



## —and the greatest of these is SELLING

**I**N a central western state are two great, competitive industries. When the first company started it was practically alone in the field. From that day to this its productive organization has been sound, its financing adequate, its commodity right. By all the rules of precedent and production it should have held the country's trade in the hollow of its hand.

Not far away a little group of men entered the same line of business. Every handicap that could beset a struggling concern was theirs, with emphasis.

Today the second company is doing twice the business of the first. There is but one answer: *It knew how to sell; it knows how to sell.* It has staid in advance of the times. It has kept its finger on the pulse of desire. It has foreseen each variation in demand. Today the second concern doubles in sales the millions of the older house.

Buying, manufacturing, selling. Each *essential* to the life of commerce, but only the latter is *vital*.

**S**ELLING not only is the most important of industrial problems, but it is the most complex. Buying and manufacturing are subject to standardization;

selling, though we may put forth countless rules for its guidance and control, the real art of selling can be no more standardized than can the human emotions be catalogued.

**O**PPORTUNITY and necessity are making our manufacturers give detailed consideration to the problems of merchandising. Present stimulated demand is judged according to its true merits; it is accepted as abnormal and temporary. But the great, permanent market that stands ready to deliver when commerce calls; this is the market on which the far-sighted manufacturer has his eye and toward the gaining of which he is bending every effort.

Buying and manufacturing are within the plant; selling, to be most effective, even while entering the obscure corners of the country, *must be within the organization.*

Buying, manufacturing and selling; the three essentials—and the greatest of these is selling. PHILADELPHIA must qualify.

## The Curtis Publishing Company

The Ladies' Home Journal

The Saturday Evening Post

The Country Gentleman

*The industrial reputation of PHILADELPHIA is the sum-total of the reputations of its individual manufacturers*