



NEWS LETTER

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News Letter No. 185

August 1, 1927

Confidential . . FOR J. WALTER THOMPSON COMPANY ONLY

August 1, 1927

NEWS-LETTER #185

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NEW BUSINESS

The Scott Paper Company of Chester, Pennsylvania, has appointed the J. Walter Thompson Company as its advertising agency. This new client is the largest manufacturer of toilet tissue in the world. Towels also are made. Both products are put out in two brands. Scott tissue and Waldorf. Work is to begin immediately through the following group - Mr. Kinney, Mr. Baillie, Mr. Day and Miss Waldo.

Two new clients have been added to the Chicago office, Piggly Wiggly Stores with headquarters in Memphis, Tennessee, and Real Silk Hosiery Mills of Indianapolis, Indiana. The editors have not been informed of the personnel on these accounts.

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SHOULD THE MAGAZINE COVERS
BE OUR CRITERION OF ADVERTISING ART?

This suggestion of Bill Day's in the April 14th issue of the News-Letter was so disarmingly subtle that it was not perhaps generally recognized as a challenge. However, it caught the eagle eye of Art Deerson, who has more faith in the responsiveness of the "mill-yuns" to what is good in modern art. As you will see when you read his answer!

One hears so much these days about the low art tastes of subscribers to the mass circulation magazines that one is tempted to ask if this supposed yokelry has ever been given anything but tripe to admire. How can we then judge their tastes and conclude that they are low-brow?

Reactions to beautiful things whether they are pictures or utilitarian objects are emotional and not visual or part of our knowledge; as, for instance, we know that leaves are green and yet a picture of a forest painted in green would be entirely inadequate. Still we persist in giving our "mill-yuns" commonplace art where the burden of creating beauty is placed on the beholder.

The possibility of stimulating emotion with such truck is, of course, out of the question.

Is our American peasantry less susceptible to beautiful things - less emotional artistically than the peasantry of European countries? Let us try giving them beauty. Second helpings may become the order of the day!

So called modern art is an art where emotion plays the stellar role. The question of drawing, which of course is after all visual and not emotional, is often subordinated, not because there is a lack of knowledge of the science but rather because it adds nothing to the larger sphere of emotion.

If the painting of an orange panel with nothing but an upward movement of white lines is going to create a feeling of joy, good-will, expansiveness, in the mind of the spectator, does not this simple presentation do a more successful job than would a commonplace picture carried to the highest point of technical finish?

It is truthfully said that the artist can disregard all laws and create a masterpiece, while the hack painter can follow all the laws and create nothing.

Have we not been tied down by laws that have bound up mentally our commercial and other art?

Since emotion is the essence of modern art, is there not a special field for its adaptation in American advertising of today? It is true that in its use there are and will be limitations, but do we not have limitations also in our most conventional art?

The presentation of a can of scouring powder could be one of such dynamic energy of line that action would at once be stimulated, or this same subject could be treated in color, or in pattern, to give it an aura of distinction, of desirability.

The principles of Cezanne have been put to use admirably in the advertising of Snowdrift and Wesson Oil - with nothing but admiration from our supposedly moron public. If this type of illustration had been poor business, it would have been discarded long ago.

There have been so many and so varied movements in the last 50 years of art, that a confusion exists as to what fundamentally is the desired end. Practically all of these movements are emotional in a great many instances, not logical. Some of these efforts could very easily be incorporated into modern business, and they have been, up to a certain point.

In enumerating these efforts, it might not be amiss to mention that Rembrandt was considered radical in his time. El Greco from the standpoint of emotionalism is certainly as modern as the latest "ism". Corot and Millet were not accepted in their day. It was said of Millet's work that the peasant could not have beauty. We have since revised our thought and can find beauty everywhere.

Today there is the artist who gains perfection from beauty of line. This is often abstract.

There are others who appeal thru color purely and have so successfully done their jobs that reactions similar to their own have been left with the spectator.

The architecture of New York is pointed to as a development in the modern movement of expressionism, in that it expresses perfectly the spirit of American business.

It was not very many years ago that the stodgy catalog type of fashion art was the order of the day. Today fashion art has developed to such a point that we now accept with great appreciation what was originally looked upon as an expression of mere oddity and impudence.

To be sure, there is present in modern art a certain neurotic type that is so purely an individual matter that general reactions similar to the artist's are out of the question. However, that is true only in individual cases. This type is present in some of the art of the post-war German and Austrian schools, where the suffering and disillusionment of defeat have brought forth painting and drawing similar to that of the catacomb art which also resulted from persecution and suffering.

There are a great many artists who state that we are at the beginning of a renaissance and are going through the floundering and experimentation that were present before every great period of art production in the past.

But cannot business take advantage of what is best in this renaissance? Is there not a place for art that is more original, more genuinely individual to the

product offered - more genuinely and effectively emotional?

Understanding and judgment must be exercised to distinguish between the slovenly painting or drawing of the school of art that superficially copies the surface tricks of the masters and discards the great thought and emotion behind them, but surely encouragement can profitably be given to the genuine artist who tries new media of expression in the sincere effort to find one purely applicable to the problem in hand.

We cannot of course expect business men to pay artists to experiment, but an open mind to the modern trend in art with intelligent co-operation from the artists, may result in the presentation of products with emotional forcefulness, individuality and vitality so fundamentally good that even the "mill-yuns" will respond to it.

A.I.D.

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SMALL SPACE IS MORE EFFECTIVE FOR THIS CLIENT

Erskine Danforth manufacture their own furniture at Stamford, Conn. and market it through three sales offices and show rooms - New York, Chicago and Los Angeles. A considerable percentage of their volume is done through interior decorators, but they also sell direct to the consumer.

Our advertising for Erskine Danforth has always included national advertising in such publications as Country Life, House & Garden, House Beautiful, International Studio, etc. This has been supplemented by local advertising in the three places where they have their show rooms; it has consisted of small advertisements of 184 lines.

Careful records have been kept in each of the offices as to the effect of this local advertising in the number of calls on their floors, and from all the evidence we have been able to get, black and white appearances in the papers have worked better than roto-gravure. By reason of the size of the advertisements as well as their general character, we have been able to get position in the first three or four pages in the metropolitan papers. On some occasions when larger units have been used we have been thrown back in the classified sections of the paper where we have not fared so well.

In New York the Herald Tribune and the Evening Post are used twice a week and seem to produce more calls on their floors at less cost than several other combinations which have been tried. In Chicago the Tribune has been used twice a week at about the same cost per call. This local advertising, however, we feel would not function as it does, unless it were supported by the national advertising which gives the opportunity for an adequate display of the furniture and sufficient copy to build up an adequate background.

F.O.P.

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STATION N Y-O BROADCASTING!

POETRY, COPY AND THE SOUL OF WIT

At luncheon, four men interested in advertising - one told this story for which the News Letter Board does not vouch, but the story is good and the point excellent for advertising copy.

An editor of one of the more literary magazines is said to have received a poem of some 40 odd stanzas and was so charmed by it, except for its length, that he wrote the contributing poet and said, "If you cut this in half, I think I would print it."

The poet cut it in half and showed it to a contemporary who was also a keen critic. His comment was, "I think it's delightful but too long. If you could shorten it by half, any good publisher would want it."

The poet took back the remaining 10 stanzas of the already cut poem and did some independent thinking. She was beginning to "get the hang" of the thing. Later she* sent to the editor this couplet - all that was left of the original forty stanzas:

"Safe upon the solid rock the ugly houses stand -
Oh, come and see my shining palace built upon the sand!"

Brevity may be the soul of wit. Brevity is not always the strength of advertising. Some advertisements must be long to tell their story - others must be short lest the story be obscured in the telling.

Here was a case where the very essence of 40 verses meant more when expressed in two lines.

G.S.F.

*Do you know who she is?

Clement Watson to recuperate at home

On about the 10th of August, 'Tommy the Bearded' as he has been known since his illness, will sail for New York. He is now resting in the Black Forest and hopes to be well enough to return to Berlin by the first of October. The News Letter is planning to send Grover Whalen or other suitable representatives down to the battery to greet Tommy in a manner suitable to the homecoming of the first J.W.T. expeditionary force.

* * *

Miss Florence Melber recovering rapidly

Miss Melber is now at home again after a recent operation for appendicitis. Her many friends in the New York Office, where she has been for the past fourteen years, will be glad to hear that she is to enjoy a vacation before returning to work.

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An Addition to the N.Y.O. Library

Chase, Stuart and Schlink, F.J.

Your money's worth

N.Y. Macmillan, 1927

Stuart Chase is a certified public accountant and a director of the Labour Bureau, Incorporated. He was for some years on the staff of the Federal Trade Commission.

F.J. Schlink is a mechanical engineer-physicist and Assistant Secretary of the American Engineering Standards Committee. He was for some years on the staff of the National Bureau of Standards.

"A plea for a genuine science of buying and consuming.

"We are all Alices in a Wonderland of conflicting claims, bright promises, fancy packages, soaring words, and almost impenetrable ignorance.

"It is the purpose of this book to explore that Wonderland and perhaps to indicate a path which may lead out of it - if and when its glamor, its romance begin to fade."

F.A.B.

The News Letter welcomes the following new members
of the New York Office:

Miss Helen Thompson, a Ph.B. from the University of Chicago, came direct from Marshall Field's where she was engaged in promotional advertising work. She is now with Miss Casseres' group and may be found in Miss Eaton's office.

Laurence Edward Tilley is an Amherst B.A. He has had considerable miscellaneous selling experience in the drug field. He has done some investigating for B.D. & O. and has worked for the Conde Nast Publications. He is now in the trade department.

Gerald Hewes Carson, Illinois, B.A., M.A. Carson has had considerable newspaper experience and came to us from Calkins and Holden where he was a copywriter and had also contact experience. He is now in Miss King's group.

Thomas Ernest Mount hails from Princeton. Mount first took up newspaper work in New Orleans. He then wrote, bought space and contacted for the Gundlach Agency, then wrote for George Batten and during two years for N. W. Ayer. He is now with Bill Day.

Kennon Jewett, from Harvard University, began as a newspaper writer and free lance in Paris. He was staff editor of the Transatlantic Review. He had six months in a tropical oasis in Algeria. He has also sold plays and automobiles. Now a copywriter with Rae Smith.

Also three apprentices:

George P. Richardson, Jr., Brown, Ph.B. is now in traffic.

Sidney W. Dean, Jr., Yale, B.A. now in the investigation department.

Donald W. McDowell, Yale, Ph.B. now writing in Miss King's group.

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IS ADVERTISING A SERIES OF CLEVER STUNTS?

Those interested in this query will enjoy reading the article,

"Give your advertising a chance to sink in"

written by A. H. Deute in the July 14th issue of Printers Ink Weekly.

'L'ENFANT TERRIBLE' OF THE MAGAZINE WORLD!

On Wednesday, July 20th, thirteen inmates of the Graybar Building were successfully bribed with a luncheon at the Commodore to listen to the sales story of Nelson R. Perry, of Liberty Magazine.

With lightning rapidity, Mr. Perry displayed some seventy charts in an hour's time. Liberty, the second loudest megaphone in the national field, was presented as the "controversial magazine". It is a new production geared to meet a new world.

It had 74 articles reprinted by colleges last year.....

"The "dirty football" story received 150 pages of free publicity in almost every city of the country of over 50,000 population....

It had more stories filmed than any other magazine last year....

It was more quoted by industrial magazines than any other publication...

It was constantly quoted by class magazines.

National banks ran advertisements asking their patrons to buy Liberty and to read the article on making a will.

The policy of Liberty is to follow public taste, not to lead it. Give the public light, and they will find their way.

The form of the magazine has been copied from the best advertising make-up. To wit:

One article is finished before another is begun

The headlines and sub-heads are similar to advertising style

The copy is snappy, condensed and breezy.

It is made up for the busy man or woman of 1927.

And how the child has grown!

W.P.T.

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STEICHEN PHOTOGRAPHS ON EXHIBITION

Twenty-two examples of the newer trend in photography are now on display on the west corridor along Representatives' Row. The News Letter hopes to publish an article on the exhibit in the next issue.

THE COPY-WRITER'S COMPENSATION!

July 18th

98° in the Graybar Building
110° on 42nd Street,
 making 208° in all -

No need now to cut the blocks of ice from pictures of Washington
 Crossing the Delaware to keep the butter from running!

The resourceful copywriter, skilled in the lore that makes
 "flames freeze", tilts back his chair, gazes prayerfully at the
 East River over sizzling roofs of Manhattan, and scorning the
 sweltering hordes below,

- plans his Christmas campaign for Simmons, -
- for winter profits from Zip-Ons- while little children -
 God bless 'em - gamble in the snow,
- and for Pyro that will keep his radiator from freezing,
 ten, twenty, thirty, and forty below!

W.P.T.

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HOW DO YOU KNOW YOU KNOW ?

Just exactly what has happened to your market since August 1st, 1926?

1. How many brand new babies have been born in America in the
 past twelve months?
2. How many newlywed couples have there been since last August first?
3. How many high school graduates last January and last June?
4. How many families "got the wanderlust" during the last year?
5. How many people "shook off the mortal coil" during the same period?

(Answers on page 351)

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STATION S F-O BROADCASTING

McCANN BUMPS FRISCO NINE

In the final and deciding game of the San Francisco Advertising
 Agencies impromptu bush league baseball - Thompson batters, once
 again baffled by the twisters of H. K. McCann's star hurler,
 Yost, scored only four runs while the McCannics ran up twelve.

And so ended the season, J. Walter Thompson in second place,
 Lord & Thomas and Logan, in third, Honig-Cooper Co. in the cellar.

STATION CIN-O BROADCASTING

AMERICAN WATCH INVADES EUROPE!

Mr. Fred Gruen is already active in applying his American distribution plan to Europe. Such a plan is brand-new to European merchants, but it has already proved its effectiveness in Switzerland and in some cities of Germany.

The essentials of the plan are as follows:

- A. Gruen aims to sell the Gruen Guild Institution rather than watch merchandise as such.
- B. They restrict their distribution to the finer stores only. This does not necessarily mean exclusive agencies in each city, but rather a selective distribution embracing only the best stores in each city.
- C. They will eventually advertise Gruen watches nationally in Europe stating clearly the retail prices of each model featured.
- D. They are selling each store not according to separate pieces of merchandise, which is the present custom in Europe, but on the basis of a complete line. In other words, without a complete line of Gruen watches the store cannot adequately represent the Gruen Watchmakers Guild.

Their competition at the present time is a market surfeited with watch merchandise. Even to a greater degree than in this country, there are more watch manufacturers in Europe than there are people to buy the watches made.

Their present campaign in Germany is under the direction of Mr. Schaefer, who according to Mr. Gruen, is already on fire with the Guild idea. He has seen Mr. Gruen walk into one of the best stores in a large German city where the attitude toward Gruen was hostile, and finally leave that store with its owner an enthusiastic member of the Gruen Watchmaker's Guild.

Present Conditions in Germany (from Mr. Gruen's letter)

"Although the German people are burdened with heavy taxes and much worry, yet the untiring energy and productive spirit of this nation are to be admired. The 'pushers' and the disgusting 'newly rich' have disappeared from the picture and have had to make room for serious minded, solid business people. From now on, in my estimation,

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Present Conditions in Germany (from Mr. Gruen's letter)

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there will be an improvement every year so that in about five years we can expect the peak of business conditions in Germany. Good times, proportionate to those we are having in America at present, will come. Everywhere a sound spirit of economic working methods is to be noticed, the models are simplified and standardized and the sale is concentrated. Thereby the cost of the goods is lowered, and more and more people are able to buy that which formerly was considered a luxury. In Germany too the fact that one can manufacture most economically by employing the best working methods and the best and most expensive help, is penetrating more and more.

Growth of Big Business

"In Germany too they are approaching the stage of having industries on a large scale, for, if organized right, they can serve the public best through low-priced quality production. Germany formerly had many large industries; however, several of these have developed into beaurocratic monsters and have increased rather than decreased the price of the goods.

"In Germany it is being recognized that a large industry, a concern or a trust has a right to exist and is permanently successful only when it gives the consumers better goods than before for the money. Trusts never last if their purpose is to increase the price. We, however, are primarily interested in the watch industry, and here I have made several observations of conditions of which I have in the past read far too little in the German watch-makers' press, but which are of the greatest importance. It seems that in Germany - at least in the watch branch - the enormous importance of having a definite object in view when advertising, is not being recognized.

Poor Display and Little Advertising

"In no other line have I seen such poor and so little advertising as in ours.

"First of all there are the watch establishments: In a great many the manner of display is poor and old-fashioned, even the prices are often missing in the show-windows. In several large, old and reputable establishments I noticed thick dust in the windows where many passe goods, soiled and spotted, were displayed. Most of the windows are overloaded and cannot be easily surveyed. In the evening many windows are closed or poorly lighted.

"A little light in the window does not cost much and has the same value as an advertisement in the paper. Recommend to our customers to illuminate their windows at night. With an automatic clock one can let the light burn until 11 or 12 o'clock which does not cost much.

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"The watchmaker in Germany must also recognize that coöperation not competition advances the whole industry and places the watchmaker on a higher plane. To accomplish this, joint advertising alone is not sufficient, but the advertising of each one in every city is highly necessary, and last but not least, the advertising by the manufacturers of quality watches. As I told you we will without fail advertise more and more every year in proportion to the sale, just as the Guild has done successfully in America for a long time. When you have the opportunity, tell all the manufacturers of quality watches and all those who sell better watches, that we earnestly request them to advertise as much and as often as possible in order to remind the public that fashion decrees that one should own a beautiful and good watch. When you have the opportunity, convey this idea also to watchmakers' organizations and to every individual. We are for the coöperation of all those who sell watches of quality.

"The time will come when every discerning manufacturer and watchmaker will support this joint endeavor, and then the public will refuse to take the terrible goods, which are offered to them with high sounding phrases, and the better class watchmakers will again find pleasure in their business. Every one will be proud to own a fine, modern watch and will soon decide to save his old watch as a remembrance or to sell it as old gold."

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Answers to questions printed on page 348, according to Barron G. Collier in Volume 1, No. 1 of the Car Card:

1. 2,500,000 new babies
2. Half as many as in No. 1.
3. 400,000.
4. 2,000,000
5. 1,400,000

STATION B-O BROADCASTING

"ADVERTISING ALONE DOES NOT SELL"

Thomas W. Pelham, a Director of Gillette Safety Razor Co. discusses changing conditions at a recent meeting of the New England Council

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The wholesale druggist has his problems because the tendency has been for retail druggists to get together in associations. Some 40% of the drug store items are handled through these associations. For many years the regular drug jobbers refused to recognize that sort of competition. Today they are finding it to be a very serious thing and are meeting it by lowering prices. They have also come to the conclusion that to meet it one must give service. Can we not take advantage of that? The Mutual Purchasing Association has been compelled to give service not only to their members but to the manufacturer. For instance, the Mutual Drug in Cleveland has some 8,000 independent drug stores under its domination. It can procure window displays for a manufacturer in 3,000 to 4,000 stores. They can get as many stores to cooperate at any time for displaying a manufacturer's goods. Drug jobbers, one by one, are taking up the same problem. One of the leading concerns has organized a window display service where for a small consideration a manufacturer is able to get window displays put in with the best independent retail stores.

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I find in our experience that although competition may be very keen, a realization that goods are not sold through advertising alone is very helpful. People today do not go into a store and demand a Gillette razor. They go into a store for something else and are sold a Gillette Razor. That is modern merchandising. We have found that advertising per se does not sell. Advertising must be tied up with the merchant. We put in a window display of a newspaper advertisement in some city. That in itself is not sufficient. You have got to make real salesmen of the clerks in that store. You have got to have sales effort on the part of the store as well as advertising in the newspapers and window displays. Then, too, we have found as part of selling goods that it is a pretty good thing to have stunt selling occasionally, the combination of sales where your goods may be combined with better merchandise - two or three articles sold for the price of one, etc. It is quite surprising the amount of merchandise that can be moved in that way. One item may be well known and the other not at all. Together they sell well.

STATION ALEX-O BROADCASTING

ARABIC, PERSIAN AND TURKISH, TOO, IN THE NEAR EAST

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"Our campaign will appear in 78 papers, in the following languages: English, French, Arabic, Greek, Serbian, German, Rumanian, Hungarian, Russian, Bulgarian, Albanian, Turkish, Persian and Hebrew. With some of these (the first four) we are going to try the revolutionary experiment of setting here and sending out sterios. NOTE: an electro is absolutely unknown in this part of the universe.

"The offices which we secured here have turned out to be ideal. So far as I can discover, these rooms are among the very few cool ones in Alexandria during the summer. It would be quite impossible to keep up the long hours we have been running in most of the offices I have visited. In fact, a great many businesses close down entirely in the summer afternoons.

"The staff has now grown until it consists of Richard Paniguian, a secretary (male - they are all male here), an Arab boy-of-all-work, and myself.

"You will remember that in my letter to Rae I mentioned that we faced a monopolistic hold-up game in Turkey. This promises to be one of the most interesting situations just now, as we have taken the bit in our teeth and have offered the truck campaign to certain papers on a take-it-direct or leave it basis. The next week or so should show whether or not we can do a little "Trust-busting" in the Near East."

H.C.M.

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STATION MAD-O BROADCASTING

Second Epistle

from Arthur Hartzell to The Editor, Madrid, July 10th, 1927

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"We are in the midst of what is known as the Hellish Madrid summer, but with the exception of a few days in the last week of June it has so far been very comfortable. When I left here to go north it was beastly hot, so I took a straw hat but no topcoat. For the first few days in London I had the distinction of being the only person in the big city with a straw top piece. Finally I became so self-conscious that I sneaked out by the back entrance and bought a felt one!

"I have had to close my office from 1 to 4 on account of the heat. There is practically no shade at all in Madrid and on the way home to lunch I have to sneak along close to the buildings and dash across the open spaces. Most people sleep in the middle of the day but I have not yet disintegrated to that extent. But from 1:30 to 5 the city is absolutely dead. The sun beats down unmercifully. Workmen repairing the street or working on new buildings stretch out where they are and dose off. In fact, most of them take pillows to work for just that purpose. Even the traffic cops and most of the street cars disappear. Once in a while one sees a stray and lonely taxicab looking for a customer who hasn't enough sense to stay indoors.

"In every house the wooden shutters are drawn and if it were not for the whispered conversations that one sometimes hears from behind those shutters or a few bars of the peculiar wail they call Spanish music, one would think the whole town had packed up and moved away for the summer.

Night Life in Valencia!

"At midnight or even 1 and 2 o'clock in the morning, the scene is just the opposite. The streets are gay, some of the shops are open, the cafes are running full tilt and the streets are filled with people and motor cars. And practically none of them are going home. Certainly the night owl was originally a Spanish bird.

"Spain is so far behind the United States that our job here is principally explaining and teaching what is good advertising. You know we have the distinction of being the only American advertising agency in the country. Representatives of local agencies once in a while poke their heads in my office to see what I look like because I am a strange individual who works on only 15 per cent. commission and who tells clients what they should do rather than one who does exactly what clients want him to do.

"This is a virgin field with immense possibilities and I spend what little spare time I have in cultivating it, not for this year's crop but for next. Spanish business men I have talked to - mostly in French because they understand no English - first look amazed, then interested, then incredulous at what I tell them about the way we work. They have never heard of an advertising agency needing any facts or knowing any sales figures or other confidential information. A picture, a phrase and a good big trade mark sum up their idea of advertising.

"The American firms here take the position that the home company knows all about advertising, so they use American illustrations, translations of American copy and let it go at that. When I took some Spanish copy, created in Spanish, to a Spanish Professor

the other day and asked him to go over it for clarity, style and the proper use of idiom, the people in my office thought I had gone "loco".

"I scandalized the solicitor for a big paper here the other day by telling him I didn't care a damn what his rates were. His story, like all the others, was what good rates he could give me and how he would be glad to divide his own commission with me! So, with a lot of gestures as necessary but impressive scenery, I explained to him that what I wanted to know about a paper was its circulation, where that circulation went and what kind of people read it. Rates were the last consideration. He had none of this information except rates and went out mumbling something that my Anglo-Saxon ears could not catch. I am sure he thinks I am crazy.

A Unique Traffic Department . . .

"But little by little, with continuous exercise of patience, we will be able to build for ourselves here a center of good advertising. Already I find that there is much interest in what we are doing and an increasing number of people are coming in to ask for jobs. My copy department consists so far of only one, but as soon as I get a woman's account I will add a young woman who did some work for the London office before I came here. Next week I am hiring a traffic department, a small, bald headed bespectacled man who answers to the name of Jesus. He speaks French very well but no Aramaic, so far as I can discover. He was formerly with a local advertising agency (Spanish) and has the reputation of being able to work miracles with printers and engravers. We need them!

And Now Production !

"We plan to take over all General Motors advertising in Spain and Portugal on August 1. Our preliminary investigations are complete and last week I presented copy plan and layouts to the client. After about three hours of intensive selling I was almost bowled over by the statement of the managing director, when he said:

"This strikes me as fine, and I don't see any reason why we should bother our heads about layouts or copy. That is up to you, as I take it you will follow the plan you have laid down for each car.

"It was too good to be true, and I accepted it with the proviso that the advertising manager and I get together from time to time to check such details as dealers' names, prices, and technical points on the various cars. So it looks as if we were getting off to a flying start. Let's hope we don't break a wing on the first tree top."

A.E.H.