidence of contented consumers. (Is somebody paying me!) Advertising never rings a false alarm.

So, how good and how much is what you've got? Bids received on anything. All bids unsold. Quality considered as well as price. Make your bid attractive, because over a hundred million people will follow my example if I take your proposition.

### Andy Consumer

THE NATIONAL ADVERTISER BETS HIS  
ADVERTISING MONEY THAT HIS PRODUCE IS RIGHT

(No advertiser or league of advertisers and no advertisers' representative could say the things about advertising that Andy Consumer says in frequent numbers of LIFE. He's on the consumers' side of the fence, with their point of view, and pretending to be their spokesman (tbq rascal!))

— hard-nosed potentate — no longer a small potato since national advertising has made him the most besought personage in the world—the bird who with his buying power, sits on the destiny of all advertisers—

— tells his fellow consumers *their* side of national advertising—how nice they really have it—in frequent numbers of LIFE.

It's a story you want them to hear.

We are letting Andy tell it because we are in a fine position to do informal and unexpected things, and also because we like national advertisers. We appreciate the fifteen million dollars you have spent with us. Anything we can do in return—you know!

**DEAD-TURNOVER** and high visibility make advertising in LIFE many times as valuable as the rate indicates. You pay us for paper and production, but you get gratis the endless passing-around and rereading, the immense secondary circulation, enjoyed by every copy of LIFE.

# Life

127 Federal Street  
BOSTON, MASS.

598 Madison Avenue  
NEW YORK, N. Y.

360 N. Michigan Avenue  
CHICAGO, ILL.



*M*OST people are fascinated by moving pictures. They are interested in the way they are made as well as in the pictures themselves. It is an interesting fact that great stars have stunt men who double for them in certain dangerous parts of pictures. Thus the star is saved many hardships and inconveniences, many risks and dangers. His double drives the car to the crash, jumps from the balloon in the parachute, rides the motor cycle at death-daring speed and is shot by the camera at long distance. The film is cut and the close-up reveals the star pulling himself out of the wreck, but he was not the man who rode into it.

In the Stardom of Motherhood, no double is possible. Mother is unique—no one can take her place anywhere in the scheme of life.

Mother bears the pains of childbirth, Mother carries the burdens of responsibility upon her heart all the time. When the child tosses on a bed of fever it is only Mother who can really calm the restless nerves. Home loses its mystic atmosphere when Mother is gone. The whole family depend upon her and look to her wisdom to solve the problems of life. No love is like Mother's. No care is so constant, no sacrifice is as cheerful and willing, no devotion is like hers for constancy.

After my brother and I were grown men and under heavy responsibilities in active business and professional life, we went together one time on a surprise visit to Mother. We slept together in the same bed

### Who Doubles for Mother?

No thought can be too kind for Mother. No expression of affection can be too warm. She has bound our hearts to her with a thousand unseen sacrifices and a thousand unpaid services. The constant stream of her thought and love has nourished the years of our life. When the world becomes critical about us, she loves us as her baby. As strong men, we go to Mother, not for advice in business or profession, but for the way she lays a soft gentle hand upon the forehead and lets us know she loves us and believes in us always.

To the true child, Mother never fades. Age only mellows love and Mothers are dearer and more beautiful than ever in the glow of the sunset of life.

The stunt man may double for the star, but Mother takes all the risks and hardships herself. Let us be alert to adore her and thank her while her earthly ears are open to hear, and her heart of flesh throbs with pride in the warmth of her children's affection. Kind words and gallant compliments mean more to Mothers than money and many expensive gifts. Mother is the Super-Star who plays the whole character herself.

*Allen A. Stockdale*

*This Editorial, by Dr. Allen A. Stockdale, is one of a series appearing each month and plays an important part in our editorial program of inspiration and service to over 950,000 homes*

# PEOPLE'S HOME JOURNAL



# What is the Best Way to Advertise?

United States  
105,710,620  
Population

Coverage of  
Actual Net  
Market

Children under 14yrs. of age 33,612,442
Illiterates 4,931,905.
Foreign Language Paper Readers 6,000,000
<b>Total Net Potential Market for Publications in English Language</b> 60,782,577

Insane & Criminal inmates  
299,496

Paupers in alms houses  
84,198

÷ by 294 Adults over 14 per family

= 20,674,346 Actual net Total Market for American Publications
American Weekly 22.07% of all families in America

ENLARGED TO SHOW COMPARATIVE COVERAGE

American Weekly 22.07%	\$ 8.00 per line
Saturday Evening Post 11.71%	\$12.00 per line
Ladies' Home Journal 11.23%	\$15.00 per line
Pictorial Review 10.43%	\$13.00 per line
McCall's 10.23%	\$11.50 per line
American Magazine 10.22%	\$12.00 per line
Woman's Home Companion 8.96%	\$11.50 per line
Butterick 7.82%	\$10.00 per line
Literary Digest 6.43%	\$ 9.00 per line
Liberty 4.78%	\$ 5.00 per line

## What is the Best Way to Advertise? ~ Page 2

### *Advertising:*

Is there a better word than this? To those who understand it, and some do not, it's a pure diamond which can be used to scratch the hardest surface; by those who don't it can easily be misused and appear to them as just a chunk of glass.

### *Getting advertised:*

Is like getting acquainted once, and making a favorable impression; getting better acquainted by growing in favor, and getting well acquainted by keeping always in people's good will; and finally getting established by behaving under all conditions as you would like others to behave toward you, and by persistently and permanently maintaining and vigorously exercising the principles used to become established.

Examples: Campbell's Soup—Heinz Condiments—Beechnut Bacon—Kodak—Borden's Milk—Sunkist Oranges—Royal Baking Powder—Pond's Creams—Old Dutch Cleanser—Camel Cigarettes—Coca Cola—Corn Products—Pepsodent—Listerine—Wrigley's Gum—Arrow Collars—Postum Cereal—and a lot of others.

### *How it is done:*

Briefly, by building a business that is efficient, conservative, popular, and profitable *without*

*advertising.* Making sure that the elements of success in manufacturing, selling, and accounting have been tested with time and under every competitive condition—by making it pay dividends.

### *When to start:*

Then it's about time to consider applying the emphasis of advertising for the purpose of insuring a continuance of good will—to expand by creating new customers, to encourage good customers to talk to their neighbors, to impress dealers with growth and public favor, to artificially age the business, and to nourish substantial growth.

### *How to proceed:*

The best advice on how to proceed can only be general—the type and character of the business is too important to be passed over lightly. But generally speaking, in looking for a man to run the advertising department, look for him among retail stores. Here you find advertising men who try daily for record results and, if they don't get them, try to find out why; if they do get them, try the next day to beat their own records. A man with selling ability will likely have less theory and more action in his make-up. Tell this man to prepare a campaign in the rough, and then let his work remain on the wall for daily comment and inspection for sixty days.

## What is the Best Way to Advertise? ~ Page 3

The campaign will then have become seasoned and ripe, and perhaps of no use at all. If it's as acceptable after sixty days as it was at first, try it out. But first lead the sales force and the distributors of the goods to like and enthuse over it.

### *The next step:*

The next step is to select an advertising agency and submit the campaign to their judgment. A sincere agent with experience is a fine setting for an enthusiastic advertising man who knows the goods and the trade and has the spirit of the advertiser's pride completely in his soul. This combination may not always agree, but between them the advertiser will get a lot of good work, and better advice, and come nearer to starting off auspiciously.

### *Here's the hazard:*

Advertising at the start has a tendency to create growing pains, often referred to as "cold feet." All the designs and copy are of intense interest to the advertiser, his sales force, and his dealers. What long experienced advertisers have done is constantly used as a stimulant, until the advertiser and the accountant come to look for a marvelous increase, and even the factory superintendent speeds up production. In too many instances the sales force actually let up in their work, thinking the ad-

vertising about to come will do it for them. Of course it won't, and the public, slow to respond, take their own good time to do as they please. At first not enough calls impress the dealers, and all, looking for quick returns, are disappointed. In sixty days the advertising bills are large and due, and results perhaps not even as good as at some previous peak period without advertising.

### *There's a remedy: ~ it is faith*

Between a spirited advertising manager and an experienced agency, it's most probable that the very best advertising is being done, and only time will prove it. When experienced patent medicine advertisers start to put a medicine on the market they plan a three year trial. The first year they expect nothing, the second year to get even, and the third year to get on. No manufacturer should start an advertising campaign on trial, for only his faith and his methods are on trial, and unless he has the courage to grow and grow through unflinching faith in the ultimate outcome, he is a sure loser.

Every farmer and fruit rancher understands the value of the time element—and so does every experienced advertiser. Success in men, agencies, copy, and plans are secondary to the success that comes from never quitting.

# What is the Best Way to Advertise? ~ Page 4

## PERCENTAGE OF COVERAGE OF LEADING NATIONAL ADVERTISING MEDIUMS AND THE COST PER LINE TO REACH 100,000 HOMES

See Chart on Page One

Name of Medium	Circulation	Coverage Percentage	Cost per line each 100,000 homes
AMERICAN WEEKLY	4,563,812	22.07	.175c.
SATURDAY EVENING POST	2,420,175	11.71	.496
LADIES' HOME JOURNAL	2,322,422	11.23	.646
PICTORIAL REVIEW	2,157,134	10.43	.603
MCCALL'S	2,115,226	10.23	.544
AMERICAN MAGAZINE	2,113,108	10.22	.568
WOMAN'S HOME COMPANION	1,852,428	8.96	.621
BUTTERICK	1,616,250	7.82	.619
LITERARY DIGEST	1,328,384	6.43	.678
LIBERTY	988,188	4.78	.506



An advertisement of The American Weekly of 9 East 40th Street, New York City, to inform its representatives and others that circulation is where you find it; that families read certain publications and buy goods at their favorite stores, and that goods advertised are sold mostly in stores and stores are supported by families who read certain publications; that the American Weekly is read every Sunday in nearly 5,000,000 homes in and about 14 principal cities and several hundred smaller cities and has the largest circulation of any publication in the world; that color pages cost \$15,000 each and the black and white rate is \$8 a line. Chicago office is in the Wrigley Building.

The Columbus Dispatch

Again  
**LEADS!**  
*in Ohio*

Year after year The Columbus Dispatch stands first in volume of paid advertising. By publishing 21,544,376 lines in 1925 this newspaper enjoyed its greatest year. The Dispatch not only exceeded the second newspaper in the state by 2,648,383 lines, but led all Columbus newspapers combined by 3,680,065 lines.

*Note the advertising lineage of the first 7 Ohio newspapers for 1925.*

Columbus Dispatch	21,544,376 lines
Cleveland Plain Dealer	18,895,993 "
Dayton News	16,781,576 "
Toledo Blade	15,539,337 "
Cleveland Press	14,291,866 "
Cincinnati Times-Star	14,177,908 "
Cincinnati Enquirer	13,509,160 "

The state-wide leadership of this newspaper in advertising is backed up by a great local leadership in circulation, which forcibly emphasizes the importance of The Dispatch to national advertisers. For the 6 months' period ending September 30, 1925, 103,526 was the average daily net paid circulation of the

**Columbus Dispatch.**

OHIO'S GREATEST HOME DAILY



# Here is BUYING POWER!

---

## These Women:

- have telephones
- charge accounts at department stores
- come regularly to stores where advertised goods are sold
- and most of them are married

## These are indeed BLUE LIST READERS



You can reach them only through

# THE DELINEATOR *and* THE DESIGNER

[ THE BUTTERICK COMBINATION ]

CHICAGO

• NEW YORK

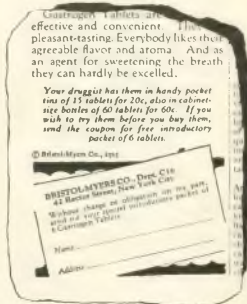
• SAN FRANCISCO

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# Advertising & Selling

## FORTNIGHTLY

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THE growth of the tendency toward the use of keyed coupon advertisements is described in this issue by G. Lynn Sumner in his article, "When Is an Inquiry Not an Inquiry?" Mr. Sumner, through long experience in directing the advertising of the International Correspondence Schools and the Woman's Institute, is an authority on this subject. The ratio of coupon returns to actual sales and the effect of this upon selling costs, and the fallacies of snap judgments based upon mere number of returns, are dilated upon in detail.

M. C. ROBBINS, PRESIDENT  
J. H. MOORE, General Manager

OFFICES: 9 EAST 38TH STREET, NEW YORK  
Telephone: Caledonia 9770

NEW YORK:  
F. K. KRETSCHMAR  
PHILIP A. LUKIN

SAN FRANCISCO:  
W. A. DOUGLASS, 320 Market St.  
Garfield 2444

CHICAGO:  
JUSTIN F. BARBOUR  
Peoples Gas Bldg.; Wabash 4000

NEW ORLEANS:  
H. H. MARSH  
Mandeville, Louisiana

CLEVELAND:  
A. E. LINDQUIST  
405 Sweetland Bldg.; Superior 1817

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

Subscription Prices: U. S. A. \$3.00 a year. Canada \$3.50 a year. Foreign \$4.00 a year. 15 cents a copy through purchase of Advertising and Selling, this publication absorbed *Profitable Advertising, Advertising News, Selling Magazine, The Business World, Trade Journal Advertiser and The Publisher's Guide, Industrial Selling* absorbed 1925  
Member Audit Bureau of Circulations and Associated Business Papers, Inc. Copyright, 1926

## *Defining the Primary Textile Market*

❶ The manufacturer of a branded fabric who scatters widely his selling efforts is certain to waste much ammunition, as retail outlets in this field are highly concentrated.

❷ For example, 87% of all department and dry goods stores in the United States are doing business in only 2787 urban places. The balance—13%—are located somewhere among approximately 129,000 rural communities.

❸ Advertising designed to send consumers into these stores will be fully effective when media are selected that have a preponderance of circulation in the urban centers of population.

\* \* \*

❹ Cosmopolitan is a primary medium for this purpose, because 89.9% of its more than 1,500,000 reader families live in the 2787 cities and towns that make up the urban market.

*[ The Trading Center principle of marketing insures ]*  
*[ economical selling efforts. If you are interested in ]*  
*[ lower sales costs consult a Cosmopolitan representative ]*

*Hearst's International*  
*Combined with*  
**COSMOPOLITAN**

JANUARY 13, 1926

# Advertising & Selling

## FORTNIGHTLY

FREDERICK C. KENDALL, Editor

*Contributing Editors:* Earnest Elmo Calkins Robert R. Updegraff Marsh K. Powers  
Charles Austin Bates Floyd W. Parsons Kenneth M. Goode G. Lynn Sumner  
R. Bigelow Lockwood James M. Campbell Frank Hough, *Associate Editor*

# When Is an Inquiry Not an Inquiry?

By G. Lynn Sumner

**T**HERE is a story about a gray haired clerk in the patent office—I should say there is a gray haired story about a clerk in the patent office—who resigned his job back in the fifties because, as he said, everything had been invented that possibly could be invented and he'd soon be out of a job anyway.

I tell this not because it makes a point in itself but because its sequence parallels a remark made to me by the advertising manager of one of the well-known women's magazines just about five years ago. He was cussing me out in his characteristic way because I persisted in furnishing him advertisements containing coupons. He protested—seriously, too—that coupons were getting to be a nuisance in handling the make-up of his issues.

"There are six coupons in this month's magazine," he said, "and they cause no end of trouble. If I back up another advertiser with one he objects because he says a certain number of his advertisements are going to be mutilated. If I take revenge on you coupon users and back you up against each other you kick because only one of the ads can be answered. And if I back up editorial



**T**HE latest fad of our embryo merchants is to obtain all the free samples possible via the coupon inquiry method and then set up shopkeeping for themselves. For this and similar reasons the mere volume of inquiries obtained means but little. The number of inquiries that can be turned into sales determine the real value of media, space and copy used by the advertiser

matter and mother clips the coupon, like as not it comes right out of the most important point in the story and the rest of the family can't find out what the girl decided to do."

That was back in the dark ages of 1920 or thereabouts. I'm sorry to say that advertising manager has passed on from this life. If he could come back I think he would be both surprised and shocked to see what has been happening among the merry advertisers. Coupons have

broken out like a rash on the pages of our leading publications. This month I counted sixty-three in one well-known woman's magazine, fifty-four in another and forty-eight in still another.

In America we never do anything by halves. Suddenly national advertisers have decided that no reader should ever be able to say he didn't have a chance to answer. Testimonials of royalty are followed by coupons. For samples of tooth paste, breakfast-food or cold cream—send the coupon. For information about gold bonds or just ordinary gilt edged securities—send the coupon. The correspondence schools that had a near-monopoly on the coupon business are now scrambling for attention among the new crop of competitors. In fact, the advertisement without a coupon looks about half dressed.

Now I think I know what lies behind this epidemic of coupons and it is a most commendable purpose. National advertisers are beginning to want to know what they are getting for their money. They are sending out investigators (in coupon form) to try and find out what the advertising dollar does during the day. Recently two of our very

largest advertisers have said to me that during 1926 not a single advertisement would appear over their names that did not provide a means for the reader to reply.

I think this is the very soundest indication of right thinking. I believe that more and more advertisers are going to be dissatisfied with the procedure of shooting an appropriation into the air and trusting to blind luck that the copy it pays for is appropriate. I commend the good sense of every advertiser who seriously endeavors to find out whether his advertising is really attracting attention, arousing interest and prompting people to buy his goods as a result of it. And that is exactly the reason I want to sound a word of warning about inquiries.

I have heard representatives boast that their publications "pulled like a mustard plaster" and I have found some of them to be just about as painful before you get them off the list. For inquiries in themselves may mean little more than trouble and expense. It's the inquiries you turn into sales that have real significance in proving the value of copy and space and media. The

most productive advertisement on inquiries with which I ever had any experience was likewise one of the most expensive. It produced 26,000 replies at a cost for space of \$1,750, delivering inquiries at a little less than seven cents each at a time when we were prepared to pay up to one dollar each for replies. But we were spending fifty cents on each inquiry for follow-up, which meant that when these 26,000 inquiries had been handled, we had invested not \$1,750 but \$14,750 and the percentage of sales was so low that the actual business resulting from that advertisement was about the most costly we secured during the whole year.

**T**HERE is only one figure that tells the story in calculating values in selling by mail—or in any other way—and that is the cost per sale. If you are selling an article at a uniform selling price, "cost per sale" means the cost of the space advertis-

ing plus the cost of following up the inquiries received, divided by the number of sales made. If you are selling a line of goods to the inquiries received at various prices, your key figure will be the percentage of total cost figured against the total amount of sales effected.

Now note how, if this plan is not followed, you may be led into an entirely erroneous judgment regarding the value of media. Suppose you run the same copy in the same space at the same cost in two publications. Let the cost be \$1,000. At the end of thirty days you may have received 1000 inquiries from X and 500 inquiries from Y. From these early returns X looks like by far the most responsive publication. But suppose you spend fifty cents in following up each inquiry and at the end of three months find you have sold 20 per cent of the leads from Y and only 10 per cent of the leads from X. The cost figures will look something like this:

Pub.	Adv. Cost	Number Inquiries	Cost per Inquiry	Follow-up Cost	Total Adv. and Selling Cost	Percentage of Sales to Inquiries	Sales	Cost per Sale
X.....	\$1,000	1,000	\$1.00	\$500.00	\$1,500.00	10%	100	\$15.00
Y.....	1,000	500	2.00	250.00	1,250.00	20%	100	12.50

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**T**HREE HUNDRED golf enthusiasts, members of the Winter Golf League of Advertising Interests and their guests, sailed on January 8 for Bermuda, where this year's League tournament will be held on the famous Mid-Ocean course

**T**WO photographs taken on board the steamship *Fort St. George* of the Furness-Bermuda Line, chartered exclusively by the League for the accommodation of the members and their guests. Above is shown a general view of the crowd on deck shortly before the ship sailed. On the right is a close-up of several of the men whose efforts are directly responsible for the trip and the entertainment provided. Reading from left to right they are: M. C. Robbins, W. Roy Barnhill, Murray Purves, Elmer Rich, W. R. Hotchkin, president of the organization, and Gilbert T. Hodges





# Flannel Collars and No Collars At All

By Marsh K. Powers

THE advertising business is emphatically a white-collared occupation. Not only its present practitioners but the raw material which it is attracting to its ranks are preponderantly recruited from that strata which dons its linen collar on rising and wears that mark of caste all through its waking hours. Another ten years will probably see this truth even more patently apparent. Even today advertising apprentices, as a class, can only with difficulty be distinguished from the year's crop of young bond salesmen. As a means of earning a livelihood advertising has most emphatically achieved a position of social prestige.

In such a situation there is a danger of loss of accurate perspectives.

It is simply human nature for a group so constituted to incline toward the easy assumption that only among those who earn their livings in offices or by calling upon occupants of offices, is there a market for commodities which fall outside the classification of mundane staples and sheer necessities—that luxuries and cultural merchandise cannot be sold elsewhere.

The first jolting lesson I ever received to upset that complacent assumption is still as clear in my mind as on the day it was delivered.

The occasion was a concert, in my college town, of a famous Continental violinist. With a classmate I had purchased a ticket to the top gallery. By the time the theater was filled, we found ourselves surrounded by fruit vendors, proprietors of shoe-shining establishments and representatives of all the various callings followed by immigrants to this na-



WORKMEN of today are often able to purchase luxuries that are beyond the purse of many of the so-called white-collar class. The number of comparatively expensive cars that can be seen parked in front of almost any construction job, factory, etc., is indicative of the great increase in purchasing power of the man who earns his living by engaging in some form of manual labor

tion. And later we discovered, with a youthful sense of chagrin, that these occupants of the seats around us were getting a far keener pleasure out of the evening than were we two representatives of education and vaunted cultural polish.

That was an unforgettable lesson in the fact that cash and culture are not Siamese twins. I am grateful that I received it early.

Today there are further lessons which need to be conned and accepted by the man who has advertising messages to write.

Time was when the luxuries of life were restricted to and reserved for the successful brain worker and his fortunate dependents. To perform manual labor foreordained a meager existence. No longer does that limitation hold good. It so happens that every morning I am given direct and indisputable evidence of this change in purchasing power.

The route that I drive from home to office takes me, first, through four miles of a residence section in which there is continual building of new

homes, then through a factory section and finally into the downtown business streets.

By the time I depart for down town the curbs in front of each new house under construction are lined, for a hundred feet or more, with the parked motor cars of contractors' employees. I run my way down gauntlets of cars which bear the insignia of all but the more expensive makes. Hudson, Chrysler, Jewett, Chandler, Nash, Cleveland, Studebaker, Jordan, Packard, all are present, the last named (judging from the appearance) being represented by second-hand specimens but present, nevertheless.

Yesterday I took a census of the cars parked in front of the first three houses under construction along my route.

Number One scored two Buicks, two Chevrolets, one Dodge, one Westcott and one Ford.

Number Two scored a Paige, a Nash, two Overlands and two Fords.

Number Three produced an Essex, a Hupmobile, a Star and two Fords.

Number Four tallied a Studebaker, a Rollin, a Hupmobile, two Buicks, two Dodges, a Chevrolet and four Fords.

Of thirty cars, therefore, only nine represented the minimum expenditure available. *En passant*, I might mention that investigation would often prove the Fords to be the property of the employing contractors—a truth which I first noticed during the construction of my own house.

The condition that holds true of the men in the building trades is repeated in only a slightly modified degree, outside of the larger factories. Fords are present in quantities, but

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# What Are the Biggest Problems Facing Advertising Today?

## Making Itself Better

Says *Earnest Elmo Calkins*

ADVERTISING, of course, has but one problem before it, and that is the old problem which it has had from the beginning—that of making itself better. But the exact definition of that word "better" changes with increased knowledge and wider experience, and also the methods of making advertising more efficient change likewise.

The greatest obstacle in the way of advertising is the physical one of congestion. It matters little whether one measures this congestion by the amount of space available in which to advertise, or by the visible amount of attention that the public has still left unoccupied. The solution is not the arbitrary one of limiting the size or the amount of advertising, but the more difficult one of increasing the power of each unit without increasing its size.



## A Quarter Century Look

Says *A. C. G. Hammesfahr*

FANTASTIC as it may sound, a forward look of twenty-five years, in five-year cycles—that is one of the problems that the advertising world might get its teeth into during the next year. Why? Because of the changing methods and conditions in selling and merchandising, as exemplified by the tremendous growth of every kind of chain store system, from the corner cigar store to the mighty department store; because of installment selling, house to house selling, distribution methods and costs, elimination of waste.

Why the twenty-five year look? Simply because of the tremendous development during the past twenty-five years.

Space limitation makes it impossible to go into detail about the great progress that has been made in every department of advertising and merchandising, so perhaps the following will suffice to illustrate what I have in mind.

Approximately twenty-five years ago the *Saturday Evening Post* was a sixteen page paper, carrying a

total of 344 lines of advertising. The particular issue that I checked carried these advertisers:

Singer Mfg. Company, 112 lines; Oneita Knitting Mills, 84 lines; National Correspondence Institute, 28 lines; Eastman Kodak Company, 21 lines; Swift & Company, 35 lines; Celebrity Photo & Art, 50 lines; Walter F. Ware, 14 lines.

The total lineage is just a few lines over a half page. Compare that with an average issue of today of 230 pages, carrying 90,000 lines. Other magazines, newspapers, billboards, street cars, etc., have participated proportionately in this remarkable growth.

To conserve what has been built and to build soundly on top of it for the new developments of the next quarter century calls for intelligent thinking and much study.



## Economic Recognition

Says *Malcolm Muir*

THE most vital problem facing the advertising world today is that of getting advertising more widely recognized as an economic force. The time has come to lay less emphasis upon the obvious need for truth in advertising and to throw all the weight of our resources back of a movement for more truth about advertising.

Definite accomplishment in this direction will be possible when we admit frankly the true extent of the waste and inefficiency in advertising practice today. Elimination of these retarding factors is a duty which falls upon all of us. The need for action is urgent.



## Education and Defense

Says *Louis Wiley*

ADVERTISING's chief problem is one of education, within and without. The volume of advertising is stupendous; but I think no one will maintain that all of this is as productive as it might be, or that as many businesses are using advertising as should be the case. We must educate advertisers to use its

possibilities better, and non-advertisers to seize its opportunities.

We need to redouble our efforts to check actual results for advertising expense, so that all forms of waste in the selection of copy, media and space will be eliminated. Advertising is too powerful and necessary to business to be abused or misused. We should be able to delimit more and more precisely its part in the economical distribution of goods to the consumer. The traceable benefits of advertising should be so demonstrable as to carry universal conviction.

Another problem of advertising is to strengthen the praiseworthy effort, already so well begun, to rid advertising of all who seek to employ it dishonestly. Everyone connected with advertising should set himself up as a guardian of its character.

Education and defense are thus advertising's two main problems, just as they are of our national life. I look forward to advertising making progress in 1926 in keeping with its great and deserved strides in the last two decades.



## Need for Open Minds

Says *P. L. Thomson*

THE problems that face advertising today are those of a year ago and those of a year hence—to make our advertising investment more productive.

We need then, first, an open mind which recognizes that advertising is no magic wand whose waving turns failure into success, but rather an instrument of modern business which when intelligently used may become a force of tremendous significance in the economic selling and distribution of merchandise and the establishment of good will, in the interest alike of seller and buyer.

The successes of advertising are known to us all. Of its failures we hear less. When analyzed the latter may be traced to a variety of causes—poor copy, failure to co-ordinate advertising with other activities of distribution, unwise selection of media, lack of reader interest due to

# The Courts Won't Always Let You Use Your Corporate Name

By H. A. Toulmin, Jr.

Toulmin & Toulmin, Patent Attorneys

It is pretty well understood that although your name may be Ford you cannot make automobiles of any type or price and call them Fords, nor can you call your company the Ford Motor Company if that results in misleading purchasers.

It is not so well known that if you want to use the name Ford the courts will not let you sell tires called Ford tires. In fact the Ford company has already successfully opposed the use of the name Ford on tires even though the motor company does not make tires.

In a similar case between the Overland Automobile Company and a tire manufacturer the courts held that the use of the name Overland on tires was hurtful to the automobile manufacturer. The purpose, the court said, was to make the public believe that the goods of the Overland Automobile Company and the goods of the tire company using the name "Overland" were the same. Furthermore, the court held that it is not even necessary to show that any particular person is misled. The fact that the automobile company was not manufacturing tires made no difference. The more closely the products are related, the less doubt is there about the attitude the courts will take.

The Aunt Jemima Company, for instance, built up tremendous good will for its pancake flour by heavy and consistent advertising.

Another concern started to market a pancake syrup under the Aunt Jemima name.

The court said that the syrup manufacturer had knowingly adopted a trademark which has been well advertised on an allied line, and it was natural that the second trademark would get the benefit of the first trademark's advertising. The syrup manufacturer has no right to



take advantage of this flour trademark advertising, the court held.

The fact that the syrup might be put out in inferior form, thus hurting the pancake flour's reputation, was held to be an important factor in preventing the use of the same trademark on allied products by different manufacturers. The first manufacturer was held to have the right to the trademark.

It is generally held to be improper for any concern to try to benefit from the advertising done by any other even in an entirely different branch of business, or to cash in on the good will inherent in another's corporate name. If the lines are in the same general field the protection is more certain even though the products may not be at all the same or even similar.

For that reason it is well to include in the corporate name the name of the advertised product.

These are a few cases showing how widely the courts have applied this policy.

Armour & Co., the meat packers,

objected to the use of the name "Armour" on rubber tires. The tire manufacturer claimed that he had used that name to signify that the tires were armored against destruction.

The court, however, said that the use of the name Armour could only result in causing the public to believe that Armour & Company, whose business ramified in many directions, such as selling soap for automobiles, and the like, had actually entered into the manufacture of rubber tires, even though Armour & Company said they never had and never intended to make rubber tires. The court said that this use of the corporate name might lead to confusion and difficulty.

A manufacturer of radio tubes put them on the market under the name "Rolls Royce." The Rolls Royce Company of America, manufacturers of automobiles, engines, airplanes and similar mechanism, never manufactured electrical equipment or radio equipment, but upon their objection to the use of their name on radio equipment the court said that such use by another would cause the public to believe that the Rolls Royce Company had gone into the radio business, would confuse the public and would result, if the goods were inferior in the radio field, in injuring the reputation of the Rolls Royce Company. So "Rolls Royce" on tubes passed out as a trademark.

Again, the word "Continental" has been used as the prominent word in the name of a manufacturer of automobile motors. Another manufacturer attempted to secure the word "Continental," associated with a picture of the western hemisphere, for valve grinders.

This brings up the interesting question of to what extent a name can be taken for a different line of

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# Trading With Caribbean States

By A. L. White

**T**HE trade of the United States with the two Caribbean republics, Colombia and Venezuela, is valuable to the United States both because of its present volume and because of its future possibilities. The two countries may be considered together inasmuch as in many respects they are alike, in their relative geographical position to the United States, in their climate, and in their natural products, and in the fact that they are interesting exponents of the effect upon trade of purchasing power considered together with all the natural factors of climate, topography, and production.

Colombia has the larger population—about six million and a half to Venezuela's two million and a half—and as the two have about an equal per capita consumption of imports, the total import trade of Colombia amounts to considerably more than that of Venezuela. The leading source of wealth in both countries at present is coffee. The two countries differ, however, in the fact that Colombia is a one-crop country, depending entirely for its purchasing power upon the sale of coffee, whereas Venezuela has more diversified crops and produces and exports considerable cacao. Both countries have some other natural resources which are not yet developed to a sufficient extent to have much effect upon economic conditions. Since these are agri-

cultural countries, they have to import manufactured goods, and a very large share of their purchases are made in the United States, with Great Britain the nearest competitor for this trade.

It is estimated that the per capita consumption of imports in this market is about \$11.50. The purchasing power of the mass of the people is small and wages are low compared to those in countries which are more highly developed industrially. With a low wage scale, the introduction of labor saving devices has been very slow. A manufacturer who attempted to build up a business in Venezuela in two-wheel hand trucks and four-wheel platform trucks was unsuccessful in his attempt because dock laborers could be engaged for about eighty cents a day and were thoroughly accustomed to carrying heavy loads on their shoulders and to rolling barrels.

The buying in many lines is governed by the limitations of the purse, particularly when a fairly good article can be obtained at a low price. The most important consideration in

the hosiery market, as a whole, seems to be cheapness in price. At Cartagena, Colombia, a small hosiery factory manufactures about four thousand dozen pairs of hose per month, and the quality of this hosiery is said to be good and the price is below that at which American manufacturers can offer the cheaper grades. The people of Colombia, generally, buy hosiery manufactured locally or imported from Spain or Japan, but American manufacturers supply a large proportion of the high grade hosiery which is bought by the wealthier people.

**I**T must not be assumed that low purchasing power limits the buying to the very cheapest variety in all lines. Purchasing power is a more or less flexible thing, and even in countries of low purchasing power the people may be educated to prefer quality at a reasonable price to a low price without good quality. An American manufacturer who recently put out a low-priced mechanical pencil attempted to market the pencil in parts of Venezuela. In advertis-

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**C**LIMATE is an important consideration in the Caribbean trade. The Coast districts are low and tropical, but the plateaus have a temperate climate. There is a wide variation in the market requirements of various sections of the country



# What's Coming in the Machine Tool Industry?

By John Henry

**T**HE history of the machine tool is so closely interwoven into our economic, political and industrial fabric that it is impossible to make a separation. Behind every project, achievement or development of human progress in the last century stands a machine tool as a major factor. Take any invention you will—radio, aircraft, munitions, telephone, automobile—and you find a machine tool in the background. To anyone interested in the "romance" of machine tools we recommend Professor Kimball's lectures and Roe's "Early English and American Tool Builders." It is a fascinating study!

In spite of this wonderful background the machine tool industry is woefully misunderstood, miserably underpaid, and is one of the least known of the fundamental industries. It is subjected to such rapid inflations and sharp declines that it is impossible to make a "spread" that will cover the losses and insure an adequate return upon the investment required and the technique involved.

A large part of the blame for these conditions must be laid upon the industry itself. In the first place, its development has been controlled by the engineering side of the organization, subject of course, to financial supervision. The selling and marketing side has been sadly neglected. Tradition has played too large a part in the scheme of things. Conservation and secretiveness have been responsible for slow progress.

The war saved the industry as an industry. The government's demands, supervision and inspection opened the doors, brought about the interchange of ideas, threw aside tradition and conservatism and brought about a new era. New



standards are in force (even standards of measurement!), new fields of endeavor are open and there has been established a common meeting ground for the solution of problems.

There is still a tendency to follow rather than lead, although the new generation is making radical changes. In the early days of the automobile industry, for example, the office of a certain machine tool builder was the meeting place of the fraternity and the question was "How shall we make it?" The machine tool builder told them how and sold the machines to do it. Today that same organization takes orders and builds what is ordered. At the same time there never will be a better opportunity offered than the present for attaining the old supremacy. Production is being limited by distribution and the breathing spell may well be utilized to regain lost ground.

**T**HE marketing of machine tools is becoming more efficient. New models are not being built to suit the whim of a designer or the fancied need of an isolated case. They are being built for an industry. The path of progress in the past has been strewn with "white elephants"—single purpose machines built in lots to cut costs, only to find

that the application was limited and the market soon entirely exhausted.

At some time in the not far distant future the machine tool industry will have resident engineers—men of marketing experience—located in the great industrial centers studying the needs of industries and reporting back to a central bureau or an individual organization. Upon the recommendations of these men the machine tools of

the future will be designed.

The machine tool builder of today is becoming a specialist and his plant is on a production basis instead of being an experimental station. It is being demonstrated by a few that a study of markets results in dividends. The rest will follow. The old "general" machine shop which manufactured a "complete line" is being superseded by the plant building one type of tool and perfecting one product. Even the old line companies are splitting their organizations into units in order to secure the advantages of specialization. More changes will come, consolidations will be effected and some concerns will go out of existence.

The machine tool will never bring adequate compensation until cost information is pooled and a more or less standard system of cost accounting is adopted. The development of such a system for foundries is responsible for the successful operation of the foundry industry today. There must be also a change of attitude on the part of the management in that the engineering function must work hand in hand with marketing. The former cannot dominate. It must be learned that "research" is not a term that applies exclusively to engineering. When this is accomplished both engineers and sales-

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## What Plan for Paying Our Salesmen?

# Making the Plan Fit the Business

By Will Hunter Morgan

THE greatest move we ever made in administering our sales department," says one sales executive, "was to break away from the method of paying our men which custom had established in our field. The change came when the directors of our company became converted to the idea of taking each department of our business and challenging every detail connected with it. One of the numerous questions that came my way was, 'Why do we pay our men in straight salary?' The only answer I could give was that we had always done so and that it was the custom in our line. Neither of these reasons were held to be good ones. I was asked to forget about all past methods and what competitors were doing and work out what I believed would be the ideal method of payment. As a starter I examined methods that were being used in other lines of business. I looked particularly into the methods being employed by those companies whose sales methods were known to be especially successful. I wrote to distant non-competitive sales managers and called on others who were nearby. I found them very willing to share their experience with me.

"My final recommendation was a change to a basic salary slightly smaller than we had been giving together with a moderate commission and a slight tightening up on expense accounts. Before making the recommendation I let my mind return to competition. My thoughts ran along these lines: The commission would make our house more desirable to enterprising salesmen than the straight salary offered by rival companies. The small difference in salary would make no difference to the go-getters as they would see it more than made up for by the possibilities of getting sizable commissions. The slightly lower salary would discourage only those men who were looking for something 'soft'—a 'sure thing.' That type we could well afford to pass up.

"In our line most companies were notoriously lax in the matter of expense accounts. By tightening up in this respect I expected to accom-

plish two things. I would effect a legitimate economy which in part would take care of the commissions. I would still further discourage the grafter type of salesman.

"The proposed plan was carefully gone over to determine its effect upon selling costs. We tried it out first in a new branch office which we were opening, as it could be put into operation without argument in this case where newly hired salesmen made up the sales force. Then we let the news reach our other branches. We had anticipated some difficulty in selling the new scheme to our old salesmen and so we decided first to see what they would say when they heard about its being in force in another branch.

"This proved to be excellent strategy. The very fact that we didn't attempt to change the old men over to the new plan apparently made it all the more desirable to them. One after another they began to ask why they were not in on the new arrangement. We said that we didn't want to force anything on them. The more restraint we showed the more eager they were to make the change. In short, we let them sell themselves on the whole idea."

THE foregoing experience is significant in several ways. It suggests that it can easily be a mistake to let oneself be guided in fixing remuneration by the prevailing custom in the field. Many sales managers believe that the plan of remuneration is the most important single item in getting results from the sales force. The points they make run somewhat along these lines: Hard work depends upon remuneration, loyalty depends upon remuneration, the attracting of desirable recruits depends upon remuneration. The best paid man is usually the one who is most anxious to follow instructions, absorb training, and make good.

Some of the points to be considered, then, in formulating a plan of paying the salesmen are:

(1) It should hold good salesmen over a period of years. So it should compare favorably with methods in general practise in the

field. It should probably include a fixed drawing account or salary which is adequate for the salesman's living expenses. Its fairness should be obvious. The details of the remuneration plan should not be subject to changes except where they are obviously desirable to the salesman as well as the house.

(2) The method of payment can do much to assure adequate coverage of all regular customers. We have seen that some manufacturers employ a point or task system as part of their remuneration plan. The salesman may be paid so much per call in cash. Or he may score points for every call, regardless of its results. Or thorough coverage may be included in a prize contest.

OF course good management should insure thorough coverage even where straight salary is paid. But some small additional incentive may work even better.

The payment of extra-good commissions on large orders may discourage thorough coverage. The salesmen may then spend so much time with larger customers that the small buyers are neglected.

(3) It should encourage adequate attention to every worthwhile prospective customer. This is related to the preceding item. Task or point system or prize contest can well be considered.

(4) It should insure adherence to the policies of the house. For this reason many executives favor a salary as the leading item in their remuneration plans. Salesmen can be made to live up to instructions better than where they are depending mostly on commissions.

(5) The plan may well include a steady income sufficient to keep worry out of the salesman's mind. A worried salesman is rarely a good producer. It may be argued that worry will drive him to superhuman efforts, but this does not prove to be the case as a general thing.

(6) There should be proper reward for loyalty, good general business judgment, and length of service. At the beginning of our consideration of this subject we looked at a case where this element was

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# What Next in Advertising?

By Robert R. Updegraff

SEVENTY-SIX prominent business men recently recorded their opinions as to the most outstanding business developments in the quarter century which ended at midnight Dec. 31, and only three of them mentioned advertising. The rest were too close to see what the student of business history of 1950 will see clearly in perspective: that the first quarter of the Twentieth Century was remarkable among other things for the virtual discovery and large-scale application of the power of commercial advertising, making possible as it has the quantity production of automobiles, washing machines, vacuum cleaners, radio sets, sanitary plumbing equipment, floor coverings, and a hundred other conveniences and commodities that could not otherwise have been brought within the means of more than a third of those who now enjoy them.

But that is an old story. We are used to mass selling of merchandise, made feasible by mass advertising. The question that interests us now is: What next? What will the second quarter of the Twentieth Century develop of interest—to the profession and to the public—in the field of advertising?

It will develop advertising of the airplane and of air navigation, of course; advertising of new electrical conveniences as revolutionary as electrical refrigeration; advertising of services as indispensable as the telephone, perchance; advertising of new commodities, new cures and new processes developed by the magic of chemistry; advertising of new foods, new building materials, new means and methods for saving time and labor in the home and in business and industry.

Yes, the promotion of all of these things, and others beyond the power of our present imagination to conceive, will help to keep the advertising columns fresh and newsworthy during the next twenty-five years. And I should like to ask parenthetically how many advertisers and advertising men ever stop to realize that it is not so much their skill and clever-



ness at advertising that makes the advertising columns so interesting to the public as it is that the news of Things and Ways and People stimulates public curiosity and stirs people's imaginations? The "What Next?" attitude of the average citizen as he or she goes through the daily paper or the weekly or monthly magazine and sees the announcement that cooking can now be done with the gas turned off, that ice can be made "by wire," that Oakland will shortly announce a brand new "six," that Stalder is building a new hotel in Boston, that a radio set has been perfected that needs no batteries, that at last Fords can be had in colored enamels, etc.: I say, this "What Next?" attitude is one of advertising's most valuable assets. It keeps people reading advertisements, even though almost swamped by the sheer bulk of the metropolitan Sunday newspapers and some of our popular weekly and monthly magazines.

**B**UT what next will develop within advertising to stimulate the interest, the imagination, and the inventive genius of the advertising profession and of the publishing and posting and broadcasting worlds?

It may be a case of rushing in where prophets fear to tread, but to me the outstanding promise of the

next twenty-five years, from the standpoint of advertising, is that, having learned the value of advertising as a commercial expression (though we still use it very wastefully), the world will next turn to advertising to make itself articulate in a broad social way. By 1950 men will have learned to express their ideas, their motives, their experiences, their hopes and ambitions as human beings, and their desires and aspirations as groups, by means of printed or painted advertising, or of messages projected through the air. Some have begun to do it already in a hesitating and half-experimental way. We see labor unions and farmers' organizations and religious sects turning to paid space to express themselves, and some indeed

utilizing radio. But before this new quarter century has passed, such advertising may be almost as common as the advertising of commercial products and services is today. "Jim Henry's" shaving cream column may be matched by a weekly column sponsored by the Christian Science Church, or by the Department of Agriculture. Campbell's familiar color page may be no more familiar than an American Red Cross Society weekly page of practical—and interesting—news of how to keep well and get more joy out of life. Macy's institutional advertisements in the newspapers may have their counterpart in advertisements sponsored by broad gage bankers telling people how to use their money to get the most out of it in progress and life satisfaction. Present day advertising of the means for personal hygiene, unthinkable twenty-five years ago, may conceivably be matched within the next twenty-five years by advertisements paid for by some such organization as the American Medical Association or the Rockefeller Foundation telling the vital facts about motherhood, and perhaps even about birth control.

The "Save the Surface" advertising of the paint and varnish industry may be paralleled by save-the-sinner advertising of the Salvation Army,

[CONTINUED ON PAGE 86]



# THE · EDITORIAL · PAGE

## An Exhausted Hobby

AS a nation it is characteristic of us to ride our hobbies to death. When prices began to slump after the signing of the Armistice, the merchants of America, fearful of buying beyond immediate needs lest they be caught by a further drop in price, and thoroughly drilled in the theory of "turnover" by the national advertisers from whom they bought, inaugurated a practice which was promptly christened "hand-to-mouth buying."

As might have been anticipated, this new hobby was ridden to the very limit—and beyond. Not only small merchants with limited capital, but big department stores in New York, Boston, Chicago and other large cities, carried it to the ridiculous point of sending boys to their sources of supply two or three times a day, sometimes for as little as a twelfth of a dozen of some staple article. The glove buyer of one of New York's most famous stores developed the habit of sending a messenger several times a day to get from one to three pairs of gloves of which the normal—and sensible—individual order would be at least two dozen pairs.

The theory of turnover is sound, but a theory can be carried too far. So also can such a practice as hand-to-mouth buying. The buyer who keeps only a three-hour or a three-day stock of merchandise on hand is devoting time and energy to petty stock-watching that ought to be spent more profitably for the store. And the store that loses sales because "we're out of that just now but will have some in shortly" is losing more than immediate sales; it is losing its hold on its public.

We sense that the merchants of America are beginning to realize this, and we believe that shortly a reaction will set in that will bring purchasing back to a more normal basis. Hand-to-mouth buying is probably here to stay, but in the future the "bites" are likely to be bigger, for during the past few months—and particularly during the holiday season just closed—many retailers learned the sober truth that the only way to insure against losing not only immediate sales, but the good-will and confidence of their clientele, is to have a reasonable stock of each item on their shelves or in their stockrooms at all times.

## Science of Advertising

THE day is coming when advertising will be near enough to a science that business men will advertise in certain dollar-volume to develop a given sales volume. Some do now; it will be common practice in years to come.

## An Obvious Expression of Management

IN its annual report to its stockholders for 1925, The Sherwin-Williams Company has set a standard for such a document that should prove both an inspiration and a pattern to other companies whose stock is held broadly by the public.

The Sherwin-Williams report is a handsomely printed

book of 32 pages. But it is not the physical character of the book, but the assumption behind it that makes it noteworthy. For instead of taking it for granted that the stockholders are only interested in a report on the past year's business and the consolidated balance sheet, it assumes that they are interested in the business, past, present and future; and, further and most important, it assumes that they know nothing about the business. Starting from this premise with consummate skill it gives a brief history of the company, and carries the reader up to the present and into the future—in The Sherwin-Williams research laboratories. It is illustrated throughout most interestingly and in such a way as to make the story of the business easy to absorb.

It is in short, one of those obvious expressions of management which helps to stabilize a business and give its owners and its workers and its dealers the kind of pride that put their shoulders to the wheel.

## Value of Retail Demonstrations

ASEASONED sales manager who has had much experience in using demonstrators in retail stores observed recently that the greatest value of the demonstrators was not the immediate sales remitting from the demonstration period, but the fact that the salespeople, quite unconsciously, learned from the demonstrator how to sell the article or product and its sale improved in that store over a considerable period.

## No Bull Fight Today

THE value of advertising is to undergo a unique test along the border between Mexico and the United States, where a move is being launched to kill bull fights on the south bank of the Rio Grande by securing passage of a law prohibiting advertising the fights in this country.

The move has been launched by the Baptist churches of the Rio Grande Valley, who expect to enlist the aid of other churches and organizations in this district, and who expect to extend the move on to include all the border country between the United States and Mexico.

The churches claim that the bull fights which are held in Matamoros, Nuevo Laredo, Juarez and other cities on the south bank of the Rio Grande secure their chief patronage from the American side. It is their contention that the advertising of fights on this side of the river makes this possible. If the fights were not advertised the attendance would be cut down to such an extent that bull fight conducting would no longer be profitable, and the fights would die out, the church workers claim.

Bills will be introduced into the legislature of Texas, and probably in the legislatures of other border states, as well as in the National Congress seeking to prohibit advertising of bull fights in that section.

This move is being watched with interest due to the method of attempting to kill bull fights that has been adopted by the churches by placing bull fight copy on the forbidden list in these enlightened United States.





BRUCE BARTON

ROY S. DURSTINE

ALEX F. OSBORN

# Barton, Durstine & Osborn

INCORPORATED

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

Mary L. Alexander  
Joseph Alger  
J. A. Archbald, jr.  
R. P. Bagg  
W. R. Baker, jr.  
Frank Baldwin  
Bruce Barton  
Robert Barton  
Carl Burger  
G. Kane Campbell  
H. G. Canda  
A. D. Chiquoine, jr.  
Francis Corcoran  
Margaret Crane  
Thoreau Cronyn  
Webster David  
C. L. Davis  
Rowland Davis  
Ernest Donohue  
B. C. Duffy  
Roy S. Durstine  
George O. Everett  
G. G. Flory  
R. C. Gellert  
B. E. Giffen  
Geo. F. Gouge  
L. F. Grant  
Gilson B. Gray  
E. Dorothy Greig  
Mabel P. Hanford

Chester E. Haring  
F. W. Hatch  
Roland Hintermeister  
P. M. Hollister  
F. G. Hubbard  
Matthew Hufnagel  
S. P. Irvin  
Charles D. Kaiser  
R. N. King  
D. P. Kingston  
Charles J. Lumb  
Robert D. MacMillen  
Wm. C. Magee  
Carolyn T. March  
Elmer Mason  
Allyn B. McIntire  
E. J. McLaughlin  
Alex F. Osborn  
Leslie S. Pearl  
T. Arnold Rau  
Irene Smith  
John C. Sterling  
J. Burton Stevens  
William M. Strong  
A. A. Trenchard  
Charles Wadsworth  
D. B. Wheeler  
C. S. Woolley  
J. H. Wright



NEW YORK  
383 MADISON AVENUE

BOSTON  
30 NEWBURY STREET

BUFFALO  
220 DELAWARE AVENUE

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

interest will be stimulated tremendously, as will the market for the product.

The keynote of the current campaign is the set of Singer attachments which goes with each of the modern machines. These features, the company feels, are little used and seldom fully appreciated by the owners of machines, especially those of the older models. The copy of each insertion dwells upon the unrealized

possibilities which home machine sewing now offers, and a coupon invites the reader to send for a little booklet, "Short Cuts to Home Sewing," which is offered free of charge to Singer owners and for a nominal sum to the owners of other machines. The contents of this booklet are calculated to catch the reader's fancy. She is urged to visit the nearest Singer shop and to see for herself, and is further placed in a

mood to welcome the Singer demonstrator who will shortly follow up the inquiry.

As previously stated, the principal objective of the campaign is the woman who sews. As a result, the publications in which the insertions appear are those best calculated to reach the individuals of this type. Fashion quarterlies and farm papers were the first selections. For these,

[CONTINUED ON PAGE 50]

# Selling Through the Emotions

By Lockwood Barr

HOW do our children get what they want? They begin at birth with their first lusty cry for food, upon a career of successful salesmanship. Do they get what they want by appealing to our logic and reasoning powers? They do not.

The philosophy of those who lived before Jesus of Nazareth was summed up in the Ten Commandments. Thou shalt not steal; thou shalt not kill; thou shalt not do this—thou shalt not do that! All negations—taboos, pure and simple. Jesus of Nazareth couched his messages in positive form. Thou shalt do this, thou shalt do that! As for reasons why you should do as He said, He directed his appeal at the imagination, at the emotions, at the heart; because He wanted action. He struck at the seat of action, which is the seat of the emotions.

It is well for Jesus that when He was sent by God the Father to save this world that He did not have to rely on publications and newspaper advertising. It is well that there were no advertising agencies to tell Him how to market His revolutionary ideals. It is well that there were no market research men to give Him statistical proof as to the why of the failures of Buddha, Confucius and other preachers who had preceded Him. It is well that Jesus in His own simple way marketed Christianity by appeal to the heart, not the head.

The Apostle Paul, in his first letter to the Corinthians, Chapter 14, Verses 7-11, delivered himself of some sound advice, which is particularly applicable to advertising copy writers of today—"And even things without life giving sound, whether pipe or harp, except they give a distinction in the sounds, how shall it

be known what is piped or harped? For if the trumpet gives an uncertain sound, who shall prepare himself to the battle? So likewise ye, except ye utter by the tongue words easy to be understood, how shall it be known what is spoken? For ye shall speak into the air. Therefore, if I know not the meaning of the voice, I shall be unto him that speaketh a barbarian, and he that speaketh shall be a barbarian unto me."

IN the sale of everything, *what others say* plays an important part. A prospective purchaser of a motor car reads what the maker says about it, he sees it perform on the streets; but motorists exchange experiences, perpetually comparing one car with another, slowly deciding what car to buy next time. Buyers' tongues wag. They say this, they say that; and what *they say* counts in the sale of motor cars.

If you will take the trouble to go right down the list of widely advertised trademarked products that you buy and that your family use, testing each one on the ground of whether it has bought this brand or that brand because you like it or because you went to the trouble of conducting enough experiments to ascertain that it was the cheapest and the best, you will be surprised. Take your list of things you like and dislike, and study the list together with the way things are advertised. Again you will be surprised.

All our actions originate in the seat of emotions. That is the same place our beliefs reside. That is the home of our likes and dislikes. There are other emotions from which buying actions originate, but they are merely subdivisions or com-

binations of these instincts or emotions, whichever you want to call them.

Ivory Soap—it floats. 99 44/100ths per cent pure. My wife likes Ivory Soap and uses it because she believes it is pure and because she believes it is the best. She has never conducted any tests to reinforce her beliefs. She likes Lux and dislikes another well-known and widely advertised brand of soap flakes. I buy Mennen's shaving cream because I like it. I use Forhan's toothpaste because I like it, while my boy won't use Forhan's because he does not like the taste.

I will take any evil-smelling, evil-tasting medicine my doctor prescribes, because he has sold himself to me and I believe his dope will cure me. On the other hand, I won't eat any cheese that has an odor. I am like the Southern Judge talking to one of his Northern friends about the Negro problem. He said—"I know the nigger. I know his instincts and his *outinstincts*. It's mainly because of the latter, not the former, that there can never, in my opinion, be race equality in the South. It's purely a matter of smell."

GOODS are sold that way. People buy what they want, what they *think* they like. And their reasons for buying this trademarked article, and not that one, is based upon their belief.

Advertising men, when they write their "copy," if it is intended to sell goods, would do well to test it to see if it stirs the imagination, makes appeal to the instinct, to the emotions, if it helps establish belief. If it does not, the place for that copy is the waste basket.



## Steam Railways to Continue Liberal Expenditures

THE steam railways of the United States and Canada, it is estimated, will spend somewhere between \$750,000,000 and \$900,000,000 new capital for equipment and other additions and improvements to their properties in 1926 exclusive of current repairs and maintenance. In other words, they will continue the liberal expenditure programs which have characterized their administration since the war.

You can effectively reach this important market through the five departmental publications of the *Railway Service Unit*. These publications select the railway men you want to reach—for each one is devoted exclusively to the interests of one of the five branches of railway service.



All five publications  
are members of  
A. B. C. and A. B. P.

Simmons-Boardman Publishing Company

"The House of Transportation"

30 Church Street

New York, N. Y.

608 S. Dearborn St., Chicago

6007 Euclid Ave., Cleveland

New Orleans, Mandeville, La. San Francisco Washington, D. C. London

# The Railway Service Unit

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

# Methods of Compensating Truck Drivers

**T**HE nature of the work of the driver is such that he forms an important point of contact between the firm and the customer, both as the builder of good will and as a salesman. This is particularly true in such lines of business as department stores, laundries, ice companies, gasoline and oil companies, milk and dairy products concerns, soft drink distributing companies, and the like.

For example, the assistant to the president of the Tide Water Oil Sales Corporation writes:

"Contrary to the general view, it has been the feeling of 'Tide Water' that where volume is concerned, greater efficiency may be obtained from an employee through the creation of an incentive in addition to the stipulated salary, such additional pay based primarily upon work done over and above a minimum performance required."

Organizations which have given any real consideration to the importance of the place which the driver occupies have in most cases approached the problem from one or both angles, namely, the establishment of an incentive method of wage payment in those cases where drivers may and do also act as salesmen, or the offering of a bonus based on the number of points given for such things as a perfect non-accident record during the month, number of complaints by customers, etc.

Most wage incentive plans include the establishment of some kind of quota of sales and the payment of a commission or bonus for sales over and above this quota. Thus, the Borden's Farm Products Company, which distributes its products both in New York City and Chicago and

employs approximately 3500 route salesmen, as they are called, has a plan of driver compensation which is described through the courtesy of John F. Watson, vice-president of the Borden organization, as follows:



**I**N this article the practicability of having drivers act as salesmen is discussed, together with different methods for paying them for so doing. Various ways for paying drivers, other than by straight salary, for the purpose of getting them to do their best work, are also taken into consideration

"Our route salesmen start at a weekly wage of \$35. This amount is a straight wage and is in no way dependent upon the amount of business which a man secures, as we think that the work or simply taking care of an established route warrants that initial payment. However, whatever the route salesman earns above \$35 a week is entirely dependent upon the amount of business which he serves. We pay a commission of 2 per cent on all collections. By basing the commission on all collections rather than on sales, we give the route salesman a definite incentive to keep collections close at all times. As a result, our loss on account of bad debts is minimized.

"In addition to the 2 per cent commission on collections we have a point system. One point is a unit of sale, such as a quart of milk, a jar of cream, a pound of butter, a dozen of eggs, etc. For sales above 2100 points per week, we pay the man an additional commission of three-

quarters of a cent a point. Our route salesmen in New York City average about \$48 a week under this combination commission and point arrangement. We have found that the plan increases sales, keeps up collections and acts as a very definite incentive to the men."

Another large dairy company, which operates a number of milk and ice cream distributing plants in New England States, writes us as follows:

"For the past five years at Newport and Providence, R. I., and at Danielson, Conn., we have paid the ice cream drivers a straight commission of 8 cents per gallon the year round. The drivers pay their own helpers. This may cost a little more but we believe that we have less trouble and get a better class of drivers.

"The milk drivers in New Haven do not collect the bills but simply deliver the load and report where the delivery was made. The collections are covered by a corps of men on bicycles whose only job is to collect and influence trade where possible. In the same division the ice cream drivers are paid from \$25 to \$32 a week and a commission of 1 cent a gallon on empty cans returned with covers; that is, a two gallon can with cover is 2 cents and a five gallon can and cover is 5 cents. This plan has been tried for two years and has been found to be satisfactory in that it is a big help in getting the cans returned with the covers and also because it stimulates the sale of ice cream."

The Coca Cola Bottling Works of Louisville, Ky., describes its methods of compensating drivers as follows:

"We try to use a certain amount of psychology on our drivers, calling them driver-salesmen. We pay our city delivery men a straight weekly salary plus a commission of 2 cents



# **SYRACUSE JOURNAL**

*Over 62,000 Net Paid Daily*

# **SYRACUSE SUNDAY AMERICAN**

*Over 79,000 Net Paid Sunday*

The SYRACUSE JOURNAL not only enjoys the largest total net paid circulation of any Syracuse daily newspaper, but also the largest net paid CITY and Suburban CIRCULATION of any Syracuse daily newspaper.

The SYRACUSE SUNDAY AMERICAN has the largest circulation of any Syracuse Sunday newspaper.

Every National Advertiser who desires his campaign in Syracuse and the surrounding trading area to be a success must use the JOURNAL and SUNDAY AMERICAN.

They are the best newspapers Syracuse has ever had and their great leadership in circulation is a well deserved recognition by the people of Syracuse.



## **THE JOHN BUDD COMPANY**

*National Advertising Representative*

NEW YORK  
ATLANTA

CHICAGO  
SAN FRANCISCO

ST. LOUIS  
LOS ANGELES



# Docket 1251

[ Federal Trade Commission Replies to Motion to Dismiss Complaint Against American Association of Advertising Agencies, et al. ]

**A**NOTHER dramatic chapter in the legal struggle of the Federal Trade Commission vs. the American Association of Advertising Agencies, the American Press Association and the Southern Newspaper Publishers Association has opened with the preparation and publishing of a brief by the first named party in support of their counsel's plea. As readers of the FORTNIGHTLY will recall, the original complaint was filed by the Commission in December, 1924, at the instigation of unnamed parties, charging that the respondent organizations were banded together for the purpose of impeding competition in the advertising business. Briefs were prepared by opposing counsel and the hearing set for February 5, 1925. The respondents petitioned that the complaint be dismissed for want of jurisdiction, while the Commission pleaded that the complaint be amended. Their new brief, Docket 1251, is directed toward this end.

Referring back to the previous hearing, the Commission counsel charges that:

The briefs, however, as filed by the defense, and their oral argument, contained many statements of fact which were so widely divergent from the existing situation that we believe in fairness to the Commission, a few of the facts supporting the amended complaint be referred to in reply.

Outlining the changes proposed to the original complaint, the Commission says:

The gravamen of the complaint heretofore issued by the Commission, after hearing granted the applicants and respondent American Association of Advertising Agencies, consists of the discrimination brought about by the respondents against national advertisers employing the newspapers as media. The respondents' effort, as shown by the evidence, goes to the extent of the prohibition of any further advertisement from obtaining this deduction (the 15 per cent "standard trade differential"), and the progressive elimination of all allowance to direct advertisers now receiving the net rate.

Now the first and most important change in the complaint for which Commission's counsel have moved is that the cause of action be broadened to include the fixation and maintenance, by oppressive measures, of the entire 15 per cent "standard trade differential"

## Editor's Note

**F**OR the benefit of our readers, many of whom are more than a little interested in the case, the FORTNIGHTLY publishes herewith a digest of the brief issued by the Federal Trade Commission in its motion to amend its original complaint against the American Association of Advertising Agencies, the Southern Newspaper Publishers Association and the American Press Association. Since the original hearing in February, 1925, the case has increased greatly in magnitude, as may be attested by a perusal of this brief. With this in mind, the FORTNIGHTLY is prepared to deal in a similar manner with the briefs of the respondents as soon as they are prepared. Inasmuch as intervals of from six months to a year may elapse during said preparation, we have dwelt in some detail upon the earlier aspects of the case, as such details are prone to slip the minds of all but those actively engaged in the work.

As expressive of our own attitude in the matter, we can do nothing better than to reprint the following editorial which appeared in our issue of January 14, 1925, shortly before the original hearing took place:

Concerning the complaint issued by the Federal Trade Commission on December 17 against the American Association of Advertising Agencies, the American Press Association and the Southern Newspaper Publishers Association, when stripped of all its verbiage, the situation seems to resolve to this:

For more than a year the Federal Trade Commission has entertained a complaint (from a complainant whose name is undisclosed, in accordance with the policy of the Commission in all cases) which it was in duty bound to investigate and press to a conclusion.

After months of consideration and study it now proceeds to make a charge of unfair competition, the crux of which seems to be that "the respondents are charged with using various alleged methods for the purpose of compelling advertisers either to employ agencies or to pay for direct advertising at gross rates, such gross rate in all instances being greater than the net rates usually charged by newspapers through an advertising agency."

We believe the focal point of the complaint lies in the words "alleged methods." It would hardly be within the province of the Federal Trade Commission to interfere with an established basis of compensation, as represented by the agency commission system; but it might very properly entertain a complaint as to any methods of applying this, or any other system, which might be considered in the nature of unfair competition, judged by modern business standards.

If, in the present instance, the associations named as respondents have not indulged in practices or methods which unprejudiced judges might regard as unfair, the hearing which is tentatively scheduled to start February 5 in Washington will clear the air and establish the integrity of all the interests involved. If, on the other hand, it should be found that there has grown up within advertising any method or practice that is manifestly unfair and inimical to the best interests of business in general, then the sooner that fact is recognized the sooner the advertising profession may be depended upon to put its house in order.

tial" as the minimum remuneration of advertising agents. The amended complaint would allege that the respondents have conspired to prevent agencies from doing business for advertisers, no matter how large or desirable their accounts might be or how much work the advertiser might desire to do through his own organization, at less than the standard trade differential; also to prevent agencies from making such concessions in the price of their remuneration, and newspapers from selling space to the advertisers or agencies who do not abide by the dictates of the combination.

In addition the motion to amend will if granted join as parties respondent the American Newspaper Publishers Association . . . and the Six Point League. . . Both of these organizations are demonstrated by the evidence, already in hand, to be deeply involved in the conspiracy, and that too in spite of the fact that investigators for the Commission did not request to obtain access to the files of these organizations, and the evidence against them comes from other and more or less incidental sources.

Under the head, "Narrative of the Progress of the Conspiracy," the brief outlines the campaign which was launched by the Four A's against the so-called "house agencies," commencing with a bulletin issued by the chairman of the newspaper committee of the Association, Collin Armstrong, under the date of February 11, 1920. This was announced as the first step undertaken by this committee "a campaign to eliminate the practice of certain newspapers of allowing net rates . . . to advertisers who place their business direct with the newspapers." The A. N. P. A. was declared to be engaged "in this campaign," the "first gun" in which was a letter to the manager of that association setting forth the committee's intentions. This letter was also sent to the A. P. A., and both organizations re-issued it to their members. Among other things Mr. Armstrong suggests in his bulletin, citing as his inspiration one of the members of the Six Point League, that the agencies "decline to grant audiences to specials representing cut-rate newspapers, names of which will be bulletined to you as fast as we obtain trustworthy evidence of their indifference to sound business principles."

This same bulletin also turns against the "house agencies,"

# Greater Than Ever

ONE of the last published expressions of Frank A. Munsey was a statement regarding the advertising lineage in The New York Sun during the month of November.

That statement was so characteristic, so clear and concise an expression of the ideals controlling The Sun that it is reprinted in full below.

To the perpetuation of those ideals the present management of The Sun is unreservedly committed and pledges itself to their completest fulfillment.

It is for the same reasons expressed by Mr. Munsey that The Sun continued in December to add to its record another month of leadership, thus completing a period of six consecutive months in each of which it had published a greater volume of advertising than any other New York evening newspaper.

The Sun published in December 1,571,906 agate lines of total advertising—leading the second New York evening newspaper by 132,656 lines. The Sun's advertising gain in December—a gain of 223,710 lines—was larger than the combined gains of all the other New York evening newspapers.

During the last six months of 1925 The Sun published 7,693,384 lines of total advertising—leading the second New York evening newspaper by 388,004 lines.

The Sun had a larger gain during the last six months of 1925 than all the other New York evening newspapers combined.

Month after month and year after year National Advertisers use far more space in The Sun than in any other New York evening newspaper.

Reprinted from The Sun of December 5, 1925

## Character, Substance, Courage, Quality.

THAT'S the reason for The Sun's position in New York as a great newspaper—a home newspaper for home reading.

That's the reason why The Sun leads all other evening newspapers in New York both in the quality and quantity of its advertising.

That's the reason why The Sun carried in November 1,541,154 lines of advertising, leading all other evening newspapers in New York by 58,664 lines.

That's the reason why The Sun for five months straight has carried more advertising than any other New York evening newspaper.

That's the reason why The Sun has made a larger gain in the last five months than all the other New York Evening newspapers put together.

That's the reason why The Sun's gain in advertising for November this year is 334,424 lines over November last year.

That's the reason why in the last five months The Sun has gained more in advertising in the six working days of the week than any other newspaper in New York, morning or evening, has gained.

*The Sun is building right, building with full appreciation of a newspaper's responsibility to the community*

The  Sun

280 Broadway

New York

The terms of Mr. Munsey's will make it possible for The Sun to assure its readers that they will continue to enjoy a clean newspaper of interest, political independence, honesty and fearlessness. The organization with which Mr. Munsey brought The Sun to its present commanding position remains intact. That organization will bend every effort to make The Sun a newspaper worthy of its readers and its late owner.—*Editorial in The Sun, December 31, 1925.*

The



Sun

280 Broadway

New York

BOSTON  
Old South Building

WASHINGTON, D. C.  
Munsey Building

CHICAGO  
208 La Salle St.

LOS ANGELES  
Van Nuys Building

SAN FRANCISCO  
First National Bank Building

PARIS  
49 Avenue de l'Opera

LONDON  
40-43 Fleet St.

"These alleged agencies," declares the bulletin, "according to data collected, some of it during a period of years, are really the advertiser under another name in his own, and they exist, as one publisher expresses it, simply to 'steal commissions.' A large number of these agencies have in due time that you can use your influence with publishers to have them stricken from the list of agencies that they recognize."

According to the brief, the committee rendered a "second report of progress" on April 5 of that year when the Six Point League announced that it would require A. N. P. A. standards of recognition. The committee declared that it had established close relations with a recognition committee of the Six Point League and, through interchange of information, "embryonic agencies are finding it more and more difficult every day to break through the ranks of special representatives." One concern had been refused recognition and others placed upon the waiting list.

To prove that the respondents were not content with attacking such agencies as they came to light but went so far as to search them out, the Federal Trade Commission cites the case of the Baker-Robinson Company of Detroit, charged with being a house agency for the American Electrical Heater Company. This concern felt to the full the hand of the so-called "conspirators" until announced that it would discontinue business at the end of the calendar year. Participating in the war against it, says the brief, were the A. N. P. A., the Six Point League and the S. N. P. A. Dwelling on this case, the Commission says:

"The conspirators seem to take a self-righteous pleasure in uncovering a 'camouflaged house agency.' But by what right do they object to an advertiser going into the advertising business? In effect they assert a monopoly over the advertising business, by their regulating of house agencies out of the trade. Yet they have no franchise from any governmental body that they, and not others, shall be privileged to engage in advertising lines, or employ them to dictate under what circumstances, or hedged by what rules, men shall engage in that trade."

The year 1921 saw plenty of activity on the part of the respondents, submits the Commission's counsel. Among other things the threatened black list of newspapers allowing net rates to direct advertisers was in the course of preparation. In the monthly paper of the A. P. A. for December of that year appeared the following declaration:

#### "LISTING THE AGENCY FOES

"Reputable advertising agencies are now compiling their lists of country publishers who are accepting direct advertising and allowing the agency commission to the advertiser. Naturally the governmental planning future business want to know what publishers are against the agencies and what publishers are working to uphold the planning."

"Readers of *The American Press* will perform a service if they will send into this newspaper the names of any newspapers they know to be carrying advertising and allowing the advertiser the agency commission."

"As soon as the names are received in this office they will be forwarded to the advertising agencies so that a complete list of publishers who are upholding the agencies may be known in every office."

Supporting its charge that the secret aim of the agency association is a quasi-franchise, the Commission quotes from the minutes of the convention of that association in 1921 to the effect that

Mr. Armstrong's committee "has used all the moral suasion it is capable of exerting, to prevail upon publishers to protect those whom they have engaged to go into the agency business, by granting a quasi-franchise."

"As we have said (the minutes continue), it has not been put to the publishers in that light, and none seems to have suspected that that was the real purpose of our efforts. But it is useless to conceal that fact from ourselves, especially when it is apparent upon the most casual analysis of the situation. And most emphatically, we should keep it to ourselves."

"Let publishers who fall for the plea that the direct advertiser is an agency, because he maintains a checking department and sends out his own orders and pays his own bills, that is, the classic self-styled agencies for his national business."

That the shadow of the threatened black list was falling more and more heavily as the year wore on, is attested to in the brief as follows:

Individual newspapers, which might not adhere to the program endorsed by their leaders, soon felt the weight of the combination upon them. The investigational report, appearing in the *American Press*, showing the fear among individual publishers of the power of the conspirators, addressed to national advertisers declining to accept rates for direct advertising in the following letters declare that if they sell them space at less than gross rates they will be black-listed by the agencies:

The brief describes the falling of the blow:

In February, 1922, Collin Armstrong, as national chairman of the committee on newspapers (of the Four A's), submitted to the members of the association for "confidential use of the Media department" one of the most comprehensive black lists employed in this country. We submit, in many years of direct advertising, that we contain reports upon approximately 1400 newspapers published in every state in the United States, including most, if not all, of the large dailies of the country. If those of the policy pursued by them respectively as regards Baker-Robinson, the Firestone Tire and Rubber Company and the Chemical Company, together with the name of the special representative through which was newspaper, respectively place the space for national advertising. It is followed by a list of 56 special representatives submitting reports, 31 of which are members of the proposed respondent Six Point League.

Dwelling upon the successful compilation of the black list and its effects upon the advertising business as a whole, the chairman of the committee has this to say:

"I feel certain that this association as an organization as at present constituted will not abuse the power it possesses nor exert it for its own benefit. I believe that not one of our members will commit or endeavor to defend an unwise act because he may feel that he has the prestige and influence of the association back of him."

We thoroughly believe (the Commission brief resumes) that the above suggestion was made in good faith, but it is a remarkable commentary on the result of the conspiracy that is substituted for the unregulated economic law of the market, brought into existence a power, responsible to no one, with authority so great that one of the chief movers deems it advisable to warn members not to abuse their individual powers as members of the organization.

The Commission then takes up the subject of the 15 per cent differential. The efforts to standardize this figure were begun in earnest in 1918 and by 1921 had met with success. The A. N. P. A. approved the measure and expressed its disapproval of the practice of cutting the standard trade differential in a bulletin issued in April, 1922, as it "is destructive to the best interests of advertising, because it results in

competition on the basis of price instead of on the basis of service and benefit to the advertiser . . ."

This attitude was seconded by the S. N. P. A. This led to a struggle between the agency interests and the Association of National Advertisers, Inc., but the newspapers had already aligned themselves with the former who had the situation well in hand.

In a conference held in July, 1923, the secretary of the Four A's, attempted to explain the attitude of various respondents regarding the black list. He admitted that the aim of his own organization was to strengthen its established position with the publishers, "so that the agencies alone should enjoy the agency commission." Further, he declared:

"Our franchise is not a legal matter. Like that of the insurance companies, it is not. The agency franchise comes entirely from the publisher, and we naturally want the publisher to protect us in our franchise, and why are not doing it when they allow the same differential to direct advertisers that they allow to us."

This, then, was the situation when the Commission's investigation closed. The brief states that no further effort was made to gain evidence but that, nevertheless, reports continued to come in to the effect that the A. N. P. A. was continuing its practice of barring "split commission" agencies from its official recognition and the consequent agency remuneration. Moreover, the attacks on direct advertisers obtaining the net rate were continued through the columns of the *American Press*, official organ of the A. P. A., which publication continued to warn its readers of the agency hostility which would be incurred by the continuance of this practice on their part.

The Commission counsel then strike directly at the case of the respondents as outlined in their various briefs on the occasion of the previous hearing last February, under the heading, "The Defense Misapprehends Important Aims and Aspects of the Case." The attack is taken up in detail under eight subheads.

1. "The Case Looks Forward Not to Federal Regulation but to the Liberation of Advertising from Unlawful Regulation by Self-Constituted Overseers."

Scoring the charge by the defense that the primary purpose of the proceeding is "to regulate the advertising business," the Commission says:

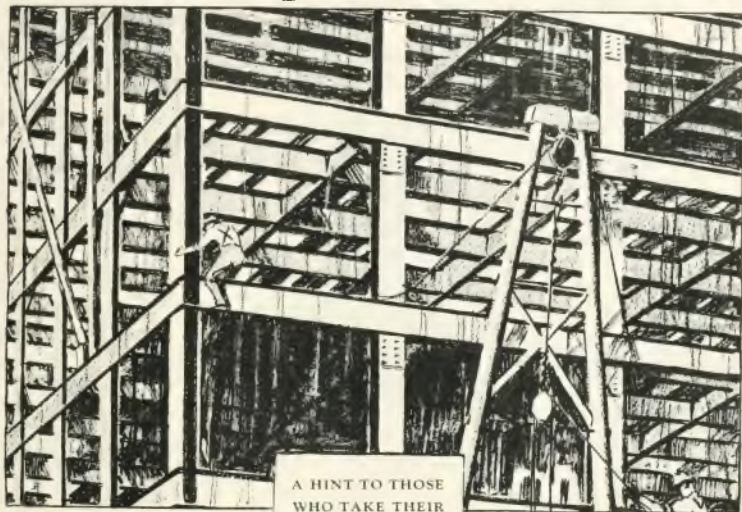
We do not so understand the powers of the Commission or the scope of the present proceeding. They (the defense) do not see that there is another road than either regulation by the big men in the various lines of advertising business, leading in one direction, or some type of governmental regulation, leading in the other.

It is respectfully submitted that both these types of regulation are opposed to the genius of American law and institutions.

The complaint does not look forward to compelling men to observe any specific percentage or to do anything. What is sought is to remove the present unlawful bars to the newspaper publishers, who desire to take direct advertising at discount from their gross rates, from doing so; and it is sought to permit advertisers who would be willing, under circumstances making it profitable to do so, to serve



# Don't Skimp on the Skeleton



A HINT TO THOSE  
WHO TAKE THEIR  
ADVERTISING AND  
SELLING SERIOUSLY

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

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

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

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

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

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

## The ECONOMIST GROUP

239 West 39th St., N. Y.

DRY GOODS ECONOMIST—National, Weekly

MERCHANT-ECONOMIST—Zoned, Fortnightly

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

### U P C PUBLICATIONS

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

# Fixing the Salesman's Task

By L. V. Britt

General Sales Manager, Burroughs Adding Machine Company, Detroit

**T**HERE are two methods of breaking in a new salesman; one, which consists of selecting the salesman, giving him a price list, a map or geographical description of his territory, certain preliminary instructions and then, without further ado, telling him to "go to it."

Usually at this time he is given some daily reports or cards and asked to make a report on each call. The result invariably is that the man will make his calls in a perfunctory sort of way and spend evenings writing up a mass of record cards on calls made. Suddenly he awakens to the fact that he is not getting results in the way of sales; in fact he concludes that as a salesman he is just a good census taker and that is all.

If the man is an exceptional man this discovery will cause him to change his method of work, to use more judgment in the selection of prospects to be interviewed, to eliminate lost motion and the writing of daily reports which do not record anything of value and from then on he begins to make progress.

The other method, and I believe the only practical and businesslike method is to exercise extreme care in the selection of salesmen. Using an outline of the salesman's task to aid in the selections, thus calling to his attention the requirements of the position, and then after he is employed, prescribing definite tasks from day to day.

During recent years sales managers are beginning more and more to realize that the salesmen's work can be divided into specific tasks and that their work can be directed and supervised in an orderly fashion. Here are some practical methods of fixing the salesman's task.

We will assume that the man has been properly selected and given preliminary training in order to fit him for the responsibilities of his assignment.

*First.* Quotas can be assigned. We analyze a territory on the basis of the number of business enterprises as one factor and on the basis of the number of our machines in use



as another factor. This serves as a measuring stick and lets the salesman know what constitutes a good record of performance. We can go further into detail, separating this quota by classes or machines so that the salesman will have a guide to a well balanced sales production, which produces coordination of sales with the manufacturing production of the plant.

*Second.* A definite instruction or training program can be divided into units and each unit be assigned as a particular task. These units of instruction may be in the form of lectures, demonstrations, or technical problems, in all cases followed by a questionnaire.

**T**HIS is particularly advantageous in a large organization for the reason that if a man is transferred from one agency to another, his instruction can be continued without interruption.

*Third.* We can furnish the salesman with lists of all prospects in his territory, require him to call on each and make a written report of vital information, new developments, etc. In this way we can be sure that he is properly covering his territory.

Further assistance can be given by breaking up the territory into sections. For example, a large city territory might contain ten units or blocks, each block being charged with a fixed quota. The sales se-

cured are posted as a credit to offset charge.

A review of the results indicates to the salesman the blocks where additional effort is required. A block in a city might be compared to a town in the country.

*Fourth.* We also give him a list of all our users and ask him to call on each to ascertain if the user is getting proper service out of his equipment.

*Fifth.* In order to stimulate the sale of ordinary adding machines we assign each salesman a trial quota with a view of focusing part of his attention in this one direction.

*Sixth.* To insure definite cooperation with our advertising department and judicious use of advertising material, we can require that he send in a certain number of names of worthwhile prospects each month to whom our advertising department will send literature. It is important that this be kept in mind in fixing the salesman's task. The sales and advertising effort should be coordinated, otherwise much of the value of the advertising will be lost.

*Seventh.* We could ask the salesman to furnish us each day with a brief written outline of his plans for that day's work. Once each month we could have him write out his plans for the future. On the face of it, this may seem to be impractical, but having had experience as a salesman, I am convinced that there are too many salesmen today roaming around the territory without proper supervision. The result is waste and increased cost of distribution.

*Eighth.* We could also set the task of requiring salesmen to make collections on delinquent accounts. Our method of doing this is to make it a point to show the user at least one new use for his machine on each collection call. The result is that collections are easier made and customers are better satisfied and many times will inform the salesman of a live prospect.

*Ninth.* We could inaugurate sales drives that would direct his efforts toward getting sales from seasonal lines of business. For example, automobile dealers in the spring and early summer.

Portions of an address before the meeting of the American Management Association, St. Louis.



# 11,100

## Cleveland Circulation for 2c a line

Effective January 1st, 1926, National Advertising flat rates for the Cleveland Press will be 37c a line. This is an advance of 2c a line in rate—the first increase in more than 5 years.

Here are some facts: Since October 1, 1923, The Press has *gained* 11,100 circulation and increased its rate 2c. Daily Plain Dealer has *lost* 6,903 circulation and increased its rate 2c. Daily News has *lost* 11,084 circulation and increased its rate 4c.

We make no attempt to interpret this peculiar phenomena but the fact remains that The Press has the largest city circulation of any daily OR SUNDAY Cleveland newspaper, the largest city and suburban circulation, the largest True Cleveland Market circulation, the largest total daily circulation in all Ohio—at lowest milline rate.

*The Press*  
is the  
**First**  
*Advertising*  
*Buy in*  
Cleveland

# The Cleveland Press

FIRST  
IN  
CLEVELAND!

NATIONAL REPRESENTATIVES:— ALLIED NEWSPAPERS, INC.,  
250 Park Ave., New York City      410 N. Michigan Blvd., Chicago  
CLEVELAND, CINCINNATI, SAN FRANCISCO, SEATTLE, LOS ANGELES

A  
SCRIPPS-HOWARD  
NEWSPAPER

# THE 8-pt PAGE

by  
Odds Bookkins



**M**ARTINS, LIMITED, 210 Piccadilly, London, "Cigar shippers," send me their catalog of pipes and cigars, and C. R. Wood, the advertising manager, writes: "I am sending a copy of the catalog with this letter and if and when you should feel disposed to grant me your comments on it—I shall be deeply grateful. Please do not misunderstand me! I am not asking for compliments. (I have already congratulated myself on its production)."

Isn't that a good touch?

As for the catalog, I am not a cigar smoker, but after leafing page after page of illustrations in color—and mighty natural cigar color, too—my tongue was fairly hanging out of my mouth for a good cigar!

I wonder if an American firm could make a go of a forty-page cigar and pipe catalog, printed in colors?

—8-pt—

As a copy writer, whoever does the advertisements for Pettyjohn's Pharmacy, Milford, Delaware, "has a way with him," as the saying is. Russel J. Conn, of the Fonda-Haupt advertising agency, discovered him to me, and sent me one of his advertisements, one section of which is almost Eugene Fieldian. To wit:

THEY LEARN TO SPIT EARLY BUT NOT ACCURATELY!

A good proud moment in a boy's life is when he loses a front tooth and can "spit" carelessly at a mark with great force and splendid precision. To do this requires early training—so when your baby "slobbers" every now and then, don't spank him and send him to bed in the dark, but just get one of our rubber bibs and let him practice!

—8-pt—

I commend this story of Jerry Fleishman's to some copy writers:

The young woman carefully wrote out her telegram and handed it across the counter.

"Seventy-five cents," said the clerk, giving the yellow slip a professional glance.

"Gracious!" the girl exclaimed. "Isn't that rather expensive?"

"Regular rate, miss," the clerk informed her.

"Seventy-five cents for only one word?" asked the girl.

"Yes, ma'am. But of course you can send nine words more without it costing you any more," he pointed out.

She thought over this for a moment.

"No," she finally decided. "I've

said 'Yes' once. Ten of them would look like I was too anxious."

—8-pt—

According to M. L. Wilson of the Blackman Company, R. H. Macy's Toilet Goods Department carries:

1200	different kinds of perfumes
1300	" " " " face powders
600	" " " " cold creams
347	" " " " rouge
221	" " " " lip pencils
110	" " " " eyelash preparations
204	" " " " sachets
452	" " " " soaps
742	" " " " toilet waters
296	" " " " hair tonics and dyes
63	" " " " smelling salts
54	" " " " foot remedies
123	" " " " cough preparations
100	" " " " tooth brushes
27	" " " " hot water bottles
76	" " " " sponges
526	" " " " combs

There may be "room for one more" of any of these preparations, but it is going to be quite a chore to get it on top of the counter.

—8-pt—

My old friend George Harrison Phelps is the latest to succumb to the own-your-own-home microbe that seems to have become epidemic among advertising agencies. Phelps always was great on dreaming out things years ahead. I recall in the old days in Boston, when he had the Boston agency for the "E-M-P" and Flanders cars, he was everlastingly working and planning several years ahead of himself—and at the same time keeping a mighty close eye on today's activities.

But even in the days when he and I used to foregather of an evening at Tom Dreier's bachelor apartment in Brattle Street, Cambridge, and partake of T. D.'s invariable (but invariably appetizing) hamburger steak, and we used to let ourselves go and dream out loud to each other, he never mentioned any such dream as is represented by the

building shown below, which will shortly house his advertising agency and private radio broadcasting studio.

My felicitations, G. H. P.

—8-pt—

On the 26th of December the newspapers carried a Waterman advertisement that to my mind was one of the best pieces of commercial good-will copy ever published. It read:

"Your Christmas Waterman's must suit you perfectly. If it does not we want you to change it for a Waterman's that will.

"We want you to have a pen point that exactly suits your writing; a holder that exactly fits your hand.

"If the pen you received is not exactly right ask a nearby merchant to make the exchange. If he lacks the size or style you want bring your pen to 'pen headquarters' and we will willingly exchange for a satisfactory pen of equal value, without charge."

Isn't that a fine invitation, and calculated to make you warm up to Waterman?

—8-pt—

Reading Sir Johnston Forbes Robertson's *A Player Under Three Reigns* recently, I came upon this observation: "The audience is part and parcel, so to speak, of the play or the sonata, and unless they are prepared to pay attention, and to give themselves up to the illusion, there is no play, no music."

Nor in the case of an advertisement is there any advertisement.

—8-pt—

Would that I had the space to acknowledge all the Christmas and New Year's cards sent me. All were welcome and brought cheer to me and to the copy hound who stands without my portal, perpetually waiting for the postman. To all these thoughtful friends, my thanks. And to all who turn to this friendly (and I trust not too dull) page for a moment's relaxation every fortnight, good wishes for the year 1926 from

ODDS BOOKKINS.



**N. B.** This advertisement is one of a series appearing as a full page in *The Enquirer*



# Mr. Cincinnati Financier

## ... worth his weight in gold

A frantic figure, coat off, hair awry, moiling over a ticker, and bawling "Sell!" and "Buy!" to a horde of sweating assistants. . . . Thus fiction pictures the financier.

But have a look at the real man—at Mr. Cincinnati Financier, one of the biggest men in American finance. No coatless frenzy here—quiet dignity is the keynote. His voice as he dictates is calm and convincing. His eyes, yes, are keen, steel-hard from peering into the future. But there's always a smile hiding at the corners of his mouth, ready to betray the generous heart of the man.

And all Cincinnati knows his generosity. He is first to subscribe in every charitable drive; he gives his time and energy freely to civic campaigns. And he tempers his business wisdom with this same generosity.

Naturally enough, *The Enquirer* is Mr. Financier's favorite paper. Here he finds the largest and most complete financial section published in the city.

Here he finds not only quotations from every important exchange, but sound information on market trends, compiled by the best experts in the country.

Of course, finance and the business enterprises it involves are not the whole of Mr. Financier's life. He belongs to the best clubs in Cincinnati. He patronizes the arts in general. . . . And no matter what his interests, he finds them mirrored in his *Enquirer* in a truthful, understanding way.

Financial houses have long known Mr. Cincinnati Financier's preference for *The Enquirer* and have made it the backbone of their advertising campaigns. Last year, *The Enquirer* carried 579,012 lines of such advertising. But merchants and manufacturers, too, are rapidly realizing that Mr. Financier reads this paper more carefully than any other—that it is the best of all possible mediums for reaching this super-valuable prospect. Probably you, Mr. Advertiser, already appreciate this fact. If not, it is decidedly worth your while to consider it.



**A Man Who Handles Millions**

Mr. Cincinnati Financier deals in millions with no more concern than the average man deals in hundreds. Bank clearings average \$10,713,726.48 a day. Stock sales on the Cincinnati exchange last year totaled 506,238 shares, valued at more than \$30,000,000. Bond sales for the year are estimated at \$450,000,000. . . . More than 579,012 lines of financial advertising were used in *The Enquirer* to speed these sales.

I. A. KLEIN

New York

Chicago

R. J. BIDWELL CO.

San Francisco Los Angeles

**THE CINCINNATI**

*"Goes to the home,*



**ENQUIRER**

*stays in the home"*

# What About Selling Your Goods Through Agents?

By *Ralph K. Wadsworth*

IF Fuller can sell common every-day household brushes to the tune of \$9,265,000 a year through agents, what's to prevent my doing the same thing with my goods? Many a manufacturer has asked himself. Because this form of selling is not so well known, many have hesitated to undertake it or have made mistakes they could easily have avoided.

Of course, Fuller is not the only manufacturer selling in this manner. Hundreds of others are doing the same thing—such firms as the Fyr-Fyter Company (fire extinguishers), Dayton, Ohio; Ozarka (radio sets) of Chicago, Wholesale Direct Tailors of Buffalo, and the Wearplus Company, Bay City, Mich., all with an annual business of hundreds of thousands of dollars received entirely through specialty salesmen. One Grand Rapids man marketing through agents confided to me that without any special drive for business, in ten years he had built up sales of over a million dollars annually. His line is silk underwear and hosiery.

Some items are better fitted than others for specialty salesman selling. If your merchandise has a year 'round sale it is easier for you to hold your salesmen. A manufacturer of snow shoes, for example, would have to secure a brand new set of salesmen each year, which would be a costly proceeding.

An agent usually wants items with a universal appeal, something everybody can use. If you were to try to sell a new type of nursing bottle, your agent might call on a hundred homes before he found one with a child under one year of age, and then he might not be able to close the sale. Obviously, that is not the class of merchandise for this type of selling.

You cannot expect your canvassers to spend time educating your market. What you give them to sell must



## AGENTS 500% PROFIT GENUINE GOLD LEAF LETTERS

**S** guaranteed to never tarnish. Anyone can put them on stores and office windows. Enormous demand, large profits. Paul Clark says: "Smallest day \$25 to \$100. H. L. Reel made \$920 in two months. Write today for free sample and liberal offer to general agents."  
**METALLIC LETTER CO., 433-B N. Clark St., CHICAGO**

be capable of actual demonstration or be in accordance with accepted principles. A manufacturer of a certain patent furnace device for reducing the consumption of fuel complained to me because agents would not stick and make sales. Upon examination I found that his invention involved a principle little understood by the average householder, and his agents could not afford the time to explain the principles of furnace heating to each prospect.

An agent can often obtain more money for your article than the local retail price of a similar one. The "spiel" he gives the householder makes it appear to be worth so much more. However, you could hardly expect to obtain more money on staples of a well-known standard of value. Your agent could not convince many women that they should pay 10c. a pound for "Eagle" brand sugar, for example, if they knew that

at the corner store "Domino" was being offered for sale at the lower price of 8c. a pound.

The biggest problem in selling through canvassers is that of obtaining and keeping specialty salesmen. The most common method is to advertise for agents in various publications, send out a form letter with literature and application blanks, and then appoint those who make application.

As a variation of this plan, some manufacturers have sent one of their executives to certain cities, advertised in the classified columns of the local newspapers, and had him interview applicants. As a rule this has proved much more costly than the other method, and you are not any too sure that your representative is going to stick.

In advertising for agents you have your choice of three distinct groups of publications. Most manufacturers selling through canvassers employ all three. The first group, and most productive for the expenditure, is the three or four class publications devoted entirely to the interests of the specialty salesman. The circulation of these is small, but it is concentrated; most of the readers are directly interested in house-to-house canvassing. In these you can afford to employ comparatively large space, say a page at a time. The second group consists of magazines of general circulation, including many farm publications. The magazines in this group offer you large circulations for your money. For that reason you will generally find them carrying many mail order advertisements. If a general publication has little or no mail order advertising, it is usually not a good medium to use for the securing of canvassers.

In this second group it will seldom pay you to employ page space, as many of the readers are not at all interested in house-to-house selling. Your advertisements in these publi-

[CONTINUED ON PAGE 80]



# 64% Sales Increase— Advertising Cost Cut 55%

**P**RIOR to June 1, 1925, The Milwaukee Piano Company's advertising appropriation was scattered in several Milwaukee newspapers.

During the last seven months of this year, however, more than 90 per cent of this advertiser's newspaper appropriation has been concentrated in The Milwaukee Journal.

Sales from June 1 to December 1, 1925, show an increase of 64 per cent over 1924 sales for the corresponding seven months; the advertising cost per sale dropped from 4½ per cent to 2 per cent.

In the rich Milwaukee-Wisconsin market—whether you are advertising pianos or percolators—you can attain the largest volume at the lowest possible cost per sale by consistently advertising in but ONE newspaper

*Read by more Wisconsin  
people than any other  
pub'cation in the world!*

**J**The Milwaukee  
**JOURNAL**  
**FIRST- by Merit**



# When is an Inquiry Not an Inquiry?

[CONTINUED FROM PAGE 20]

Suppose that in this instance you were judging the value of media by inquiry cost and had established \$1 as the maximum you were willing to pay. On this basis publication Y would be dropped from your list as a hopelessly expensive medium whereas it would be in fact the more valuable publication of the two.

I would like to cite an instance that bears this principle out in a most striking way and at the same time emphasizes the never failing worth of the "good old law of averages."

I HAVE no desire to be drawn into or rather to inject myself into the discussions of "mass" and "class" circulation, but I had one experience that rather seems to indicate that when two publications get up to circulations in the neighborhood of two million each in the same general field, their readers represent, as nearly as it is possible to make them, identical cross sections of that field. Especially is this true when the subscription prices of the publications are approximately the same and the methods of securing subscriptions also are similar.

Understand, I do not mean to imply that there may not be differences in the publications themselves. There may quite possibly be advantages in make-up or editorial content or page size or position advantage or other features that give some one a particular advantage as a medium for you. But what I am trying to say is that if you take two of these very large reader groups and give them a continuous intelligent advertising treatment, carrying your cost figures through to the end and basing final judgment not on inquiries but on sales, the net result from any two such enormous groups of readers is going to be surprisingly uniform. I cite as evidence one of the few complete records of this kind that I have ever seen and I know all the circumstances surrounding it because I watched it grow day in and day out over a period of some six years.

The significant thing about this record of an adventure in advertising is that had these publications been judged solely on the basis of inquiries there were times when one showed up at great disadvantage in comparison with the other and might have been reduced in space or even dropped in some seasons because of its inferior showing in production of coupons. But no judgment of values was ever passed on single keyed advertisements or on seasonal schedules or on yearly advertising

until sufficient time had elapsed to demonstrate the value of the inquiries in terms of completed sales. Such time will vary with cases.

These two magazines are generally considered by national advertisers to be very much alike in editorial appeal and in character of circulation. Yet I have heard advertisers point out the inquiry pulling power of one over the other as evidence of its greater reader interest.

I shall call these two magazines A and B. In A there were inserted in a period of six years 40 different advertisements ranging in size from 21 lines to full pages at a total cost for space of \$116,289.57. In B during the same period there were run 48 different advertisements at a total cost for space of \$108,964.70. Therefore, on the original investment A required \$7,324.87 more than B.

DURING the six years and year following, A produced 125,909 inquiries and B 156,698 inquiries. What a difference! B had delivered actually 30,789 more inquiries than A for \$7,324.87 less money. A's cost per inquiry was 92 cents, B's was 69 cents.

Telegraph the agent! Have him 'phone the publication! Cut that half page in September A to a column, increase B's half page to a full! Be sure to get protection in B for a year ahead!

But wait a minute. What did we spend on follow-up? Fifty cents a prospect. That means that on A's leads we invested \$50,363 in selling effort, on B's we invested \$62,679. Add those items to the original advertising cost and we have for A, \$116,289.57 plus \$50,363, or a total of \$166,553. For B we have \$108,964 plus \$62,679, or a total of \$171,643. Now the situation is reversed—we have more money in B than in A.

And now we are ready to check the sales records against the inquiry lists. With what result? Of A's inquiries we find that 12,064 have been sold, of B's, 12,473. Now divide the total money investment in each publication by these figures and what do we get? For A, a final cost per sale of \$13.80, for B a final cost per sale of \$13.76.

A six-year record of continuous advertising in two groups of approximately two million each, 88 different advertisements, a total investment of \$281,000 in space and \$112,000 in follow-up, gross sales of more than one and one-half million dollars, and at the finish line the two publications had

produced sales at a difference in cost of only four cents each over that period of years!

But had these publications been judged solely on their production of coupons when the difference in inquiry producing power was first noted instead of on the basis of sales, one of these magazines might have been done a great injustice by having its schedule cut on a false premise. More serious for the advertiser, he would have deprived himself of a fine volume of business at a desirably low cost by any such unthinking action.

Of course, the advertiser who does not primarily seek inquiries from his advertising, who does not follow them up by mail, who does not sell directly to the prospect either by letter or salesman can very properly say that he has no means of making such a check of inquiry values. But some kind of check can be made and many advertisers are doing it satisfactorily. And when coupons are used chiefly for testing the value of media it is especially important that their worth be proved. If they are simply tallied as an indication of reader response and not followed through, a publication may be given a rating all out of proportion to its real value in influencing sales which is a matter of vital importance.

ONE food advertiser who sells exclusively through the trade, nevertheless uses a coupon in every advertisement and employs a staff of canvassers to call constantly on senders of inquiries and report on them. Compilations are made on whether the product is being used in those homes and whether it has been bought as a result of advertising, but especially are statistics compiled showing the character of home reached by particular publications.

Another food advertiser sends out investigators to call on both prospects and the trade and by interesting retail grocers in assisting in checking up the value of advertising, has worked out plans by which purchases of inquirers are actually checked in the store for his particular information.

The important consideration in the whole matter is this: By all means give readers of the magazines you use a chance to respond to your advertising, but when you get inquiries don't be satisfied merely to count them. Insert the point of a sharp knife, lift the skin and see what manner of inquiry it is.

†

"I look over carefully the proofs of every booklet and every piece of sales literature which we purchase."

"Then why don't you look over your letterhead?"

The President, about to punch the elevator button, paused. He regarded Burriss resentfully.

"What is the matter with it? That letterhead is as old as the business. It is recognized by everybody who knows us. And it is very inexpensive."

This attitude may still be met with frequently among business executives. Yet, as a matter of fact, the letterhead which is as old as the business may not be a good one. In fact, if the business is an old one, it probably

is a poor one. And the thing which is recognized as familiar isn't nearly so strong as the one which is recognized as good.

As to expense, that depends upon what the letterhead is supposed to do. Its first purpose is to convey a message.

But it has another. It should convey an atmosphere, a *personality*, which identifies the business it represents, and it should convey that atmosphere or personality so convincingly, so pleasingly, so substantially, that it makes the same kind of favorable impression that a good salesman or a fine office does.

The writing paper which does this, which is known everywhere to be worthy of the finest business, is Crane's Bond.



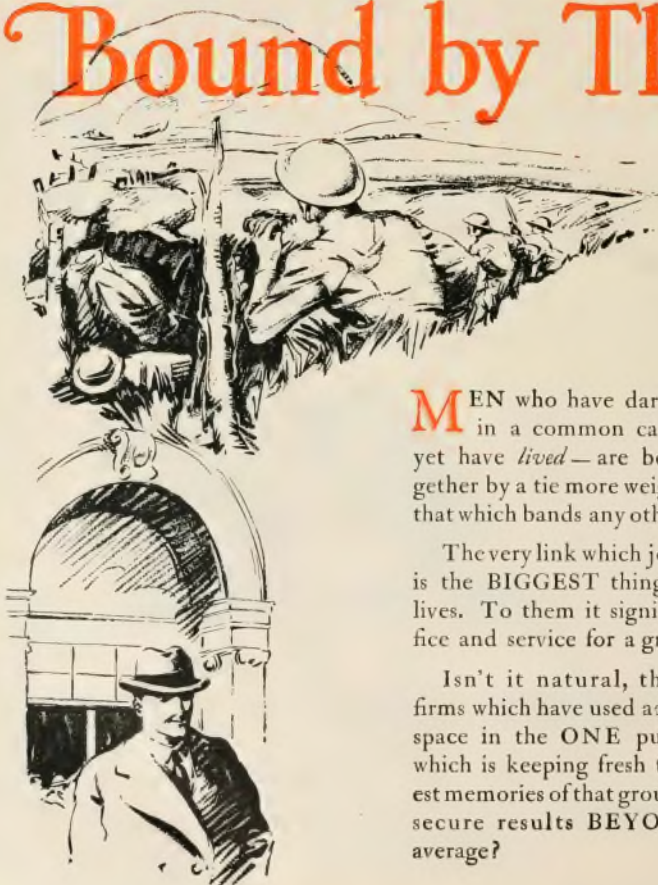
*Consisting of*

CRANE'S BOND • CRANE'S PARCHMENT DEED • CRANE'S JAPANESE LINEN • CRANE'S OLD BERKSHIRE

*Any engraver, printer, lithographer, or stationer can supply you with your letterhead upon any of Crane's Business Papers.*

CRANE & CO., INC. DALTON, MASSACHUSETTS

# Are You Reaching The ONLY Group Bound by This



**M**EN who have dared to die in a common cause—and yet have *lived*—are bound together by a tie more weighty than that which bands any other group.

The very link which joins them is the **BIGGEST** thing in their lives. To them it signifies sacrifice and service for a great ideal.

Isn't it natural, then, that firms which have used advertising space in the **ONE** publication which is keeping fresh the fondest memories of that group should secure results **BEYOND** the average?

# In the Country All-Powerful Tie?

For the Legion Member reads the American Legion Weekly with a more avid interest than that with which the average man reads the more casual type of publication.

It grips his heart. It stirs his memories. It is a PART of his life.

When you can interleave your advertising message with matter that is as VITAL to its readers as that which reaches the 650,000 up-coming young men who re-

ceive the American Legion Weekly you are justified in expecting results far beyond that usually attained by like expenditures of space and money.

The history of the advertising pages of this publication proves that such an expectation is justified. If you are not using those pages you are missing your ONE opportunity of reaching this tremendous group of buyers in the most effective manner.

*The*  
**AMERICAN**  
**LEGION** *Weekly*

331 Madison Avenue  
New York, N. Y.

New England Representative  
CARROLL J. SWAN

22 West Monroe St.  
Chicago, Ill.



Is your policy cut to fit YOU?

Why don't you get the absolutely best in the insurance business. You don't need to have any other contracts.

At 20 St. P. S. C. Avenue a schedule of all policies, amount of terms offered and known your needs exactly.

Only an organization that understands the requirements of the industry can write such the policy as completely and exact protection that you desire and desire to obtain for your protection.

Additional Information

20 St. P. S. C. Avenue

NEW YORK

Prepared by The Powers-House Co.

"REPEAT ORDERS" are indisputable proof of value delivered and satisfaction rendered.

The present list of Powers-House clients represents one-hundred-and-four renewals of annual contracts.

Our oldest client came to us in our first year of business, nearly fourteen years ago. Our ten oldest have been with us a total of ninety years.

The  
**Powers House**  
*Advertising* Co.

HANNA BLDG. Est. 1913 CLEVELAND

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

## Singer Meets Own Competition

[CONTINUED FROM PAGE 32]

three different types of advertisements were worked out. For the farm papers in a field where some of the urban conveniences, such as electricity, are lacking, the general reader type of advertisement has been selected as the most appropriate. Turn the cover of the January issue of *The Farmer's Wife*, and you will find yourself facing an effective page which might as well be a part of the editorial content. It tells a short story; a story of Singer accomplishment and its place in the life of the woman of today. Notably, the machine pictured is the non-electric, the advertiser thus avoiding the mistake of featuring a product which local conditions make impractical.

ONE type of copy appearing in several fashion quarterlies features a few of the simpler of the Singer attachments and the fine work which they accomplish. Illustrations show this work in detail, together with the electric machine, both as it appears in actual use and when closed up as an ordinary article of furniture. Another type of copy being tested in this field headlines, "The Source of Loveliness," and plays up the beauty of the machine itself, as well as the beauty of the creations which this new machine makes possible.

Another field which Singer has invaded with great success is the educational. The company has organized an extensive teaching staff whose service together with the necessary equipment is offered free of charge to public and private schools and other educational institutions. The object of this move is to encourage the teaching of machine sewing to pupils instead of, or together with, the old fashioned hand sewing which has held exclusive sway until recently. The teaching staff of the company furnishes the text books and gives to the school teachers a course of twelve two-hour lessons in machine work and instruction, at the end of which a demonstration session with the pupils is held as a practical example of how such a course should be conducted.

The teachers' instruction course is being advertised extensively in trade publications reaching teachers, school principals and school board officials. The insertions here are of the straight editorial nature, without illustrations, following closely the editorial layout and policy of the publications. There is no coupon attached; merely the offer is outlined and the reader urged to write the company in order to obtain further details.

The present campaign is in the nature of a test, both of publications and of copy. From the results attained further plans will be made for subsequent campaigns.

## Flannel Collars and No Collars at All

[CONTINUED FROM PAGE 21]

they do not dominate the landscape to such a degree as was once the case. Even where there is a definite separation between the cars belonging to company executives and those of the men in the shop, the quality of the latter's cars is impressive.

Little explanation is needed for the conditions here stated. We all know, even though we may be inclined to forget the effect upon purchasing power, how the daily wages of those who earn their bread by their muscle and the skill of their hands have increased in the past decade. Thousands of white-collared workers have far less to show for each week's work than have the men in overalls with whom they would not trade places. The no-collared man often has the fatter pay envelope.

Other factors, however, also enter into the situation and throw their weight in favor of the man in overalls as a purchaser of many articles in the luxury class.

In the first place, the demands of his clothes budget are less. During the day he has no standard of appearance to uphold. The wear and tear of his day's work falls on overalls and not on relatively expensive suits. His suits, therefore, last him longer and must be replaced less often.

**H**IS lunch is in that package on the driver's seat—he pays no overhead for rent or waitresses' wages for his noon meals, which the down-town worker pays even when lunching at a drug store counter. In fact, his very separation from the lures of retail stores very probably frees him from the drain of casual, spur-of-the-moment purchases, a temptation daily thrown in the path of the down-town worker.

In many instances, also, the white-collared man feels the urge of another standard from which his overalled fellow employees are usually free. The office worker is very apt to want to live in a neighborhood of greater desirability from a social aspect. When he satisfies this desire, the cost of that increase in fixed overhead further reduces his possible expenditures for outside luxuries.

All of these various factors cooperate to place the men in overalls in an advantageous position in regard to such purchases as automobiles, radio sets, evening entertainment, etc.

The laborer, the artisan and the craftsman—and their families—have achieved a new ranking in the economic scale. With that greater financial freedom, the old limitations on their desires and on the satisfaction of their desires are broken down. And with the elimination of those limitations the market for many luxuries and many types of what can well be called "cultural commodities" is increased in wholesale degree.

**The government gives Detroit a growth of 25 per cent since 1920— during this period the Evening Detroit Times went from 20,000 to over 220,000 while the Sunday Times, started later, is now on the threshold of 300,000. The Times is growing faster than its community—by remarkable strides**



# THE OPEN FORUM

WHEREIN INDIVIDUAL VIEWS  
ARE FRANKLY EXPRESSED



## Is There One?

**C**AN you give us the name of an Agency who have an available list of Road Salesmen?

We understand that there is a salesman's agency, but have never had the name.

We shall be very pleased if you will give this your attention and write to us.

H. R. CLITHERA,  
Lewis Knitting Company,  
Janesville, Wisconsin.

## Does the Public Want Sense?

**M**R. HOTCHKIN asks, "Why won't advertisers talk sense to their readers?" Perhaps the answer is in the following story:

A beautiful and wealthy woman had two ardent suitors, a wise man and a fool. The wise man talked to her of foreign countries, music, literature, and the wonders and beauties of the universe. The fool simply held her hand, looked into her eyes, and told her she was the most wonderful woman in the world. She married the fool. Walking down the avenue one day, the wise man passed her. Turning to her husband, she said, "There goes the biggest fool in the world."

Perhaps the public do not want common sense. Jordan automobile advertising is neither "common" nor "sensible," but it is mighty good advertising.

WALTER M. OSTRANDER, *Vice-President*  
American Business Builders, Inc.,  
New York.

## Sportive Advertisers

**I**AM going to take advantage of your Open Forum to air one of my "pet peeves." Please understand that in so doing I consider myself a sportsman first and an advertising man second.

Why is it that artists who make the illustrations for sporting goods advertisements in sporting magazines, window cards, etc., pay so little attention to having the details of their pictures technically correct? The sporting fraternity is a suspicious bunch, and, like a wise old mallard, if everything doesn't look regular they are away and "gone for good." Why is it that such pictures show a "he-man" on a mountain range (apparently hunting mountain sheep) equipped with a child's twenty-two rifle, or posed in a wood scene prepared for whatever may come with a cheap single-barrel small boy's shotgun? These same gentry also pursue the elusive trout with bass

rods, many of which are equipped with neither lines nor reels. I have yet to see any such pictures in which the man knew how to put on the harness of a trout basket.

A few men, such as Philip R. Goodwin or Holland, know how to draw good sporting pictures, but most of the others are disgraces to the advertising men who put the O.K.'s on the completed works.

M. F. JAMAR, JR., *Vice-President*  
F. A. Patrick & Company,  
Duluth, Minn.

## More on "Two Approaches"

**W**HY does Mr. Calkins feel that the simple announcement form for book advertising is permissible while the imaginative treatment is not "legitimate"? Is there anything illegitimate in playing up the idea of Pyorrhea for a tooth paste, halitosis for a mouth wash or complexion beauty for a soap? Then why not present the features most likely to attract a book buyer in selling a set of books? In Mr. Calkins' own words, "Why should books differ . . . from beans or face powder or stockings?" May I echo—why?

Obviously Mr. Calkins takes issue with what seems to him exaggeration. He objects to the technique which makes an advertisement, a short story, or a play appealing and successful. In all these forms of literature the high-lights are stressed and a ton of material compressed into a few lines, a few pages or a few hours.

Perhaps from the viewpoint of Culture it does seem "terrible that it should be necessary to present Kipling in such a guise as this." But no more terrible than to present the items I have mentioned above in the dress they now wear regularly. The standard of living has been raised in millions of American homes by sound copy which has sold fine bathroom fixtures, artistic furniture, labor saving devices, better food. Why not raise the standard of taste in literature by the same method?

LAWRENCE FERTIG, *President*,  
The Lawrence Fertig Co., Inc.  
New York.

## Educating the Public to Literature

**W**E believe that the position taken by Mr. Calkins is rather far fetched. Why should the people to whom the Kipling advertisement is presumably directed be denied the

privilege of reading Kipling? Won't the people who already enjoy reading Kipling read his works regardless of the advertising? And won't advertising which reaches a public that does not at present appreciate his writings help to educate that public up to a higher class of literature? And isn't anything that raises the standard of taste a good thing?

After all, the purpose of book advertising is to sell books, and so long as the advertising is truthful, we do not see why any objection can be taken to the method of presentation. This high and mighty attitude that an author should be sold only to those who are already educated to appreciate him is simply nonsense, and as far as the copy lowering the dignity of Mr. Kipling is concerned, Mr. Kipling's works can adequately take care of that.

CHAS. LANSDOWN, *Secretary-Treasurer*  
H. E. Lesan Advertising Agency, Inc.,  
New York, N. Y.

## Mr. Wadsworth Approaches Literature

**I**T sounds rather amazing to hear Mr. Calkins say:

"It may be that the Kipling advertisement will sell the most books. What of it? Is that all there is to advertising?"

Yes, that's all. And the best advertising is that which does the best job of selling.

Does Mr. Calkins complain because the mass do not have his literary taste and insist on being sold in what he is pleased to call "circus style"?

As a class, advertising men and professional people have a higher standard of living and literary taste than the majority of our population. For that reason the average copywriter is seldom in a position to please himself; he must write to the mind of his market. If his copy were addressed to his own literary taste, it would in nine cases out of ten fail to deliver the goods.

The one outstanding virtue of mail order copy is that it puts your feet on the ground, so to speak. You know the answer to every piece of copy you send out and you do learn what appeals to the popular mind—what sells the most.

I do not know how many books the Kipling advertisement sold, but if it was a success, hats off to it!

RALPH K. WADSWORTH,  
*Vice-President*,  
Grant & Wadsworth, Inc.,  
New York City.

# Twice As Much Lineage As Last Year!

Already advertisers have ordered twice as much space in BETTER HOMES and GARDENS for 1926 as they had on order this time last year. Some of the well-known advertisers who have selected this magazine for 1926 campaigns are:



- |                           |                            |
|---------------------------|----------------------------|
| Amer. Face Brick Assn.    | *S. C. Johnson             |
| Amer. Fork & Hoe          | Johns-Manville             |
| Amer. Radiator Co.        | Kirsch Mfg. Co.            |
| *Amer. Walnut Mrs. Assn.  | Kuhler Co.                 |
| Armstrong Cork Co.        | Kerner Incinerator         |
| Associated Tile Mfrs.     | Malicible Iron Range       |
| Beaver Products Company   | Minneapolis Heat Regulator |
| Buffalo Lounge Co.        | Mohawk Carpet Co.          |
| Birtch Mrs. Assn.         | *National Fireproofing     |
| Bowker Chemical Co.       | Niagara Wallpaper          |
| Calif. White & Sugar Pine | Oak Flooring Bureau        |
| William Campbell          | Olson Rug Co.              |
| *Cello Products           | *Peck & Hills Furn. Co.    |
| *Chamberlin Weatherstrip  | Ralston Purina Co.         |
| C. F. Church Mfg. Co.     | Ruberoid Company           |
| Clinton Carpet Co.        | Sargent & Company          |
| Congoleum-Nairn           | *Shaw Mfg. Co.             |
| Cornell Wood Prod. Co.    | *Sherwin-Williams          |
| Crane Co.                 | Smith Bros.                |
| Crescent Mfg. Co.         | *Stump & Walter            |
| Detroit Steel Prod. Co.   | Taylor Instrument Co.      |
| Dodge Brothers            | Thayer & Chandler          |
| Douglas-Pectin            | *U. S. Gypsum Co.          |
| Duro Pump & Mfg. Co.      | *Upson Board Co.           |
| Fels & Co.                | Valentine's Vaispar        |
| Fisk Tire Co.             | Weatherbest Shingle Co.    |
| *Herrick Refrigerator     | Winthrop Furn. Co.         |
| Holyoke Heater            | Western Pine Mrs. Assn.    |
| Hollow Bldg. Tile         | Yale & Towne               |
| Hygienic Prod. Co.        |                            |
| *Iowa Gate Co.            |                            |
| Jell-O Company            |                            |

\*Indicates increased space over last year

Get the facts on this productive market before you plan your 1926 campaign. A very interesting booklet giving the editorial story of this magazine is yours for the asking. Write for Booklet A-51.

700,000 NET PAID

# BETTER HOMES *and* GARDENS

E. T. MEREDITH, PUBLISHER

DES MOINES, IOWA



# Pays Better and Better

## THE OTTAWA MANUFACTURING CO



OTTAWA, KANSAS

September 3, 1925.

Mr. R. E. Toppel, Advt. Mgr.,  
Toys Gals Company,  
Cedar Falls, Iowa.

Dear Sir:

On August 29, you wrote our Pittsburgh branch, asking our experience with The Dairymen's League News form paper.

We have used The Dairymen's League News for three years and every year the returns from this magazine have been more profitable than the previous year.

I believe it is one of the best papers in New York state and I was glad to recommend it to you.

If you place this paper on your list, do not expect to get great returns the first year. Try and place to stay with it 3 years and then you will get very gratifying returns even when figuring against the 3 years expenditures.

Yours very truly,

OTTAWA MANUFACTURING COMPANY

*C. N. Lawson*  
Advertising Mgr.

C. N. Lawson?

## Making the Plan Fit the Business

[CONTINUED FROM PAGE 27]

overdone. It ultimately in a salary scale which made the selling costs unbearably high. The problem is to strike the right balance. Experience would indicate that the manufacturer should determine at the outset what his salary range can be. He should know the top figure he can afford to pay. Then any increases in salary or drawing account should be awarded with the limit in mind. If increases are granted rapidly the salesman may reach the stopping point too soon and from there on begin to lose interest and efficiency because he knows that he can either earn no more or can increase his income only by heroic work to enlarge commissions.

(7) The method of payment can do much to place the proper emphasis on the various items to be sold, thus getting the salesman to attend to each in the order of its relative importance.

WHILE this may seem to be mostly a matter of issuing instructions and enforcing them, it will be found that graded commissions, point system, task system, or special bonuses will sometimes secure balanced selling after tons of instructions and harangue have failed.

(8) The method of payment should be simple, clear and clean cut. Some sales remuneration plans have so many elements in them that the poor salesman can never tell where he is at without making elaborate calculations. In general the salesman should be able to figure up quickly and easily from day to day the amount of his earnings. While the plan may include several elements, care should be taken to keep it from being too complicated. We have even talked with salesmen who felt that these complicated remuneration plans were attempts on the part of the house to put something over on them, when exactly the reverse was the true state of affairs.

(9) The plan should provide leeway for recognition of any sudden spurt in the individual salesman's work. Of course straight commission does this without risk to the house. A large salary increase may be very risky to the employer. Once given it must be continued even when the salesman may soon lapse to his previous lower level of efficiency.

Some claim that the best provision for this contingency is made by the special bonus fund or a prize contest. One salesmanager discovered that the advertising manager of his company included from year to year an "advertising emergency fund" in his annual budget. This money was set aside to take care of unexpected needs which might arise. The sales manager decided to create a similar item out of the money at his disposal. Some years

THE ABOVE letter tells its own story. Mr. Lawson has the right idea. Come with Dairymen's League News to stay and you'll be more than pleased with the results.

The Dairymen's League News blankets the progressive dairy farm homes of the "New York City Milk Shed"—America's most prosperous dairy region. Its readers pay the full subscription price without premiums or other special inducements because they are seriously interested in the dairy business.

A request will bring you Sample Copy and Rate Card



# DAIRYMEN'S League NEWS

NEW YORK

170 W 42nd Street  
F. M. Tibbitts, Bus. Mgr.  
O. E. Everett, Adv. Mgr.  
Phone Wisconsin 5861

CHICAGO

10 S. La Salle Street  
John D. Ross  
Phone State 3552

# True to the Traditions of Years The Cincinnati Times-Star Maintains Unchallenged Leadership in Advertising Lineage!

In the year ending December 31, 1925 for the eighteenth consecutive time the Times-Star set the pace and broke the record for display lineage in Cincinnati newspapers.

The Times-Star leadership remains unchallenged in local display and in national display. It is almost double that of the second afternoon newspaper; 2.7 times as great as that of the leading morning newspaper published on the same days; and more than twice that of both Sunday newspapers combined.

## Comparative Statement of Display Lineage Published in the Cincinnati Newspapers 1925

<i>Daily</i>	<i>Local</i>	<i>National</i>	<i>Total</i>
Times-Star, P.M. ....	9,764,153	2,386,433	12,150,586
Post, P.M. ....	5,125,330	1,322,417	6,447,747
Enquirer, A.M. ....	3,660,636	817,390	4,478,026
Commercial Tribune, A.M. ....	1,684,536	143,976	1,828,512
<i>Sunday</i>			
Enquirer, A.M. ....	4,486,188	916,168	5,402,656
Commercial Tribune, A.M. ....	564,662	33,222	597,884

## The Times-Star leads in daily display in the following classifications

<i>Accessories</i>	<i>Confections</i>	<i>Groceries</i>	<i>Publications</i>
<i>Automobiles</i>	<i>Department Stores</i>	<i>Hardware</i>	<i>Radio</i>
<i>Beverages</i>	<i>Drug Stores</i>	<i>Household Furnishings</i>	<i>Real Estate</i>
<i>Books and Periodicals</i>	<i>Dry Goods Stores</i>	<i>Medicines</i>	<i>Specialty Shops</i>
<i>Boots and Shoes</i>	<i>Electrical Goods</i>	<i>Men's Wear</i>	<i>Sporting Goods</i>
<i>Building Materials</i>	<i>Food Stuffs</i>	<i>Miscellaneous</i>	<i>Tires</i>
<i>Cigars and Cigarettes</i>	<i>Furniture and Furnishings</i>	<i>Musical Instruments</i>	<i>Tobacco Products</i>
<i>Clothing</i>		<i>Office Appliances</i>	

*Judged by any standard of comparison the Times-Star is the most efficient and the most economical medium for reaching and holding the Cincinnati market.*

## THE CINCINNATI TIMES-STAR

Member Audit Bureau of Circulations

Charles P. Taft, Publisher  
Martin L. Marsh, Eastern Representative  
927 Brunswick Bldg., New York

C. H. Rembold, Manager  
Kelluzz M. Patterson, Western Representative  
904 Union Trust Bldg., Chicago

# CINCINNATI TIMES-STAR



# 4

## steps that lead to more business from the oil industry

Year by year competition for business from the Oil Industry grows more severe. The battle is no longer to the strong, but to the wise—those who employ the best methods.

Here are four selling paths that will lead surely to greater business in the coming year. Track them down the page and you will find the four offsprings of Oil Trade. You will find your man. Our circulation reaches the executives. You will know your man. He reveals himself when he is a reader of Oil Trade. You will approach him from a vulnerable side and make a forceful appeal if you use our pages, because we have studied his tastes and harbored his ideals in the character and quality of our paper.

In succeeding advertisements we will tell you about each of these steps. Or write for the booklet "More Business from the Oil Industry" and get the whole story at once.

**FIND  
YOUR  
MAN**

**KNOW  
YOUR  
MAN**

**HOW TO  
APPROACH  
HIM**

**WHAT  
KIND OF  
APPEAL?**


### The Oil Trade

*Including Oil Trade Journal and Oil News*

350 Madison Ave.,  
CHICAGO TULSA

New York  
LOS ANGELES

## "Impressive Facts About the Gas Industry"



With an investment of \$4,000,000,000, the gas industry stands high among the country's leading industries. To familiarize advertisers with the enormous market which this business affords, we have prepared an attractive little booklet entitled "Impressive Facts about the Gas Industry." You are invited to send for a copy.

Robbins Publishing Co., Inc.  
9 East 38th Street New York

**GAS ENGINEERING AND  
APPLIANCE CATALOGUE**

he has no need for it. During other years he uses all or part of it to distribute in the form of special bonuses to those men who have done exceptional work.

(10) The house should be protected in case hard times make previous remuneration impossible. For this reason more and more sales executives favor the combination of a fixed salary or drawing account and a variable element such as commission or bonus. The fixed element of pay holds the sales force together in times when business is slow. The variable element provides adequate additional earnings when business is booming.

(11) The plan should attract desirable new recruits. As we have seen, a plan different from that common in the field may alone do much to interest salesmen who are employed by competing houses. If special emphasis is put upon enterprise and aggressiveness a variable element in the remuneration would probably be a point to stress. Such commission or other profit sharing arrangement may either be the basis of the plan or in addition to a salary. Liberal prize contests, when unusual in a field, have been known to interest outside salesmen to an extent which is out of all proportion to their cost.

These, then, are some of the considerations to be studied in making the remuneration plan fit a given business.

This is the fourth and last of a series of articles by Mr. Morgan on the subject of salesman compensation. The first article appeared in the issue of December 2, 1925.

### Tracy-Parry Company

New York will direct advertising for Charis, a garment manufactured by the Fifth Avenue Corset Company, Allentown, Pa.

### "The Four L Lumber News"

Is the new name of the *Four L Bulletin*, Portland, Ore. The size of the publication has also been changed to 9 1/6" x 12" to conform to that of the other lumber trade journals of the Pacific Northwest.

### Harry P. Bridge, Jr.

Formerly sales promotion manager of the Atwater Kent Manufacturing Company, Philadelphia, has become associated with the Keystone Publishing Company, same city, in an editorial capacity.

### George Batten Company, Inc.

New York, will direct advertising for the Walker & Pratt Manufacturing Company, Boston, Mass., manufacturers of Crawford coal, gas and electric ranges.

### "The Cincinnati Times-Star"

Announces the appointment of Martin L. Marsh as its Eastern advertising representative with offices in New York; and of Kellzoe M. Patterson as its Western advertising representative with offices in Chicago.

## The Best Opportunity in All Advertising

is an investment in certain guarantees *plus* a speculation in the magnificent uncounted surplus of a rapidly growing circulation.

2,000,000 Newsstand Group magazines are on the newsstands today with rates adjusted to a net sale guarantee of only 1,200,000.

### Men's List—Now 9 Magazines

800,000 net sale guarantee      Line rate \$4      Page rate \$800

Ace High	Danger Trail
Action Stories	Lariat Stories
Black Mask	North West Stories
Cowboy Stories	Ranch Romances
Wit of the World	

### Women's List—Now 5 Magazines

400,000 net sale guarantee      Line rate \$2      Page rate \$400

Breezy Stories	Love Romances
Droll Stories	Snappy Stories
Young's Magazine	

### Both Lists—Now 14 Magazines

1,200,000 net sale guarantee      Line rate \$6      Page rate \$1,200

**A**LL guarantees as to circulation must necessarily be ultra-conservative. It takes months to test new sales figures for permanence and to adjust the new advertising rates. The slow machinery of auditing lags behind. In the meantime, really live circulations laugh at accountants and leap ahead as the public buys.

The Newsstand Group offers today *the best opportunity in all advertising*. The splendid surplus between its guaranteed circulation on which its rates are *now* based, and its actual circulation on which new guarantees and new rates *will* be based, stands as a *bonus* to its advertisers.

## NEWSSTAND GROUP

Management of

**E. R. Crowe & Company, Inc.**

New York

Established 1922

Chicago

CLEMENS MOFFETT  
Eastern Manager

C. E. DAMRON  
Advertising Manager

N. D. CAMPBELL  
Western Manager

*Rates subject to change without notice. A new rate immediately applies to all space and issues not previously covered by a formal order (or orders) giving definite rates, space, and issues.*



# Trading With Caribbean States

[CONTINUED FROM PAGE 24]

ing it, he played up the low price. But, inasmuch as the people of those localities had already been educated to appreciate good quality in mechanical pencils, the manufacturer found that in his selling campaign he must emphasize quality as well as low price.

It is also possible to meet a low buying power by terms so as to enable the people of limited means easily to obtain a useful article. This method has been followed by the American sewing machine companies. In Venezuela alone, it is estimated, thirty-five thousand to forty thousand sewing machines are in use. The machines are usually sold on the installment plan at about \$1 a week, and many machines are bought by workers who earn their living by their use and pay the installments out of their earnings.

**I**N studying this market, purchasing power cannot be considered alone, for the climate of the Caribbean states makes it expedient to buy a higher-priced article which will not deteriorate under adverse climatic conditions. This is true in regard to musical instruments. In Colombia the salt air and the atmospheric conditions in the coast cities and in the country bordering the Magdalena River for a considerable distance are bad for all stringed and metallic instruments, which deteriorate rapidly. Because of these atmospheric conditions, it has been found that high-priced and medium-priced instruments sell better and that there is little demand for the cheaper styles. Away from the Caribbean coast and from the river, instruments last longer and keep their original tones better.

While Colombia and Venezuela are in the tropics, that fact cannot stand alone, because the climate is variable on account of difference in altitude. The coast districts are low and tropical, but the plateaus have as high an altitude as 8600 feet. Bogota, the capital of Colombia, has a temperate climate. On account of this difference in climate, the market requirements have a wide variation. In Bogota, furniture such as is usually used in the temperate zone is purchased and many homes and offices are well furnished with more elaborate and better furniture than that bought down along the coast, where the people live to a great extent out of doors. Along the coast, whatever furniture is bought must be cool, light and strong. Built-up and veneered furniture is not practical, inasmuch as it absorbs the moisture and swells and the veneer peels off. No

upholstered furniture can be used because of its warmth and its susceptibility to attacks of insects.

The cold, damp climate of Bogota creates a need for the liberal use of creams and powders. But down on the coast, the purchase of powder and other cosmetics is not so much a necessity arising from the climate as a taste of the people. While a large proportion of the coast population ranges in color from olive to black, light colors of powders are in most demand, and white is far in the lead.

The rise from the lowlands along the coast up to the plateaus and the topography of the country have an influence upon the choice of vehicle purchased in Colombia and Venezuela. As in all other parts of the world, the automobile has found its way into these two countries, and the demand for it is increasing from year to year. The Ford is popular because, as one traveler expressed it, "She eats up the bad roads and the hills with a snort of defiance." Venezuela has devoted considerable energy and money to improving its roads, and has some of the best highways in South America. As a result, the market for automobiles in that country is becoming very good. In the interior, where the roads are not kept in very good repair, the lighter cars are used, but a heavier car is often preferred for city use. As the demand for automobiles has increased, there has been a corresponding decrease in the purchase of harness and saddlery. In Caracas, the traffic has become so heavy that two-wheeled horse or mule drawn carts are not permitted on the city streets until late in the afternoon.

**W**HERE automobiles go, also go their accessories, and in the choice of these accessories in Colombia and Venezuela, topography has an influence. The curves along the mountain roads and the sharp corners and narrow streets in the cities make it necessary to sound the automobile siren frequently. Consequently, a good market exists for horns and klaxons of every variety, and something novel in this line is popular.

Climate, altitude and topography, of course, all affect the natural production. Coffee is the main crop and the greatest source of wealth, but up on the plateaus wheat, tobacco and corn, and, in some localities, sugar are raised. Although these countries are agricultural, they are not at present particularly good markets for agricultural machinery. A machine known as a



## READER RESPONSIVENESS!

The National Retail Dry Goods Assoc., in adopting its "Standards of Advertising Practice" does not approve the quoting of comparative prices to the consumer. It is significant that for more than 10 years.

## NUGENTS

has fought against this practice.

Published by

THE ALLEN BUSINESS PAPERS, Inc.  
1225 Brossway New York

trillador is used for husking and cleaning coffee and is the only machine required in the cultivation of coffee. There is a growing demand for these trilladores. In the cultivation of wheat, tobacco and corn plows are sometimes used, chiefly walking plows of American manufacture. Many of the plantations and farms, except those belonging to the United Fruit Company, are small. Consequently hand tools such as the machete and the ax largely suffice.

In both countries some demand exists for machinery for flour and grist mills and for sugar mills. The machinery for the flour mills is mostly imported from the United States. Good service rendered by one American firm has proved good advertising for American milling machinery. This firm has sold its milling machinery through direct contact and has seen to it that the machinery proved satisfactory by sending a builder from the factory to construct the mills and to remain for some time in order to see that the mills are in good running order.

One other natural product which is proving of great interest to the United States and enhances the potentialities of this market is petroleum. The production of petroleum so far has not greatly affected economic conditions throughout the two countries inasmuch as it is confined to certain districts and is in the hands of a few large corporations. The oil industry at present exerts a greater influence on the prosperity of Venezuela than on that of Colombia, but the greatest effect it has had upon trade, so far as the United States is concerned, is to increase the demand for machinery to be used in the oil fields.

The combined imports of Colombia and Venezuela from the United States in the fiscal year ended June 30, 1925, amounted to about fifty-four million dollars. The market, though small, is already a good one, and its potentialities because of its natural resources, make it well worth the efforts of American manufacturers.

#### *Rickard and Company, Inc.*

New York, will direct advertising for the following concerns: Oakley Chemical Company, New York; Carbondale Machine Company, Carbondale, Pa.; Threadwell Tool Company, Greenfield, Mass.; National Hoisting Engine Company, Harrison, N. J.

#### *Charles W. Hoyt Company, Inc.*

New York advertising agency, announces the following appointments to its staff: Arthur H. Patterson, formerly with the Chambers Agency, New Orleans; Louis H. Clarey, formerly with the advertising department of the *American Magazine*, as account executive; Winthrop C. Hoyt, formerly with W. S. Crawford, Ltd., London, England, as account executive. C. B. Donovan, formerly in charge of the trade promotion department, has been appointed space buyer.

The February 1926 issue of Needlecraft Magazine contains more advertising than any single previous issue.

Besides many highly treasured old accounts more than a dozen new ones of equal size and importance appear.

This is in recognition not only of Needlecraft's inherent strength as a mover of merchandise, but of the vast potential value of the great and growing market lying in the small towns of this prosperous country.

ROBERT B. JOHNSTON,

*Advertising Manager*

Fill in, tear out and mail this coupon

Robert B. Johnston, *Advertising Manager*  
Needlecraft Magazine  
50 E. 42nd St., New York, N. Y.

Send complete analysis of Needlecraft Magazine's circulation and reason why it can increase the sale of



Member A. B. C.

Name of firm.....  
Individual.....  
Address.....

# DO YOU KNOW YOUR N

If you haven't time to read  
it in your pocket and  
can find the time



**E**VERY man, especially every business man, should read and interpret the news of the day because there never was a time when the news was more interesting or more informative. What does it signify, for instance, when Vincent Astor says, "Society people are folks with usual American appetites, usual American tastes, and usual American jobs; they don't eat any more meals, don't wear any more clothes and don't sleep in any more beds."

What do you make of the fact that a near relative of John D. Rockefeller is working his way through college, sitting at a telephone switchboard eight hours a day?

Did you read in the newspapers recently about the society debutante who prefers a Broadway cabaret to a Park Avenue drawing room?

Do you attach any significance to the fact that a British labor leader visited us this Fall and returned to England with the impression that labor in this country is so well satisfied with wages and conditions that it is impossible to make the average American workman dissatisfied with his lot in life?

## *This Could Not Have Been in the News of a Generation Ago*

or ten years ago—but it is in the news of today—and it shows a constructive readjustment of the social and economic order which business men cannot afford to ignore.

This process of readjustment means more general distribution of wealth, education and opportunity among individuals in the richest nation on earth.

**T**HERE is no longer a strict line of demarcation between the laboring and the leisure classes in the United States; no longer is it possible to separate buying desire from buying power.

Prosperity may mean that a comparatively few people possess the wealth of the country; now the wealth of the nation is moving rapidly into the hands of the people and this means more than prosperity. There is no doubt in the minds of thinking men that these changed and ever changing conditions must be met with new advertising and merchandising methods.

The prosperity of this country is based on the sound economic principle that the people's money invested heavily in sound securities goes back to the people in the form of wages, a high percentage of wages is turned back into purchases of merchandise, savings bank deposits and further purchases of securities. A complete, constructive economic cycle!

Only the other day a well known banker said that the time is coming when there will not be enough investment houses to take care of the investing needs of the American people.

There are more than 17,000,000 stockholders in the United States today. Who are they? And how many more stockholders will there be on the 31st day of next December?

Who are the 43,000,000 depositors in the savings banks and, especially, who are the 2,500,000 new depositors that opened accounts during 1925? How many new depositors will open accounts this year?

Who are the 12,000,000 telephone subscribers in the United States? Who are the 345,466 stockholders in the American Tele-

# HOW TO READ NEWSPAPER?

This advertisement now, put  
read it as soon as you  
—it is important!

phone & Telegraph Company? How many more telephone users will there be at the end of this year? How many more stockholders?

**W**HO owns the 17,000,000 passenger cars now on the highways of America? Who will buy the four million automobiles that will be manufactured during the next twelve months?

Who paid \$500,000,000 for radio supplies and equipment in 1925? Who will buy in 1926?

Who bought \$250,000,000 worth of merchandise from Sears Roebuck & Co. this year? How much will these people buy from the mail order houses in 1926?

Who bought \$15,400,000,000 new insurance last year? How much new insurance will be written this year?

These figures are almost unbelievable. To quote more of them would be to pile Pelion on Ossa.

**N**O wonder Stanley Resor, one of America's leading advertising men, says: "An advertisement has to seek not for cleverness, but for effectiveness of appeal. **IT IS AIMING ALWAYS AT THE AVERAGE MAN, THE AVERAGE WOMAN.**"

To the advertising man more than to any other individual engaged in business in this country do these figures carry a message.

Advertising men who read the papers—and interpret the news are beginning to realize that it is not to any one class of people—not to any selected group of individuals that they must direct their appeal, but, as Mr. Resor

says, "It must be to the average man, and average woman."

## *As Recently as Ten Years Ago*

advertising men did not think and talk that way—that is to say, excepting a few of the more far-seeing leaders in the profession.

The advertiser today must direct his message to **NEARLY EVERY HOME IN THE UNITED STATES** if he is to cover his market. That home may be a palace on Lake Shore Drive or a humble frame house on Main Street, but unless he directs his advertising to **EVERY** home, he will fall short of reaching his potential customers.

And this is true whether the advertiser sells a motor car, a radio set, a talking machine, a food specialty, a toilet article, or whatever commodity it may be that appeals to the millions of readers of America's magazines.

## *One of the Outstanding Developments*

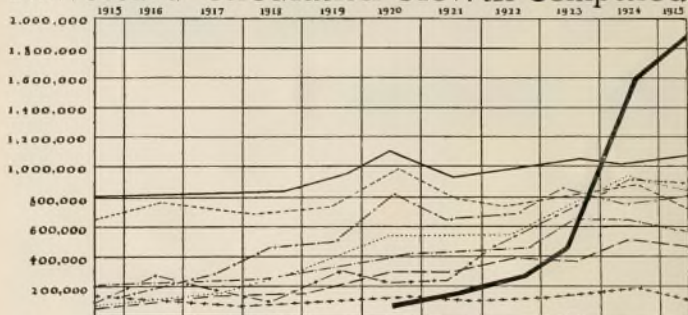
during this period of readjustment has been the phenomenal growth of **TRUE STORY Magazine, FOUNDED ON A NEW IDEA, and so far as can be determined, CREATING A NEW GROUP OF MAGAZINE READERS.**

What part must such a great magazine play in helping advertisers develop new markets? Here is what Printer's Ink says:

"Markets are changing rapidly. There will be many new developments in many lines of industry in the year just ahead. Those companies which desire to create and take advantage of new markets by alert advertising will be in a far better position than those which



## Newsstand Circulation Growth Compared



**TRUE STORY** — **MCCALL'S** — **WOMANS HOME COMPANION** — **LADIES HOME JOURNAL** — **COSMOPOLITAN** — **GOOD HOUSEKEEPING** — **AMERICAN** — **PICTORIAL REVIEW** — **DELINEATOR**

This chart shows that, while TRUE STORY has been climbing steadily in circulation from its very first issue in May 1919 — and while it has reached and passed its leading contemporaries in the monthly field, it has not, apparently, drawn its circulation from any of them but has tapped a new vein — developed a new group of magazine readers — created a new market.

continue blindly to trail the old markets without attention to the new."

**I**N six years TRUE STORY has achieved the largest voluntary circulation of any magazine published in America. More than two million people are now buying it on the newsstands every month.

During 1926 these people will buy \$1,375,200,000 worth of food; \$583,200,000 worth of clothing; they will pay \$5,016,000 for travel; they will spend \$183,600,000 for house furnishings; they will buy \$15,432,000 worth of toilet preparations. Their total income will be \$3,600,000,000.

Almost over night TRUE STORY has sprung up to meet new market re-

quirements. Many far-sighted advertisers and advertising agencies have seen this fact and are profiting by it.

If you read your newspaper aright and keep pace with these modern trends, you will be in a better position to take advantage of the new markets created by present day prosperity plus certain social and economic tendencies which are rapidly making the American people the best buyers in the world today—best, because they have the money with which to buy, the desire to buy, and the shrewdness to read and respond to advertising!

**HOW MANY MORE ADVERTISERS AND AGENTS WILL USE "THE NECESSARY TWO MILLION" DURING 1926?**

# True Story

"The Necessary Two Million +"

**"GREATEST COVERAGE—LOWEST COST"**

## Ralph Holden

By Charles Austin Bates

Late one afternoon, about twenty-five years ago, a young man came into my office in the old Vanderbilt Building. He had been to see John Adams Thayer, at the *Delineator* office and Thayer had sent him to me.

He was slight, blonde, modest and not impressive, except for very obvious



sincerity, imperturbable poise, a pleasing smile and a bearing of unobtrusive confidence.

He had been reading the advertising trade papers and had decided to get into the advertising business. He was then a freight solicitor for the B. & O. Railroad in Philadelphia and his salary was one hundred dollars a month. Within a few days thereafter he was on my payroll at the same figure.

The young man was Ralph Holden, and he remained with me until, with Earnest Elmo Calkins, who had come to me a couple of years earlier, he left to establish the advertising agency of Calkins & Holden. This association, as everybody knows, proved most fortunate.

And now Ralph Holden is dead.

Still a young man, with apparently many years of usefulness ahead of him, he has passed on. He was not a spectacular figure. He was not a joiner or a handshaker. I do not recall him as a speaker at conventions, nor as the author of articles on advertising. But his influence was great by reason of the example he set. He was a personified code of ethics.

In all the years I knew him I never, from any source, heard an adverse criticism of him personally or professionally. And, without taking any particular credit to myself, it has been a source of satisfaction and pride that his honorable career began in my shop.

# Fortieth Anniversary

## 1886 Number 1926

Important features in the March issue celebrating The FORUM'S fortieth birthday.

Articles and Fiction by

Booth Tarkington	Lothrop Stoddard
Carl Van Doren	John Jay Chapman
George Haven Putnam	Margaret Prescott Montague
Henry Sloane Coffin	Robert Herrick
and Dwight F. Davis, Secretary of War	



Special Woodcuts, Etchings and Drawings

**FORUM** Member Audit Bureau of Circulations  
America's Quality Magazine of Discussion

247 PARK AVENUE, NEW YORK

## Your Story in PICTURE leaves NOTHING UNTOLD



"WHEN the world's last picture is painted—, there could be no more graphic description of the end of all inspiration, the end of all progress, the end of all life.

We work, we play, we buy, we sell, we *live*—because of pictures.

And today's vast spread of knowledge, of comfort, of business is because, through photo-engravings, pictures can be reproduced.

Are yours reproduced well?

**GATCHEL & MANNING, INC.**

C. A. STINSON, Pres.

Photo-Engravers

W. Washington Sq. 230 South 7th St.  
**PHILADELPHIA**





## Distinctive Service

**D**ISTINCTIVE features of POWER PLANT ENGINEERING, which have proved their value throughout its 30 years' service to the power plant field, are:

First, it gives to men who directly control the country's foremost power plants the authoritative information necessary to the installation and operation of their plants.

Second, the sole activities of its entire organization are directed toward making this one publication most helpful to the influential clientele it serves.

Third, its frequency of issue, the first and fifteenth of each month, correctly meets the professional needs of its subscribers, and effectively and economically serves its advertisers.

High quality circulation, close reader contact and low cost are assured to advertisers in POWER PLANT ENGINEERING.

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

## POWER PLANT ENGINEERING

537 So. Dearborn St., Chicago, Ill.

# Methods of Compensating Truck Drivers

(CONTINUED FROM PAGE 34)

on each one of empty containers brought in full of empty bottles."

The Tide Water Oil Sales Corporation, which has spent much time studying the best incentive methods for use in its business, is now operating under the following plan, which, it will be noted, is a somewhat different arrangement from the one which was first used by them when they originally adopted a wage incentive. As an official says:

"IN inaugurating a bonus plan with our drivers, we established a certain number of full loads to serve as the minimum delivery for a six day week, such minimum being identical in all territories. A commission rate of so much per hundred gallons delivered in excess of this minimum was granted. This plan did not prove satisfactory as we found some drivers earning large commissions, and others none at all. This was due to the fact that the driver who made deliveries in the more thickly populated sections where a large gallonage of gasoline was required had a distinct advantage over the driver who was required to go on long hauls into the country where a considerable amount of his time was consumed in driving to customers' places of business.

"After ascertaining these facts, we changed our plans in such a way that the minimum amount of loads to be delivered before a bonus plan became effective varied in accordance with the different routes. A thorough study was made of the particular conditions with respect to long and short hauls on each route, and a minimum number of loads determined, above which the driver began to benefit in increased income from each additional hundred gallons delivered. This plan has been acceptable both to the company and to the driver, as it does not favor drivers having short haul routes. Where drivers are being compensated on a salary and bonus basis it has been found that they are far more interested in sales than if they were on a straight salary basis. If sales are falling off, it will affect the volume of deliveries and eventually the size of their bonuses, so that drivers are inspired to do all in their power to persuade customers to take deliveries of gas or oil, although at first there may be doubt in the customers' minds as to such needs.

"We attribute our constantly decreasing delivery cost per gallon to the efficient working of the bonus plan."

It is not to be inferred from the citation of the experiences of the companies just given that wage incentive

plans for drivers who also act as salesmen are always practicable or satisfactory. In fact, in some lines of business, executives are questioning the advisability of attempting to combine the functions of driving and selling and are inclined to favor an arrangement whereby regular salesmen cover the route from the sales standpoint only, and the driver does nothing but deliver the orders. Thus, one trade association secretary writes:

"It is the general practice in the industry (soft drinks) to depend upon the driver of the delivery truck to get orders for delivery upon his next trip or the next day. On the other hand, among some of the larger bottlers and distributors to local trade, there is a tendency to get away from this system and to use salesmen who do nothing but solicit trade from the retailers, the drivers doing nothing but deliver the goods and collect empty containers. Some of those who have used this system have been very successful and consider the driver system antiquated and a thing of the past. This tendency is fast gaining ground."

AS has been mentioned, a number of concerns have worked out bonus plans for drivers which are based on factors other than sales made. Thus, Miller Rhoads, Incorporated, of Richmond, Va., which operates on an average of twenty-three delivery trucks daily, has a merit and demerit system of bonus payments.

A large ice company pays a bonus of \$9 per month to its drivers based on the following factors:

1. Avoiding accidents..... \$2
2. Lack of complaint from customers both as to service and weight..... 3
3. Care of equipment..... 4

The vice-president of this company states:

"We have found that these additional payments have produced very satisfactory results. We have had a great many less accidents, find the condition and appearance of our equipment much improved and have saved a considerable amount in repairs to our trucks."

That the principle upon which incentive wage plans are based is one which is gradually gaining wider acceptance by practical business men is shown by the fact that such methods are being adopted as a basis for remuneration for an increasing number of different kinds of work. The successful application of such a method to drivers is a case in point.

# HIGH RECORDS

## *Another year of achievement*

**T**HE AVERAGE Daily and Sunday circulation of The New York Times in 1925 was over 385,000—greater than any other regular morning newspaper in New York.

*The present net paid circulation of the daily edition averages more than 360,000 and of the Sunday edition over 600,000. This circulation represents the largest group of intelligent readers ever assembled by one newspaper.*

The New York Times interests and appeals to those who wish to keep fully informed on the news events throughout the world. Its circulation, therefore, embraces the highest quality of discriminating readers.

The volume of advertising in The Times—28,200,444 agate lines in 1925—sets a new high record for New York City, exceeding the total of 1924 by 1,916,520 lines. The margin by which The Times led the second newspaper—10,963,382 lines—also sets a new record.


More significant than the unprecedented volume of advertising was its character. Advertisements offered for publication in The New York Times are subject to censorship to protect readers from false, misleading or questionable announcements. Thousands of lines of advertisements were rejected because they did not conform to its standards and ideals of a newspaper's obligations to the public.

## The New York Times

### 1925 RECORDS

Circulation—net sales . . . . .	141,204,072
Net average daily and Sunday . . . . .	386,860
Pages printed . . . . .	9,955,973,960
Paper consumed . . . . .	160,314,611 pounds
Ink consumed . . . . .	3,295,547 pounds
Advertising space . . . . .	28,200,444 agate lines





**N**OTICE the manufacturers in your town who are turning to gas for fuel. When you realize that one industrial consumer uses more gas than hundreds of domestic customers, you can see what a tremendous growth the gas industry is undergoing with the active development with this type of business. Of course the demand for all types of equipment and supplies is growing correspondingly.

Let us tell you of the application of your product in the gas industry. No cost or obligation to you.

### Gas Age-Record

9 East 38th Street

New York

A. B. C.

A. B. P.

We also publish Brown's Directory of American Gas Companies and the Gas Engineering and Appliance Catalogue.

**Gas Age-Record**  
"The Spokesman of the Gas Industry"

## What Are Problems of Advertising?

[CONTINUED FROM PAGE 22]

editorial weakness or methods of securing circulation—all these and others, responsibility for which is shared alike by advertiser, agent and publisher, represent the wasted advertising effort which the friends of advertising must be zealous to eliminate or reduce to a minimum.

In 1926 let us look these facts squarely in the face. Let us work together for a better organization of our information before we spend our money—more head work, less guess work. This is a job that calls for the best there is in us. And it is the surest way to build in the public mind an enduring faith that advertising is not a load which the consumer must carry, but an economic force which makes at the same time for lower prices and better living.



### Evaluation

Says C. K. Woodbridge

Advertising's biggest problem is to create a picture of advertising factors that will enable the individual in business and in public service to see the place each kind of advertising should occupy so he may gage its value in doing the specific job before him.

A generous concession on the part of all of us buyers, sellers of space, and creators of advertisements that we know well only a part of the story will help create the picture.



### Problem Remains the Same

Says William D. McJunkin

The years change but it seems to me the problem of advertising remains the same—to sell more goods at a profit to the advertiser. Methods and manners may be transient but the task stands intact. If advertising is to find itself in demand, it will be because this persuasive force continues to be more resultful than its cost in building and holding sales volume.

Each year, if one chose, he might concentrate on the advertising phases of the moment and mistake them for problems of permanence. Every month in the year's span there are disturbances which might be confused with developments. By this, please do not think I am contending for a hardening of the mental arteries on the subject of advertis-

ing. Far from it—modern business is on wheels and advertising must be mobile in mind to keep up with it. But I am a fundamentalist in my belief that the problem of advertising is old, although the remedy may be new.

Advertising, in my judgment, belongs in the market place and not in the forum. When it is directed to make the greatest number of sales it is, in my opinion, bent to make the most progress.



## Stretching the Dollar

Says Thomas F. Logan

To my mind advertising's biggest problem is simply this—the finding of ways and means whereby the advertiser's dollar can be made to go still further than is the case today.

Advertising is an indispensable factor in American business. Without it quantity production, as we know it today in the United States, is impossible. Curtail the rate of production in our factories, then up go prices, out goes prosperity, and down go our enviable standards of living.

Advertising counsellors are the experts to whom business looks to watch after the advertising appropriations. Other experts have their responsibilities. To see that advertising investments are handled in such a way as will best and most economically serve the needs of industry is the paramount duty of advertising men. Larger appropriations should not be recommended until we are sure that we are making the fullest possible use of what we have.

There are ways to exact more from the advertising dollar. Advertising's job is to find these ways by the study of public reactions and merchandising evidence, followed by intelligent translation into terms of copy and art.

### Crowell, Williams & Company, Inc.

Is the name of a new advertising agency recently established in Chicago. The officers of the new organization are as follows: L. A. Crowell, president; Jay C. Williams, secretary; F. H. Marling, treasurer.

### Roger A. Johnstone

San Francisco publishers representative, will represent the Motorist Class Group, Chicago, on the Pacific Coast. He was formerly Chicago manager of *Modern Priscilla*.

### Norman F. D'Evelyn

San Francisco, will direct advertising for George D. Roberts & Company, Inc., stock and bond house, same city.



## The Future of the Telephone

It was fifty years ago that Alexander Graham Bell invented the telephone, and yet this anniversary is but a milestone in the progress of telephone development. As the giant oak with its complicated structure grows from the acorn, so a nation-wide system has grown out of Bell's single telephone instrument.

The interconnection of millions of telephones throughout the land, regardless of distance, has not come about easily. It has resulted from a series of scientific discoveries and technical achievements embodied in a telephone plant of vast extent and intricacy. Great economies have already been gained by such technical improvements and more are sure to follow for the benefit of telephone users everywhere.

There are still to come many other discoveries and achievements, not only in transmission of speech, but also in the material and construction details of every part of the network of plant.

The future of the telephone holds forth the promise of a service growing always greater and better, and of continued progress—the end of which no one can foresee.

AMERICAN TELEPHONE AND TELEGRAPH COMPANY  
AND ASSOCIATED COMPANIES

BELL  SYSTEM

IN ITS SEMI-CENTENNIAL YEAR THE BELL SYSTEM LOOKS FORWARD TO CONTINUED PROGRESS IN TELEPHONE COMMUNICATION

### Topeka Daily Capital

The only Kansas daily with circulation throughout the state. Thoroughly covers Topeka, a midwest primary market. Closest real representation. An Arthur Hays Sulzberger publication.

Topeka, Kansas

### Shoe and Leather Reporter

Boston

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




HERE is only one industrial journal, having A.B.C. circulation, devoted entirely to the interests of the furniture manufacturing industry. That is *The Furniture Manufacturer & Artisan*.

You will find this journal in practically every worth-while furniture factory in the United States, and it reaches a number of the large plants in foreign countries.

For considerably less than \$1,000 it will carry your sales message to these manufacturers on a full page basis each month for a year. We'd like to tell you more about it and show you a copy. May we?

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

Advertising  Typographers

**UNDOUBTEDLY** the full page advertisement enjoys an advantage over its little brother, the eighth-page advertisement. The small advertiser can greatly reduce his disadvantage by using our typography based on twenty years' experience.

**Ben C. Pittsford Company**  
431 South Dearborn St.  
Phone Harrison 7131

# In Sharper Focus

W. S. Lockwood

AFTER a great deal of painful thought, the idea came to me that a brief biography of this sort should cluster around some outstanding central incident, like grapes around a Welch ad, and so I have selected for mine the rescue of a beautiful heirsch from a runaway horse in Central Park.

As a very young child, I had my imagination inflamed by the account of

years ago. It seems that there wasn't much time for it to age in the wood and get properly mellow.)

I next got a job on the road, selling. I have always been glad of that and at the time I remember I felt that perhaps, when it came to the capture of the heirsch, a little selling ability would be desirable. I spent a considerable amount of time travelling over the States of Michigan, Wisconsin, Minnesota and Illinois; and, for the first time in my life, I began to get an inkling of what all this advertising was about. I began to meet the people that we had to sell things to. I began to meet the people that we had to sell things through. I consider that experience exceedingly valuable. I wouldn't give a million dollars for it—for a reason which any reader who knows me will readily understand.

Eventually I got back to Chicago and then I was persuaded to take a job as a newspaper reporter. I think that every minute of the time spent at the work was worth its weight in gold—if somebody will only find out how much a minute weighs.

Then I sold advertising on a trade paper and in those days selling advertising on a trade paper was truly a Protean pastime. We didn't just go around and shake hands and say, "Please give me a contract," or, "I trust we are on your list this year." Oh no, we used to make the layout, write the copy, take it around to the prospect and get his O. K. and then go around and collect for it after the ad was printed. Well, I sold a little advertising; in fact I sold enough advertising to keep me alive so that I can be here now dictating this autobiography to a beautiful red head, and all the time I was learning a whole lot about advertising, only it wasn't so much at the other fellow's expense as my own.

But all the while the rescuing of the heirsch was in my mind as the great solution of all my problems. You will note the picture of myself in riding costume which beautifies this page. This is the costume I wore at that great event. But I am anticipating.

Selling advertising for a magazine eventually set my feet upon the downward path which led to selling advertising for an agency. Here, like a newer Poo-Bah, I would, as copy man, write the copy and then, as copy chief, I would revise it and then, as account executive, I would turn the whole thing down and declare that the agency was "going to the dogs." Not many accounts stayed with this agency very long—and neither did I.

Then I got another job as advertising manager and after these people discovered that I was still bent upon



how a poor but worthy young man, riding in Central Park, saw a beautiful young heirsch completely carried away by an ungovernable horse, how he galloped madly after her until he was alongside, put his arm around her and drew her from the back of the frantic runaway and carried her, fainting, to a nearby bench where she revived in plenty of time to marry him and live happily ever after.

I had been born in Brooklyn but realized this social error almost immediately and moved to Chicago. Knowing, however, that in order to ride a horse in Central Park it is necessary to live in New York, I determined to enter the advertising profession.

Just as a beginning, I had to take a job addressing envelopes and licking stamps in a mail-order concern out in Chicago but, after all, this was advertising, and, in an incredibly short time, it led to a job as advertising manager (they used to make advertising managers out of very raw material twenty

Do You Need **MAILING LIST** Any Business or Individual or National or Local—Every possible list guaranteed 89% accurate and taken from latest available directories and sources or original letters. An average cost of **\$4.75** per Thousand Names. Discount in large quantities. There is no list we can't furnish. Write us today. Information and catalogue without charge. **NATIONAL MAILING LIST COMPANY** 24 ASF William Street Newark, N. J.





## D & C Paper and the Paper Maker

The maker of paper feels the responsibility of his work. Rightfully so, for on its excellence may rest the success or failure of the man who uses it. Paper is the foundation of the printed word, the sponsor of its proper reception.

Dill & Collins have been makers of quality papers for generations. In many a fine book, on many a splendidly printed sheet you can find the diamond D watermark, for printers long ago learned

that D & C papers are dependable.

There are twenty standard D & C lines, coated, uncoated and cover papers. Each is as fine as craftsmanship can make it, and all are economically suited to their purpose. When you plan your printing, whether a single catalogue or folder, or a complete advertising campaign, ask your printer what paper to use—and profit by his knowledge. He is apt to select one of the many D & C papers.

# DILL & COLLINS

*Master Makers*  *of Printing Papers*

### List of DILL & COLLINS Co.'s distributors and their offices

ATLANTA—The Chatfield & Woods Company  
BALTIMORE—J. Francis Hoek & Co.  
BOSTON—John Carter & Co., Inc.  
BUFFALO—The Union Paper & Twine Company  
CHICAGO—The Paper Mills Company  
CHICAGO—Swigart Paper Company  
CINCINNATI—The Chatfield & Woods Company  
CLEVELAND—The Union Paper & Twine Co.  
CONCORD, N. H.—John Carter & Co., Inc.  
DES MOINES—Carpenter Paper Company  
DETROIT—The Union Paper & Twine Co.  
HARTFORD—John Carter & Co., Inc.  
INDIANAPOLIS—C. P. Lesh Paper Company  
JACKSONVILLE—Knight Bros. Paper Co.  
KANSAS CITY—Birmingham, Little & Prosser Co.  
LOS ANGELES—Blake, Moffitt & Towne  
MILWAUKEE—The E. A. Bower Company  
MINNEAPOLIS—Minneapolis Paper Co.  
NEW YORK CITY—Marquardt, Blake & Decker, Inc.  
NEW YORK CITY—Miller & Wright Paper Co.

NEW YORK CITY—M. & F. Schlosser  
OMAHA—Carpenter Paper Co.  
PHILADELPHIA—The Thomas W. Price Co.  
PHILADELPHIA—Riegel & Co., Inc.  
PITTSBURGH—The Chatfield & Woods Company  
PORTLAND, ORE.—Blake, McFall Co.  
PROVIDENCE—John Carter & Co., Inc.  
RICHMOND—Virginia Paper Co.  
ROCHESTER, N. Y.—Geo. E. Doyle Company  
SACRAMENTO, CALIF.—Blake, Moffitt & Towne  
SEATTLE, WASH.—Carter, Rice & Co.  
ST. LOUIS—Acme Paper Company  
ST. PAUL—E. J. Strilwell Paper Co.  
SALT LAKE CITY—Carpenter Paper Co.  
SAN FRANCISCO—Blake, Moffitt & Towne  
SPRINGFIELD, MASS.—John Carter & Co., Inc.  
TACOMA—Tacoma Paper & Stationery Co.  
TAMPA—Knight Brothers Paper Co.  
WASHINGTON, D. C.—Virginia Paper Co.



# Follow Them South



Ice and snow have caused thousands of people from Northern cities and farms to go South for the Winter—to the sunshine of the Mississippi Gulf Coast.

National Advertisers will find it to their advantage to "follow up" this prosperous group. The Daily Herald is "the" medium to use, for it "Covers the Coast"—Waveland, Bay St. Louis, Gulfport, Mississippi City, Biloxi, Ocean Springs, Long Beach, Pass Christian, Wiggins, McHenry, Lyman.

## THE DAILY HERALD

GULFPORT

MISSISSIPPI

BILOXI

Geo. W. Wilkes' Sons, Publishers

If it's a selling help in the fullest sense—  
it's an  
**EIN/ON-FREEMAN  
WINDOW DISPLAY**



127 E. 29th St.  
Lexington 5758  
New York City

### Confidential Investigations

We have the finest possible equipment and experience for making private and special inquiries in any phase of business. We carefully guard clients' confidence.

In addition, of course, we have generally available research reports on 387 separate industries and 108 special merchandising subjects. Send for booklet.

### THE BUSINESS BOURSE

15 West 37th St., New York City

Tel.: Wisconsin 5067

In London, represented by Business Research Service, Aldwych House, Strand

### Magazine Interest for Sale

Wanted \$20,000 additional capital. Will sell 1/5 interest in publishing corporation established for 20 years and owning leading magazine in its industry. Annual revenue over \$100,000. Proposition will stand rigid investigation. Member of A. B. C. and A. B. P. Prefer either outside capital or, if services, must be young editorial man or advertising man with experience either in New York or Chicago who is capable of earning salary. All correspondence in strictest confidence. Box No. 346, Adv. & Selling Post, 9 E. 38th St., New York, N. Y.

**REACHING  
A MASSAGE OF  
WORKING  
CHURCHES**

Now over 10,000 copies per month, all to church executives. The fastest growing publication in the Church Field, inter-denominational.  
A business journal for Pastors.

Only 15c. per line—send for a sample copy and rate-card.

**CHURCH MANAGEMENT**  
534 BURON RD. CLEVELAND

the higher education, I got a job as the circulation manager of a magazine, which is the same thing pretty near as being the sales manager for some kind of a mail-order proposition that hardly anybody wants. Still I managed to double the circulation of this magazine by spreading a report that it had been suppressed by the censor.

An eastern publisher learned of my great achievement and invited me to come down to New York and do likewise. This was the Current Literature Publishing Company, and I spent a couple of very agreeable years on West Twenty-ninth Street.

IN my off moments, or rather, say, in my odd moments, I had written a little fiction and sold it to various magazines under the pen name of Scammon Lockwood. One story, entitled "De Luxe Annie," which appeared in the *Saturday Evening Post*, was dramatized and ran for about four months in New York, or rather just barely sauntered along and then was made into motion pictures by Norma Talmadge and later produced in London. It almost made me famous but I still needed the heires.

Then Henry Theobald, president of the Toledo Scale Company, invited me out there to manage his advertising department. Apparently I managed Mr. Theobald's Advertising Department in a manner that didn't distress him too much. At least this must have been the case, because he let me remain until F. F. Manville of Johns-Manville, Incorporated, suggested that I come back to New York.

This time I was determined that I should be no longer frustrated. I rented an apartment near Central Park and began to take up in a really serious way the business of rescuing young heires.

Sure enough, one morning as I was loping along the reservoir I saw a horse approaching at a mad gallop. This looked like my chance.

As it came closer I perceived at once that the rider was a beautiful young heires. I wheeled, dug the spurs into my steed and started after them. I caught up with the beautiful heires, grabbed the bride and brought both our horses to a standstill.

"You damn idiot!" exclaimed the beautiful young heires, "leave my horse alone."

However, despite this somewhat inauspicious first meeting, the beautiful heires and I are married—happily married, it is whispered—but not to each other.

Oh, by the way, I couldn't find the picture of myself in a riding suit, which I intended to run with this autobiography and at the last minute I had to substitute one of myself just after a somewhat heated argument with the engine of my motor boat.

So kindly change above to read that the heires was drowning in Manhasset Bay and that I held up her beautiful chin until somebody threw us a life preserver.

In the  
Lumber  
Field



It's the  
**American Lumberman**

Established 1873

Published Weekly CHICAGO, ILL.

ELECTRICAL  
ANIMATED  
AND  
STILL

**DISPLAYS**

for  
WINDOW,  
COUNTER,  
and EXHIBITS

Effective—Dignified  
Planned Inexpensively

CONSULT WITH EXPERTS

ANIMATED PRODUCTS CORP.  
19 WEST 37TH ST. NEW YORK



Courtesy of Black, Starr & Frost, N. Y., through Calkins & Holden, Inc.

## *Photo-Engraving proclaims the Mode in Gems*

HOW THE JEWELERS ENLIVEN THEIR MARKET . . . Reported by JAMES WALLEN

GEMS are eternal but the manner of their arrangement improves with the refinements of the ages.

The jeweler must needs inform the world that never before have gems been so discreetly and exquisitely mounted as now. He proclaims it with pictures.

In this, the crowning hour of the jeweler's art, the photo-engraver is proving his most effective ally.

The American Photo-Engravers Association encourages its members to be of assistance to the jewelers and every other craft by study and research.

The Association booklet, "The Relighted Lamp of Paul Revere," illuminates the story of the photo-engravers' progress for all who care to ask a member for a copy. The booklet is also sent direct from the Chicago office.

## AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK, BLOCK • CHICAGO



Copyright, 1926, American Photo-Engravers Association

# BRITISH ADVERTISING'S GREATEST REFERENCE WORK

## 100,000 QUERIES CONCERNING BRITISH ADVERTISING ANSWERED IN ONE BIG VOLUME.

November 30th, 1925, was the date of publication of the first Great Reference Work covering every branch of British Advertising—the **BRITISH ADVERTISERS' ANNUAL AND CONVENTION YEAR BOOK 1925-26**.

This volume gives for the first time information and data needed by all advertising interests concerning British advertising, British markets and British Empire Trade. You can turn to its pages with your thousand and one advertising questions concerning any phase of British advertising, media and methods—and know that you will find accurate and up-to-date answers.

You will see from the brief outline of contents adjoining, that this **ANNUAL** is really a complete and complete Reference Data work. The Official and Full Report of the First All-British Advertising Convention held this year at Harrogate.

four books in one. It contains: a Series of Advertising Tables with advice covering every section of British advertising—a Market Survey and Research Tables—a complete Advertising Textbook covering the latest developments in British advertising—and the Official and Full Report of the First All-British Advertising Convention held this year at Harrogate.

The 12 Directory Sections and the many pages of Market Data and Research Tables will alone be worth many times the cost of the book to those American Advertising Agents, International Advertisers, new papers and magazines, who are interested in advertising in Great Britain, in British and Colonial markets, or in securing advertising from Great Britain.

For instance, here are given the 1,100 leading newspapers, magazines and periodicals in Great Britain and the Empire—with not only their addresses and the names of their advertising managers, but with a complete schedule of all advertising rates, page and column sizes, publishing and closing dates, circulation, etc. Nothing so complete, comprehensive and exhaustive as this has ever before been produced in any country. In the Market Survey Section likewise there are thousands of facts, figures and statistics given in the various Tables and Analyses.

The working tools of any American advertising man who is in any way interested in British markets or in British advertising cannot be complete without this great work of reference. It delivers up one of 100,000 specific advertising queries at a moment's notice; it gives to advertisers and advertising men a complete service that they can use and profit by every day of the year. It contains 500 pages—59 separate features—more than 3,600 entries in the directory section alone, with many containing between 5 and 25 facts—1,700 individual pieces of market data—full reports of all events and official regulations and addresses at the Harrogate Convention—and British together 110 articles and papers, each by a recognized advertising and selling expert, giving a complete picture of British advertising methods, media and men up to the date of the volume's publication—the result of more than 14,000 separate and individually prepared questionnaires—the embodied contents of a score of reports—the help of more than 3,000 advertising men in collecting the data—all these have brought together in this volume every item of information you can need.

And what, the price of this work is a mere trifle compared with its utility value. To secure the volume by return postage, ready for your immediate use, you need merely fill in the coupon alongside, attach your cheque or money order for \$1.00 and the British Advertiser's Annual and Convention Year Book 1925-26, will be in your hands by return.

### CONTENTS—In Brief

**Nearly 500 pages, large size, crammed with data, facts, ideas.**

**First**—A Complete Advertising Text-Book on the Advertising Developments of the Year; Methods, Media, Men, Events. 23 chapters, 25,000 words—a complete Business Book in itself.

**Second**—Market Survey and Data and Research Tables—as complete and comprehensive as has ever been given in Great Britain of how to analyse your market, how to conduct research, how to find the facts you want, how and where to launch your campaign and push your goods—together with actual detailed facts and statistics on markets, districts, population, occupation, etc., etc.

**Third**—The Official, Full and Authoritative Report of the First All-British Advertising Convention at Harrogate. Another complete book in itself—60,000 words, 76 Addresses and Papers—constituting the most elaborate survey of the best and latest advertising methods, selling plans and policies, and distribution schemes, ever issued in this country, touching on every phase of publicity and selling work.

**Fourth**—A Complete List and Data-Reference and Series of Directories, covering every section of British Advertising: Fourteen Sections, 5,600 Separate Entries, each with relevant facts about each, more than 250,000 words, embracing distinct Sections with complete Lists and Data on British Publications, Advertising Agents, Overseas Publications, Overseas Agents, Billposters, Outdoor Publicity, Bus, Van, Tram and Railway Advertising Signs, Window Dressing, Display Publicity, Bicycling Advertising, Aerial Publicity, Containers, Commercial Art, Postal Publicity, Printing, Engraving, Catalogue and Fancy Papers, etc., with a complete Section on British Advertising Clubs.

**Really Four Works in One—A Hundred Thousand Facts—The All-in Advertising Compendium.**

### Sign this Coupon and Post it To-day—

To The Publishers of British Advertiser's Annual and Convention Year Book 1925-26  
"Advertising & Selling Fortnightly,"  
5 East St. Street, London, E.C.4, ENGLAND.

Please send me one copy of the "BRITISH ADVERTISERS' ANNUAL AND CONVENTION YEAR BOOK 1925-26" by return if I enclose here with \$1.00 in full payment.

Name.....

Address.....

## The Use of Your Corporate Name

[CONTINUED FROM PAGE 23]

goods by a competitor where the first company has its corporate name registered and the key word in that name is the name which is sought by the second manufacturer.

The rule has been that to do this the goods must be of different kinds so that there would be no possible confusion, and also that the name adopted by the second person must be so distinctively written that there would be no question that the trademark right would come from the distinctive form of writing and not in the name itself.

The courts have met this in various ways, depending upon the circumstances.

The United Cigar Stores Company of America objected to the Miller Brothers Star Shoe Company using the word "United" in block type in a rectangular shaped panel, and were successful because the court felt that the Miller Brothers Company should not use the word "United" even so distinguished. The word "United" was a distinguishing feature of the corporate name of the opposing party and should be so respected.

The court pointed out that while no mark could be registered which merely consisted of a name of a corporation not written in some distinctive manner, yet that would not permit the appropriation of the good will of an established concern by the adoption of the same name by another.

To summarize these rules:

1. Where a name is the predominating one in a corporation's title, another will not be allowed to adopt the same name even on different lines of goods and thereby profit by the reputation and good will of the first adopter.
2. That the writing of the name by the second person to use it, when it is the predominating word in the corporate title of another, must be so distinctively written that the special way of writing it is in fact the trademark and not the name itself.
3. That even where the lines of goods are remote, if the effort is plain to try to take advantage of the prior adoptor's reputation and advertising, a registration of the predominating word in the corporate title of the first adoptor by a second person will be prohibited.
4. What products using the same trademark may be conflicting, is for the courts to say. To date such strange bed-fellows as meats and tires, and pencils and razors have been found, and doubtless were well taken to be conflicting if sold under the same trade name, especially if such name appeared in the corporate title of the original company.

# Moving Baltimore en Masse

Three hundred and fifteen thousand people visited The Baltimore News Christmas Show from November 30 to December 24. Lines of people eight blocks in length waited to see this extraordinary show, which covered one floor of the Hearst Tower Building. Traffic was disorganized and extra police were brought out to take care of the great crowds. This truly shows the acceptance of The Baltimore News and its exclusive exploitation of Baltimore's most complete Christmas exhibition.

The Baltimore American "Home Beautiful" exhibit moved 127,000 people from November 1 to November 8. Four homes were beautifully furnished by Baltimore merchants. The homes were located in different parts of the city. The weather man was against that particular week. It rained three days during the week, and even rain did not keep the people away; 127,000 of them visited the exhibit—this was the most successful home demonstration in the history of Baltimore.

## THE BALTIMORE NEWS

AND

**Baltimore** AMERICA'S FIFTH **American**

*The Fastest Growing Newspapers in Baltimore*

### NATIONAL ADVERTISING REPRESENTATIVES

G. LOGAN PAYNE CO.  
St. Louis—Los Angeles  
Chicago—Detroit

PAYNE, BURNS & SMITH  
New York—Boston  
Atlanta





## Earn more money through business writing

Thousands of men and women have in them the latent ability to write good business copy and to earn good money doing it.

S. Roland Hall tells you how. He gives you the practical training needed to take advantage of the profitable opportunities in the business writing field. He gives you in this library the training necessary to qualify for such well-paying positions as correspondence supervisor, collection correspondent, sales letter writer, house organ editor and publicity writer. He tells you how to write business stories and articles for magazines.

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## PRactical Business Writing

Four volumes, 1272 pages, 5 1/2 x 8, fully illustrated, library binding \$1.00 in ten days and \$2.00 monthly for five months.

These four meaty volumes tell you just what you need to know to turn your business writing ability into cash. They give you training for work in writing business magazine articles, publicity matter, advertisements, surveys, reports, sales letters, adjustment and collection letters, etc.

Free examination

Send no money

Small monthly payments

These four books will increase your earning power, by giving you a thorough mastery of business writing principles and methods

Put this set to work for you in 1926

Mail this coupon—NOW

McCRAW-HILL  
FREE EXAMINATION COUPON

McCRAW-HILL BOOK CO., INC.  
370 Seventh Avenue, New York.

You may send me the S. ROLAND HALL PRACTICAL BUSINESS WRITING LIBRARY for ten days' free examination.

If the books are satisfactory, I will send \$1.00 in ten days and \$2 a month until your special price of \$11.00 has been paid. If not wanted, I will write you for shipping instructions.

Signed .....

Address .....

Position .....

Company ..... A. P. 1-13-26

# Fixing the Salesman's Task

[CONTINUED FROM PAGE 40]

Tenth. We could require him to assemble sales portfolios that would help him to visualize his sales talks.

These are only a few illustrations to show how salesmen's tasks can be fixed. As before stated, there are some who contend that it is not practical to attempt to standardize a salesman's work because of the fact that his personality plays such a large part in his success. They contend that rigid rules of work and insistence on systematic procedure tend to stifle the salesman's originality, enthusiasm and personality.

**M**Y personal opinion is that as men interested in distribution or selling we are too prone to look upon the salesman as a temperamental, impulsive type who must be allowed to work his own way or he will not work at all. This idea has been greatly exaggerated. The demand today is not for the abnormal nor the subnormal but for a good normal type salesman, not the high pressure type but the good-will building type who is reliable, dependable, and last but not least, tractable.

We will admit that there is a limit in the matter of fixing tasks and we wouldn't under any circumstances want to go so far as to attempt to make a salesman into a machine or as systematic as an accountant. At the same time, there are so many very definite reasons why the fixing of a certain number of tasks is worthwhile. Some of these advantages are:

First. The salesman has a greater interest in his work when he operates according to a definite plan. Instead of scattering his efforts aimlessly with the result that he often becomes discouraged and cannot locate the source of his difficulty, he can concentrate on one task at a time and make sure that it is well done before going on to the next.

After all, selling is a complex job made up of several component tasks and if these lesser tasks are well done, the sales production as a whole is bound to be successful. Salesmen who do not work according to systematic plans often complain of getting into a rut and of losing interest without knowing where to look for the trouble.

Where specific tasks are assigned, greater interest can be stimulated by applying incentives to the various tasks. For example, recognition can be given for the highest percentage of trials quota, for the best collection record, for quality of sales as well as quantity.

Second. The second advantage comes from being able to check up on lax activities and being able to locate the salesman's weak points with a view of

helping him overcome them. For example, we might discover that a salesman was not making good installations with the result that customers were dissatisfied. We could then set about to bring his installations up to a higher standard.

Third. One of the biggest advantages and one whose possibilities are not yet fully realized is the opportunity for devising more economical methods of selling.

As an illustration of this point we have discovered that it is more economical to have an installation clerk make the installation rather than the salesman, conserving the salesman's time for tasks that require his greater skill and training.

Where the sale of certain styles of machines involves a great deal of demonstrating and instructing it is often more economical to give this task to a demonstrator.

Special help would be rendered a salesman in connection with any task that is beyond his skill, such as analyzing the accounting needs of a very large firm.

**W**ORK of a routine nature such as posting record cards, and making up advertising lists, can be turned over to an office clerk. We have even found that the advertising can sometimes perform a certain task more economically than the salesman can do it.

For example, we have solicited trials by direct letter rather than by door to door canvass. One of the most fruitful sources of working out more economical methods of selling is to study the allotment of a salesman's time to his various tasks.

Fourth. The fourth advantage is better service to customers. This needs no comment, as it is all-important.

Fifth. A more effective training course is possible when the sales executive is directing his attention first at one task and then at another. He can recognize specific difficulties encountered in connection with each task and then set about to construct training content to meet these difficulties. It would seem that this is the most practical method that could be used in building a training course.

Sixth. The sixth advantage is the possibility of coordinating sales effort with manufacturing. We manufacture various classes of machines and we must have full line representation.

Seventh. When the salesman knows what his various tasks are, he has a better chance for promotion because the man who has a well balanced sales production is favored in the matter of promotion.

Eighth. As previously stated, a bet-

ter selection of salesmen is possible when the manager sizes up the applicant in terms of the various duties to be performed.

It might seem from the foregoing description that a Burroughs salesman's work is extremely complex. Perhaps you will be interested in a description of a typical's day's work, as this, I believe, will show that such is not the case. Here is about the way he works:

He reports for work at 8:30, then writes orders to the shipping department to get machines delivered, notifies the service department of needs of certain customers, etc.

Next he plans his day's work something like this: Selection of territory to be worked in. He knows that in this territory collections should be made, two machines should be demonstrated, return calls should be made on three prospects having a special system; he has two trials which should be turned into sales or else the machines should be removed.

**H**E assembles record cards on Burroughs users in this neighborhood, also takes cards on trials and other interested prospects.

Next, he travels to his territory and arrives at the first prospect about 9:30 a. m.

Demonstration requires about 25 minutes each.

He spends half an hour to an hour analyzing the needs of one of his special prospects. From 2:30 to 4:30 he canvasses for additional trials and leads.

He makes a written report of each important call, using a copy of this report as a tickler file to follow up prospects. His whole day is planned.

I am not overstating when I say that the greatest waste in selling today is the vast number of salesmen who are traveling about spending their firms' time and money with no definite idea of the requirements of their job other than to "get the business."

Great progress has been made during the past ten years in the refinement of manufacturing processes—factories have through systematic effort increased production and decreased costs—during this period the progress in refinement and economy of distribution hasn't kept pace with manufacturing.

The eyes of the business world are today focused on the marketing problem. It is high time for us to acquire the practice of selecting salesmen according to their qualifications and ability to fulfill the requirements of their job. Before we can hope to do this we must carefully analyze the job. And then, after intelligent instruction and training, follow through by definitely assigning specific duties.

In conclusion, I want to remind you that the only thing that keeps a train on the track is the track. It appears to me to be logical, practical, and extremely necessary that more time of the sales executive be devoted toward "fixing the salesman's task."

## • • • • now you can have information on every market!

Now you can have information on every market at your finger-tips—ready for instant reference.

The new edition of Crain's Market Data Book and Directory affords compact information on a hundred fields of industry and commerce. Adequate indexing and careful elimination of non-essentials give advertisers and advertising agencies a book of facts indispensable in market finding and market analysis.

Since the welcome given the first issue in 1921, Crain's Market Data Book has been the acknowledged first source of market facts—the basis for intelligent market analysis.

Making the book of even greater use is a complete directory, listing all business publications, classified according to fields covered and published with the market information on those fields. Here you can find out, along with facts on where the market is, accurate information as to the means and cost of covering it through business papers.

Canadian papers are classified in the same way, and the only published list of foreign business papers is also included.

Ask us to send a copy on our liberal ten-day approval plan. You decide whether the book is worth five dollars to you. If it is not, send it back without obligation.

## Crain's Market Data Book and Directory

G. D. CRAIN, Jr., Publisher  
537 South Dearborn Street, Chicago

## Reach 600,000 Independent Young Women

Young women such as *Womans Press* readers are the type you want to sell—keen and intelligent, they are always ready to recognize true merit.

600,000 young women such as these await your message—

and in addition the executives who control the \$23,000,000 Y. W. C. A. budget are all reached thru the *Womans Press*.

Write for rates and sample copy.

*The Womans Press*

600 Lexington Avenue

New York

# Docket 1251

[CONTINUED FROM PAGE 38]

clients for less than any "standard trade differential."

The case aims at freedom in business, the antithesis of price regulation either by combination or by government.

## 2. "This Case Does Not Aim to Protect Advertisers Seeking Unfair Advantage Over Competitors."

The Commission counsel refutes the claim made by the Four A's and the A. N. P. A. that rebate of commission by the agency to the advertiser "is always for the secret advantage of the advertiser over his competitors and as such has been condemned by the advertisers." Arguing that such a statement is a diametrical reversal of the facts and that the agency serves only as a middle man whose services may or may not be employed, the brief divides advertisers into two classes, as follows:

The one goes to the expense of maintaining his own department of advertising, and would receive the net rate from the publisher, if the publisher elects to take the business at such rate; the other would pay the advertising agency the gross rate for the space, which his agent would buy at the net rate and receive his pay in the difference. All fair enough there. And if the direct advertiser is able to run his own advertising department for 15 per cent or whatever the differential may be, he spends the same amount for the advertising labors as the other, and of course the same amount for the space if he purchases it in quantity and quality. The entire argument as to discrimination against the advertiser employing an agency passes away if true or anything like true, as the defense maintains, that the direct advertiser must meet a greater expense in attempting to secure as good results through his own advertising department than the differential comes to. If this be correct, and parts of the record seem so to indicate, then the only discrimination against the agency's client consists in the privilege given him of choosing to save money by employing an agency while his competitor bundles along trying to do his own work—and losing money at it!

The complaint obviously aims at no discrimination whatever. It demands a return to a free market in the advertising business.

This discrimination (in the present situation) exists so as to prohibit the working out in any business of the experiment of ascertaining whether the work can be done by the particular manufacturer better and more cheaply than by an agency for him. And this effort the manufacturer has an economical and legal right to make, unhampered by any such conspiracy as here shown.

## 3. "Respondent Agency Association Not the Weak Organization Contended by the Defense."

The fact that only 134 advertising agencies out of the 1400 existing in the country are members of the Four A's, the Commission declares, is no reliable indication, as claimed by the defense, that the organization is only of minor importance. It is pointed out that, while these numerical figures may be accurate, nevertheless the Association members control 90 per cent of the advertising volume of the nation. Further, taking into consideration the fact that two of the largest of all the agencies are not members of the Association, it may be readily understood that the other outsiders are merely local businesses of no national significance, lack-

ing in the strength and ability to "fight back."

## 4. "The Question of the Reasonableness of the 15 per cent Differential Is Immaterial."

The Commission admits frankly that it does not know whether the 15 per cent is reasonable or not, assuming that in many cases it may be too high while in many others it may be too low. However, this point is brought forward:

But be this as it may . . . we say that the vice is not the amount of the 15 per cent differential but the fact that the tremendous weight of the parties here defending has been thrown into the scale of stabilizing the 15 per cent as a fixed minimum rate of commission.

Citing authorities for their stand on this point, the Commission quotes, among others, the decision handed down by Judge Grosscup in the Swift case:

" . . . The statute, thus interpreted, has no concern with prices but looks solely to competition and to the giving of competition full play by making illegal any effort at restriction upon competition. Whatever combination has the direct and necessary effect of restricting competition is, within the meaning of the Sherman Act as now interpreted, restraint of trade."

## 5. "The Cause of Action Herein Accords with Rather Than Opposes Economic Principles."

To support this assertion the Commission cites the tendency toward integration in industry which precedent has declared to be legal. Contending that distribution is the weak point of the nation's business and that it is the right of every advertiser to organize his advertising department in order to integrate his distributive instrumentalities, the brief denies the right of publishers to conspire against the giving of such advertising rates as will make this possible. Individual publishers may sell their space as they choose, says the brief, but there should be no concerted action to constrain the exercise of this right.

## 6. "The Advertising Agency's Principal Is the Advertiser."

The Commission claims that to stress the functions of the agency as performed for the publishers is to go back into the ancient history of the profession when what is the advertising agency of today performed a function analogous to that of the modern special representative. Nevertheless, such plea was entered by respondent's counsel upon the occasion of the previous hearing of the case, this in spite of various court decisions which had been handed down previously, stating that the advertiser and not the publisher was the principal to whom the agent owed responsibility.

Quoting further testimony to this end the Commission calls attention to the work of Clowry Chapman, entitled *The Law of Advertising and Sales*, which is quoted at some length in the

brief. An extract from the *Advertising Year Book for 1924* which describes in detail the functions of the advertising agency is also quoted. In part this says:

" . . . it is the business of the agency to make contact with sellers of advertising space and materials in behalf of the advertiser, to conduct the intricate purchase of space and material, to see that the advertising is as ordered, and to act as central disbursing office in paying the advertiser's bills."

Investigators for the Commission also made a study of the various forms of contracts drawn up between agencies and advertisers, with results which appear to verify the testimony drawn from the writings just cited.

The Commission further declares:

But if this alleged conspiracy be proved it may well be deemed immaterial whether one of the groups of conspirators are agents for another group, or for some non-participating group of business men, or whether they are independent factors.

## 7. "This Case Has No Bearing upon the Fixation of Newspaper Card Rates."

The brief denies the assumption by the defense that that complaint constitutes an attack on the fixation of gross or card rates by individual newspapers, and sums up the situation in these words:

These card rates are not fixed by any combination mentioned in the complaint since each newspaper has its own local sphere, circulation, and desirability as a medium. Nor is there any objection to newspapers publishing their rates and severally abiding by them. What the complaint is aimed to reach is the fixation of the rate of remuneration which agencies receive as the standard trade differential.

## 8. "No Attack Is Made upon a Long Established Practice in Advertising."

After quoting from the respondents' briefs to the effect that the present system of agency remuneration and gross rates to direct advertisers is a matter "of at least fifty years standing," and "universal," the Commission goes on to declare that the word "universal" is belied by the previous testimony by the defense that even today there are thirty or more national advertisers seeking and obtaining the net rate, and that the advertising business, rather than having many practices of thirty years standing, has been in a continual state of flux and transition.

But it is clear that during the last few years . . . respondents expanded their policy of more or less desultory propaganda in favor of each publisher refusing the net rate to direct advertisers and of any agency competing with another in price. They ceased merely to "grow upon" independence along these lines and adopted the policy of crushing resistance and putting those who persisted out of business. It was the other fellows' "fault" if he was ruined.

The Commission strengthens its position in regard to this gradual transition by more extensive quotations from the works of the writers on advertising, many of whom are members of the respondent agency association. These



The daily circulation  
of the New York News  
last month averaged  
One Million Copies —

Daily - - - 1,000,740

Sunday - - - 1,222,391

Daily or Sunday, by far the  
largest circulation in America

THE  NEWS  
*New York's Picture Newspaper*

25 Park Place, New York  
Tribune Tower, Chicago



## Twice the Circulation of Our Nearest Competitor!

Current issue net paid subscribers.....	49,679
Current issue newsstands sales.....	25,550
Bulk sale at wholesale newsstand rate.....	25,000
<b>NET PAID</b> .....	<b>100,229</b>
Print order current issue.....	105,000

OUR advertising rates are not based on print orders, but on *actual net paid circulation*. All bulk sales, bulk subscriptions and free copies distributed, are "thrown in" gratis.

Our steady circulation growth is the result of the confidence we have created and justified in our publication among the business men of the country, and for that reason we lead in our field as a producer of results for advertisers.

Our present \$400.00 page rate (\$340.00 on 13-time contract) was established on a net paid basis of 45,000. We offer you the opportunity of placing a contract with us now at this rate and suggest that you send your order in before the new rate of \$650.00 per page goes into effect, the date of which will be announced shortly.

100% Buying Power in  
*The* **MAGAZINE**  
*of* **WALL STREET**

42 BROADWAY

NEW YORK

*Our representative for Ohio and Michigan is  
Dick Jemison, Vice-President, Hal T. Boulden and Associates  
Room 811, Finance Building, Cleveland*

Our booklet "Technical Advertising" has proven of real interest to many concerns advertising and selling industrial products. We will cheerfully send you a copy upon request.

**Arthur Henry Co.**  
INC.  
*Advertising*  
148 1/2 BROADWAY  
NEW YORK.

quotations are designed to show that the modern advertising agency has a wide range of function as contrasted with the former brokerage status and hence that the function of a standard trade differential today is a far more restrictive and menacing step, that heretofore there has been no standard trade differential of a set percentage, and that the previously charged constraint is a new thing.

George French, writing in 1915, said:

"For this service (i.e. Service of agency to advertiser) the most modern and progressive agencies are paid by the advertiser, generally a certain percentage on the gross expenditures—from 10 to 25 per cent, according to the ability and reputation of the agent. This method of paying the agent is not universal. Some get salaries, as though they were on the executive staff of the business they advertise. . . ."

In a short section following the Commission sums up much that has gone before and points out that "the public interest required by statute could hardly be clearer."

The attack is then carried over into more legal aspects under the head, "The Conspiracy Has an Unlawful Effect on Interstate Commerce." This section consists mainly of precedents cited and enlarged upon to some extent, and falls into three main divisions: "Tax Cases Cited by Defense Have Been Distinguished by the Supreme Court"; "Brokerage and Insurance Cases Cited by Defense Not in Point," and "Other Cases Cited by Defense Distinguished." The last-named division is subdivided into four main sections which undertake to prove that: "The advertising agencies are engaged in commerce under controlling authorities cited in opposing brief"; that "The conspiracy has a direct and restraining influence upon advertisers"; that "Interstate commerce by publishers of newspapers circulating among the states is also affected by the conspiracy"; and that "Any one of the three grounds for jurisdiction alleged, independently confers jurisdiction upon the Commission."

Summing up under the head "The Methods Charged in the Complaint Are 'Unfair' in Contemplation of the Law," the Commission defines the meaning of "unfair competition" with two complete reasons of why it applies to this case:

(a) That the investigational record shows that the methods of competition of respondents have been notoriously unfair to agencies desiring to compete in price, including agencies financed in part or wholly by advertisers; and  
(b) That a method which renders competition impossible is, in contemplation of the statute, a method of competition.

After citing a few more precedents from previous court decisions in regard to its own functions, rules of procedure, powers and duties, the Commission brings its brief to a close as follows:

Counted for the Commission therefore pray that the motion of respondent Southern Newspaper Publishers Association to dismiss for want of jurisdiction be overruled and that the motion of counsel for the Commission to amend the complaint be granted.

*Note:* The italics throughout this summary are as they appear in the Commission's brief. They do not express any editorial opinion of the FORTNIGHTLY.

# A Putter isn't a Bag-Full



**H**E had a putter that laid 'em low. They clicked into the cup the very first crack. Then he said: "I am going around the course, with this one club, and my score ought to be about 18 at the most." And it was—for the first hole—but he didn't always do that well. The holes were just naturally too far apart to suit his equipment and the ball didn't get there.

If the advertisements you're publishing aren't bringing big results in the South, it's a very safe bet that they aren't getting there and that there's something wrong with your approach. It's just cold figures that the South is the most important market open to the advertiser. More new industries, more new wealth, more opportunity for selling. But you can't reach the South through magazines alone. Magazine circulations there are too thin. Study the figures. Take any great magazine. In ten wealthy Southern States its circulation equals only about 1% of the total population. With newspapers it's different. Widely read with interest by a great mass of people with similar traditions and buying habits. And newspapers offer a merchandising service that is specialized to local conditions. Rates are low.

For detailed information as to the possibilities of the South as a market, write to the Southern Newspaper Publishers' Association, at Chattanooga, Tennessee, or to any of the newspapers listed below.

## These Newspapers Bring Your Advertisement Straight to the "Pin"!

**ALABAMA**  
 Anniston Star  
 Birmingham Age-Herald  
 Birmingham News  
 Huntsville Times  
 Mobile News-Item  
 Mobile Register  
 Montgomery Advertiser  
 Montgomery Journal  
 Opelika News

**FLORIDA**  
 De Land News  
 Fort Myers Press  
 Gainesville Sun  
 Jacksonville Journal  
 Jacksonville Times-Union  
 Lakeland Star-Telegram  
 Miami Herald  
 Miami News  
 Orlando Reporter-Star

Orlando Sentinel  
 Palm Beach News  
 Sanford Herald  
 St. Augustine Record  
 St. Petersburg Independent  
 St. Petersburg Times  
 Tampa Times  
 Tampa Tribune  
 West Palm Beach Post

**GEORGIA**  
 Albany Herald  
 Atlanta Constitution  
 Atlanta Journal  
 Augusta Herald  
 Columbus Ledger  
 Macon Observer  
 Savannah News  
 Thomasville Times-Enterprise  
 Waycross Journal-Herald

**KENTUCKY**  
 Paducah Sun

**LOUISIANA**  
 Baton Rouge State Times  
 La Fayette Advertiser  
 Lake Charles American Press  
 Monroe News Star  
 New Orleans Daily States

New Orleans Item-Tribune  
 New Orleans Times-Picayune  
 Shreveport Times

**MISSISSIPPI**  
 Greenwood Commonwealth  
 Gulfport and Biloxi Herald

**NORTH CAROLINA**

Ashville Citizen  
 Asheville Times  
 Charlotte News  
 Charlotte Observer  
 Concord Tribune  
 Elizabeth City Advance  
 Fayetteville Observer  
 Gastonia Gazette  
 Greensboro News  
 Henderson Dispatch  
 Hickory Record  
 Winston-Salem Journal  
 Winston-Salem Sentinel

**SOUTH CAROLINA**  
 Charleston News & Courier  
 Columbia Record  
 Columbia State

Rock Hill Herald  
 Spartanburg Sun  
 Sumter Item

**TENNESSEE**

Chattanooga News  
 Chattanooga Times  
 Clarksville Leaf-Chronicle  
 Columbia Herald  
 Greeneville Democrat-Sun  
 Knoxville Journal  
 Knoxville Sentinel  
 Memphis Commercial Appeal  
 Memphis Press  
 Nashville Banner

**VIRGINIA**

Clifton Forge Review  
 Danville Bee  
 Danville News  
 Danville Register  
 Fredericksburg Daily Star  
 Lynchburg Advertiser  
 Lynchburg News  
 Richmond News Leader  
 Roanoke Times  
 Roanoke World News  
 Staunton Leader  
 Staunton News Leader  
 Winchester Star

**VIRGINIA-TENNESSEE**  
 Bristol Herald-Courier  
 Bristol News



**"Sell it South Through Newspapers"**

## The Complete Book On Engraving and Printing

"Commercial Engraving and Printing" by Charles W. Hickeyman (Second Edition, Revised), tells how to choose art, process of production, plates, paper, color, etc. A mine of information for the advertising manager, printer, salesman or student. 840 pages, over 150 illustrations, 35 related subjects. Sent on approval; no advance payment. Write for free prospectus showing sample pages, contents, terms and other information. COMMERCIAL ENGRAVING PUBLISHING CO., Dept. W.C., Indianapolis, Ind.

# How About Selling Through Agents?

[CONTINUED FROM PAGE 44]

**Bakers Weekly** A. B. C. - A. B. P.  
NEW YORK OFFICE—42 West 45th St.  
CHICAGO OFFICE—343 S. Dearborn St.  
Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

**THE AMERICAN ARCHITECT**  
A. B. C. Est. 1876 A. B. P.  
Compare the editorial contents of all the architectural journals that you will understand why THE AMERICAN ARCHITECT'S circulation is constantly increasing and why it normally carries the largest volume of advertising and has the most individual and exclusive advertisements.

243 West 39th St. New York

**Folded Edge Duckline and Fibre Signs  
Cloth and Paraffine Signs  
Lithographed Outdoor and Indoor  
Displays**  
THE JOHN IGLSTROEM COMPANY  
Massillon, Ohio Good Salesmen Wanted

**The Standard Advertising Register**  
In the line in its field. Ask for user. Supplies valuable information on more than 1,000 advertisers. Write for data and prices.  
**National Register Publishing Co.**  
Incorporated  
15 Moore St., New York City  
H. W. Ferris, Manager

**National Miller**  
Established 1888  
A Monthly Business and Technical Journal covering the Flour, Feed and Cereal Mills. The only A. B. C. and A. B. P. page in the field.  
633 W. JACKSON BLVD., CHICAGO

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

**The Only Denne in Canadian Advertising**  
We give "an the spot" Counsel and Service in your Canadian Advertising, based on years of practical experience in this field. Ask our advice on methods and media.  
**AJ-DENNE C. Company Ltd.**  
Reford Bldg. TORONTO.

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

ications will therefore usually run single column from 1 inch to 4 inches in depth.

You can make your advertisements in these general publications serve a double purpose. They are magazines of general circulation and are read by the very people whom your agent approaches. For that reason, if cleverly designed, your advertisements can be employed to prepare the minds of people for your product, making them more receptive when your agent calls.

**T**HE third group of publications is the newspapers in cities of 50,000 and over. Here you will usually confine yourself to classified advertising in the help wanted columns. You will secure more inquiries from this medium for your expenditure, but you will not be able to convert the same percentage into agents. Most people searching the want ads are looking for salaried jobs and are not interested in a commission proposition.

There is another important factor in the business of selling through canvassers. Your goods may be right, and you may be able to obtain as many inquiries from your advertisement as you wish, but the next thing to consider is the proposition you are going to make to your specialty salesmen.

If it doesn't allow them enough profit, they will not take on your line. If it involves too much of an investment on their part, most applicants haven't the capital to take it up. The best way to decide the question of whether you are offering enough profit, is to remember that the average agent will not be interested unless he is able to make \$10 a day. He may, for example, only be able to make twenty calls in a day. This, of course, will depend on his territory. Out of that number of calls, how many should he be able to close? Should he be able to sell three out of the twenty? If so, can he make \$3 or \$4 on each sale?

Usually on an item for \$1 the agent will want to make 35c. to 50c. On a \$2 item he will want 75c. If your price is \$5, it will probably be necessary for you to offer him \$1.50 to \$2 profit or he will not stick. On a \$25 suit of clothes, on the other hand, he may be satisfied with \$4. Much depends upon the class of goods and how readily your canvasser can make a sale and multiply his profits.

Having decided the question of profit, there is another point for you to consider. Should your agent buy of you outright or should he sell on commission and you ship the goods C.O.D. to

the customer direct? The character of your merchandise will largely determine this question.

If you are manufacturing a simple device to be sold at a dollar or less, it is no great burden to ask the agent to buy two or three dozen or a gross at a time. If you are selling items running into money, such as suits of clothes, you will find the plan employed by most firms to be the best. This plan is to have your agent collect a deposit which he keeps as his commission, and for you to ship the goods direct to the customer C.O.D. for the balance. This method of selling has the greatest appeal to agents. It requires no investment on their part and they can collect their profits the minute they make a sale.

The possibilities of sales through canvassers are enormous. It becomes largely a matter of how much money you are prepared to spend in securing agents. The more canvassers you have, naturally the greater your sales.

The greatest drawback to the agency plan of selling is the instability of the agent. He doesn't "stay put." Sooner or later he is off for new green fields. Your inquiries from people wanting to be your agents will usually cost you for advertising from 50c. to \$1.50 each. Of these you are able to close from 3 per cent to 10 per cent. I have converted as many as 30 per cent of the inquiries, but this was on an unusual proposition.

**W**ITH inquiries at a cost of 50c to \$1.50 you can see that the cost of landing an agent will be from \$15 to \$30. If your agent is any kind of a producer he will soon earn this amount for you many times over. The trouble is that many agents who are signed up do not stick by you long. However, it is all a business of percentages. You spend so much money to sign up so many agents who produce so much business, carrying just so much profit before they disappear from the picture. Not all agents, of course, are ephemeral. Some will stick by you for years if they find your line profitable.

Every business of course has its drawbacks and everybody thinks the other fellow's game is the easier. The agency plan has its troubles, but when a firm like the Arthur Nash Clothing Company of Cincinnati can develop \$12,000,000 sales in six years entirely through agents—and this on a highly competitive line—it is an indication of what this plan of merchandising might do for your own business.



## NUMBER FOUR OF A SERIES GIVING GLIMPSES INTO VERMONT INDUSTRIES



*Left*—The Winoozski mill of the American Woolen Company, the largest woolen mill in the United States.

*Below*—Aerial view of the Whitingham dam, largest earth dam in the world.



© Fairchild Aerial Co.

## Manufacturing in Vermont

*Another of the reasons why this State presents an opportunity to aggressive advertisers*

### *Industrial Activity Increasing*

Altho still primarily an agricultural state, Vermont is rapidly gaining in importance as an industrial center. 8.6% is the national average, but 9.5% of Vermont's population is now engaged in manufacturing.

### *Its Water Power Assets*

One of the chief reasons for Vermont's industrial awakening is cheap power. The location of the largest earth dam in the world, Vermont is one of the two states where water generates more

power than steam. New power projects will increase immensely the amount of cheap electric power. On this Vermont's industrial future rests.

### *Products and Their Values*

There are 1790 separate manufacturing establishments in Vermont turning out each year products to the value of \$168,108,000. Among Vermont's manufacturing industries are woolen and worsted goods, paper, machine tool, food preparations, shop construction, cot-

ton goods, furniture, knit goods, patent medicines, men's and women's clothing, confectionery, tools, publishing, refrigerators, agricultural implements and shirts.

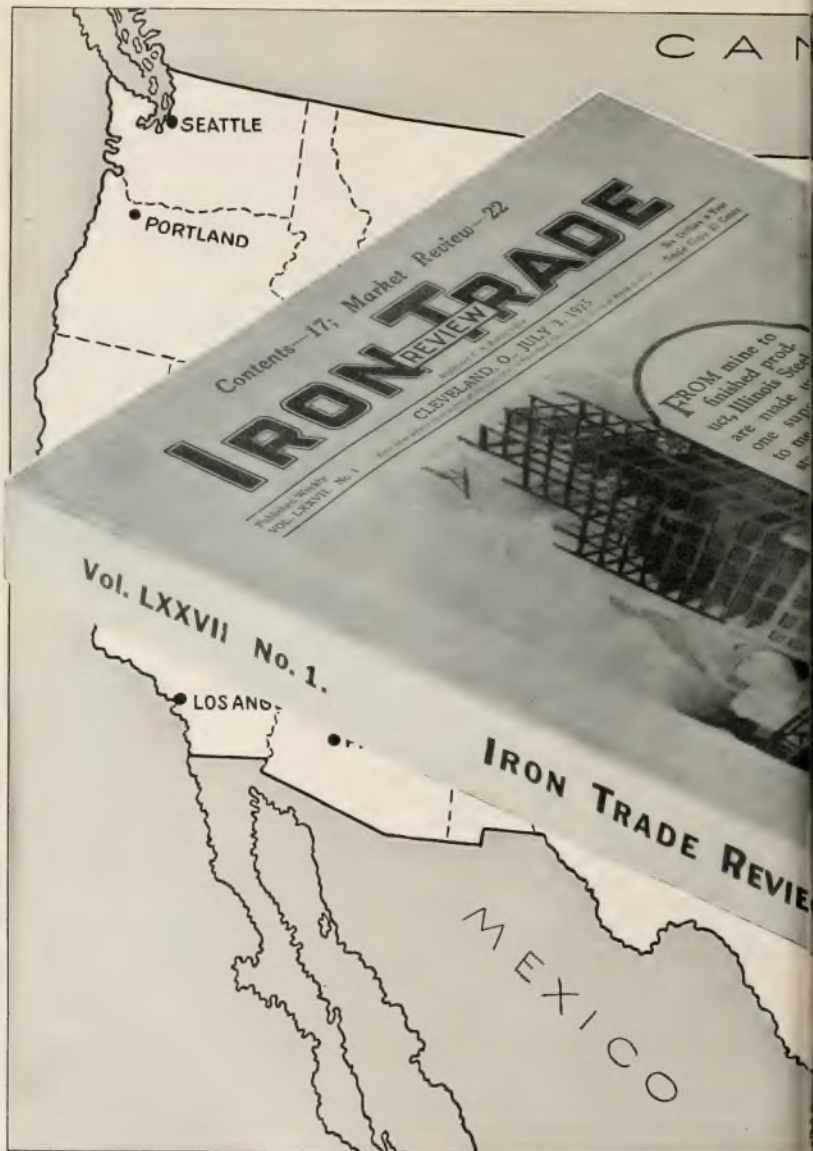
### *Geographical Location*

These industries are located in all sections of the state, about the railroad centers of Barre, Burlington, Brattleboro, Rutland, Bennington and St. Johnsbury. This geographical diversification of industry is another factor in maintaining the economic diversification of this state.

## VERMONT ALLIED DAILIES

Barre Times            ∴            Brattleboro Reformer            ∴            Bennington Banner  
Burlington Free Press   ∴   Rutland Herald   ∴   St. Johnsbury Caledonian Record







Throughout America  
Iron Trade Review  
is indispensable  
to Industry

July 2, 1925

INDIANA

CUBA

# Drift

"VARIETY is the spice of life."

And it is, at once, both the salvation and the bane of business.

It is the salvation of business because it creates new demands and provides new opportunities. The new demands increase volume and the opportunities give the younger generations of business a chance for their "white-alley."

It is the bane, because it tends in more ways than one to increase cost and competition. Old established businesses don't like it so much.

However, for the preservation of old man Established Business, an all-wise Providence has created two safeguards: experience and necessity.

Established business gains the experience whereby it can constantly improve its product or service. And, necessity tends to drive its lost customers back after they have had their fling at variety.

So, we have a beautiful balancing of forces.

The craving of human nature for variety gives the infant industry its chance. (And all industries were infants once upon a time.)

If the infant industry assimilates enough of the milk of experience, it survives the terrible perils that beset all infant things. By and by it becomes an established business.

And, now, here's where my headline "Drift" comes in.

Customers, influenced by the variety, impulse and by necessity tend to drift from one house to another.

The old established business is an old established business only and solely because it has gained ability to (1) hold its customers (2) attract new ones and (3) regain old ones who have drifted away.

Then, drift is a guide.

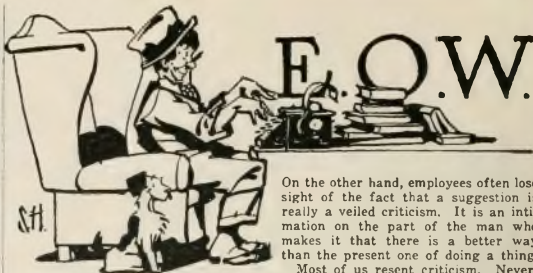
When you see new customers drifting in and old customers drifting back, you know that that house is either an already old established business or is predestined to become one.

Probably the drifting back of old customers is the strongest guide.

*A. R. Mayjev.*

for  
**INDUSTRIAL POWER**  
440 So. Dearborn St.  
Chicago, Ill.

*Industrial Power, with the largest January issue in its history, is proud of the number of old customers who have drifted back. Ask for the list and our theory of the reason why.*



## Extremes Meet

The most uncompromising advocate of Prohibition I know is a man who, when I came into frequent contact with him, years ago, was either drunk, getting drunk or recovering from drunkenness.

And I notice that some of the severest critics of advertising are ex-advertisers.

W. E. Woodward, whose latest book, "Bread and Circuses," takes a crack—several of them, in fact—at advertising and "second rate" minds, is, if I am correctly informed, a former agency man. He writes interestingly, and so the fact that he pokes fun at a department of business which has given me a satisfactory income for a good part of my life, does not disturb me.

Willem van Loon is another author who, for a time, kept the wolf from his door by writing advertising.

So is Sherwood Anderson.

And I have a suspicion that Sinclair Lewis, shower-up of Babbitts and Babbitts, knows as much about how advertising is done as any of us.

These men are, probably, "born" writers. But isn't it possible that their contact with advertising taught them much they would never have learned, otherwise?

## "Sugar-coat" Your Suggestions!

Quite frequently one is surprised to learn that a business relationship, which promised to be of life-long duration, has ended.

The "boss," when asked why X. is no longer in his employ, is apt to make some such remark as this: "A thoroughly capable man, but I had to let him go . . . Took his job too seriously . . . Wanted to revolutionize completely our methods of doing business . . . As much as told me I was a back number . . . Huh!"

X. tells a different story: "So-and-So does not want men around him. He wants echoes . . . For years, I have gone to him with suggestions . . . He'd listen to what I had to say, but he wouldn't act . . . Finally, I told him—"

Which is right? Both, nine times in ten. My experience with heads of businesses is that they welcome suggestions, even if they do not act on them.

On the other hand, employees often lose sight of the fact that a suggestion is really a veiled criticism. It is an intimation on the part of the man who makes it that there is a better way than the present one of doing a thing.

Most of us resent criticism. Nevertheless, we gladly accept it, if, like a pill, it is sugar-coated.

It is not the fact that suggestions are made that causes trouble. It is the way they are made.

## It's an Ill Wind That—

The advertising manager of an important publication made a western trip, recently—St. Louis, Kansas City, St. Paul, Minneapolis, Chicago.

On his way back to New York, aboard the "Century," he fell in conversation with a fellow-passenger who, it developed later, is in the piano business. Their talk, of course, was of business.

The advertising manager was under the impression that the business of making and selling pianos is not in as healthy a condition as it might be; and he said as much. He was agreeably surprised to be told that the industry is exceptionally prosperous.


Asked for an explanation, the piano man said, "It's the radio. It keeps people indoors, and for perhaps the first time in years they notice that their surroundings are not quite what they should be. Furniture men and interior decorators as well as piano manufacturers are being benefited. Another thing you must remember is this: Automobiles are so plentiful, nowadays, that there is not nearly so much pleasure in motoring as there used to be. Fact is, most of the people I know don't drive their cars Saturdays and Sundays."

## The Law of Diminishing Returns

Five or six years ago, when the Fifth Avenue Bus Company owned and operated only a few hundred omnibuses, one could get downtown in New York—say from 110th Street to Thirty-fourth Street—in thirty minutes, or less.

The trip takes a good deal longer, nowadays. Perhaps twice as many buses are in service as was the case in 1920 and, do what it can, the Bus Company finds it impossible to transport its passengers as expeditiously as it would like.

It is the old, old story. There is a point in almost every form of human activity where the Law of Diminishing Returns asserts itself. It is the duty of Management to determine where that point is—and not go beyond it.

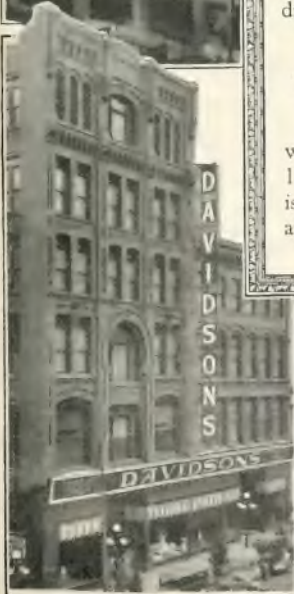


## The Furniture Stores of Des Moines

indicate the city's importance as a retail shopping center.

**850,000 Iowans**  
live within retail shopping  
distance of Des Moines.

(A. B. C. City and Suburban)



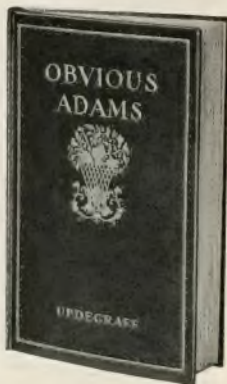
## The Register and Tribune

with 170,000 daily and  
150,000 Sunday circulation  
is the key to the Des Moines  
and Iowa market.





# When E. M. Statler Read "Obvious Adams"



—He immediately ordered copies  
sent to the Managers  
of all his Hotels

**L**IKE many another high-calibre business man he recognized in the story of *Obvious Adams*, the sound philosophy that makes for business success, whether the business be writing advertisements, managing a department, or running a great metropolitan hotel.

An "obvious" man himself, Statler wanted his managers and their assistants to see clearly just what it is that keeps a business on the ground and makes profits. So he sent each of them a copy of this little book, written several years ago by Robert R. Updegraff as a story for the *Saturday Evening Post*, because he saw that it would crystallize one of the biggest and most important of business principles and make it graphic and unfor-

gettable—give it to them as a working tool.

For this same reason advertising agencies, newspaper publishers, bankers and business men in many other lines are purchasing *Obvious Adams* in quantities at the new wholesale prices to distribute broadly through their organizations, to executives, department heads, salesmen, and office workers.

Have your people read it? Wouldn't it be a good business investment?

#### Quantity Price List

500 copies or more, 40c. per copy  
100 copies or more, 44c. per copy  
50 copies or more, 46c. per copy  
25 copies or more, 48c. per copy  
10 copies or more, 50c. per copy  
Single copies, 55c. postpaid

## What Next in Advertising

[CONTINUED FROM PAGE 28]

and the "say it with flowers" advertising of the florists may have its equivalent in some form of express-it-in-service advertising of the Boy or Girl Scouts.

Even our children may become articulate through advertising! Imagine the possibilities of an annual fund of over \$2,000,000, raised by a contribution of ten cents apiece from each of the more than 20,000,000 school children in the United States, spent in advertising Peace to the mothers and children of France and Germany and Russia and the Orient—and the rest of the world—in telling them of the good will they feel toward them and of their desire to avoid the mistakes and suspicions and jealousies that have bred wars in the past!

Call this all a dream if you will; they laughed at Marconi when he said he would communicate with people all over the world without wires. Yet advertising is a force greater than radio. Indeed, it now embraces the other as one of its mediums for reaching and influencing the great world public.

The fact is, the day is almost here, and will surely arrive during the next twenty-five years, when men and women will awaken to the futility of trying to express themselves in a hand-ful way by talking to little groups; they will outgrow editorial limitations, too, and talk to millions, in the newspapers, in the magazines, on the highways, through the air, telling them not once, but continually, and in the most natural way, what is on their minds and in their hearts—about education, about religion, about business, about government, about science, politics, wages, working conditions, social evils and international covenants.

It is going to take more skill, if possible, to do this kind of advertising and keep it fresh and interesting and newsworthy, than it has taken to advertise commercial products. It is going to require the clearest sort of a conception of the job to be done; the finest, most expressive art work procurable; the most elementally interesting copy; the soundest judgment as to where and when and how to put the advertising before the public. But it is coming, and unless all signs fail, it will be the outstanding development, not only in advertising, but in our industrial, political, social and religious life of the next twenty-five years. By 1950 we will have learned how to express ourselves as human beings, through paid advertising, as naturally and as effectually as we now express ourselves in a commercial way.

In the meantime, let us hope that we will make still further progress in the application of truly scientific methods and principles to commercial advertising in the interest of lower cost distribution.

**KELLOGG PUBLISHING CO.**  
30 Lyman Street                      Springfield, Mass.

# Building on Secure Foundations



Advertisers who have shown  
a justified confidence in  
**GOOD HOUSEKEEPING—**

1891-1925

International Silver Co.  
Merrell-Soule Co.

1892-1925

Gold Dust Corporation

1897-1925

Postum Cereal Co.

1899-1925

Shredded Wheat Co.

1900-1925

Charles B. Knox Gelatine Co.  
Libby, McNeill & Libby

1901-1925

Fels & Co.

Minute Tapioca Co.  
Southern Cotton Oil Co.  
Welch Grape Juice Co.

Photo courtesy The Foundation Co.

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## The Machine Tool Industry

[CONTINUED FROM PAGE 25]

men will reap adequate and equal rewards.

The machine tool salesman of the future will be a specialist, not a quick change artist. He will know one line and will not have to say, "Well, I'll have to take it up with the factory." Demonstrations will be carried on at the factory and production, finish, etc., guaranteed. The classroom with its antiques will be totally abolished. Each salesroom will be equipped with stereopticon and movie equipment. Entertaining will be done by groups and new machines like automobile models will be launched all over the country simultaneously—first of all by factory experts to salesmen and then by salesmen to groups of prospects.

**A** NEW metal will be developed that will change all existing production figures, estimates and equipment. Carbon steel cutting tools led the first advance, then high speed steel made necessary a complete readjustment and redesign. There was always an overlapping period and such a period is now in evidence. Machine tools are ahead of the cutting tools and a new metal, alloy or heat treatment is inevitable.

The buying habits of industry are undergoing just as much of a change as are the so-called popular buying habits. The old system of "back door selling" in machine tools is giving way to a more rounded out system that takes other factors into consideration. There are two sides to be considered—the "recommending" side and the "authorizing" side. Managing executives are taking more and more of a justifiable interest in the new equipment going into their plants. The old system will work where the managing director is an operating man, but other tactics are essential where such executives are not shop trained. However, these men must be sold—the path to the actual order signer must be made smooth.

Of course there is plenty of room for argument along this line, but experience is demonstrating the truth of this idea. Only the other day a vice-president of a large machine tool plant told us this story:

He had been trying for some time to sell an organization some of his equipment. The shop force opposed his plan and the "back doors" were closed. Knowing that the president of this concern was a financial man he sought and after a time obtained an interview. He started like this: "Mr. A., if I offered you \$50,000 in gold bonds and guaranteed in writing that they would pay for themselves in two years, leaving your original investment practically intact, what would you say?" Mr. A. promptly replied: "If you represented a reputable house I'd be a fool not to take them—what have you got?" The rest

was easy and after a series of conferences our friend sold a battery of machines instead of a single item.

The argument is advanced that authority is delegated to operating officials to purchase equipment, the management only authorizing expenditure. This is true in about one hundred large concerns, but even then why cannot the management be influenced to authorize a certain type which they have been taught will pay dividends.

Another instance of conflicting interests came to our attention recently. An operating official had decided he needed a certain piece of equipment. Bids were called for, submitted by several concerns and a selection made. The order had to be countersigned by a managing official. He was not sold on the equipment, decided it wasn't necessary and vetoed the order. Waste? Yes, and it could have been avoided by the salesman who saw two sides to the selling problem. There are two sides—why not complete the selling circle!

Machine tool advertising is undergoing a radical change as well. There is a growing tendency to take into consideration the factors outlined in the previous paragraph. Machine tool advertisers are again studying their markets and fitting their copy to industries. They are selling a method of doing something rather than a mechanical device. They are selling production, service, accuracy, instead of milling machines, lathes, etc. They are telling what a machine will do rather than how it is made. Furthermore artistically and photographically the modern advertisement is head and shoulders above those of even five years ago.

The Master Tools of Industry are mastering their problems!

### Chappelow Advertising Company

St. Louis, has absorbed the general advertising agency business of The Adamars Company, same city. Mr. Elmer Marschuetz remains as president of The Adamars Company and also becomes vice-president of the Chappelow Company. Allen F. Bishop, formerly of A. F. Bishop and Associates, becomes vice-president and general manager of The Adamars Company.

### Sidener, Van Riper & Keeling, Inc.

Is the new name of the Sidener-Van Riper Advertising Company, Indianapolis, assumed Jan. 1, 1926. There will be no change in the organization.

### Herbert J. Donohoe

Formerly with Rufus French, Inc., has joined the advertising staff of Photoplay. He will cover New York, Philadelphia and southern territory.

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

Philadelphia office, will direct advertising for William H. Maus & Company, investment brokers, same city.

### George W. Wharton

Has been appointed director of advertising for the National Geographic Magazine.



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge \$1.80. Forms close Saturday noon before date of issue.

### Service

House Organs, Publications, Pamphlets, Advertisements, attractively set layout, makeup, editorial assistance; linotype composition for trade. Ludlow Composition, Inc., 31 W. 60th St., New York City. Columbus 2414

### Multigraphing

Quality and Quantity Multigraphing. Addressing, Filing In, Folding, Etc. DEHAAN CIRCULAR LETTER CO., INC. 14 West 40th St., New York City. Telephone Penn. 3566.

### Position Wanted

Wanted, position as sales representative on Pacific Coast for an established firm with salable line merchandise; with capital to establish office at Los Angeles; am married man, 34 years of age; fifteen successful years' selling; high grade reference and bond R. E. Sanborn, 13513 6th Ave., Cleveland, Ohio

Competent space-buyer, efficient office manager, Established reputation. Six years all around agency experience. Age 28. Good education. Address Box No. 342, Adv. and Selling Fort., 9 East 38th St., New York City.

Advertising woman, college graduate desires position with advertising agency or commercial illustration studio. For four years associated with large New York agency doing research and assembling for copy and art departments. For the last two years have been with well-known commercial illustrators where I have had charge of all studio production, following through all work to completion, making necessary contacts with clients, also casting and planning for story and commercial illustrations. Thoroughly familiar with all phases of the work. Box No. 342, Adv. and Selling Fort., 9 East 38th St., New York City.

Young man with exceptional experience in the planning, writing and production of advertising desires position in New York. Writes good clear copy and has excellent knowledge of art, layout and type. Would fit admirably in medium sized agency or advertising department. College trained. Box No. 342, Adv. and Selling Fort., 9 East 38th St., New York City.

Capable woman with good educational background, pleasing personality and ten years' agency experience, ranging from secretarial to executive in research, sales connection with advertising agency or manufacturer. Has sound, imaginative and initiative; also a sound understanding of the fundamentals of advertising and the practical and productive application of research. Thoroughly familiar with the planning and organizing of sales promotion material and follow-up. Box No. 342, Adv. and Selling Fort., 9 East 38th St., New York City.

### Position Wanted

Do you need a SHOPPING PAGE? Am in position to install or take immediate charge of such, or a paper with circulation of 25,000 on. Full description to interested parties. Pleasing personality, good voice, understanding of women's needs, advertising experience. Box No. 343, Adv. and Selling Fort., 9 East 38th St., New York City.

### Help Wanted

#### AN ADVERTISING SOLICITOR

in the Eastern Territory for established technical journal of years' standing. Qualifications must bear careful examination.

Box No. 347, Advertising and Selling Fort., 9 East 38th St., New York City.

PRINTING: We are looking for a man who wants to increase his earnings and who can turn in printing orders, receiving in return a proposition which we know he will like. Modern equipment and quality work of the highest grade produced. All replies strictly confidential. Box No. 339, Adv. and Selling Fort., 9 East 38th St., New York City.

#### DIRECT-MAIL MAN

A Direct-Advertising-producing house in Metropolitan Middle West city wants an experienced contact and plan man to take charge of service department. Must have personality; must be creative; must know direct-mail and must be willing to prove it. Send samples of work. An unlimited opportunity. Box No. 345, Adv. and Selling Fort., 9 East 38th St., New York City.

### Miscellaneous

A Compendium of Compound Words tells in a moment's reference whether a word should be written as two words, with a hyphen, or as one word. 104 pp. \$1.50. P. O. London, B-3816 Third St., Des Moines, Iowa.

#### RINDERS

Use a binder to preserve your file of Fortnightly copies for reference. Stiff cloth covered covers, and de-stamped in gold lettering, each holding one volume (13 issues) \$1.85 including postage. Send your check to Adv. and Selling Fort., 9 East 38th St., New York City.

#### BOUND VOLUMES

A bound volume of Advertising and Selling Fortnightly makes a handsome and valuable addition to your library. They are bound in black cloth and de-stamped in gold lettering. Each volume is complete with index, cross-filed under title of article and name of author making it valuable for reference purposes. The cost (which includes postage) is \$5.00 per volume. Send your check to Adv. and Selling Fort., 9 East 38th St., New York City.

## "GIBBONS knows CANADA"

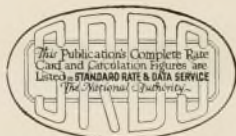
A. J. Gibbons Limited, Advertising Experts  
TORONTO MONTRÉAL WINNIPEG



"We wish your organization lots of good success and hope that you will keep on publishing a Rate and Data Service that will always be easy to read and absorb.

"If you will do this I know you will earn the gratitude of a great many advertising managers and agency men, who are called on to buy advertising space in cities and towns all over the country.

*Indian Refining Company."*



**PUBLISHERS**—This electro will be furnished to you free of charge. Use the symbol in your advertisements, direct-by-mail matter, letter-heads, etc. It's a business-producing tie-up—links your promotional efforts with your listing in STANDARD RATE & DATA SERVICE.

**USE THIS COUPON**

**Special 30-Day Approval Order**

STANDARD RATE & DATA SERVICE,  
536 Lake Shore Drive,  
Chicago, Illinois.

192...

GENTLEMEN: You may send to us, prepaid, a copy of the current number of Standard Rate & Data Service, together with all bulletins issued since it was published for "30 days" use. Unless we return it at the end of thirty days you may bill us for \$30.00, which is the cost of one year's subscription. The issue we receive is to be considered the initial number to be followed by a revised copy on the tenth of each month. The Service is to be maintained accurately by bulletins issued every other day.

Firm Name ..... Street Address .....

City ..... State .....

Individual Signing Order ..... Official Position .....



## “The Dealers’ Own Paper”

Because it serves their interests, gives practical and progressive ideas, and helps them to expand their business, Building Supply News is “The Dealers’ Own Paper.”

Each week Building Supply Dealers—the merchants of the building industry—look to this paper for the discussion of their management and merchandising problems, for prices current, the national and

local events of the building industry, news of men and firms, and news of methods and merchandise.

Across the length and breadth of this country you will find that building supply dealers are substantial merchants. And among these merchants, who seek progressive news and ideas, you will find Building Supply News, “The Dealers’ Own Paper.”

### INDUSTRIAL PUBLICATIONS, INC.

51 East 42nd Street  
New York, N. Y.

407 South Dearborn Street  
CHICAGO, ILL.

Old Colony Club  
Cleveland, Ohio

Winter Building Grows Fast—Page 15

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# The Chicago Tribune's

*daily circulation is now  
more than*

# 700,000

*Two Tribune publications - The News  
New York's Picture Newspaper and the  
Chicago Tribune - now have the greatest daily  
circulation in America  
morning or evening*