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of these divisions are highly-organized and the worthwhile agencies do not take time to train men for these positions.

Some men are employed to start in their Research Departments but this type of employment is unstable and very few receive much in the way of promotion.

Most agencies operate as we do. We have no 'cubs' or young men in the organization but we do keep our eyes open for men who are "making good" in different phases of advertising. They are watched and when we feel that they are sufficiently mature and experienced - if there is a need - we hire that type of man.

Most successful men in the Agency business today come from the newspaper field, magazine field or from some large Account, where they have had a chance to learn Advertising Procedures and Techniques first hand.

After Mr. La Ban had completed his statement to me that he wished to enter the Advertising business, I asked him: "Which phase of it?". He did not know and could not answer.

I explained to him at length, along the lines I am writing you, that the Advertising business is not an easy business, nor an easy money-making business, as a lot of youngsters believe it to be. It is a Profession and years of hard work are necessary to "arrive".

It is almost needless for me to tell you that there are a lot of men out of work in the Advertising business, and GOOD men! I am very familiar with both the Chicago and New York markets for man-power. During present conditions, we can pick-up any number of good, mature men, well-trained, and with years of experience behind them, at very nominal salaries.