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The largest national expense: how advertising helps reduce it

BY EWING T. WEBB

Representative, New York Office

WITH a low ebb in net profits of business just behind us, there is special interest in statements on the cost of selling recently issued by Representative Anderson, chairman of a Congressional Committee of Inquiry.

Forty-nine per cent of every dollar spent by the American nation for commodities goes for service—for the expense of selling and distribution. What can we do about it?

This is the substance of the findings of the Congressional Committee. To the layman this big percentage seems astounding—it is half of what he pays out for commodities. But to the commercial world it is simply a new way of stating well-known facts.

Figuring in the usual discounts which merchandise brokers, jobbers and retailers need to do business, together with the manufacturer's own selling costs, it is clear that the committee's estimate of forty-nine per cent for distribution is a fair one for manufactured commodities as a whole.

To bridge the gap between the manufacturer's warehouse and the public, a sum is spent annually that runs into billions. It is the largest single item of national expense. This is evident when we remember that by far the largest part of the income of over twenty million families goes for food, clothing, drugs, house-

hold furnishings and countless other commodities sold through a trade.

The largest single national expense—the distribution of commodities!

What is paid for by the billions spent on selling?

Out of this sum must come all the hundred and one costs of getting goods to the public—freight and delivery—rent, light and heat—clerical work and management—personal selling and advertising—interest charges and credit losses. And these are the legitimate expenses of firms that are essential links in the chain of distribution. Even the public has learned that brokers, jobbers and retailers perform vital tasks. The cartoons of greedy middlemen, which were so common ten years ago, have disappeared from the press.

Where, then, is the leak? Have any of the specialized commercial firms—selling agencies, chain stores, mail-order houses—found an answer?

The whole question of selling costs has become a challenge to all commercial interests—a business problem of primary importance. It confronts millions of American families with their reduced incomes; it confronts thousands of manufacturers, jobbers and retailers with their shrunken profits.

Can the cost be reduced? What is the largest factor in this vast expense?

Study of the records of jobbers and retailers gives the answer clearly for them; it is the payroll of sales people—the cost of personal selling. And to this must be added the producer's big expenditure for his own sales department. The manufacturer who spends over fifteen per cent of the final purchase price to the public to maintain his sales organization is perhaps not typical, but he is far from uncommon.

The manufacturer's specialty salesman, who "plugs" the retail trade or waits his turn on the bench to interview the buyer of the jobbing house; the jobber's salesman who studies the retailer's wants, and fights to

hold his firm's accounts; the tactful, pleasant clerk, who explains and suggests from behind the retail counter—

These hard-working, able people form the one big item of expense in the cost of distributing goods.

These are skilled workers of a high type, sometimes underpaid, it is true, but carefully trained at large cost in the work of selling. For many manufacturers, jobbers and retailers it is they alone who keep goods "moving" towards the public. Can the great cost of their time and efforts be reduced?

Some points developed in a recent speech by Dwight W. Morrow, of J. P. Morgan & Co., on the task of advertising in distribution, throw an interesting light on this question.

Cost of selling reduced by large scale methods

"A hundred years ago," said Mr. Morrow, "almost everything was produced locally. People bought shoes from a special local cobbler. Economic areas in those days were only thirty or forty miles in diameter. There were no general stores at which all necessary goods could be bought. Most commodities had to be ordered specially.

"But since the Napoleonic era, power machinery, the railroads, the telegraph, have brought large-scale production—and the need for distribution of goods on a large scale. The old economic areas have been obliterated. It is the function of advertising to facilitate the exchange of goods on a large scale."

Today the American manufacturer must sell to a market of 105,000,000 people—over an area of almost 3,000,000 square miles. Only with wide distribution over large territories can he win the volume that is needed to take advantage of the economies of large-scale manufacture.

But modern methods in production have come into use more rapidly than modern methods in selling. Many manufacturers still cling to the old small-scale plan—to the same personal selling that was used by the village

cobbler at his last. They still rely on word-of-mouth—on the persuasive powers of salesmen and clerks. To sell their products to 105,000,000 people, these manufacturers depend chiefly upon what their salesmen can tell the trade. They dream of hundreds of jobbers and retailers passing on this message to the public—"pushing" their goods.

But the cost is too high. This task is too difficult. One by one they are seeing this old-fashioned personal method break down under the competition of modern large-scale selling.

The jobber and retailer today, with thousands or hundreds of separate items to handle, can no longer carry the manufacturer's message to the public. They cannot do it unaided, even if they did try—no matter how much they want to "co-operate" with the salesman who calls on them.

The manufacturer must take his message direct to the public.

When sound advertising has paved the way, the dealer's customers buy the product without lengthy persuasion from the clerk. The dealer orders from the salesman without long arguments—simply because he needs the goods. The entire task of personal salesmanship is lightened—its cost, reduced.

Economies of large-scale selling

In seven years one manufacturer has increased the daily tonnage of his salesmen over eight hundred per cent by the proper use of advertising. His men make over three times as many calls a day. His selling costs have been cut to a fraction of the original percentage allowed.

Another producer has been able to reduce his salesmen's commissions from over ten to two and one-half per cent in a period of ten years without decreasing their earnings. Advertising has brought ever-growing volume and easier work year by year in closing orders.

A number of well-known manufacturers who are now

leaders in their fields have been able to win and hold national markets through advertising alone—without the use of salesmen.

The trade has found that advertised goods can be sold profitably on a much smaller margin than unadvertised. Ten or eleven per cent discounts in some fields are accepted by jobbers on advertised goods when fifteen and even twenty per cent is demanded on unknown brands. Brokers who ask three per cent or better on many lines handle successfully advertised commodities at a fraction of one per cent. Retailers can make money with nineteen or twenty per cent gross profit as against twenty-five or forty per cent on slow-moving articles.

Clerk cost on quick-moving, advertised lines is brought down to a minimum. In chain stores, at counters where advertised goods are handled, clerks make sales with lightning rapidity. Recently a checking in three New York drug stores during rush hours showed an average of thirty-two sales per clerk per hour.

These are only a few of countless concrete instances of how sound advertising reduces the selling costs of every link in the chain of distribution.

And the cost of advertising itself, in established lines, is a very small per cent of the final price to the public.

This must not be confused with the relatively high cost of all types of sales effort when a new market is being created or won—which is the case today on many advertised products and services. Americans have the highest standards of living in the world, largely because constructive selling and advertising have educated them to the use of new and superior commodities. This great work is still in full swing in many lines. No one can say how slow—how expensive—it would be without advertising. That is a question for the economists of the future.

Today this fact is clear—the biggest factor in the nation's huge bill for distribution—personal selling—is

reduced to a minimum when advertising is properly used in marketing commodities.

Only advertising that is wholly sound can have full effect in this great task. Like all other powerful new forces, advertising is subject to waste and misuse. It must convince the greatest possible number of people of the advantages of a product at the lowest cost. Active consumer demand must be created with the least possible expenditure. And only through months and years of work and continuous study can this be accomplished.

But the rewards are definite. Sound advertising brings not only reduced selling costs to commerce and industry; it means constantly growing volume and net profits, with all the economies of effective large-scale production.

[The above article is reprinted from the "New York Commercial."]

THE Psychological Corporation, of which Dr. John B. Watson of the New York Office is a director, is the first corporation organized under the provisions of the business corporation laws of any state whose objects are the advancement of science and whose earnings must be devoted to scientific research.

A statement prepared by President J. McKeen Cattell of the Psychological Corporation, says: "Psychology is attracting wide public attention. This publicity is being used for all sorts of schemes, some of which may seriously injure psychology in its applications and in its academic standing. It is desirable that the general public shall have some means of learning what psychology can and what it can not do, and who can and who can not do it. An organized group of psychologists can exert a useful influence at the present time."

Of the twenty directors of the Corporation, Dr. Watson has the distinction of being the only one from a business organization, the others being, for the most part, members of college and university faculties.

Character and unity from hidden technique

BY JOHN T. DEVRIES
Art Director, New York Office

A CONVINCING advertisement obtains immediate recognition. It is expressive to the *nth* degree.

But the reader is not conscious of the advertisement's "make-up" or "dress," nor of any eccentric or "queer" elements—because these do not exist. In any good work, where perfection is striven for (and by perfection is meant power), there is an absolute silence of the method used to attain the end.

This is true of a well-designed stage set. The audience is conscious of its beauty or the power of its realism, but never of the mechanics used to produce it.

It is equally true of an advertisement—the design of the page presents to the reader the power of the message, whether in word, in picture or in combined word and picture. The elements are distributed in an orderly manner and in as simple a form as will admit without the use of tricks or stunts. Stripped of all superfluous trappings it makes for ease of reading. It stands simple, sincere and forceful—thereby telling its story and repeating its sales message vividly and powerfully.

The old circus type of advertising make-up is a thing of the past. With the exit of the "hurrah, get it while the getting's good" form of advertising and the quack medicine vendor's sales tactics, there has come a more truthful expression of salesmanship.

Advertising is today a permanent force and a continued effort. It requires an expression of these qualities in its make-up and general design.

Advertisements are not made one by one. A campaign must be considered as a unit of argument, divided

into spaces. Then each individual advertisement works in harmony with the whole series. And each possesses the vitality of argument that distinguishes the whole campaign.

Advertising design, therefore, has a wider function than to give the proper visual appearance to the page. It gives a visual character to the campaign as a unit. This might be called the personality of the advertising.

Thus it is that we often hear people say, "I always notice the —— advertisements; they make me want to use that soap," or "I always read the —— ads; they are so interesting." The real significance is that they have got acquainted with a certain brand of personality as expressed by a certain advertising campaign. They are acquainted with the idea, message and character conveyed by each page. They like that advertising, are interested in it, look for it.

The association of design with long advertised products is so strong that a departure of method might seriously endanger the accumulated force of the work as a whole. When once the one right method of design is struck, it should be adhered to through thick and thin. It is usually found, not by accident, but by continued effort and experiment. In the end it is so clear and obvious that it is often "a wonder no one ever thought of it before."

In this connection we are very happy that the words "clever idea" are never used by members of this organization. "Clever idea" may sometimes prove useful in intriguing an advertiser into approving a piece of copy. But such tactics, employed as well to tickle the vanities of the advertising profession, are not to be countenanced where sincere effort and cold logic are applied to the problems which confront every professional advertising man in his efforts to arrive at the one right course of procedure.

How to get a good "Consumer Image"

BY FRANCES MAULE

Women's Editorial Department, New York Office

IF you would have before your mind's eye a clear picture of the person at whom you are aiming your message in advertising copy, go and try to sell her your product in the place where she is a consumer, and nothing but a consumer, namely, the place where she buys it.

Elsewhere she is a mother, a sister, a maiden aunt or a secretary. It is indeed a wise copy writer who knows his own mother as a purchaser! For when women go shopping they drop off their differences as individuals, and take on certain characteristics that are common to them all as "customers."

The warrant for these generalizations is an experience of four weeks of actual selling behind the counter of a big department store.

Before this experience I had tried, like every other conscientious copy writer, to visualize the consumer. By every trick that copy writers use, I had invoked her presence, but she had refused to appear—at least in any but the vaguest outlines. Back at my desk after these four weeks, I called upon her again—and there she stood, a composite of the hundreds of women whom I had actually faced over the counter.

There are variations, of course, such as the very obvious differences in age and social class, but these are comparatively unimportant—to the consideration of the consumer *as* a consumer. It seemed to me, from my observations, that whatever the age or social class of the women I waited on, their habits as buyers were much the same. Whether they are old or young, whether they are rich or poor, whether they be "the Colonel's lady or Judy O'Grady," women are alike in

that they want to get the most and the best for their money—and they all have and use a good deal of shrewdness in seeing that they do.

Day after day, as I watched the women that surged about our counter, listened to their questions and their comments and met their objections, I was reminded of George Meredith's dictum, "Woman is the practical animal."

These women were first and above all things practical. Striking displays, attractive packages, novel combinations—all arrested and pleased them. But these things were chiefly useful to make them stop and look at the goods. When they came actually to the point of buying, they were actuated: first, by the amount they got for their money; second, by the quality (determined chiefly by the reputation of the product as established by advertising); third, by qualities on which they could exercise their personal preferences—such as smell, taste, style, design, etc.; and, lastly, by the package.

On all but the second consideration they could make their choices on the basis of their own judgment or taste. But when it came to determining quality, they revealed the fact that they had no reliable standards.

This is the point at which, it seemed to me, advertising played the biggest part in their decisions.

They could not be sure by any tests that they could apply in the shop, that the article would do for them what they wanted it to do better than anything else of the same sort. They fell back, therefore, on its reputation—on what they had read about it in their magazines and newspapers.

There can be no doubt about this—to anyone who has stood behind the counter.

Women do ask for things by their trade names. Almost none who came to our counter asked for a "shampoo," a "nail polish," "a cake of soap." They all wanted a particular kind of a shampoo, nail polish or soap.

Secondly, they do quite obviously buy the most

advertised lines. Very frequently a customer would remark naively of some product, "I know it must be good because it is so extensively advertised."

Thirdly, they do read the advertising—all of it, apparently, including the directions and receipts. Our customers often quoted to us phrases that struck most familiarly on the ear of a person from this office.

Said one, speaking of Cutex, "You apply it about the base of the nail with an orange stick, and the ugly, dead cuticle will just wipe away!"

Said another, of Pond's, "I want both kinds, because, of course, every normal skin needs two creams."

And of Woodbury's, "I understand that if you use the right kind of soap you can make your skin what you want it. Of course we know that the skin is changing every day."

In a word, the impression that I gained of the consumer was that of a fairly shrewd person, bent on getting real value for her money and possessing a good deal of capacity for judging whether she was doing it or not—a person who, while susceptible to the atmosphere, the sentiment, the prestige that we throw around our copy, is actuated chiefly, when she comes to buy, by the substantial reasons that we can give her for buying our product rather than another—reasons dealing with such practical considerations as price, quantity, quality and service.

Dr. H. Parker Willis, editor of the *Journal of Commerce*, speaking at the February 15th luncheon of the Association of Yale Men in Advertising, said:

"To my mind, advertising represents one of the biggest forces tending to minimize the booms and crises of business today by better diversification of consumption."

White Motor Trucks utilize Irving advertisement

SO universal in its appeal was the Irving National Bank's advertisement on *Turnover of Capital* that the White Company, manufacturers of motor trucks, published a large folder, in which appeared a full-page reproduction of the advertisement.

The Irving advertisement stressed the importance of eliminating delays in commercial transactions and cited the example of one of the largest manufacturers in the textile industry. A year ago, it required twelve weeks for the manufacturer to assemble raw material, make it into a finished product and get this finished product to the dealers.

When the red tape had been cut, new units of production established, goods in process speeded up and unnecessary delays eliminated all along the line, it was found that the twelve weeks had been reduced to six. Because of this six weeks' reduction in time, forty per cent less working capital is now needed to run the business, and the capital in use is sixty-seven per cent more productive.

The White Company reprinted the Irving advertisement as a "timely and authoritative emphasis of the waste of capital, due to ordinary business delays which can be eliminated." Many of these delays, the White Company points out, though apparently not involving motor truck transportation, nevertheless have a direct relation to it.

"In effecting a quicker turnover and consequent release of working capital, the part that motor trucks can take is often obscured by routine operations. The broader function of motor trucks, however, is usually apparent to the transportation engineer. He detects wastages of capital which can be avoided by proper methods. He recognizes that delays are frequently the result of methods and not always due to facilities."

“You don’t know a damn thing about raincoats”*

How the immortal words of N. L. G. became the basis of the Raynster advertising campaign

BY STEWART L. MIMS

New York Office

“TO be perfectly frank with you, brother, I don’t believe you know a damn thing about raincoats,” said the commanding voice of Lincoln Green.

And, gentle reader, you will have to hand it to the ‘chief’ of our Clothing Division for this outburst of frankness, because the gentleman to whom it was addressed was a very large buyer of raincoats. To get or fail to get his order meant something.

“Well,” replied the gentleman, “I suppose you’re right, in spite of the fact that I have been buying and selling raincoats for twenty years.”

“Don’t think I’m unkind, my good friend, but you’ll pardon me if I push the matter further and prove to you that you really don’t know anything at all about them.”

“All right,” said the man, “I’m no thin skin crocodile. Go ahead. The sky’s the limit.”

Then the scene shifted from Mr. Green’s office to an adjoining room. At the right as they entered, on separate hangers hung a dozen or so raincoats, the identifying trademarks of which had been removed. There was no possibility of anyone’s mind being prejudiced by name, mark or characteristic feature which would identify the coats with any manufacturer’s line. Here, nearest to the door hung two coats which were outwardly of about the same pleasing appearance and were offered to the trade at approximately the same price.

* Reprinted from the March number of “Between Us,” house organ of the United States Rubber Company.

"Which coat, dollar for dollar, offers you the better value?" asked Mr. Green.

The buyer examined the two coats very carefully inside and outside and then said: "Well, I'll have to play the game squarely with you. If I should pick out one of these coats and should get the right one, it would be a good guess. I really have no basis on which to answer your question."

The same frankness forced the gentleman to make the same admission at the end of a half dozen examinations.

"No, of course, you can't tell," said Mr. Green, "and it's nothing against you that you can't. It is but an illustration of the condition and the necessary condition among virtually all the raincoat buyers in the country to-day.

"Don't forget this, my friend, the value of a raincoat is 'inbuilt.' It is hidden. Even experts are frequently fooled. Form, fit, material—all these you can, of course, see with your eyes, but the quality of the rubber which goes into raincoats, the way the fabric and the rubber are joined together, and the careful workmanship with which every seam is reinforced doubly and trebly and skilfully cemented—that is what really makes the value of a raincoat. For this you must rely upon the good faith of the manufacturer, upon the quality of the line which he makes, and upon the character of the reputation which he has built up and desires to maintain."

The argument from this point on was absolutely conclusive. The United States Rubber Company has been making raincoats for forty years. This long experience and the expert knowledge which has been gained in every phase of the rubber industry makes for its supremacy in the manufacture of raincoats. In buying the Raynster line a dealer is buying a line of raincoats which he can sell to his customers with confidence.

It is almost needless to add that Lincoln Green made the sale and it was a large order, too.

From this authentic incident which took place at 130 Essex Street, Boston, has come the idea upon which the Raynster advertising campaign for 1922 has been built. It is the fundamental purpose of this campaign to carry the principles of this story in concise, convincing form to the buyers of raincoats and to the dealers who sell them throughout the length and breadth of the United States. That's the message, and that's what every mother's son of the sales force who has anything to do with Raynsters should make an important part of his selling talk for 1922.

In order to drive this point home, an attempt has been made in every advertisement to play upon the almost universal feeling of helplessness which consumers have in purchasing clothing of any description, and especially raincoats. We are telling the consumer that the real value of a raincoat is hidden; that he cannot rely upon his own individual opinion of a raincoat to find this hidden value, but must realize that there is one and only one sure way for him to have at the moment of the purchase the assurance of real raincoat protection—the name upon the coat and the character of the manufacturer behind the name. And then we try to clinch the argument and stimulate buying by saying:

"Back of every Raynster raincoat stands the oldest and largest rubber organization in the world. That famous Raynster label is your guide and guarantee.

"Looks, fit, style—a Raynster has them all, plus quality that gives you long, hard wear. Every inch, every fibre of the fabric is sealed with layer on layer of the finest rubber, cured to form a single waterproof sheet. Every seam is triple-reinforced to make the coat waterproof.

"There are many different Raynster models—rugged rubber surface types, heavy-duty double texture coats for the roughest sort of wear, smart tweeds and cashmeres with the rubber hidden inside. Special types for boys, too. Every sort of raincoat that you could

possibly want is included in the famous Raynster line."

This message will be carried throughout the length and breadth of the land by certain great publications. The *Saturday Evening Post*, with over two million circulation, which goes even into the smallest hamlets, reaching dealers, clerks, consumers—everyone, everywhere—will carry the major burden. There will be no less than eight insertions, appearing for eight successive weeks from March 4th to April 22nd inclusive. In every one of these issues the readers of the *Post* will have a half page, every one with the punch, we hope, to command attention and reading. It seems almost impossible that any regular reader of the *Post* can possibly escape the story of Raynsters.

Supplementing the *Post* will be a special campaign addressed to farmers in the pages of two large national farm papers—the *Farm Journal* with a circulation of 1,083,813, and *Successful Farming* with a circulation of 846,601. Every farmer is, of course, a potential buyer of Raynsters and we thought it wise to bring this intensive fire to bear on these lively prospects. A full page will be carried in both of these papers for March, April and May. (The May edition comes out in April so our last advertisement will not be too late.)

So we are off for a good start! In making plans for this campaign everyone has worked harder than ever to make the advertising a real selling force. But remember this! *All advertising is stored up energy. It cannot exert the maximum force in any man's territory unless he taps it.*

There are approximately two hundred more chain drug stores in the United States at the present time than there were in May, 1920.

As nearly as can be determined, the forty-nine thousand retail druggists of the United States annually transact \$1,250,000,000 worth of business. About six per cent of this is done in the stores of twenty-one of the leading chain organizations. *Statistical Department, New York Office.*

"Why is your copy so long?"

BY HARRIET ANDERSON

Women's Editorial Department, New York Office

IT sometimes happens that a manufacturer who has begun to advertise becomes worried about what he calls "long" copy. He knows the worth of his product; he is, of course, interested in having his product known, and it is doubtless natural for him to be bothered when he sees an advertisement that looks like a "long" reading article. The manufacturer wants to be shown why it is that an advertisement—a thing which perhaps he thinks of as a picture of his product, a big display of his name and a few words—should be submitted to him in the shape of a regular article such as he would read in the editorial part of a magazine.

If the product in question sells for less than a dollar the manufacturer may question all the more the wisdom of talking so much about it. Say that it is a soap to sell for twenty-five cents a cake. This is a fairly high price for a cake of soap, but a quarter in itself is not much of an outlay. "Everybody uses soap, you don't need to tell them anything about that—just tell them to buy my soap." Something like that might be the manufacturer's plea.

Yet Woodbury's Facial Soap, a twenty-five-cent cake of soap, is a leader in its field. It has built up leadership on "long" copy. Quotation marks go around the word "long" because the J. Walter Thompson Company does not itself think in those terms. Here in the organization we think in terms of *using enough copy to tell the story fully, impressively, convincingly*. This may mean a hundred words, three, five or seven hundred words. But it cannot be too much emphasized that we do not think about whether copy is long or short, but rather about whether it tells a convincing story about the product, a sincere straightforward story that will sell the product.

It is not enough to make the product known.

Straight display gets the name of the product over without doubt, but of what use is that? It shoots into the air—not at a target. What inducement does it give one to buy? What reason does it give for buying? People must be persuaded to buy the product—not merely to become acquainted with it.

Using enough copy to tell the story right first of all gets the advertisement directed to prospects—not merely to a general public, a large number of whom may be totally uninterested. It convinces these prospects. Their interest in the product is strengthened by learning its selling points, and when they have finished reading the advertisement they know the reasons why they want to purchase.

An advertisement acts, not as a thing apart, a kind of tricky little device in itself, but as a dignified and convincing piece of salesmanship—a unit perfect in itself which fits into its proper place in the entire sales plan of the manufacturer.

What, then, are the definite arguments we would give in favor of our policy in regard to length of copy?

The arguments might be grouped under the following six heads:

- (1) Editorial columns
- (2) Reports
- (3) Folders
- (4) Mail-order advertising
- (5) Salesman experience
- (6) Achievements of the J. Walter Thompson Co.

(1) In editorial columns a good deal of space will be given to discussion of a certain point. The editor or owner of the paper is trying to “sell” his idea just as a manufacturer is trying to sell his soap, shoes, or safety razors. There seems no sound reason for giving so much space to an argument in one part of the paper or journal and giving scarcely any space to an argument in an advertisement. The readers of advertisements are the

same people who read the rest of the paper or journal and are open to the same persuasions and appeals.

(2) In a report on a product the very careful study of the product necessarily involved makes a "long" report. Yet the value of that "long" report is very real. It offers convincing evidence that the product is one of which a great deal can be said—that it has many selling points—that it has dignity—authority—that it is something that merits respect.

If only the conclusions are read or *even if the report is not read at all*, it has an immense psychological effect. It is a silent salesman pointing to the solid foundations on which the product rests.

(3) The folder is in practically the same class. It may come wrapped with the product, or sent on request. It adds dignity, conviction, impressiveness. Even if it is not read, its effect is there and unescapable.

(4) When we come to mail-order advertising we find a startling argument in favor of using enough copy to tell a convincing impressive story. "Display" advertising is never used by mail-order houses. There is usually so much copy that very fine print must be used to get it all in. This advertising, as is well-known, must get results. No chances can be taken, for the business prosperity of the mail-order house depends on the pulling power of its advertisements. This known successful advertising is one of the strongest proofs of the value of using full, convincing copy.

(5) What salesman sells his product in two or three sentences?

Whether the product is an automobile, a pair of shoes, or a rubber rattle, the salesman has a good convincing lot of arguments to present about that product. He does not just "breeze in" and shout "Jones' Shoes—wear them—they're great—Jone's Shoes," and slam out of the door. That gives an exaggerated picture, yet many "display" advertisements do only that—the bold black headline "breezes in" to view and the big black type shouts "Jones' Shoes," and that is all there is to

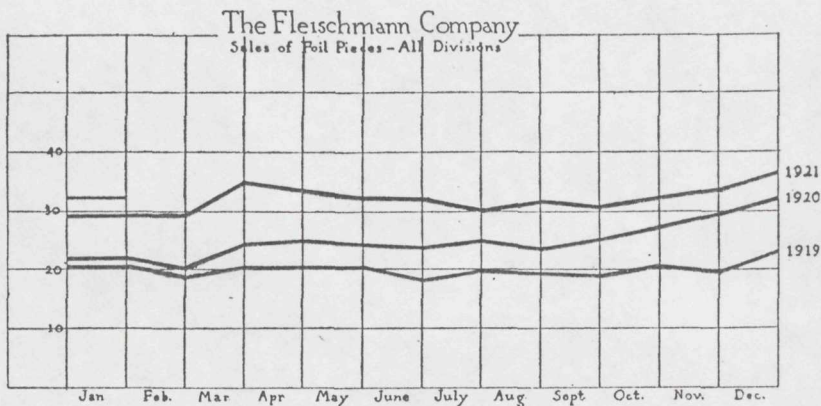


Chart shows the increase in yearly sales of Fleischmann foil pieces since 1919. In 1920 the increase was twenty-seven per cent. over 1919; in 1921 the increase was twenty-six and one-half per cent. over 1920. January, 1922 starts with an increase of nine per cent. over January, 1921. A Philadelphia agency carried the Fleischmann advertising from March through August, 1920. The J. Walter Thompson Company began advertising in September, 1920.

it. It may "knock you in the eye," but it doesn't touch your pocketbook.

No; the salesman who sells gives a good account of his product—he is the editorial column, the report, the folder, all in one. He says enough to tell the story fully, convincingly, impressively. The advertisement in the printed page is the salesman. It should be encouraged to do a salesman's job.

(6) The various successes which manufacturers have had under this policy with the J. Walter Thompson Company offer the most convincing argument because here theory has become practice and has amply justified itself.

Woodbury's Facial Soap has already been given as an instance where leadership has been built up and maintained on full, convincing copy. Cutex leads the field of manicure preparations, as it has almost from the start. Pond's Cold Cream and Vanishing Cream are far ahead in their market. Yuban within six weeks outsold its leading competitor in New York City, and

in thirteen weeks outsold all its competitors combined. In spite of fierce competition, O'Sullivan's Heels are still the recognized standard of rubber heel quality. Each one of these products sells for less than a dollar.

Perhaps the most striking example of a low-priced product successfully sold on this policy is Fleischmann's Yeast. A cake of Fleischmann's Yeast costs only three cents. It is difficult to find anything in these days that sells for as little as that! Is it worth while giving so much copy to a three-cent product? Since the spring of 1921 the competition against Fleischmann's Yeast for Health has been increasingly strong. There are now at least forty-five so-called yeast preparations on the market going after the Fleischmann leadership. Yet from the beginning the Fleischmann copy about that three-cent yeast cake has been complete—what the outsiders would call very “long.” The sales still grow in the face of competition. The chart shows how each year has raised the total.

Clients of the J. Walter Thompson Company

<i>Product</i>	<i>Client</i>
PAINTS, CRAYONS AND ALLIED PRODUCTS FOR EDUCATIONAL AND TOY USE	The American Crayon Company Sandusky, Ohio
WRITING PAPER	American Writing Paper Company Holyoke, Massachusetts
ANDERSON CAR	The Anderson Motor Company Rock Hill, South Carolina
YUBAN COFFEE	Arbuckle Brothers New York City
AUNT JEMIMA PANCAKE FLOUR RED TOP FLOUR	Aunt Jemima Mills Company Saint Joseph, Missouri
VALET AUTOSTROP RAZORS	AutoStrop Safety Razor Company New York City
WOMEN'S SUITS AND COATS	A. Beller and Company New York City
SHELTON LOOM PRODUCTS	Sidney Blumenthal and Company New York City

<i>Product</i>	<i>Client</i>
BRENLIN WINDOW SHADES	The Charles W. Breneman Company Cincinnati, Ohio
PATTERNS: DELTOR, BELROBE	Butterick Publishing Company New York City
CARTER'S KNIT UNDERWEAR	The William Carter Company Needham Heights, Massachusetts
"CAPPI" PERFUME	Cheramy, Inc. New York City
RAILROAD	Chicago, Burlington and Quincy Railroad, Chicago, Illinois
CLOSE'S "GOOD EATERS" (POCKET CANDIES)	The George Close Company Cambridge, Massachusetts
CORTICELLI FABRICS	Corticelli Silk Company Florence, Massachusetts
CORTICELLI YARNS	
ROMANCE CHOCOLATES	Cox Confectionery Company East Boston, Massachusetts
FARM & FIRESIDE	Crowell Publishing Company Springfield, Ohio
DAVEY TREE SURGERY	Davey Tree Expert Company Kent, Ohio
DAVEY INSTITUTE OF TREE SURGERY	Davey Institute of Tree Surgery Kent, Ohio
DIAMOND CRYSTAL TABLE SALT	Diamond Crystal Salt Company St. Clair, Michigan
DANERSK FURNITURE	Erskine-Danforth Corporation New York City
COMPTOMETER	Felt and Tarrant Manufacturing Company, Chicago, Illinois
FLEISCHMANN'S YEAST	The Fleischmann Company New York City
SHIPPING CASES, DISPLAY CON- TAINERS, FOLDING CARTONS, WINDOW DISPLAYS, LABELS	Robert Gair Company New York City
FOREIGN TOURS	Gates Tours New York City
ROYAL ELECTRIC CLEANERS	The P. A. Geier Company Cleveland, Ohio
GOLDWYN MOTION PICTURES	Goldwyn Pictures Corporation New York City
GRUEN GUILD WATCHES	Gruen Watchmakers Guild Cincinnati, Ohio
HAUSERMANN-SYSTEM SHELVEING	The E. F. Hausermann Company Cleveland, Ohio
HAUSERMANN-SYSTEM SKYLIGHTS	
HAUSERMANN-SYSTEM PARTITIONS	
CORDAGE	The Hooven and Allison Company Xenia, Ohio
HORLICK'S MALTED MILK	Horlick's Malted Milk Company Racine, Wisconsin

Product

BANKING

MIESSNER PIANOS

WOODBURY'S FACIAL SOAP
WOODBURY'S FACIAL POWDER
WOODBURY'S FACIAL CREAM
WOODBURY'S COLD CREAM
JERGEN'S VIOLET SOAP

RUGS

RED CROSS SHOES
ARCHTONE SHOES

O'SULLIVAN'S RUBBER HEELS

PETER'S CHOCOLATE

POND'S COLD CREAM
POND'S VANISHING CREAM

LUX, RINSO

LIBBY'S FOOD PRODUCTS
(EVAPORATED MILK, MEATS,
FRUITS, CONDIMENTS, SALAD
DRESSING, ETC.)

LOG CABIN MAPLE SYRUP

AUTOMOBILE ACCESSORIES

BREAD

RED SEAL HAIR NETS
WOMEN'S NOVELTIES

ODO-RO-NO
ODO-RO-NO DEPILATORY
ODO-RO-NO AFTER CREAM

BLUE BUCKLE WORK GARMENTS
(OVERALLS, WORK SHIRTS, WORK
PANTS)

BRUSHES AND MOULDING
MACHINES

PEACE DALE YARNS (MAIL ORDER)

BRER RABBIT MOLASSES
BRER RABBIT SYRUP
PENICK SYRUP

Client

Irving National Bank
New York City
Jackson Piano Company
Milwaukee, Wisconsin
Andrew Jergens Company
Cincinnati, Ohio

Kent-Costikyan Trading Company,
Inc., New York City
The Krohn-Fechheimer Company
Cincinnati, Ohio

For Lamont, Corliss and Company
New York City
(1) O'Sullivan Rubber Company
New York City
(2) Peter, Cailler, Kohler Swiss
Chocolate Company
New York City
(3) Pond's Extract Company
New York City

Lever Brothers Company
Cambridge, Massachusetts
Libby, McNeill and Libby
Chicago, Illinois

Log Cabin Products Company
St. Paul, Minnesota
Madison Kipp Corporation
Madison, Wisconsin
Massachusetts Baking Company
Springfield, Massachusetts
Morris, Mann and Riley
Chicago, Illinois

The Olorono Company
Cincinnati, Ohio

Old Dominion Garment Company,
Inc., Lynchburg, Virginia

The Osborn Manufacturing
Company, Cleveland, Ohio

Peace Dale Mills
New York City
Penick and Ford, Ltd.
New York City and
New Orleans, Louisiana

<i>Product</i>	<i>Client</i>
PICTORIAL REVIEW	Pictorial Review New York City
FUR FABRIC	Plush Association New York City
PRINTZESS WOMEN'S AND MISSES' COATS AND SUITS AND CHILD- REN'S COATS	The Printz-Biederman Company Cleveland, Ohio
QUAKER MILK MACARONI	Quaker Oats Company Chicago, Illinois
GRAY HAIR RESTORER	Arthur Rhodes Lowell, Massachusetts
• FLEX-A-TILE ROOFING FLEX-A-TILE SHINGLES	The Richardson Company Lockland, Ohio
GUNS, METALLIC AMMUNITION, AUTOMOTIVE PARTS	Savage Arms Corporation New York City
SCHOLL'S FOOT SPECIALTIES	Scholl Manufacturing Company Chicago, Illinois
STANLEY VACUUM BOTTLES	Stanley Insulating Company New York City
STORK SHEETING	The Stork Company Boston, Massachusetts
SYLPHO-NATHOL	The Sulpho-Napthol Company Boston, Massachusetts
SWIFT'S PREMIUM HAM SWIFT'S PREMIUM BACON SWIFT'S OLEOMARGARINE SWIFT'S WOOL SOAP SWIFT'S CLASSIC SOAP SWIFT'S FERTILIZER SWIFT'S GELATINE INSTITUTIONAL ADVERTISING	Swift and Company Chicago, Illinois
"EXCELWEAR" (MATERIAL FOR MEN'S SHIRTS, UNDERWEAR AND PAJAMAS)	Turner and Walls New York City
LIGHT RUBBER FOOTWEAR HEAVY RUBBER FOOTWEAR KEDS RAYNSTERS NAUGAHYDE	United States Rubber Company New York City
BARRELED SUNLIGHT (THE RICE PROCESS MILL WHITE PAINT)	U. S. Gutta Percha Paint Company Providence, Rhode Island
WADSWORTH WATCH CASES	Wadsworth Watch Case Company Cincinnati, Ohio
CUTEX MANICURE SPECIALTIES	Northam Warren Company New York City
STATIONERY	Western Tablet and Stationery Company, St. Joseph, Missouri

J. WALTER THOMPSON COMPANY
ADVERTISING

244 Madison Avenue
New York

Lytton Building
Chicago

80 Boylston Street
Boston

First National Bank Building
Cincinnati

Hanna Building
Cleveland

Kingsway House
London