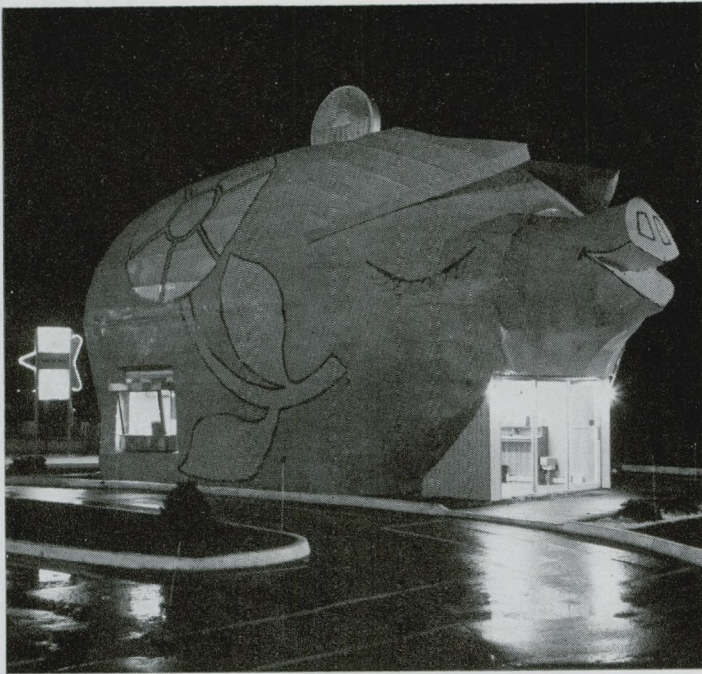


# MID-CONTINENT BANKER

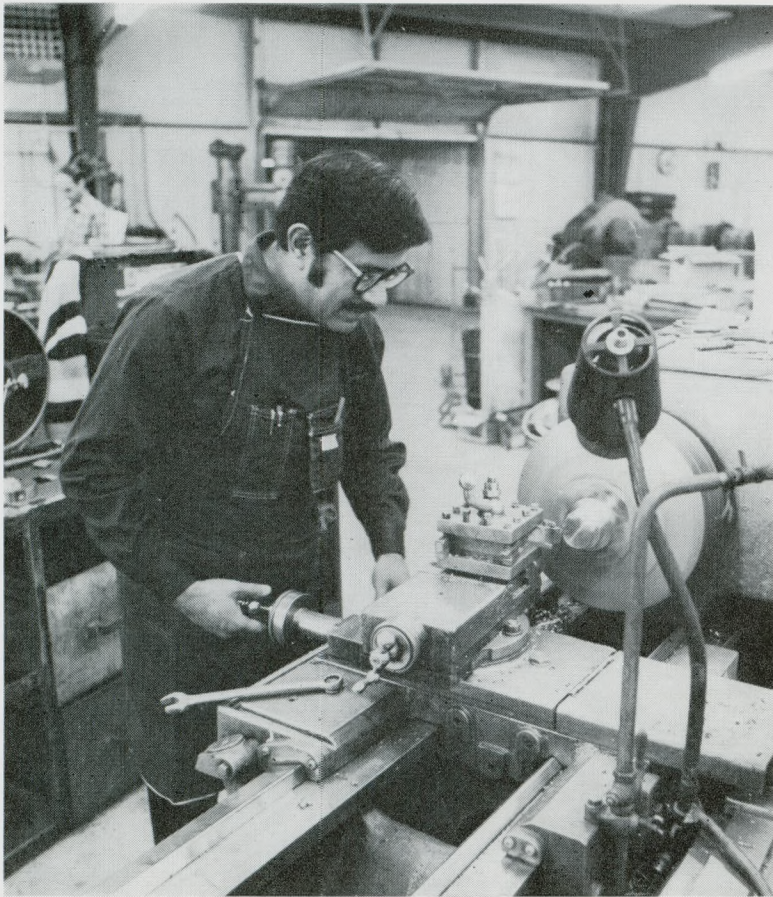
*The Financial Magazine of the Mississippi Valley & Southwest*

NOVEMBER, 1972



**SALES-MARKETING ISSUE**





# Are some of your customers unable to grow because of limited borrowing capacity?

by Wm. W. Lane, Jr.  
Liberty-Heller Factors, Inc.

Let's say you have a good customer with a small manufacturing business. Let's say his invested capital is \$50,000 and his monthly sales are hovering around \$50,000, with a pre-tax profit margin of about 10%. The climate in his particular industry is right for expansion but he needs additional capital. In this example, let's say he's at his \$50,000 limit with you and needs — but cannot yet qualify for — a total line of credit of \$100,000. What do you do to solve his problem and hold the

business? Why not investigate factoring?

Actually, factoring can provide your customer with the equivalent of a revolving line of credit — but without creating any new debt at all. It offers maximum flexibility based on sales, instead of credit limits and can advance him up to 90% of daily, weekly or monthly sales. Your customer has immediate cash flow based on sales, without enlarging his debt — and you keep his account and goodwill.

As a banker, you're able to serve

in a problem solving capacity. You're providing an unforgettable service for your customer, helping him expand his sales capability, but *you're not locked in* with a "thin loan".

Of course, factoring may not be the answer. In some cases, a combination of fresh capital and credit is needed. If you're not positive which course is right for you and your customers, contact our Correspondent Department. You'll receive immediate help in solving your growth customers' problems.



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THE BANK OF MID-AMERICA

The Liberty National Bank and Trust Company of Oklahoma City P. O. Box 25848 73125 Phone 405/231-6163 Member F.D.I.C.

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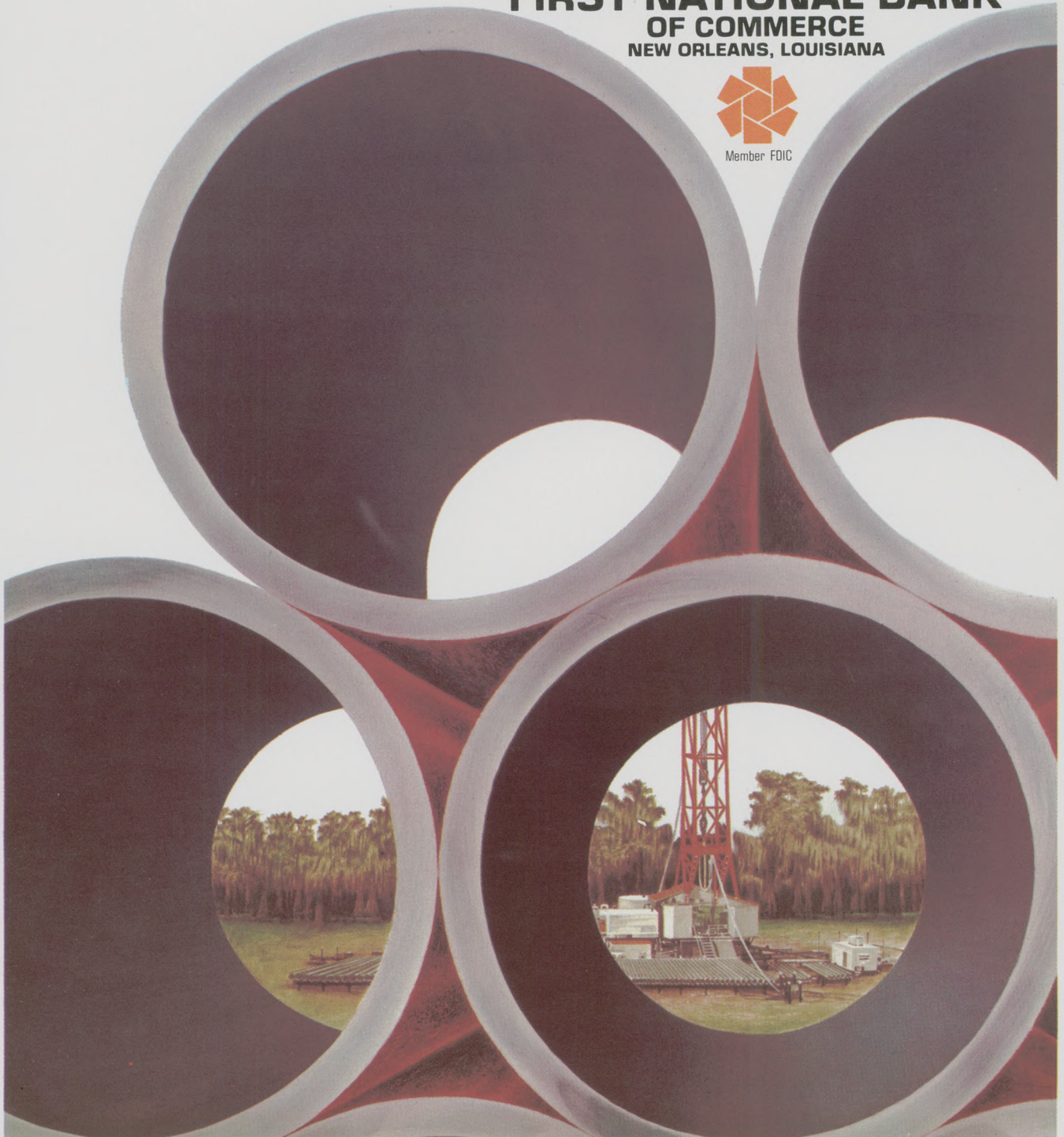
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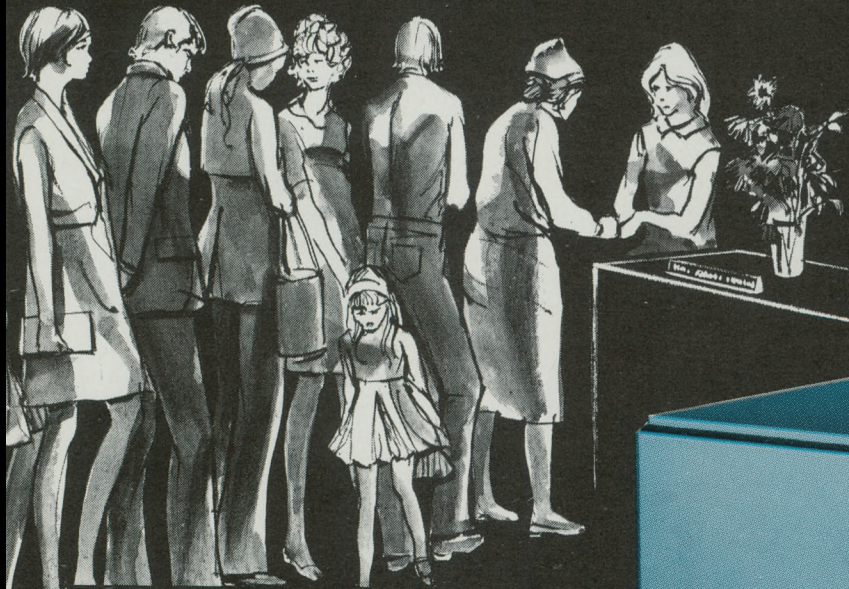




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# Forget Hunt Report; Start All Over Again, Says Wright Patman

# MID-CONTINENT BANKER

The Financial Magazine of the Mississippi Valley & Southwest

Volume 68, No. 12

November, 1972

Bankers may have found some of the recommendations of the Hunt Commission not to their liking, but Representative Wright Patman (D., Tex.), long a spokesman for S&Ls, said he'd like to see the report put aside and forgotten. In addition, the Texan wants the whole process started over again in open forums before appropriate congressional committees.

According to the legislator, the S&L industry and other industries, along with the public, are much better served when these issues are raised in open sessions before elected representatives.

Representative Patman—speaking last month before the annual conference of the National League of Insured Savings Associations—said that in his opinion the Hunt Commission has confused and obscured many important issues the nation must face on financial structure and regulation. It does not appear to have gained any great support from anyone, he told his audience.

If the commission's regulations ever become law—and he was quick to say he doesn't believe they ever will—the S&L industry, he believes, would be placed at “an even bigger competitive disadvantage than is true today.”

“You can rest assured,” he continued, “that the Banking and Currency Committee (of which he is chairman) is going to take a close look at any proposals which come out of the Hunt Report.”

He also emphasized that his committee won't allow the report or any part of it to be pushed through without allowing everyone interested to be heard on it.

## Minority Recruitment

The ABA has announced a referral service to assist banks in the recruitment of minority college graduates.

The Minority Referral Service will be operated through the ABA's urban and community affairs committee and its services will be available to any member bank for an annual subscription fee of \$100, plus a placement fee equal to 5% of the annual salary for each graduate hired.

Initially, 18 predominantly black colleges and five major state universities will be visited by ABA recruiters, beginning this month.

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## The Quality of a Bank's Loan Portfolio

WITH THE RECOVERY our economy is experiencing, some of the substandard loans on the books of our nation's banks undoubtedly will improve. Notwithstanding this, some of the top bank regulators in the nation are still concerned about the quality of the loan portfolios of well over 200 of our nation's banks.

The typical bank executive, on reviewing the loan classification as shown in the report of examination by the bank's supervisor, has this type of response: "They have loans classified that I know are good, but they have not classified loans I know are not good." Frequently, the difference is that the bank officer has a more superior insight into the quality of his loan portfolio than do bank examiners or supervisors. Unfortunately, there does appear to be a good deal of misunderstanding on the part of many less than top-level bankers as to what the loan classification actually involves. Perhaps it would be helpful at this point to mention the three classifications of loans:

1. A substandard loan, according to regulatory agencies, "must have a positive and well-defined weakness or weaknesses which jeopardize liquidation of the debt. Defined in general, a substandard loan is a bank asset inadequately protected by the current sound worth and paying capacity of the obligor or pledged collateral, if any."

2. A doubtful loan. "A loan subject to this classification has all the weaknesses inherent in an asset classified substandard with the added proviso that the weaknesses are pronounced to a point where collection or liquidation in full on the basis of currently existing facts, conditions and values is highly improbable."

3. Loss classification. Such loans "are considered uncollectable and of such little value that their continuance as active assets of the bank is not warranted."

These three definitions do not contain any specific numerical or quantitative applications and, therefore, to a considerable degree will be influenced by

subjective weighing on the part of the examiners. Undoubtedly, there is some variation among examiners of the various agencies or among those in the same agency in how loans are classified and also from one regulatory agency to another. On the other hand, there undoubtedly is a strong central tendency for loan classification; that is, while one examiner might consider a loan substandard and another doubtful, the great proportion of loans will be classified properly.

Possibly your bank might find it fruitful to attempt to classify your own bank's loan portfolio independently of the bank examiners. If this is done, you may have a greater insight into the quality of your own bank's loan portfolio. That is, by combining those loans on which you both agree, you would have a frame of reference. To this, of course, you would add those loans about which you personally have considerable doubt.

This type of exercise, however, is sterile if classification is its sole function. The value, however, comes in the determination to use this information in a positive way. Loans that are substandard, that have weaknesses that jeopardize liquidation, often can be reclassified upward if the bank's efforts are made in that direction. By the same token, they can deteriorate into doubtful loans if they are simply left without any positive action by the bank.

What are the positive things your bank can do to help reduce loans that are classified? A loan review committee is appropriate. It can be established by forming or utilizing a small number of senior loan people to review and evaluate the bank's loans.

At times additional collateral may be obtained that will ensure liquidation of the debt. Often, however, collateral has been fully pledged and is not available. Here the terms of the loan agreement may be reviewed. Can the terms be modified so that the weaknesses are eliminated? This may call for a change in the amortization terms and extension of the loan's terms and a tightening up

of the relationships between your bank and the borrower. As a matter of practice, one eminent bank loan officer insists that his lending officers personally visit the "classified" borrower at his place of business. It is his contention that this on-site interviewing "field trip" gives the loan officer a better impression of what has led to the deterioration of the account and may well provide opportunities for suggestions that will result in lower costs to the customer or improved efficiencies in his operation.

Certainly, the bank's observation of the accounting and related books of the delinquent borrower should not be ignored. In this context, all too often we find that the books are not in good shape and possibly some additional attention in this area could help straighten out the account. Also, it may very well be shown that the books do not reflect the financial data that was presented in the loan application to the bank. Without being threatening, the bank officer may point out that this does provide the bank with the opportunity for legal action. This will strengthen the resolve of the borrower to meet his obligation to the bank.

The loan review committee also can take certain steps, such as trying to perceive weaknesses that are remedial in the subject account. Specifically, the Robert Morris Associates' ratios often can give insight to those areas where the substandard loan or doubtful loan has deviated substantially from the norm.

Certainly, if the executive salary drawings are excessive, these can be zeroed in on. If labor costs are out of proportion, these, too, may be brought to the attention of management. The latter, in turn, can bear down on improving the labor efficiency of the company. While the loan committee can do a lot to help rectify the situation, there is another step to help strengthen the typical bank's approach.

An increasing number of the full

(Continued on page 91)



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# Community Involvement

## Bank Training Program Is Developed For Mentally Retarded Persons

By ROBERT M. LINDSTROM

Public Relations Department  
Manufacturers National Bank  
Detroit

**F**IVE PENNIES EQUAL A NICKEL! So emphasizes an instructor for the mentally retarded at the new Oakland County Mental Retardation Center in Pontiac, Mich. This may seem like a simple mathematical equation to most people, but for a special group of individuals it is the first step in an intensive program to teach the severely retarded the intricacies of handling money.

The aim and purpose of a mental retardation community health program are to assist the individual in realizing his potential and to develop him into a person capable of contributing to society. The Oakland County Mental Retardation Center has a number of programs in operation to fulfill this goal. However, through a relationship with Manufacturers National of Detroit, the center soon realized that no program could be complete without instruction in money and banking. It was learned that the "clients" had difficulty making even the simplest of financial decisions.

Robert L. Pugh, administrative assistant at the bank, worked with Joseph H. Buese and George M. Boswell, director of Vocational Rehabilitation Service for the Oakland County Community Mental Health Department, and created a "mental retardation training bank." The program provides the clients with an experience in maintaining a savings account whereby they are able to, in a controlled setting, make deposits to their individual accounts, earn interest on their deposit balances and make withdrawals from their accounts to provide for spending needs and desires.

"The function of the program," states Mr. Pugh, "is to bring the client's general level of competence and understanding to a point where he will be able to understand the principles of money, exchange values and an account relationship within a controlled setting. Deposits and withdrawals are

made at the training bank in any amount using normal bank procedure. Any excess monies are then deposited in an interest-bearing savings account at Manufacturers Bank to be passed along to the clients on the basis of an equitable formula."

The bank funded the program with a \$500 grant that creates a basic fund for the control (bank) account that earns interest and thereby ensures a return to the clients, regardless of the in-out transactions their funds generate. In such a way, the clients can learn the value of saving. The fund also absorbs whatever small losses that may occur in the handling of cash.

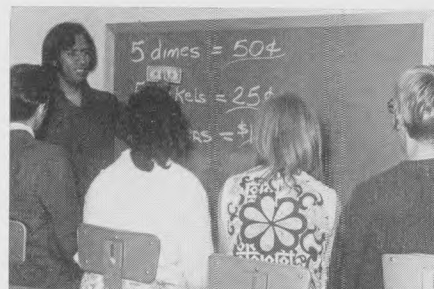
With guidance from the bank and the blessing of the State Department of Mental Health, Mr. Pugh designed the program. There are four basic phases in the implementation of the training bank. In the physical phase, arrangements were made to procure the proper equipment and necessary forms. Adequate space for the tellers window was provided, and a sign to identify the training bank was ordered. The educational phase consisted of training personnel to administer the program and to introduce the procedures to the clients, making them aware of its existence and its purpose.

Classes are taught at the center to instruct the clients in proper handling of currency and proper forms they might encounter at a banking institution. Classes are geared to the different mental capacities of the clients and those who learn proficiency are allowed to have their own savings accounts, provided their parents or guardians give consent.

The procedural phase consisted of opening and maintaining at Manufacturers Bank a control savings account in which excess funds are deposited. The training bank utilizes a member of the center staff to act as teller and is operative each Friday and when the need arises. At present, there are 53 individuals in the program who are moderately to severely retarded. As the program continues, Manufacturers Bank hopes to increase the service



Robert L. Pugh (r.), admin. asst., Manufacturers Nat'l, Detroit, gives instruction in opening of savings account to trainee at special training bank Manufacturers Nat'l has set up at new Oakland County Mental Retardation Center in Pontiac, Mich. Vera Dodman (c.) is teller, and Joseph H. Buese (2nd from r.) is supervisor of training bank that teaches retarded how to handle money.



Richard Chavez gives instruction to special group in proper handling of money and exchange values at new Oakland County Mental Retardation Center in Pontiac, Mich. Class is being held in conjunction with mental retardation training bank devised and funded for center by Manufacturers Nat'l, Detroit.



Vera Dodman, instructor for mentally retarded at new Oakland County Mental Retardation Center in Pontiac, Mich., accepts savings passbook and deposit from trainee at simulated bank branch that teaches intricacies of handling money to mentally retarded.

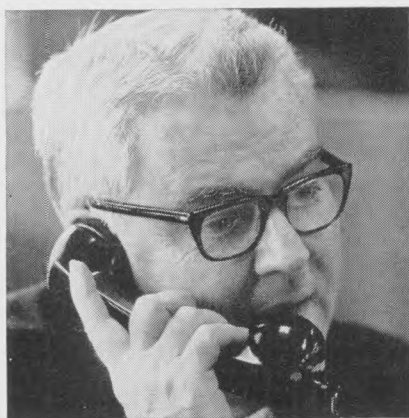
that can be provided and to instruct the clients in other bank functions. This is the evaluative stage that is a continuing process to keep the program meaningful and effective.

The whole idea behind the program and the Retardation Center is to teach self-sufficiency to the trainable child so that he is not dependent on his environment to make even the most minor decisions.

The program can be made available to other mental institutions that may have the need for cash control and disbursement of patient social security and welfare payments. • •



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## Financing Cash Grain Agriculture: Its Basic Factors and Principles

By **ROBERT H. BEHRENS**

**Vice President  
Champaign National Bank  
Champaign, Ill.**

**F**INANCING cash grain agriculture is a tremendously large business and one that is growing rapidly in size and complexity.

Rather than talk about the techniques and technicalities involved in financing a cash grain operation, I'll discuss some basic factors and principles. To begin with, we must recognize that financing a cash grain operation has a highly seasonal pattern. The average grain farmer we finance starts out in late winter or early spring with either no loan balance or a very low balance. Then, as he begins his cropping operation and starts paying operating costs, his loan balance climbs until it hits a high in late fall or early winter. He may have some income from the sale of wheat or from the government program during the late summer, but the great bulk of a grain farmer's income ordinarily is received during the winter or early spring when he sells his grain on hand and at which time he ordinarily pays off his operating borrowings.

Lending to a cash grain operation is no different from lending to any other kind of business because the basic principles of credit apply to all types of loans. In lending to a grain operation, the banker first and foremost is going to look at what I call the man-factor. There are two phases of man-factor: One is integrity and moral character; the other is managerial ability. Second, the banker is going to be looking at the capacity of the unit to repay the debt being incurred. There is a direct relationship between the repayment capacity of the unit and the amount of credit that can be extended. Third, the banker is going to be looking at the financial strength of the operation and its ability to withstand adversity. Fourth, he is going to be giving consideration to the purpose of the loan and making a determination as to whether the loan is sound and constructive. Lastly, he is going to consider the amount and value of the collateral available.

In judging these factors, the banker needs certain items of documentation, three of which are absolute necessities in making a sound lending decision. They are: 1. The balance sheet that enables the banker to determine the financial strength, asset distribution and liability position of the operation. 2. The profit-and-loss statement that helps determine the earnings capacity of the operation and its ability to repay capital debt. 3. The cash flow and budget that enable the lender to determine the cash needs of the operation, when that cash will be needed, amount of repayment available and when that repayment will become available.

In dealing with a farmer borrower, the banker talks to him about two types of loans. The first is an annual type operating loan that will provide the cash operating needs for the cropping operation, including living expenses for the farm family, unless there is some outside source of income.

Let's examine the characteristics of a good operating loan. First, it should serve all the reasonable credit needs of the operation. The grain farmer must commit himself in the spring and he can't quit during the middle of the season, and the lender can't quit financing him during the middle of the season. Therefore, if the banker doesn't believe he can finance his total needs for the entire year, he had better not finance him at all! Second, a good operating loan fits the disbursement of funds to the need for funds. The cash flow statement enables the banker to set up the loan so that disbursements can be made when the farmer needs the funds. This not only helps the farmer maintain control of his cash position, but it also saves him interest costs. Third, a good operating loan is one that can readily be repaid from the normal cash flow of the operation. As I have mentioned, the ability of the operation to repay borrowed funds is a major consideration in making a determination of how much credit can be extended.

The other type of loan that the banker will be making to his grain farmer borrower is a capital term loan for the purpose of paying for capital investment in equipment and facilities.

Capital requirements for equipment, grain storage and other facilities are very high, and it is not unusual for a farmer to invest \$25,000 or more in one piece of major equipment.

Again let us examine the characteristics of a good capital term loan. First, it adequately finances the necessary capital needs of the farming operation. I think our farmer customers sometimes have difficulty in determining how much and what type of capital investment is really necessary and I think that we, as lenders, have a real obligation to counsel our borrowers in this regard. Certainly, we recognize that a sizable investment in equipment is necessary, and we should make every effort to adequately finance those items required for the efficient operation of the unit. Second, I believe a good capital term loan fits the capital expenditure into the overall operation. I believe that both the farmer and the lender should give consideration to capital needs of the operation for at least the next several years. Here again is an area where I believe, as lenders, we have a real obligation to assist and counsel our borrowers in planning their capital expenditures. Lastly, I believe that a good capital term loan sets up a realistic repayment program. Most grain farm operations today do not have adequate annual earnings to pay for a sizable capital expenditure in one year. I think we realistically must think in terms of three to five years in setting up maturities for equipment loans and, in the case of major facilities, possibly in terms of a five- or six-year maturity.

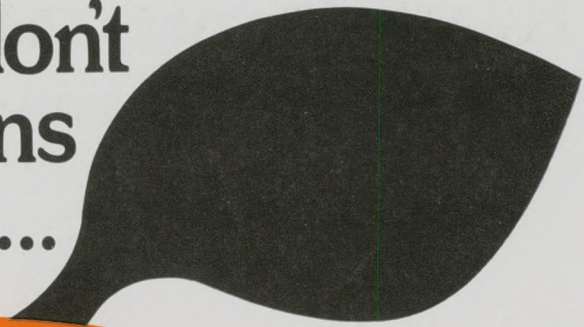
I have mentioned repayment a number of times. I think it's worthwhile to examine what constitutes adequate repayment. I believe that adequate repayment accomplishes four things. First, it will pay family living costs. Let's be realistic; living costs are high and they will be paid. In addition, repayment should be adequate to pay all operating costs including interest. Over and above that, repayment should be adequate to pay off a reasonable amount of capital debt. The lender will have to make a determination as to what is a reasonable amount of capital debt. In my opinion, this would be a minimum of one-fourth of outstanding equipment debt and other capital debt, plus any principal payment due on real estate mortgage debt. In order for repayment to really be adequate, I feel there should be something left over after the above-mentioned obligations have been taken care of to go either into savings or to prepay capital debt.

My experience is that it is rare to have a real problem with a loan to a grain farmer. However, from time to

*(Continued on page 55)*



We don't  
know beans  
about oranges...



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of agriculture in Mississippi—either growing, processing or marketing—your most knowledgeable source is First National of Jackson.

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# NEWS OF THE BANKING WORLD

- **Whitney National**, New Orleans, has promoted four officers and elected one officer. Promoted from assistant vice president to vice president was Pierre J. Laiche. Mr. Laiche joined the bank in 1933 and has been in the correspondent banking department since 1947.

Advanced from assistant cashiers to assistant vice presidents were Paul Hogan III, John Lacourge and Frank Pettingill. They joined the bank in 1965, 1946 and 1947, respectively.

Named assistant vice president was Kevin Pickard, who also serves in the correspondent banking department. Mr. Pickard joined Whitney in 1971.



LAICHE



PICKARD

- **P. J. Mills**, vice president, Pioneer Bank, Shreveport, La., has been granted a leave of absence from the bank to assume the post of executive director of Louisiana's newly created Superport Authority.

The main role of the Superport Authority, officially known as the Louisiana Deep Draft Harbor and Terminal Authority, will be to coordinate federal and state activities leading to location of the Superport off Louisiana's Gulf Coast.

Mr. Mills joined Pioneer Bank in 1962 as assistant vice president and was named vice president in 1967. He is responsible for marketing, public relations and advertising. Mr. Mills served in the state House of Representatives from 1968 until earlier this year.

- **J. W. McLean**, chairman and chief executive officer, Liberty National, Oklahoma City, has been named the nation's outstanding regional banker of 1972 by *Finance Magazine*. The publication's "regional" category includes bankers from all areas of the country outside the largest central reserve financial centers.

The October issue of *Finance* supported its choice of Mr. McLean with



MILLS



McLEAN

a recitation of results of his five-year leadership of Liberty National and his involvement in civic development. According to *Finance*, under Mr. McLean's leadership, Liberty became the biggest bank in Oklahoma and a regional force; the bank erected the tallest building in Oklahoma City and sparked enormous downtown development; the bank's earnings showed a 75% gain in four years; total resources increased 60%, and total deposits at year-end 1971 passed the half-billion mark, the first time for any Oklahoma bank.

The magazine also summarized an extensive internal reorganization of the bank during Mr. McLean's tenure and formation of Liberty National Corp., a one-bank HC, with the bank and Liberty Financial Corp. as wholly owned subsidiaries. In addition, the magazine pointed out, Liberty opened a branch in Nassau, the Bahamas, "a first step in a program which recognizes it is not landlocked in enterprise."

- **Hamilton Bank** of Nashville has received state supervisory approval to be organized by Hamilton Bancshares, Inc., headquartered in Chattanooga, Tenn. The new bank will occupy the 12-story, 250-room Noel Hotel in downtown Nashville. The structure will be completely renovated.

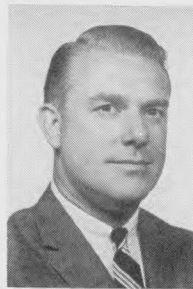
B. Lamar Rankin, former executive vice president, Hamilton National, Chattanooga, will be president of the new bank. Finis Nelson, recently retired executive vice president, First American National, Nashville, will be chairman.

- **Five** of the 24 theses and research projects chosen by the Stonier Graduate School of Banking for circulation in its permanent collections in three libraries were written by students from the Mid-Continent area.

The students and the subjects of their works are: Guy B. Harrell, vice presi-

dent, International City Bank, New Orleans—"The Automated Banking Facility"; Ronald D. Prasse, vice president, First National, St. Louis—"Financing Minority Enterprise"—G. Thomas Andes, cashier, First National, Belleville, Ill.—"A Marketing Plan for a Small Bank"; Sam O. Kimberlin Jr., executive vice president, Texas Bankers Association, Austin—"The Competitive Structure Within Which the Commercial Banking System Operates"; and Gene C. Monger, senior vice president and comptroller, First Security National, Beaumont, Tex.—"Cost-Pricing Relationships in Your Bank."

The libraries in which the theses will be available, beginning March 15, are located at the ABA's Washington, D. C., headquarters, at Rutgers University, New Brunswick, N. J., and Harvard University Graduate School of Business Administration, Cambridge, Mass.



GANTT



GIARDINA

- **National American Bank**, New Orleans, has named Ralph J. Giardina senior vice president. Mr. Giardina is a native of New Orleans and has spent his entire business career in the banking field.

- **John W. Gantt** has been promoted from executive vice president to president of First National, Cincinnati. William N. Liggett, who has served as president since 1968, was named chairman and continues as chief executive officer. J. Rawson Collins was elected vice chairman.

Mr. Gantt, with the bank since 1954, was appointed a vice president in 1958 and named head of the national and corporate relations department in 1964. He had been executive vice president and a director since 1968.

Mr. Liggett came to the bank in 1948 as an assistant vice president in the department of banks. Mr. Collins joined First National in 1934 and has



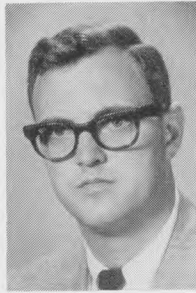
been an officer in the trust department since 1947, most recently as vice president in charge of trust department investments and chairman of the trust investment committee.

- **First National Bank of Commerce**, New Orleans, has named three senior vice presidents—Edwin G. Jewett Jr., international banking; Charles C. LeBourgeois, investment services and money management; and Joseph G. Lier, real estate.

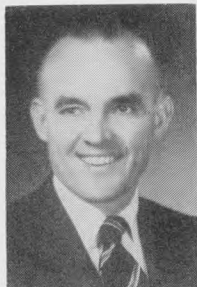
Named vice presidents were Henry E. Jamison, business development; George R. Pabst Jr., correspondent banking; and R. Bradford Thomas, data services. Mr. Thomas has been named manager of data services. New assistant vice presidents are Jay P. Hundley, correspondent banking, and William R. Laughlin Jr., bank operations. Thurlow A. Conaway is a new data services officer.



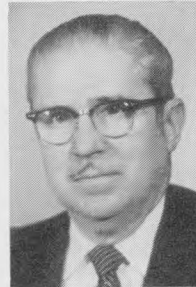
JEWETT



LeBOURGEOIS



KLEMME



LIER

- **Carl W. Klemme** has been named executive vice president and head of the operations division of Morgan Guaranty Trust, New York. He succeeds Henry J. Rohlf, who has retired as executive vice president but will serve as a consultant to the bank. At one time, Mr. Rohlf was vice president of Mercantile Trust, St. Louis.

Mr. Klemme joined the bank in 1950. He was named vice president in 1961 and senior vice president in 1970.

In other action, Alexander V. R. Halsey and Theodore H. Mengel Jr. were promoted from vice presidents to senior vice presidents in the operations division. Mr. Halsey heads the methods and systems and data processing departments and Mr. Mengel is responsible for division planning and special projects.

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*Asst. Cashier*



# Bank Operations

## Small Bank Automates On-Premises With Electronic Accounting Machines

**T**HE SMALL BANK that cannot afford a computer but still wants to increase accounting automation faces a major decision.

Should the bank stay on-premises or go off-premises to further automate its accounting?

At First National in Lacon, Ill., a small bank with resources of \$7-million-plus, the decision was made to install an on-premises system consisting of two electronic accounting machines with magnetic ledger card capabilities.

According to President Wilford A. Nelson, the bank is very happy with results.

"Service to the public is much greater with an on-premises accounting system," he said. "There's complete privacy on all accounts. Furthermore, accounting records are up-to-date as of current date and customers can be shown complete statements of all transactions at a moment's notice.

"With an on-premises system, there also is greater accuracy because there is less chance of errors or losses. In addition, we have better control because all our records are kept in the bank.

"We could have gone off-premises previously, but we decided to wait to see what could be done on-premises. Now, our results show that waiting was best."

Founded in 1864, First National employs 10 full-time and two part-time people. Operating as many as five teller windows and a drive-in window on busy days, the bank serves what is basically a farming area around Lacon.

In July, 1971, First National installed two new NCR 400 electronic accounting machines with a feeder-

**First Nat'l of Lacon has begun using two NCR 400 electronic accounting machines with feeder-reader attachment for automatically processing magnetically striped ledger cards to process demand, savings and time deposits, loans and general ledger. Replacing four conventional accounting machines, these electronic units make it possible to reassign two machine operators while reducing need for part-time help.**



reader attachment for automatically processing magnetically striped ledger cards. According to Russell Hamilton, cashier, the new electronic units replaced four conventional bookkeeping machines, making possible reassignment of two machine operators to other duties while reducing the need for part-time accounting help.

"We had reached the point where we had to do something to increase accounting automation," Mr. Hamilton said. "The bank had grown several million dollars in resources in several years, and we had moved into a new building that was three times the size of our former quarters.

"With the electronic accounting machines, we now compute service charges on 2,500 checking accounts automatically instead of manually. We also automatically compute interest daily on savings accounts. Formerly, savings interest was calculated semiannually on a manual basis.

"Automatic line-finding, account-number verification, old balance pick-up and trial balance preparation further improve accounting speed and accuracy. We now get statements out in 1½ to two days instead of a week. In addition, statements have a more modern, neater appearance, which enhances customer satisfaction."

Programed by NCR to First National specifications, the electronic accounting machines now handle demand deposits, savings deposits, time deposits, loans and the general ledger. The units also are used to maintain ledger cards with running payroll balances on all bank employees.

For demand deposits, two-part ledger-statement forms bonded top and bottom are used, eliminating the need for side-by-side posting or a separate filming operation. Made of extremely lightweight paper, the top statement part of the form also makes it possible to reduce postage costs. During processing, overdrafts and new balance amounts on corrected overdrawn accounts are printed-out automatically to one side on a journal sheet.

On savings accounts, daily interest is computed every time a transaction is posted to an account. For time deposits,



**First Nat'l of Lacon now computes service charges automatically on NCR 400 electronic accounting machines. Bank also computes interest daily on savings accounts. Automatic line-finding, account-number verification, old balance pick-up and trial-balance preparation further improve accounting speed and accuracy.**

running balances are kept on all accounts.

Interest paid year-to-date is computed and recorded along with payments and balances on ledger cards maintained for all loans. A separate control card is used to break down loans automatically into call report and endorser categories. Installment loans also could be processed, but are not because of lack of sufficient volume to justify this application.

The general ledger is prepared from individual and control cards maintained for both assets and liabilities. Individual cards are maintained for each category of expense and interest received. Balances are automatically transferred from these cards to control cards for general ledger preparation.

"Our on-premises electronic accounting system was well received by everyone," summed up Mr. Nelson. "Customers like it because statements look better and conversion was smooth, affecting them directly only in terms of the installation of an account-numbering system. Machine operators like the system because it speeds up and simplifies operations.

"Furthermore, although we're happy now with what we have, we can always go to a more sophisticated on-premises system in the future if warranted by growth." • • •

**Wilford A. Nelson (seated), pres., First Nat'l, Lacon, and Russell Hamilton, cash., review magnetically striped ledger card processed on bank's new electronic accounting machines. Mr. Nelson says on-premises approach to increased accounting automation is producing better customer service and greater accounting accuracy and control.**









## Inter-Branch Visiting by Employees Can Prevent Feeling of Anonymity

By LOUIS C. FINK

AT MY AIB CLASS in Bank Marketing, the students wrote short papers on "Banking of the Future." They all agreed that computers would be used more and more and also saw increasing reliance on automatic tellers and drive-in windows where customers could not see tellers.

We discussed the obvious inference: that banking ran the danger of becoming too impersonal. If we are not careful, customers can become numbers. The depositor-borrower of the future may never know his banker by name. This is sad, because loyalty isn't built with anonymity.

Bank management seems to be aware of the problem. In these days of mass retail banking, steps are being taken to maintain some personal contact with as many customers as possible.

The question arises as to whether we are doing as much for our employees. Banks have grown so big that the president no longer can stroll around on Christmas Eve and speak to each employee. The sad fact is that many banks have abandoned their traditional Christmas parties, at which the president at least could speak to all staff members at once. Hotel dining rooms are not large enough, and if husbands and wives are invited, the affair is too big to develop any good neighbor feelings.

This feeling of remoteness has been aggravated by branch banking and by development of holding companies. Old-time employees of a bank read about a new branch that may be 20 or 200 miles from the home office (and their own homes). They never see the branch building and they meet few of the branch staff. In the course of their work, they talk to the branch people, but they don't meet them.

Bank holding companies have added to this lack of personal communication. New banks join the group, and employees scarcely remember the names of the banks. State-wide branching means that offices of the same bank may be hundreds of miles apart. When branch banking began, it was customary

to urge employees to "stop by and see the new branch on your way home." Such advice is meaningless now, and even more so for the bank with 100 or more locations, not to mention a separate location for the computer, the real estate affiliate and a few more.

Banks do not ignore the problem. Most big banks have employee publications that print pictures of the branches and their staffs, in an attempt to make friends of everybody. They bring in branch managers to talk to staff meetings. They run sales contests promoting friendly rivalry among the branches and the main office.

For the average employee, who feels alienated from top management, the feeling may grow that these branch people are distant, too. A good career employee is genuinely interested in the other people who work for his bank, but he finds it hard to meet them.

At certain levels, there is no big problem. Branch managers have regular meetings. Certain officers get out to inspect the branches on a consistent basis. Operations people usually get together. In the case of a holding company, bank presidents have scheduled meetings.

It's on the lower levels that the feeling of disassociation persists. It is not unusual for an employee to work 10 or 20 years in a branch and then reveal that he has never been inside the home office!

Something can be done about it—not for everybody perhaps, and not with 100% effectiveness, but steps can be taken.

On an individual basis, employees can be sent to another branch or to an affiliated bank for a specific period of study—one month, six months or whatever seems proper. The visitors will learn that banking problems do vary in other places, and their horizons will be broadened.

On a group basis, there is no compelling reason why busloads of employees could not be taken to another location for a visit. In my own bank, this has been done several times for young people on the training program. It made a long day for them, but they saw the other bank and the community

it served. Needless to say, they came to know each other better.

It may seem hopeless to look at 2,000 or 3,000 employees and visualize their transportation to one or two of your other locations. But you don't have to take all the employees; perhaps you could start the program with men and women who have been employed for three years—or five. Nor do you have to visit every location. Start with one.

Take main office employees to one branch; bring the branch people into the home office. Just that much will go a long way to breaking down the feeling that branches and affiliated banks are another world, not "part of my bank."

Another small step that has worked in my bank is an annual meeting for reporters, or "editors," of our employee magazine. We bring them together for a day, show them through the host bank and give them a glimpse of the industry of the area. What's more, we go to a different city in Georgia each year. Result? Besides visiting other banks in our group, these volunteer reporters have inspected a college in Rome, Ga., had a tour of Fort Benning, checked out a candy factory, studied a hotel operation on the coast and taken a very hot tour of a pulp mill.

In addition to making new friends and feeling part of the family, these men and women are better bankers for having seen a few of banking's customers. We have found our hosts uniformly anxious to take bankers through their establishments.

There is one recurring obstacle to all this: We can't spare the time! Set up a tour such as I have outlined, and some department heads will inform you that you have picked their busiest day—and they can't possibly spare even one employee. Granted, you have no right to borrow their employees too often, but consider this: If the same employee called in sick for one day, the department head would manage somehow.

It is self-evident that the plan won't work without the support of top management. But if inter-bank visits have the blessing of the chief executive, they can be made productive—and their benefits will be manifold. • •

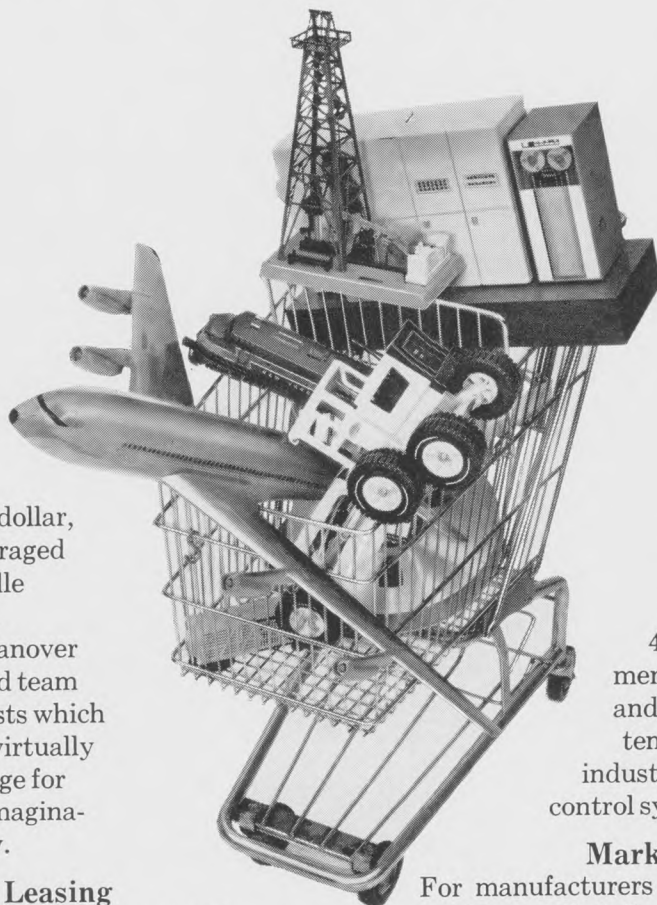
■ PHOENIX—Valley National has appointed four new vice presidents—Thomas J. Callan, Roy Johnson, E. Cole Thornton and Arthur Treat.

### Bank Proposes Stock Dividend

LOUISVILLE—Liberty National recently announced a proposed 100% stock dividend. This action will double capital from \$5.1 million to \$10.2 million.



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But, unlike many other major banks, MHT also offers "middle-market" leasing.

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all 50 states can obtain straight lease financing—ranging from \$500,000 to \$5 million, over periods of 4 to 10 years. On such equipment as business aircraft, small and medium size computer systems, machine tools and heavy industrial equipment, and process control systems.

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## Lease Management Service

And, for our correspondent banks nationwide, we also have a lease management service.

*Whatever your leasing needs, talk to Manufacturers Hanover—where leasing isn't just another bank service—it's an entire corporation, staffed by leasing experts who work at nothing else. Call them at (212) 350-4567.*

# MANUFACTURERS HANOVER



# New Products and Services

• **BancTec, Inc.** A new system called CheckMender for rehabilitation of MICR-reject documents has been announced by BancTec, Inc. Two key elements of the new system are the CheckMender HeatStrip Extension and the CheckMender Auto-Extender. The HeatStrip Extension provides a five-eighths-inch-wide clear band for re-encoding along the entire bottom edge of the check or other document. The CheckMender Auto-Extender automatically applies the extensions to the documents.

The HeatStrip Extension, which becomes an integral and permanent part of the document, is a laminated strip made up of a MICR bond upper layer for maximum printing quality and a heat-sensitive, thermoplastic substrate. BancTec says the substrate adds only 1,000th of an inch to a check's thickness.

The CheckMender Auto-Extender automatically applies the HeatStrip extensions to all checks (including punch-card checks) on an intermixed basis at the speed of 9,000 items per hour,



This CheckMender Auto-Extender from BancTec, Inc., Dallas, is key element in new method of processing MICR-reject documents.

says the manufacturer. A single operator can prepare documents and operate the CheckMender Auto-Extender.

Write BancTec, Inc., 9978 Monroe Drive, Dallas, Tex. 75220.

• **Robert Morris Associates** has published the 1972 edition of its Annual Statement Studies. The book contains composite balance sheets, income statements and ratios on 289 different lines of business. All figures are for the period ending on or about December 31, 1971.

RMA has published the research project annually since 1923. It is compiled from financial statements of borrowing customers which are submitted by RMA's member commercial banks. Over 30,000 usable statements are included in the new edition.

Copies are available from the RMA

national office, 1432 Philadelphia National Bank Building, Philadelphia, Pa. 19107. Price is \$10 per copy to non-member banks and \$5 per copy to member-banks.

• **Diebold, Inc., Canton, O.,** has added a video tape surveillance system called the VSS-1 to its security line. Developed jointly by Diebold and Ampex Corp., the unit features an automatic camera with switching capability that will enable it to record action on eight cameras for a 76-hour period on one re-



usable tape. A photographic attachment will provide an immediate hard copy picture for identification and law enforcement use.

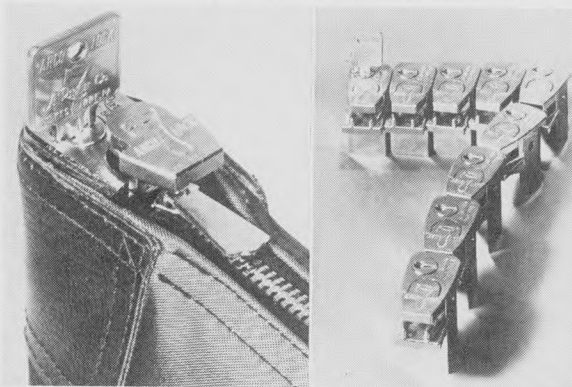
• **Meilink Bank Equipment, Toledo, O.,** is offering DeposiTeller, a new lobby depository featuring a functional counter top. Designed for transactions not requiring a teller, the unit is said to promote faster customer service and reduce lobby congestion.

The firm has also announced the sale of safe deposit boxes.



• **A. Rifkin Co. Super Arcolock.7** is being introduced by its manufacturer, A. Rifkin Co., as "a significant advance in built-in locking systems for bank bags." The Rifkin firm points out that by increasing the tumbler locking mechanism to seven pins, the new lock not only assures far greater security, but also considerably increases the flexibility of lock-bag systems.

As an example, Rifkin says that up to 3,000 independent, completely different key changes are possible with no interchanges when the Super Arcolock.7 is employed in the system, and it also makes possible up to 2,000 independent changes in completely new master-key systems. According to Rifkin, the exclusive key design has been developed to prevent unauthorized duplication, and the keyways have been designed to exclude other keys. As a protection for the system, all



key orders must be authenticated and will be checked against the company's

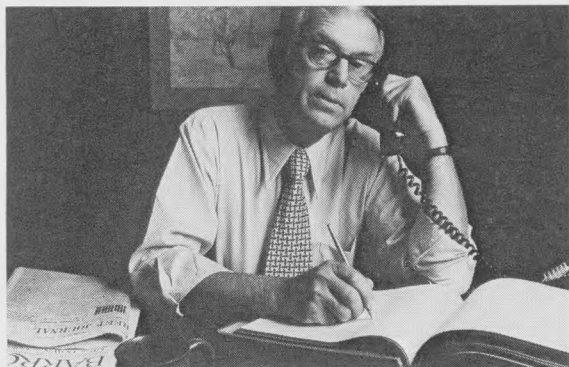
master records. These include micro-filmed records of all Rifkin Safety sacs used by more than 10,000 customers for more than 40 years, says Rifkin.

The Super Arcolock.7 replaces Rifkin's Deluxe Arcolock®, and the new locks will be incorporated in all Rifkin Deluxe Safety sacs, Heavy-Duty Mail and Currency sacs and Fire-Shield Safety bags.

Write A. Rifkin Co., 1400 Sansonic Parkway, Wilkes-Barre, Pa. 18703.



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Prior to the end of each month City National Bank will provide the following management reports:

1. **Maturity analysis.** A statistical analysis of the portfolio by par value, tax equivalent yield, and discount for each maturity year.
2. **Portfolio analysis.** A summary of the portfolio showing average maturities, values, costs, and analysis of quality (Moody) ratings on municipal bonds.
3. **Pricing lists.** Government securities reflect current market values and amount of variation from book value. Municipal securities relate current relative market value as determined by our investment analysts.
4. **Municipal analysis reports.** Three one-page summary reports providing a maturity analysis by type of bond (GO, Revenue, PHA, etc.), by holdings in each state, by Moody rating.
5. **Maturity distribution.** Lists all securities held by maturity. Aids in maintaining a balanced portfolio.
6. **Security inventory.** Lists all securities by their assigned group.
7. **Coupon and maturity projection.** Shows upcoming maturities and interest due and serves as a working report from which coupons and matured bonds are removed from the vault for collection. Credit advices from safekeeping agents can also be verified.
8. **Accounting reports.** Premium amortization, discount accretion and interest accrual are figured for you.

9. **File updating and audit trail.** A record of buys, sells, coupon payments, calls, and maturities. Various totals for general ledger entries are also furnished.

10. **Security master record.** A card containing all information for each security is prepared as required.

\*11. **Safekeeping report.** Lists all portfolio securities by safekeeping agency. Primarily used by auditors and bank examiners.

\*12. **Pledged security report.** Provides a complete list of pledged securities by pledgee in relating collateral requirements to deposit fluctuations for individual pledgee.

\*13. **Quarterly tax report.** Provides a summary of sales, calls, and maturities which have occurred during the quarter and indicates the resultant profits and losses.

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\*Prepared on request or at the end of a fiscal quarter



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a. Level term. b. Level term in excess of normal amounts and older ages.

**B. Physical Damage and Liability.** 1. Automobiles. 2. Mobile homes. 3. Motor homes. 4. Recreational vehicles. 5. Snowmobiles.

**C. Single interest and non-filing for automobiles and other loan portfolios.**

**D. Consultants in forming re-insurance companies.**

**E. Special bonding services.** 1. Bankers blanket bond. 2. Officers and directors liability. 3. Extortion or kidnap insurance.

**F. Credit Bonds.** 1. Mobile home. 2. Home modernization.

**G. Group Coverages—bank controlled mailing programs to bank customers.** 1. Mortgage insurance. a. Life and Disability. b. Life only. c. Disability only. d. Individual. e. Commercial. 2. Group homeowners insurance. 3. Specialized individual insurance for bank customers—both Life and Hospitalization.

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## New Customer Services

### 'Minimizer' Installment Loans Offered at Continental Bank

CHICAGO—Continental Bank has begun offering installment loans on a new, consumer-oriented "simple-interest" computation method, enabling borrowers to both reduce interest charges and manage their finances with more convenience.

The plan, called the "Minimizer," allows a borrower to minimize his interest charges by prepaying on his balance. Interest is charged only on the daily outstanding principal balance. Thus, if the borrower makes prepayments, his principal balance will decrease immediately, as will his interest charges.

The "Minimizer" lets the consumer pay interest for only the amount of money he uses and for the time he uses it.

### Computa-Home Service Offered In Tulsa by First National

TULSA—First National has been named exclusive agent here for Computa-Home, Nashville, a computerized home-location organization. The service originally was designed to help firms save time and money in relocating employees. It's now offered at no charge to corporations and individuals by the 24 banks across the country participating in the program.

The specially designed Computa-Home report describes up to 75 important features of each prospective home. These include location, price, age, room sizes, taxes, insurance, monthly payments and mortgage information.

### Coin Collectors' Center Started by Chicago Bank

CHICAGO—Lake View Trust has opened a Coin Collectors' Center in its lower-vault area. The center offers gold and silver coins, commemorative silver bars and a variety of U. S. and foreign coins. Customers may buy any item displayed at its current price. All coins, medals or bars are either proof or are in uncirculated or extra-fine condition.

The center, by being located in the vault area, will provide easy access to safe deposit boxes, where coins and other valuables may be securely held, a bank spokesman pointed out.

### Auto-Leasing Program Started By Security Pacific Nat'l

LOS ANGELES—Security Pacific National has entered the auto-leasing field by introducing SpecialLease. This is a non-maintenance, open-end leasing program whereby individual and corporate customers may lease any make or model car or light truck up to 1½ tons with all accessories. Leases normally will run for 24, 30 or 36 months.

Open-end leases provide these three options:

1. The customer may buy the car under lease at any time up to the end of the lease period for the amount previously agreed on in the lease. 2. The customer may sell the car and pay the bank the amount indicated in the lease, keeping any difference as a profit. 3. The customer may return the car to the bank at the end of the lease period. The customer is responsible for the amount agreed on in the lease at that time.

Sales taxes are added to each monthly leasing payment, and customers pay their own license fees when due.

In addition to leasing cars to customers directly, Security Pacific is inviting selected auto dealers to take part in the SpecialLease program.

### Internat'l Money Orders Offered By Chase Manhattan Bank

NEW YORK—Chase Manhattan has created a new service, the international money order, which is being offered to correspondent and affiliate banks in Europe and Asia wherever permitted by local regulations.

The international money order, payable in amounts up to \$500, will—according to the bank—simplify the process of making payments in U. S. dollars overseas or in this country from foreign countries for both the correspondent bank and its customer. According to Chase, these money orders are more versatile than payment orders payable through a particular bank or drafts on a particular bank because they are negotiable instruments that can be converted quickly to cash in banks throughout the world.

Fees for issuance to a bank's customers are set and retained by participating banks, and forms and related paperwork are processed electronically, free of charge, by Chase Manhattan.

Chase provides stop-payment orders with the international money orders.

■ SAN FRANCISCO—Wells Fargo Bank has elected four vice presidents: Jere Montang, James C. Flood, Lauren D. Upson and Lawrence J. Chazen.



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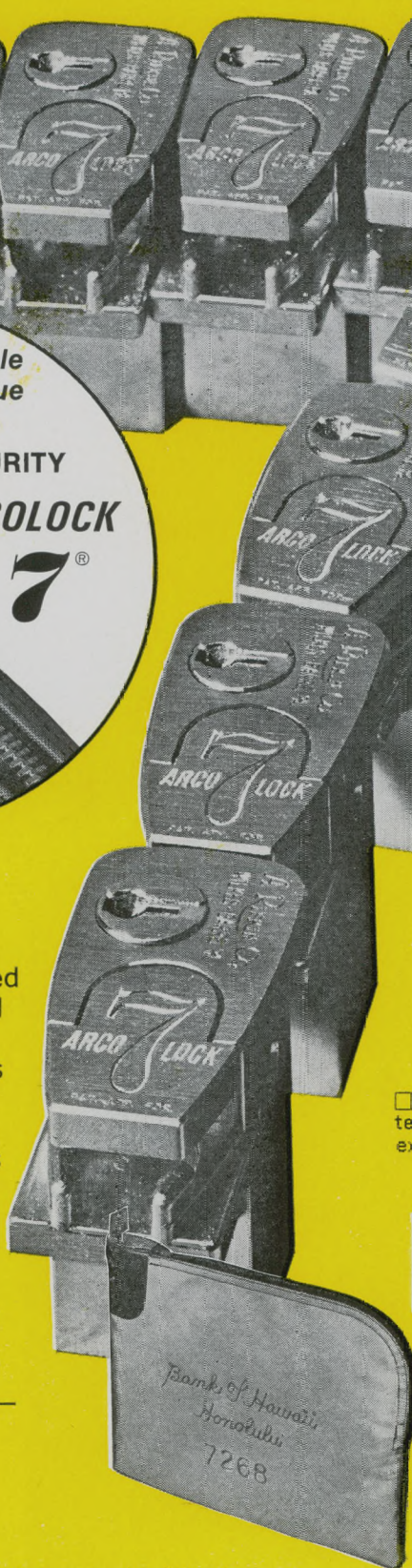
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## CORPORATE NEWS ROUNDUP

- **Ziegler Co., Inc.** R. D. Ziegler will become president of Ziegler Co., Inc., West Bend, Wis., effective January 1. He also was named to the board of the holding company and of each subsidiary company. Mr. Ziegler will resign as president of the consumer products group and as a corporate vice president and director of Dart Industries, Inc., on December 31.

Mr. Ziegler's brother, Bernard C. Ziegler, will become chairman of Ziegler Co. on January 1. Presently, he is vice president, corporate affairs, West Bend Co.

Kenneth G. Marsden, who has been serving as president of Ziegler, will continue as president and/or chairman and chief executive officer of the firm's six operating companies.

In other action, Thomas H. Twitchell was named executive vice president of the firm. He will continue as sales manager and supervisor of the company's 26 branch offices.

Changes in officer alignment have been under study by the Ziegler board since the untimely death last June 15 of Thomas J. Kenny, former chairman and president.



R. D. ZIEGLER



TARVIN

- **Security Corp.** Anthony H. Tarvin has joined Security Corp., Santa Ana, Calif., as director of marketing. He will supervise planning, sales development, advertising and public relations functions for the financial equipment firm.

Previously, Mr. Tarvin held marketing positions with Ajax Hardware Corp., division of Scovill, Inc., City of Industry, Calif.; Dart Industries, Los Angeles; and United California Bank, Los Angeles.

- **Computer Wares, Inc.** Harold H. Godsey Jr. has been appointed marketing representative for the Southeast and Midwest for Computer Wares, Inc., Birmingham.

Previously, Mr. Godsey was with Computer Generation, Inc., Atlanta.



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# NEWS OF HOLDING COMPANIES

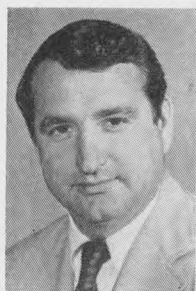
• **Hamilton Bancshares, Inc.**, Chattanooga, has named Paul R. Cobble senior vice president. Mr. Cobble is also senior vice president, Hamilton National, lead bank of the HC, where he heads the correspondent bank division. He has also served as assistant secretary and treasurer of the HC.

Mr. Cobble joined the bank in 1957 following a career with First National City Bank, New York. He is a director of three Tennessee banks.

In other action, the HC has received Fed approval to acquire Farmers National, Winchester, Tenn., which will be the HC's 14th unit.



COBBLE



FAULK

• **First Commerce Corp.**, New Orleans one-bank HC, has formed First Investment Advisors, Inc., a wholly owned subsidiary that will act as advisor to a real estate investment trust in the process of formation. E. Ward Faulk Jr. is president of the new corporation.

Mr. Faulk, who joined the First Commerce Group in 1970, came from the Trust Co. of Georgia, Atlanta. He is vice president, First Commerce Corp., and a senior vice president of its subsidiary, First National Bank of Commerce, New Orleans.

• **Ameribanc, Inc.**, holding company for American National, St. Joseph, Mo., has announced the acquisition of 72,000 shares of its stock by six other bank holding companies and by Robert F. Keatley, a principal of two of these companies. Sale of the stock was made by Ameribanc shareholders, most of whom are principals in American National.

In addition to Mr. Keatley, buyers of the shares are: Central Kansas Bancshares, Inc., which owns 53.5% of the stock of Central State, Hutchinson, Kan.; Kansas Bancorp., Inc., which owns 82% of the stock of Home State,

Kansas City, Kan.; First American Bancshares, Inc., which owns about 80% of five northwest Missouri banks; Kansas Bank Corp., which owns approximately 95% of First National, Liberal, Kan.; American Bancorp., Inc., which owns substantially all the shares of Linwood State, Kansas City; and Consolidated Bancshares of Missouri, Inc., which owns substantially all the shares of an outstate Missouri bank.

Mr. Keatley is president, First American Bancshares and Kansas Bancorp.

Milton Tootle continues as chairman of both Ameribanc, Inc., and American National, and Benton M. Calkins continues as president of the bank. Mr. Keatley is expected to be elected president of the HC.

No changes in personnel of either American National or Belt National of St. Joseph (also owned by Ameribanc) are contemplated.

In making the announcement of the stock sale, a spokesman for the HC said that an aggressive effort will be made to make the St. Joseph-based Ameribanc become a state-wide bank HC.

• **Fort Worth National Corp.** evidently has lost its fight to keep its holdings in the Mutual Savings & Loan Association, Fort Worth. A federal appeals court in New Orleans last month granted the Federal Savings & Loan Insurance Corp. the right to seek divestiture of the bank HC's holdings in the S&L. As of press time, the HC had not announced plans to appeal the ruling.

The HC acquired full ownership of the S&L last year for about \$6.5 million under authority of a court order that was appealed by the Federal Home Loan Bank Board. The latter contended the transaction reduced competition.

The Justice Department still has a suit pending against the HC. This reportedly marks the first time that Justice has tried to block acquisition of an S&L by a bank or bank HC.

Stock of Mutual Savings has been held in escrow with First National, Dallas, pending the final outcome of the litigation.

• **Third National Corp.**, Nashville, has received Fed approval to acquire Friendly Finance, Inc., Paducah, Ky. Friendly Finance is a commercial and

financial loan corporation operating through 19 offices in Tennessee, Kentucky, Mississippi and Oklahoma. It has assets in excess of \$10 million. The acquisition is the first for the HC.

• **First National Charter Corp.**, Kansas City, has officially acquired Butler (Mo.) State, which is the HC's ninth unit.

Butler State has elected W. Darrell Meyer executive vice president and director. G. E. Babcock and C. W. Babcock continue as chairman and president, respectively. Mr. Meyer was previously a vice president in the correspondent bank division of First National, Kansas City, lead bank of the HC.

• **First Alabama Bancshares, Inc.**, Montgomery, Ala., and First National Bank of Bay Minette, Ala., have signed an affiliation contract. The proposal is subject to supervisory approval and to obtaining certain tax rulings.

Under the contract, each Bay Minette bank shareholder will be entitled to receive 2.5 shares of Bancshares stock for each share of bank stock. The Bancshares offer will involve approximately 67,500 Bancshares stock.

• **First Tennessee National Corp.**, Memphis, has opened First Tennessee Investment Management, Inc., a wholly-owned subsidiary, and a "spinout" of the HC's anchor bank, First National, Memphis. The purpose of the firm is to provide money management for individuals and corporations. Officers are James A. Thomas III, president, and Marjorie L. Young, secretary-treasurer.

• **First American National Corp.**, Nashville, plans to acquire two Tennessee banks—Volunteer-State, Knoxville, and Farmers-Peoples, Milan. Upon regulatory agency approval, the acquisitions will become the fourth and fifth units of the HC.

• **First Ogden Corp.**, Naperville, Ill., plans to acquire Bank of Naperville. The combining of the two firms would result in First Ogden becoming a HC. The \$40-million bank was organized in 1957. First Ogden provides banking and other services to a number of client banks in northern Illinois.



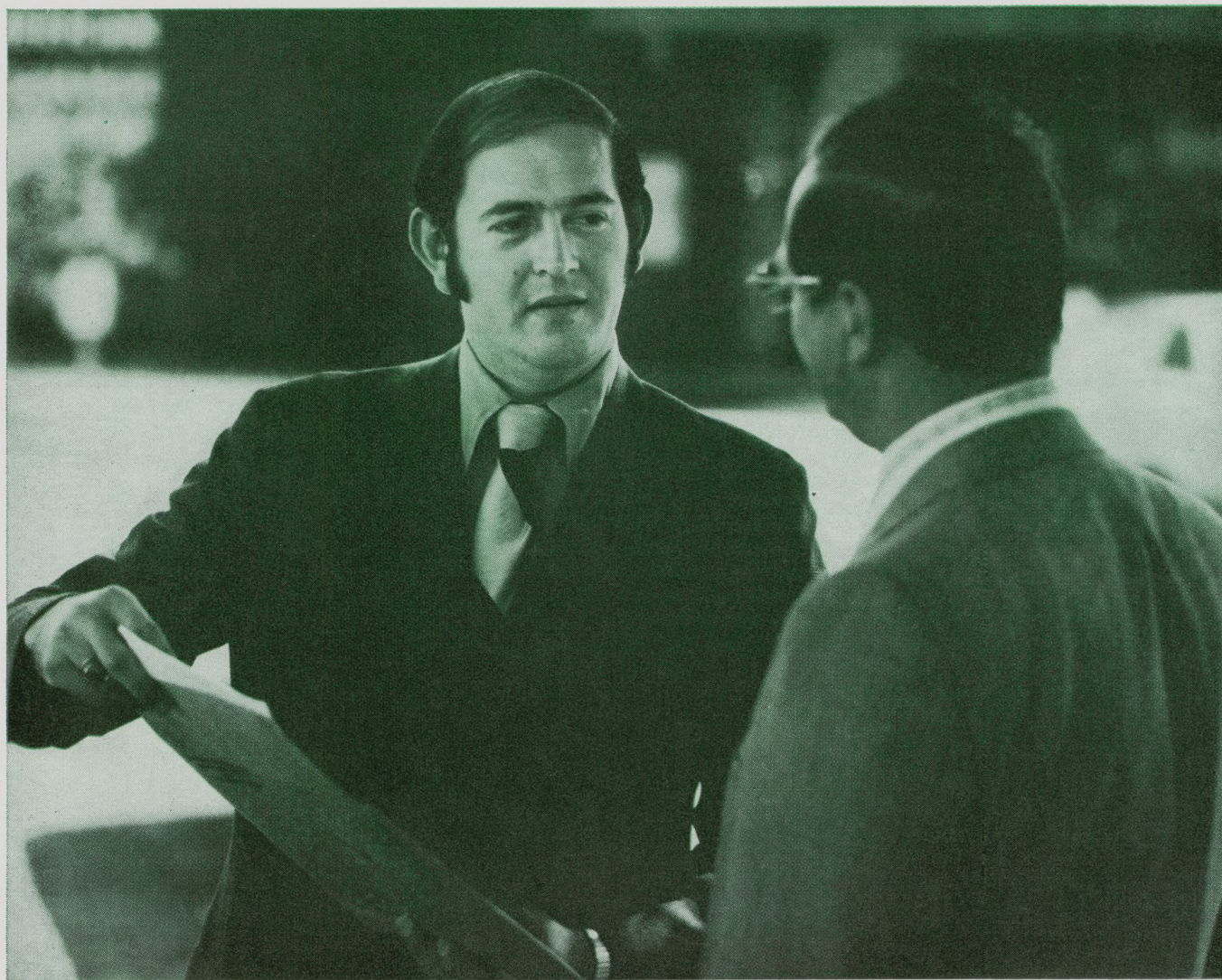
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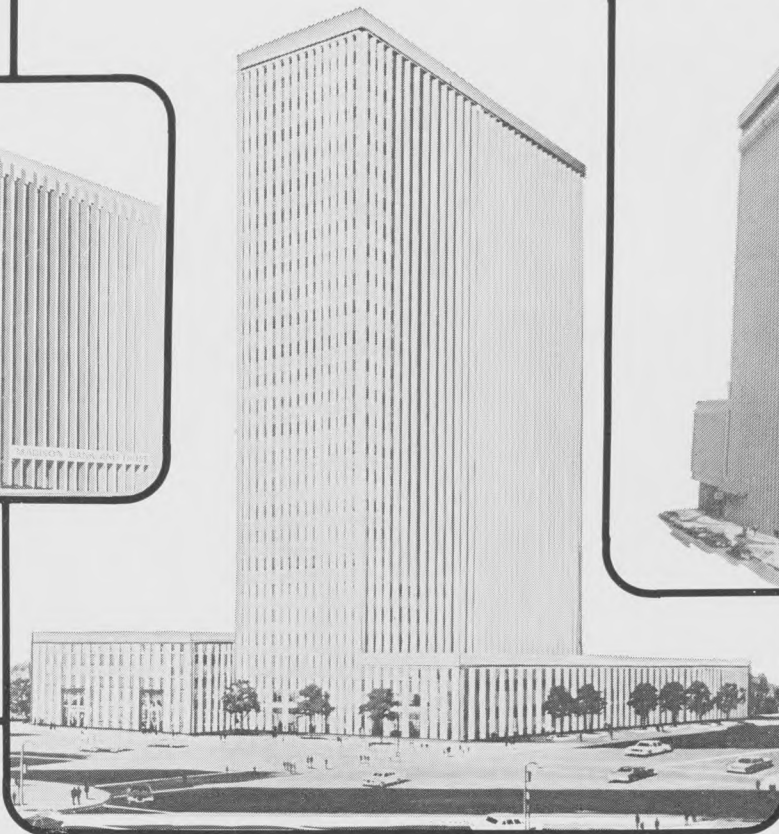
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# MID-CONTINENT BANKER

## NEWS ROUNDUP

News From Around the Nation

### PEOPLE

• WILLARD C. BUTCHER has been named president of New York City's Chase Manhattan Corp. and Chase Manhattan Bank, succeeding HERBERT P. PATTERSON, who resigned the post. The HC continues to operate with an executive office policy group composed of DAVID ROCKEFELLER, chairman and CEO of the HC and the bank, Mr. Butcher as president and chief operating officer and two vice chairmen, LEONOR F. LOREE II and GEORGE A. ROEDER JR.

Mr. Butcher had been vice chairman-planning expansion and diversification at Chase. He joined the bank in 1947.



Willard C. Butcher (l.), pres., Chase Manhattan Corp. and Chase Manhattan Bank, discusses his new responsibilities with David Rockefeller, ch. & CEO of bank and HC.

• RICHARD W. FOSS became senior vice president, Marine Midland Banks, Inc., October 1.



JONES

• B. P A U L JONES has been named a senior vice president of Valley National of Arizona, Phoenix. Mr. Jones, manager of the investment department, had been a vice president since 1966. He went to Valley National in 1960 after seven years with Mercantile National, Dallas.

### Texas Bank HCs Face Investigation

The Justice Department has begun investigating banking procedures in the Dallas County area reportedly because of "questions raised under the federal antitrust laws." The investigation seems to have been touched off by the sudden and rapid development of multi-bank holding companies in Texas.

Several Dallas County banks last month received seven-page requests from Justice for detailed information. From questions posed in the letters, the inquiry probably will go into all aspects of the Dallas County banking situation, including direct and indirect ownership of banks by other banks, interlocking directorates, the possibility of control of large stock holdings by other banks' trust departments and "affiliations" of banks with one another.

The letters also asked about "any restrictions on where bank directors, officers or other employees may solicit business" and "any agreements or understandings with Dallas County commercial banks concerning areas or customers whose business might be solicited."

### Subordinated Debentures for S&Ls?

Savings and loan associations will be permitted, for the first time, to issue subordinated debentures and capital notes if regulations recently proposed by the Federal Home Loan Bank Board go into effect. FHLBB Chairman Preston Martin, who made the proposal at a New York City press conference, said that the new instruments would rank below saver deposits and certificates in the event of liquidation.

The proposed regulations call for the new securities to be uninsured, have minimum \$100,000 denominations, at least a seven-year term and be counted by the Federal Savings & Loan Insurance Corp. as net worth up to an amount not in excess of 20%. In the future, he said, when maturing securities of the new type have only one year to run, they would not be so counted in the proposed regulations.

All S&Ls that are members of the FSLIC would be given authority to issue the new instruments.

### NAIA Zeroes in on Big Banks

The efforts of the National Association of Insurance Agents to curb insurance activities in banks and bank HCs are not directed at small banks that have insurance agencies connected to them, but rather at large banks. A. L. LaBar of Billings, Mont., emphasized this in his first speech as the new NAIA president recently.

"From time immemorial," he said, "our NAIA has been privileged to count among its members so-called bank agencies. These are mainly in the Midwest and generally are confined to small communities. These have been, and we hope will continue to be, honored members of NAIA.

"What then are we against? We are against the big lending institution which would insinuate itself into our business, writing insurance with the full force and benefit of credit leverage. We believe that big banks and big savings and loan associations have an unfair advantage in the insurance agency business because of the unhealthy combination of big banks and big leverage."

According to the NAIA president, the independent agents are in the lending-institution controversy to the bitter end, and the battle probably will last for years.



Clockwise from left, George C. Dudley, C. J. O'Connor, John E. O'Connor, Larry T. Pitts, John T. Fowler, Eugene B. Foncannon



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**First KC**

First National Bank of Kansas City

William T. Boehm (c.), ch. & pres., Pioneer Bank, checks over sales aids with Sam Goldman (l.) and Tom Powers, v.p.s in charge of new business solicitation.



## Search for New Business Pays Off For Suburban St. Louis Bank

**H**OW DOES a bank go about boosting its deposits 41% and its total resources 46% in just one year's time?

Just ask William T. Boehm, chairman and president, Pioneer Bank, St. Louis. The bank's recently published annual report shows that deposits rose from \$26.4 million to \$37.2 million for the year ending last June 30. Resources jumped more spectacularly—from \$30.7 million to \$45 million.

When Mr. Boehm joined the bank in 1969, following service with Mercantile Trust, St. Louis, deposits stood at \$20 million and resources at \$23.7 million. At that time, the bank was known as Maplewood Bank. Maplewood is a suburb of St. Louis.

One of Mr. Boehm's first actions was to change the name of the bank. He also worked to instill the concept of community involvement on the part of employees, for he knew that the bank would prosper as a result.

Employees were encouraged to participate in a letter-writing campaign that solicited the accounts of friends and relatives. Prizes were awarded to the employees writing the greatest number of letters and to those whose letters brought the most response.

Plans were made to construct a new headquarters building for the bank. The striking architecture of the build-

ing has caused considerable comment and given the bank a progressive image that was lacking in its old quarters (which now serves as a facility). Despite cold, rainy weather, more than 1,000 people visited the bank during its grand opening on a Sunday.

An aggressive advertising program was launched by the bank to bring in all types of new accounts—including commercial deposits. Humorous radio commercials were aired on two St. Louis stations and area sections of the city's two dailies were put to use to spread the word that Pioneer Bank was eager to serve the many potential customers in its expanded trade area.

Direct mail pieces were also utilized and the bank established a newsletter and house organ to support its advertising efforts.

A two-fold telephone solicitation campaign was inaugurated, patterned after a similar program sponsored by Citizens & Southern National, Atlanta, Ga. The purpose of the campaign was to inform residents of the bank's new address and to let prospective customers (and existing customers) know about the bank's services. Approximate-

ly 1,000 residents were contacted during the 12-week program.

To boost corporate accounts, the bank elected a retired department store and chain store official to its staff as vice president. This man, along with another vice president, solicited new commercial accounts throughout the St. Louis metropolitan area. Among their visual aids was a binder designed to be set up on the desk or counter of a prospective account's firm to give a visual picture of the bank and its services.

To build lobby traffic, the bank began a program of special displays featuring such things as art exhibits by local painters. An information rack con-

Pioneer Bank's striking new headquarters, featuring travertine marble and bronze glass, appears to have sprung from the earth.



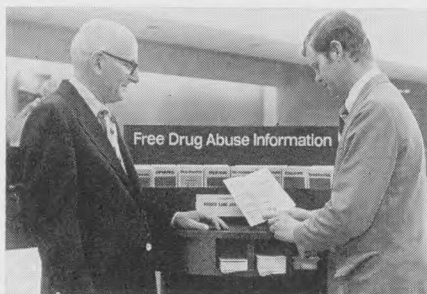


taining leaflets on drug abuse was also installed in the lobby as a service to the public.

Despite the fact that the bank, as a wholly owned subsidiary of Manchester Life and Casualty Management Corp., has a limited number of stockholders, a colorful annual report was produced. The report made a useful selling tool and was widely distributed.

Mr. Boehm says that new business is the number one priority at Pioneer Bank. He says the bank's success is due to its search for new ways to serve the public and to the fine attitude of employees and officers who are dedicated to the welfare of bank patrons.

### Bank Offers Drug Information



Pioneer Bank, Maplewood, Mo., recently installed a drug abuse information rack. William T. Boehm (l.), ch., and Peter Benoist, banking off., are shown viewing the free educational literature designed to prevent experimentation with drugs.

An example of this was cited by Mr. Boehm, who says the bank's former headquarters was turned into a facility to enable patrons of the area to do their banking without having to travel to the bank's new headquarters. "We will maintain that facility because the people need us there," Mr. Boehm stated. • •

■ NEW YORK—Chemical Bank has promoted the following from assistant vice presidents to vice presidents: Charles A. Butler, Bertram A. Chambliss, John A. Dorman, Joseph J. Gillings Jr., Albert P. McDonald, Francis W. McMillan and John H. Roach.

## Free Safe Deposit Box Package Plan Helps Bank Make Profitable Customers

HOW CAN a bank make money on its safe deposit boxes?

Not by charging customers 50¢ a month, as many banks do, says David S. Sutton, vice president, marketing, First Ogden Corp., Naperville, Ill.

The way to make money with safe deposit boxes is to use them as a marketing tool, says Mr. Sutton, who proposes giving them away in order to create a complete (and profitable) customer.

The complete and profitable bank customer, Mr. Sutton says, is the customer using checking accounts and installment loans, the two best profit-makers for the bank.

The question is how to create the complete customer and at the same time lock him into the bank for these two profitable pieces of business, Mr. Sutton says.

"At First Ogden's client banks, we do it by putting together a package of services and marketing it with a name such as 'Fox Valley Club,'" he says. The Fox Valley Club is offered by First Security Bank of Cary-Grove, Ill.

The basic package at First Ogden's client banks, Mr. Sutton says, includes four items: the free safe deposit box, a non-service-charge checking account, free travelers checks and an automatic personal loan privilege. Any customer can have these four services free in return for maintaining a specified minimum, usually \$1,000, in a passbook savings account, Mr. Sutton says.

In reply to the question, "Is that a good deal for the customer?" Mr. Sutton says it is. "The customer gives up \$15 a year in interest which he could have earned had he put the \$1,000 in a two-year CD at a savings and loan instead of a 4½% passbook account at the

bank," he says. "In exchange, the customer gets \$24 worth of checking service, \$6 worth of safe deposit box service, a \$5 savings on travelers check charges (based on \$500 total purchase) and the peace of mind that comes from knowing he can get a \$1,500 loan at the bank without any red tape. In short, a customer gets a minimum of \$35 worth of bank service for free, while his savings account has earned \$45," Mr. Sutton says.

It's a good deal for the customer, but what does it cost the bank? he asks.

"In these days of \$200 minimum balance free checking (or less), we're not really giving away much of anything to give the customer a no-service-charge checking account," Mr. Sutton says. "All the minimum balance does is eliminate the small nuisance account, and the \$1,000 minimum deposit in the passbook savings account probably does that just as well.

"The free safe deposit box costs us \$6 more than we would have lost otherwise.

"The \$500 sale of travelers checks costs us only 50¢."

The automatic personal loan privilege, of course, costs the bank nothing, he says.

The direct cost to the bank is only \$6.50 to create a customer who uses four services (the national average is less than two), two of which are the most profitable services a bank has, Mr. Sutton says.

How does it work?

"In our client banks as many as 12% of the total checking accounts will be in this program," he says. "Where the minimum deposit is \$1,000, the average savings balance is actually \$2,400;

where the minimum is \$1,500, the average balance is \$4,200. This is money that otherwise either wouldn't be in the bank at all, or, if it were, it would be in a higher interest CD," he says.

More than any particular number of accounts or number of dollars, Mr. Sutton says, the program does three things:

- It provides dramatic product differentiation, proving that a bank is not forced to offer exactly the same services as every other bank.

- It gives a bank a competitive advantage over other banks and savings and loan associations—another thing that bankers insist can't be done.

- Most importantly, it creates a complete and profitable customer.

"We continue to experiment with the precise mix of services," Mr. Sutton says. "One of the most promising seems to be an offer of a special discount on a car loan (½% add-on). Others are free cashiers' checks and money orders."

"At all times we try to realize that our goal is not just customers, but profitable customers," Mr. Sutton says. • •

### New Appointments Announced by American Fletcher Nat'l

INDIANAPOLIS—American Fletcher National has promoted William H. Royse to vice president in the bond investment division. He came to the bank in 1956 and was elected assistant vice president in 1969.

James P. Devlin was named auditor of both the bank and its holding company, American Fletcher Corp. He joined the bank in September.

Promoted to assistant vice presidents were: Carl R. Koesters, bond investment division; David L. Biddinger, national division; Gary L. Hoover, international division; and Samuel A. Laster and Dennis L. Lemen, metropolitan division.

"Big Soo," 30-foot tall inflatable balloon replica of "Little Soo," talking cheerleader doll, floats above the fourth floor terrace of Worthen Bank building during promotion last fall. "Big Soo" later hovered over the end zone during the Arkansas-Texas football game.



# Dolls Make Friends, Bring in Accounts For Arkansas Banks

GOOD LOOKING dolls have a special place in the banking business, according to officials at Worthen Bank, Little Rock, and 42 other Arkansas banks.

The case in point is "Little Soo," billed as the world's first talking cheerleader doll, offered by Worthen last fall as a savings premium.

Worthen officials had decided to offer a premium that tied in with the highly popular University of Arkansas Razorback football team. The premium had to be distinctive, however, in view of the fact that virtually all of the typical bank premiums had already been offered by Worthen or one of the other financial institutions in Little Rock—china, silver, cookware and many other items. There was also a glut of Razorback-oriented premiums on the market—pillows, blankets, piggy banks and many others.

To gain some fresh ideas, Worthen's marketing department brought in its advertising agency and a sales promotion firm to assist in the initial planning. Together, the three firms developed "Little Soo," a wide-eyed replica of an Arkansas Razorback cheerleader, decked out in the cardinal red Razorback cheerleader sweater emblazoned

with a large "A." Her real charm lay in the seven cheers that she emitted in a rather saucy voice when a string on her back was pulled. Her cheers included "Wooo, Pig! Sooiel," "Go, Hogs, Go!," "Rip 'Em Up, Razorbacks!" and the happily accurate forecast, "Beat Texas!"

Worthen obtained exclusive rights to the doll to prevent "Little Soo" from being offered by department stores or competing financial institutions. This proved to be a key factor in the campaign's success.

Worthen signed up 42 of its correspondents to participate in the "Little Soo" campaign on a state-wide basis. Never before had a total of 43 Arkansas banks participated in a premium campaign. In fact, more than half of the participating banks had never offered a premium of any sort. This indicated the potential of the campaign, as well as the state-wide enthusiasm for the football team.

The campaign kicked off early in September, a week before the Razorbacks' first game. Advertising support was extremely heavy, as the campaign was intensified into a hard-hitting, six-week period, ending the day of the Arkansas-Texas game. Advertising me-

dia included newspaper, radio, television and billboards.

Sales promotional items also strengthened the campaign and included statement stuffers, special employee lapel buttons reading, "Little Soo says WOOO, PIG! SOOOIE!," postal imprints, posters for teller windows, and at some of the banks, girls dressed like "Little Soo," at specially decorated booths to sell the dolls.

"Little Soo" was available for \$5.95 to any customer who deposited \$25 or more in a new or existing savings account, or who opened a new checking account for \$100 or more. She was given away free for a savings deposit of \$5,000 or more.

Worthen built enthusiasm among employees at the participating banks by sending a team to each of the banks to present a slide presentation detailing the promotion before it kicked off.

The public relations value of the campaign mushroomed until it reached even national audiences during the nationally televised Arkansas-Texas football game on October 15, 1971.

Part of the national exposure came from "Big Soo," a 30-foot tall inflatable balloon replica of "Little Soo." "Big Soo" was on display both outside and



inside Worthen during the six-week promotion, and was tied above the end zone during the Arkansas-Texas game, where she was seen frequently through network TV cameras as the game progressed.

The promotion was a success, both financially and in terms of public relations. The 43 banks that offered "Little Soo" ranged from a bank in Stephens, Ark., with \$3 million in assets, to Worthen, with \$275 million. Total assets of all the banks were \$850 million. The population for the areas served by the 43 participating banks was 550,000.

Some 20,000 dolls were sold during the six-week campaign, representing \$12 million in new deposits, 5,000 new accounts, and 11,000 additions to existing accounts.

The public relations aspect of the campaign was termed tremendous by bank officials. Press releases announcing the campaign were sent out by each of the 43 banks on the same day in their home towns. All of the banks received news coverage, and the announcement itself was really just the beginning. Afterwards, the fun started. Newspaper columnists published tongue-in-cheek commentaries on the doll. The doll cropped up in photographs accompanying many newspaper feature articles. Newspaper and broadcast media during the last week of the

campaign ran articles about mayors throughout the state joining in a special Halloween type "put the hex on Texas" proclamation issued by "Little Soo" to highlight the campaign. Special television, radio and newspaper advertising played up the proclamation, showing a witch putting on the "hex." Several women were reported to have shown up at costume parties dressed as "Little Soo." Across the state, radio disc jockeys pulled "Little Soos" string during their patter. Miss USA and other beauty queens visited Little Rock and were given free dolls, resulting in more publicity.

As the nationally televised Arkansas-Texas game started, network television announcers made several comments as the cameras frequently panned across the spectators and over to "Big Soo" floating in the end zone. At halftime during the game, Bud Wilkinson and Chris Schenkel showed "Little Soo" and talked to the nationwide audience about how she exemplified the spirit of Razorback fans. Then Mr. Wilkinson pulled her string several times during halftime to let her cheer into the microphone.

The Razorbacks walked off with their first victory over Texas in four years—a 31-7 win—and Worthen Bank showed that innovative thinking can mean a profitable exercise in bank marketing. • •

### Bank Offers Mascot Toy



"Ralphie" is the buffalo-mascot of the Colorado University football team. Replicas of "Ralphie" are being sold by United Bank, Denver, to raise funds for the university's Library Fund and its Financial Aid to Student Athletes Fund.

The stuffed animals are available for \$10 each at the bank. Two dollars of the purchase price is donated to the university fund designated by the purchaser.

Bank customers opening a variety of new accounts or adding \$200 to existing savings accounts can purchase the toys for \$5.

Photo shows oversized version of "Ralphie" towering over normal-sized version and youthful team supporter.

## 'Little Miss Red' Doll Offered

**WHAT'S GOOD** for Arkansas must be good for Oklahoma, too!

First National, Tulsa, in cooperation with 45 other Oklahoma banks, is conducting a premium promotion featuring "Little Miss Red," a talking cheerleader doll dressed in the colors of Oklahoma University.

The open-end promotion was launched August 30 and has met with what has been termed an "overwhelming" reception by the Oklahoma press, which, in turn, is causing the dolls to move off bank counters with great rapidity.

Like "Little Soo" (see adjoining article), "Little Miss Red" belts out seven popular cheers. The doll is exclusive with the banks and cannot be purchased in stores.

Dolls sell for \$5.95 with the opening of a \$25 savings account, the addition of \$25 or more to an existing savings account, or with a new \$100 checking account. Dolls are free to anyone depositing \$5,000 or more.

When the dolls were introduced to the public, Oklahoma University Coach Chuck Fairbanks and Athletic Director Wade Walker stated that one of the

real strengths of the University of Oklahoma football program is fan support. "Programs like 'Little Miss Red' are graphic reminders to our players that the entire state is behind them," they said. • •



Oklahoma University football coach Chuck Fairbanks receives the first "Little Miss Red" talking cheerleader doll from Laura Cline, mascot of First National, Tulsa. Doll is being offered by 45 Oklahoma banks as premium.

### Alan Boyd Appointed Director Of Deposit Guaranty Nat'l

JACKSON—Alan S. Boyd has been elected a director of Deposit Guaranty National and Deposit Guaranty Corp. He is president and chief executive officer of Illinois Central Gulf Railroad.

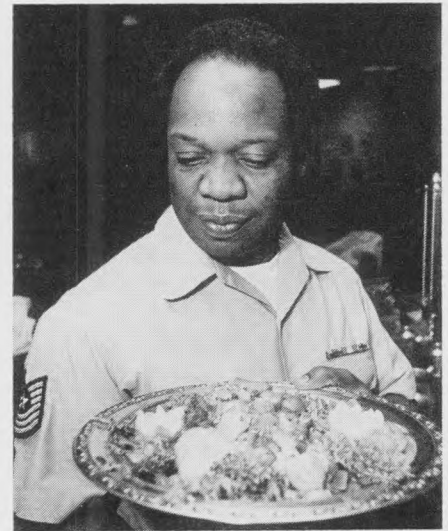
Mr. Boyd joined Illinois Central Railroad in 1969 as president. Earlier this year, when he was named president and chief executive officer, he filled a key role in finalizing the recent merger between Illinois Central and the Gulf Mobile and Ohio Railroad. Mr. Boyd was named the first U. S. Secretary of Transportation in 1966 by President Lyndon Johnson.

### Four Vice Presidents Named By LaSalle National Bank

CHICAGO—La Salle National has elected four new vice presidents. They are: Jon R. Hepner, director of marketing; Donald W. Stewart, director of data processing; and Ronald C. Ognar and William A. Ryan, trust investment division.

Other promotions included: Louis Y. Corey, assistant vice president, international banking group; Gordon D. Goranson, loan officer; and Donald W. Jacobus, commercial banking officer.

LEFT: Mrs. Rajesh Puri displays her prize-winning curried cauliflower at First National's cook-off. RIGHT: Master Sergeant Samuel A. Thompson displays his prize-winning creole haddock at cook-off.



## A Recipe for Banking: You Can Bank on Our Cooks!

### *Bank in Alabama scores with annual cooking contest*

By JEN MOONEY  
Women's Division Officer  
First National Bank  
Montgomery, Ala.

A HUBBUB of activity and excitement filled the dining room at First National, Montgomery, Ala., recently. It was caused by 25 hopeful cooks, accompanied by friends, children, or family, all tenderly protecting covered dishes, baskets, or boxes, which emitted delicious smells.

These eager chefs were there to participate in the cook-off for First National's second annual recipe contest. Some had hot foods, others cold, and provision had been made by personnel of the bank's women's division for each to be displayed to its best advantage.

Before long, a colorful, fragrant display of food was in place, ready for the judges, who had been consulting in another part of the dining room. The head of the department of nutrition at nearby Auburn University acted as chairman and provided leadership for the judges, who were home economists from Montgomery high schools and utility companies plus the two women editors of the local newspapers.

The contestants were instructed to make a last-minute check of their entries and were then invited to move in-

to the adjoining library where sandwiches and cookies helped pass the time while they watched the judges from a distance. The judges quickly gathered up their charts, plates, crackers and spoons—and the cook-off was on.

These same judges weeks earlier had evaluated the hundreds of entries that had been received, while the women's division checked costs of ingredients, measurements, calorie counts and whether the contestants selected were available for the cook-off. Since the contest this year was a calorie-saving contest, the emphasis in the initial judging was on evaluating calorie count, in addition to nutrition and originality. During the actual cook-off, taste and appearance were also given consideration.

The 1972 recipe contest was sparked by the success of the 1971 contest. Recipes are always popular with women, and many men, First National discovered, are also interested in cooking. Last year an Army colonel was among the winners, and this year's winners included an Air Force master sergeant.

Both recipe contests received excellent preliminary publicity from the women's editors of the local newspapers. Our women's division people were also invited to prepare dishes on the local noontime TV guest shows.

Entry forms were included with the bank's monthly statements. Following the contest, photographs of the winners and publication of their prize-winning recipes appeared in the newspapers, which gave valuable recognition to the bank and to those participating in the contests. The only newspaper advertising, as such, was an initial announcement that entry forms were available in the bank's branch offices.

Sponsorship of a recipe contest by the bank created a good deal of surprise and curiosity, since recipes are not considered to be the usual concern of a bank. Such contests, however, seemed particularly appropriate to the activities of a bank's women's division and complemented the other programs generated there.

Response to the recipe contest has been excellent both years and interest has continued year-round. First National's first cookbook, "Money-Saving Recipes," included the prize-winners and some of the other fine entries, as well as recognition of the judges and the cooks. It has become a popular cookbook in Montgomery, much used by many families.

Our second cookbook, "Calorie-Saving Recipes," was published in September and differs from the first in more than its recipes.

As a preliminary kickoff for the cal-



orie-saving recipe contest, an art illustration contest was sponsored by the bank, which ended just before the recipe contest began. It was dubbed "The Artist and the Cook," and artists were invited to submit drawings that illustrated calorie-saving recipes. The only reservation was that, in addition to evaluating artistic merit, the drawings would also be judged on their suitability for inclusion in the cookbook.

The winning entries in the art contest were displayed in the downtown bank lobby while the cooking contest was in progress, and some of the other works were displayed in branch banks throughout the city. The art contest not only created a good deal of interest among local artists but also helped generate and sustain interest in the recipe contest.

Calorie-saving recipes are, by their nature, less exciting than those lavish with rich ingredients; however, saving calories can sometimes be almost as im-

portant to a family as saving money. The bank received much favorable comment for its interest in figures—other than bank figures. First National's "Calorie-Saving Recipes" features what turned out to be surprisingly delicious and attractive prize-winning dishes, as well as the prize-winning drawings.

The first cookbook has been put to good public relations use by the women's division. It is given to the bank's customers, who frequently ask for it; but, more important, it is warmly received as a welcoming gift by newcomers to the city. Residential calls are enhanced by the offer of a good cookbook.

Whether for new or old comers, cookbooks and cooking contests can provide a new "recipe" for banking. The artist and the cook are quite "at home" with the banker, and when the forces of all three are combined, you can bank on a cook—and an artist can illuminate the efforts of both. • •

## 'No Strings' Free Checking Account Offer Brings Crowds to Continental Bank, St. Louis

ST. LOUIS—Saturation coverage with a "resident" mailing making an offer of free checking accounts resulted in a 50% increase in checking accounts and approximately \$500,000 in new deposits, Continental Bank, Richmond Heights, Mo., reports.

Approximately 100,000 copies of the mailing were delivered to residents within the bank's territory. The opening sentence of a four page letter said:

"Total cost-free checking by a major banking company has come to the St. Louis area for the first time. Checking accounts that are absolutely free are now available to every individual, family, bank, business and municipality."

The letter went on to emphasize: "You don't need a minimum balance, a savings account or a certificate of deposit. You write as many checks as you like, keep any size balance in your account and rid yourself of annoying monthly service charges."

The letter contained a business reply envelope and a simple form to be filled out in order to open a checking account by mail. During the first 12 days after the mailing went out, Continental received 635 "coupons" opening new accounts. During the same period 222 coupons clipped from newspaper ads promoting the service were received. Coupons from the two sources were continuing to arrive during the first week in October at the rate of 40 a day.

"Results from the promotion have been astounding," a bank officer commented. "At the start of the promotion Continental Bank had 5,800 checking accounts. We now have more than 8,800, an increase of more than 50%, and we have obtained about \$500,000 in new money," the officer said.

How many new accounts stemming from the direct mail, radio and television advertising were opened by people who walked into the bank and gave no explanation of their inspiration cannot be estimated, but Continental Bank officers do know that the results have been astonishing.

Continental Bank was formerly located in Maplewood, Mo., another St. Louis suburb, where it was known as Peoples State. In November, 1967, the bank moved into a new building at its present location and changed its name. It is now a unit in TG Bancshares, Inc., a holding company which also owns Tower Grove Bank, St. Louis, and Bank of House Springs (Mo.).

Tower Grove Bank also saturated its business area with the "resident" mailing. Results were not available at press time.

■ LOUIE L. HOLDER JR. has joined Corpus Christi Bank as assistant vice president and commercial loan officer. He had been an assistant vice president and loan officer of First National, Dun- canville, Tex.

## Eaton to Become President Of National Bank of Tulsa

TULSA—Leonard J. Eaton Jr. will become president of National Bank of



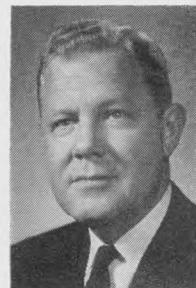
EATON

Tulsa and NBT Corp. on January 1. Mr. Eaton joined the bank last January as executive vice president, after serving 15 years with First National City Bank, New York.

Also effective January 1, Eugene Swearingen, presi-



SWEARINGEN



TOWER

dent and chief executive officer of the bank, will become chairman and CEO of both the bank and holding company. Marvin Millard will resign at that time as chairman of both boards (see Oct. MCB, p. 12).

Marcus R. Tower will continue to serve as vice chairman and chairman of the executive committee of National Bank of Tulsa and NBT Corp.

## First Nat'l Installs New Sign



Clarence C. Barksdale, pres., First National, St. Louis, points to the bank's recently installed three-story-high corporate identification sign. The sign is part of a new corporate identification program recently adopted by First Union Inc., holding company of First National and St. Louis Union Trust.



## Bank-Sponsored Guessing Contest Fulfills Four Marketing Goals

By **JIM FABIAN**  
Associate Editor

**W**HY NOT have a bank marketing promotion pay off in as many ways as possible? Don't be satisfied if the promotion merely generates considerable publicity for the bank. Make sure the promotion does more—like cultivating the interest of youngsters (future customers) and their parents. And why not take advantage of an opportunity to have participants express their opinions about the reasons they do business with the bank?

All these results amounted to a tall order for sales promotion man Fred Grady of Gary, Ind., who was given the task of coming up with a multi-faceted promotion for Chesterton (Ind.) State Bank.

According to Mr. Grady, his "Win a Schwinn Contest" would not have gotten off the ground without the cooperation of John Read, chairman of the bank.

After all, Mr. Grady's contest wasn't designed to build deposits or to sign up new customers. Yet its long-range results will no doubt do just that.

The simple guessing contest catered to children ages seven through 17 by offering them an opportunity to win one of 10 Schwinn bikes to be given away by the bank. But it didn't stop there. The rules required that the kids determine the importance of 10 reasons for doing business with Chesterton State, which were to be compared to the results of an earlier poll taken among preferred customers by a polling organization, using the same 10 reasons.

But that wasn't all! The kids were asked to confer with their parents regarding the ratings and the parents were required to deposit the entry blank-rating forms at one of the bank's four offices in order to qualify their children for the contest. How's that for getting potential customers into the bank?

The following 10 reasons for doing business with the bank were printed on the entry forms—a good way of bringing several bank services to the attention of parents who might be needing these services:

- Most convenient nearby locations
- Low bank rate auto loans
- They really care about your financial problems
- The most flexible and helpful lending policy
- The friendly people behind the tellers' windows
- Big savings in home ownership and home improvement financing
- Most friendly personal service
- A supermarket of all types of banking services
- A concerned personal interest in your financial security and money management
- Fastest TV and Tel Air drive-in banking

Contest winners would be the 10

young people whose sequence of numerals ranked the 10 reasons in an order of importance that most closely matched the sequence determined by the earlier poll of customers.

Entry blanks were made available via handbills and newspaper ads, with the majority of the replies attributable to the handbills.

A total of 1,000 entries were received at the bank's four offices. More than 25% of the entries came from outside the bank's principal trading area.

A tabulation of the ratings held some surprises for the bank. Contestants considered the bank's "concerned personal interest in your financial security and money management" to be the most important reason, followed (in descending order) by "most convenient nearby locations," "most friendly personal service," "the friendly people behind the tellers' windows" and "a supermarket of all types of banking services."

The bottom half of the ratings included "the most flexible and helpful lending policy," "they really care about your financial problems," "big savings in home ownership and home improvement financing," "fastest TV and Tel Air drive-in banking" and "low bank rate auto loans."

Contestants' ratings were reasonably close to those of the preferred customers. The greatest variance was with the contestants' first choice, which was rated sixth by the preferred customers. However, the preferred customers rated "the friendly people behind the tellers'



windows" as most important, which was quite similar to the contestants' first choice.

The prizes were obtained from a local bicycle dealer. There was some delay in delivering the bikes since the Schwinn factory was behind in its deliveries, due to the recent trend to heavy bike sales. The factory was not aware of the contest, and a quick phone call explaining the situation brought happy results.

Bank management, in assessing the results of the promotion, has determined that the contest fulfilled its goals admirably. A great deal of favorable publicity was generated; the young people were alerted to the fact that the bank cared about them; parents were exposed to the bank's premises and many of its services; and the bank received valuable marketing information regarding the importance of its services and the reasons people like to bank at Chesterton State.

All that for the price of 10 bikes and related promotion expenses! • •

#### Means Elected Vice President Of Central State, Wichita

WICHITA—Thomas H. Means has been elected a vice president of Central State.

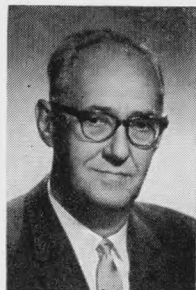
Mr. Means has been in banking 18 years, active in commercial lending and bank operations. He came to Wichita in 1968 after serving as an officer of First National, Plainview, Tex.



MEANS

### First American of Nashville Appoints Dillon to New Post, Announces Several Promotions

NASHVILLE—James D. Dillon, senior vice president and head of the commercial group, First American National, has been named a senior vice president of First American National Corp. He will have responsibility for the holding company's affiliated banks.



DILLON

Mr. Dillon has served with First



KARDOKUS



CHEEK

American National's correspondent banking division for 35 years. He was elected an assistant vice president in 1946, vice president in 1950 and senior vice president in 1968.

Miller Cheek, promoted from vice president to senior vice president, will succeed Mr. Dillon as head of the commercial group. David O. Kardokus, vice president, will replace Mr. Cheek as head of the metropolitan division.

Both men have been with the bank since 1954.

Other promotions at the bank included: Clayton W. Tidwell, assistant vice president; Mrs. Edith D. Perry and Mrs. Edna Turner, trust officers; Jeffrey M. Bradley, Milton F. Derryberry, Keith A. Ketterman and Samuel A. Mann, assistant cashiers; and James G. Lackey III, assistant trust officer.

### R. Crosby Kemper Sr. Dies; Was Hon. Ch., City Nat'l, KC

KANSAS CITY—R. Crosby Kemper Sr., 81, died of a heart attack October 24. He was honorary chairman of the board of City National, Kansas City, and chairman of the executive committee of United Missouri Bancshares, Inc. Kansas City-based bank HC.



KEMPER

Mr. Kemper became president of City National (then known as City Bank) in 1919 upon returning from military service in World War I. The bank became City National in 1934, when it obtained a national charter. Mr. Kemper retired several years ago as active chairman of the bank.

Mr. Kemper's son, R. Crosby Kemper Jr., is a former president and now chairman of City National and president and CEO of the HC.

■ DETROIT—Benjamin F. Beverly III has been named second vice president and loan officer of Manufacturers National. He was a loan officer of Bank of the Commonwealth, Detroit.

## Judge Denies Injunction Against Regulation J Change

THE FED is now free to implement amendments to Regulation J, concerning check-payment procedures, following denial of a preliminary injunction sought by two banker groups to hold up the implementation.

At press time, MCB learned the Fed has set November 9 as the new date for implementing the regulation change.

The changes in Regulation J, originally scheduled for September 21, were blocked by a temporary restraining order on September 19. At the time, the Fed also decided to postpone a companion change in Regulation D, set-

ting more uniform requirements for the money banks must keep on hand as reserves. Regulation D's changes also will go into effect November 9.

A ruling had not been made at press time on the merits of the complaint, filed by the Independent Bankers Association of America and the Western Independent Bankers. However, the denial of the request for a preliminary injunction gave the Fed the go-ahead. The temporary restraining order of September 19 expired October 20.

Earlier, a Fed spokesman said the Fed would have to decide the proper

timing for the rule change implementation. Speculation then was that late November or early December would be the best time to make the change.

The Regulation J change mainly would concern generally small, outlying country banks, which would have to make same-day payments of checks rather than wait a day or two during which time they receive automatic credit or "float" from the Fed. The Fed attempted to placate such banks by allowing those harmed to borrow at the Fed's discount window, even if they aren't Fed members. • •

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# Bicycle Premium at First of Chicago Brings in 3,000 New Accounts

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**F**ILL A NEED at a "your-cost" price and you have a direct route to new accounts and increased savings deposits.

Such was the experience of First National, Chicago, which offered a full-size folding bicycle for \$44.50 for a savings deposit of \$200 or more in a brief campaign that included only 15 business days but brought in more than 3,000 new accounts and more than \$2.5 million in new money.

The promotion was based on careful research conducted by the bank's retail marketing division and its advertising agency, Foote, Cone & Belding. This showed not only substantial spontaneous demand for bicycles in the Chicago area—the metropolitan dailies have carried numerous stories about the spurt in cycling—but that many people were interested in a specialty bike; specifically, a bicycle that folds. The reason for this is that Chicago is an apartment house town and what do you do with a bicycle in a small apartment, particularly when you must get there by using a small elevator?

Purchasing came up with a reliable source for 5,300 folding bikes at a price that permitted the bank to offer them with a realistic self-liquidating tag—\$44.50. Both price and quantity were right, but how would the customer get a bike home from downtown Chicago if he used public transportation at the rush hour? The answer was delivery of the bikes to customers' homes by United Parcel Service.

Retail marketing and the ad agency worked up a promotional campaign designed to start strong and taper off. Double-page spreads were used in metropolitan newspapers with the headline: "This bike does the same thing this page does—it folds." Copy and scripts were prepared for 30-second spots on television so that potential customers could actually see the bike and see how it folded. Point-of-sale displays were prepared for the bank floor and bicycles in the three colors available were placed at strategic locations with attractive hostesses ready to demonstrate them. Statement stuffers were



Miss Christine Peto, bank employee, demonstrates how compact a folding bike can be in lobby of First National, Chicago. Only two adjustments are necessary before bike folds.

available for in-bank display and distribution. A bicycle mounted on a block and bearing a sign explaining the offer was spotted at a main bank door.

To generate enthusiasm for the promotion within the bank, contact personnel were told about the program and were shown television and newspaper ads. What contact people were expected to do was explained to them and the bicycle was demonstrated for them.

Careful planning and a comprehensive program paid off. More than 400 bicycles were sold the first day. In the first three days of the promotion more than 1,950 bikes were sold to yield deposits of more than \$580,000. By the fourth day bikes were being sold at the rate of 600 a day. At the end of 15 days the bank had moved more than 5,330 bikes, thus cleaning out the source-of-supply warehouse. More to the point, more than 3,000 new accounts were opened with an average deposit of \$490.05 and deposits averaging \$462.51 were added to 2,300 existing accounts.

When the customer received his bicycle, he also got a guarantee, an illustrated instruction pamphlet and a state-compiled booklet, "Illinois Bicycle Rules of the Road."

Albert Wibergh, assistant to officers, retail marketing, originated and drew up the proposal for the incentive program and followed it through to completion. In researching the program, he investigated several sources of supply for certain qualifications: quality of merchandise, standardized parts, convenience of implementing guarantee and availability of the product.

"These details become important," Mr. Wibergh emphasized, "because the customer looks to the bank if any problems arise. He wants a sturdy bike that any bicycle shop can repair with standardized parts and if he does have to use the guarantee, he wants to be able to get results quickly."

By thinking through its program from start to finish First National achieved truly outstanding results.





Partial view of the crowd at the Glen Campbell Show presented by First National of Wisconsin Rapids at its 100th-anniversary celebration. Thousands of people were seated in a grandstand out of photo at

left. More than 35,000 persons attended the two shows, almost twice the population of Wisconsin Rapids.

## Bank Presents Glen Campbell Concerts As Centennial Gift to Community

**B**ANKERS traditionally (and quite properly) try to take all the possible risk out of their operations, and backing a long shot is rare indeed. So when First National of Wisconsin Rapids decided on the "all the eggs in one big basket" approach to its 100th-anniversary celebration, the bank's neck was out a long way.

The bank shunned the customary anniversary celebrations, decided to bring the Glen Campbell show to town for one day and invite everyone to join the fun—free. Two performances, outside, one day. It would work wonderfully if people turned out by the thousands to applaud and cheer; or it could rain, folks would stay home, a lot of money would be wasted and it would fail miserably.

A long, long shot with an uncomfortable amount of risk.

Did the plan succeed? Was the celebration a memorable event Wisconsin Rapids will never forget? Was the risk justified?

Consider these facts: 35,000 persons laughing and cheering at the two performances amid glorious sunshine; hundreds of letters—letters to Darwin Blanke, president of First National, expressing appreciation; letters to the editor of the Wisconsin Rapids *Daily Tribune*, who also ran an editorial in praise of the bank's action; throughout the city and county a buzz of excitement as people reacted to Glen Campbell—live in Wisconsin Rapids!

The verdict, by the bank and the public: an unqualified success.

But how did it all happen? What prompts a medium-sized bank in central Wisconsin to bring a television/movie/recording star to town all for the entertainment of its customers and friends? And what kind of work goes into making it all come off?

In the case of First National, it all started last year, when thought was given to 1972 being the bank's centennial year, which naturally called for a celebration. Officers and directors held meetings as a variety of plans were discussed. Several criteria pervaded: (1) a celebration that did not live in the past, (2) active participation by young and old, (3) a significant way to express the bank's appreciation to its public.

This path led to "big name" entertainment. Glen Campbell was selected because he promised entertainment that bridged all generations and because his image of contemporary "with-it-ness" reflected favorably on a progressive institution. As a winner of 10 gold records and a star of CBS-TV, everybody knew Glen Campbell.

As negotiations with the recording star's agent got under way, the complex planning for holding the event began within the bank. Al Sweet, vice president, was put in charge of the show, which was set for July 9.

Witter Field, home of the Wisconsin Rapids Twins, was selected as the only

site big enough to accommodate the expected crowds. It was decided to hold afternoon and evening performances. The decision was made to give customers first priority for tickets and when that demand was satisfied, the public would be invited.

Committees were formed to cover security, traffic, first aid, refreshments, tickets, ushering, lighting, parking, sound equipment, staging, sanitary facilities. Suddenly the bank was in "show biz."

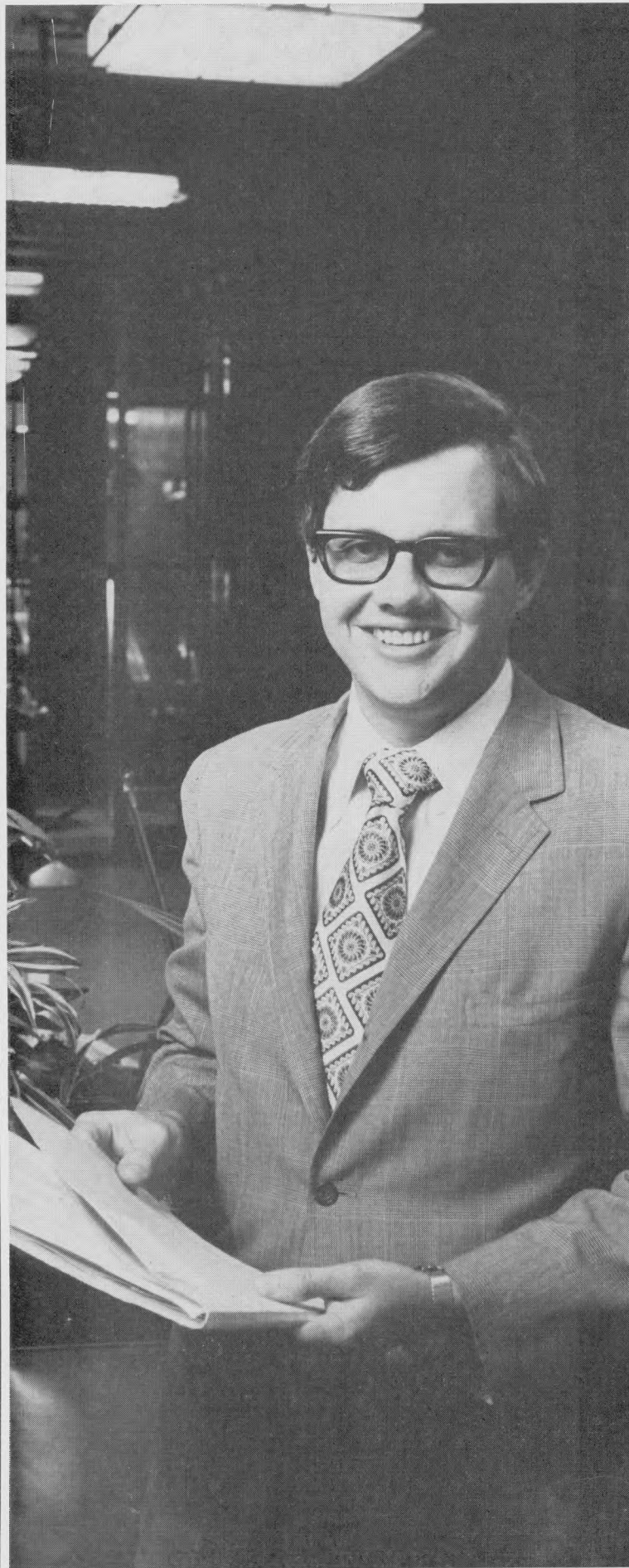
The big, glamorous picture ("Glen Campbell, here?") soon broke down into literally thousands of details with crises almost daily. The morning of the show, July 9, was no exception. The sky was overcast. The star's plane couldn't land. Tradition itself—"the show must go on"—was threatened.

But the sun broke through, Glen Campbell arrived smiling and friendly and right on time; he strode on stage, went into one of his hits, "Sweet Dream Baby," and the thousands of people in the infield and grandstand stood up and cheered.

All the planning, all the headaches, all the anxiety, all the expense paid off at that moment.

First National of Wisconsin Rapids' 100th-anniversary celebration was a solid hit.

The bank took a chance, dared to be different, accepted the risk, and it paid off. Big. • •



**You've  
got a  
new man  
(on our payroll)**

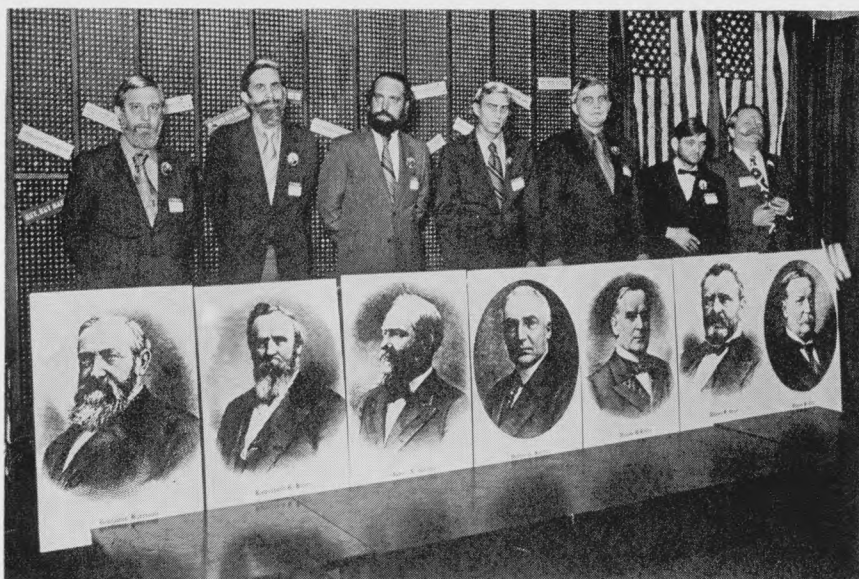
Charles A. McNamara III—a young man with an impressive name and impressive banking credentials to match it.

A native Tulsan, Charles recently joined our correspondent banking department after a highly successful two years of recruiting young depositors as head of NBT's 21-30 Pacesetter Club. He earned his BBA and MBA degrees from Southern Methodist University and, since coming to us in 1970, he's absorbed a great deal more professional "savvy" through his affiliation with the Oklahoma Bankers' Association and American Institute of Banking.

NBT is pleased to welcome Charles into its busy, growing program. We're sure you'll be pleased at his attitude and efforts on your behalf as you work with him and get to know him. Call us at 584-3411 and we'll arrange a meeting soon.







Actors made up to resemble U. S. presidents born in Ohio stand behind drawings of actual presidents at kickoff of Citizens S&L mock-election campaign. Presidents, from l., are Harrison, Hayes, Garfield, Harding, McKinley, Grant and Taft.

- Professional actors made up to look like the seven presidents made appearances at college campuses, fraternal clubs, political organizations, shopping centers and social events where each gave a brief "campaign" speech.

- The three Citizens offices were decorated with large pictures of the seven presidents, American flags and "Vote for Me" literature, while S&L personnel wore straw skimmers bearing campaign ribbons for the presidents.

- Large "campaign" buttons, 2 1/4 inches in diameter, and 3-by-11-inch bumper stickers, all in red, white and blue, were given away. The buttons bore the pictures of the seven presidents plus the legend, for example, "Citizens for Harding," while the bumper stickers plugged the individual presidents with slogans like "Taft Turns Me On" and "Win With McKinley."

- In a radio campaign aired over four Akron stations, each "candidate" spoke on approximately 55 one-minute spots. Backing the radio messages were newspaper ads with each "candidate" appearing approximately 10 times.

Although Citizens advertised only on Akron radio stations and in Akron newspapers, the human interest appeal of the campaign was emphasized when a television station in nearby Cleveland sent a camera crew to cover the kickoff of the campaign. Pictures of the promotion were used on the station's early evening news program. And that advertising cost Citizens S&L nothing!

Using a series of promotions featuring free trips as premiums, Citizens S&L has more than doubled total savings deposits in the last year. For example, on June 26, 1971, a new office was opened in Akron's Fairlawn area. During the first month of operation people were invited to come in and meet three players from the Cleveland Indians baseball team and one from the Browns football team. At the same time they could register for a drawing in which a trip to Disneyland worth \$600 would be awarded. On the first day the new office obtained more than \$300,000 in savings deposits. The entire campaign was built around the idea, "Growing Up in Growing Akron" and emphasized the growth factor both in the S&L and that obtained by making regular deposits at the S&L. • •

## Presidential 'Candidates' Make Hay For Ohio Financial Institution

By ARTHUR C. NORRIS, Contributing Editor

"YOU'RE going to have a genuine choice this year when you vote for President"—or so they said. But if you wanted a truly broad choice, you would have had to go to Akron, O., where Citizens S&L conducted a promotional campaign that gave voters a royal choice—any one of seven—count 'em, seven—presidential candidates!

The campaign sprang from the fact that seven U. S. presidents were born in Ohio—Rutherford B. Hayes, James A. Garfield, Benjamin Harrison, William McKinley, Ulysses S. Grant, William Howard Taft and Warren G. Harding.

In a promotional campaign directed toward increasing traffic in Citizens' three Akron offices, voters were urged to come into the S&L and mark a ballot for the President of their choice, which also gave them a chance at a free trip to Washington, D. C. As of October 2, the vote drive using radio spots and large newspaper space for advertisement was bringing more than 100 voters into the S&L offices each day. Newspaper ads included a ballot which had to be deposited in a box in one of the Citizens offices.

These "voters" in marking a ballot also wrote in their names, addresses and telephone numbers in order that

their names might be entered in a drawing for the trip to Washington, D. C. Thus, the S&L obtained a mailing list of potential customers.

Those voters who marked their ballots for the President who eventually received the most votes became eligible for an expense-paid six-day vacation for a family of four in Washington, D. C. The trip was awarded through a drawing held November 6. Six other drawings were held for backers of the other six candidates and each winner received an American flag set.

The brain child of O. Chuck Olsen, director of communications for Investors Funding Corp., New York City-based holding company of which Citizens S&L is a subsidiary, "The Saver's Choice" campaign was dolled up with a multiplicity of attractions that demanded both saver and voter attention.

### How They Voted

Out of the first 580 ballots cast in "The Saver's Choice" campaign, 27% were marked for William Howard Taft and 20% for Ulysses S. Grant. The remaining votes were divided among the five other candidates.

# I can tell you more about your customers than all your officers put together.



Your loan officer has a loan-customer list. Your savings people have another list. And somebody else probably has a list of safe-deposit or mortgage or demand-deposit or trust or commercial customers.

But it's the very rare banker that can take this kind of data and actually use it to generate business.

I can tell you how to do it.

Or do it for you.

Or give you the computer programs to do it yourself.

In fact, I can give you more hardnosed, useful, sophisticated bank marketing information than you ever thought possible — by creating and maintaining customer household files, and combining them with some moderately incredible things we can do with Census data.

Like tell you who your best potential customers are. Where they live. How much they earn. What they drive. What they do for a living. How likely they'd be to respond to what kind of direct mail or cross-marketing promotion.

Or give you Area Profile Reports that analyze your market potential in nearby areas, to support branch-site or acquisition requests to the Commissioner. Or tell you how many customers you're likely to pull at the new office you're thinking of opening in the suburbs.

Or define your prime customer characteristics; then tell you which census tracts — or even which blocks — are richest in this kind of person. And then reach them with highly personalized computer letters that do everything but call them by their nicknames.

Or do damn near anything else that can be done with census data, zipcoding, or demographics.

If you'll call me collect in Cambridge, I'd be happy to relate anything we do to anything you need, for any size bank you have.

Max Eveleth, Jr.,  
Marketing Director.  
(617) 868-8720.

**URBAN  
DATA  
PROCESSING  
INC**

**Your prime customer prospects:  
By their names ye shall know them.**





**TOP:** This trademark was adopted in 1954 by Citizens Fidelity. Because bank became one of first local users of TV advertising at that time, shape of logo was designed like TV screen.

**CENTER:** In 1960 this trademark was introduced and placed greater emphasis on word "bank" than did 1954 trademark.

**BOTTOM:** New logo of Citizens Fidelity is symbolic of "tree of service." Initials of "C" and "F" are intertwined, with three leaves appearing within "C." Bank's slogan, "Come Grow With Us . . . Under the Sign of the Service Tree," is used in conjunction with new logo.

## A New Logo 'Grows' . . . into print, into blazing lights

**O**VER THE YEARS, banks have come to look on trademarks or logotypes as an important phase of their sales/marketing programs. And increasingly, these trademarks are evolving into symbols rather than consisting of complete bank names.

Citizens Fidelity Bank, Louisville, offers a good example of how a symbolistic trademark can be developed in a few years from a traditional name-type design.

The bank's corporate name was formulated in 1944 with the merger of Citizens Union National and Fidelity & Columbia Trust. It was not until 1954, however—when the bank became one of the first local users of TV advertising—that Citizens Fidelity introduced its first trademark. The mark's shape conformed to that of the TV screen. Because the words "Citizens" and "Fidelity" were given equal prominence, a dropped-shadow, second-screen shape was added to encompass the remainder of the corporate name.

In the following nine years, the trademark underwent four revisions, each striving to increase legibility and adaptability to other media. The first revision, in 1960, represented an attempt to boost the feeling of strength and solidarity of the bank and also place greater emphasis on the word

"bank." The 1964 and 1968 revisions returned to the concept of the original trademark, but dropped the second screen for easier identification.

In 1969 Citizens Fidelity decided to make a totally radical logo change. Retail banking had become a greater part of the bank's business than in previous years; the bank was expanding rapidly throughout its market area with new branches, and plans for the bank's new 30-story corporate headquarters building had reached the ground-breaking stage. Bank officers anticipated that developments in each of these areas would keep the bank very much in the public eye. If a new corporate trademark was going to be introduced, it was felt that the next 15 to 18 months would be an excellent time to do it as the change would represent a dramatic visual break with the past.

Citizens Fidelity was faced with

**RIGHT:** New Citizens Fidelity logo is affixed to east and west sides of new bank building and is visible nearly two miles away. Logo marks—produced by Federal Sign & Signal Corp.'s Sign Division—weigh one ton each, measure 20 feet high and 14 feet, three inches wide. They were installed in one piece on a Sunday morning by helicopter. Installation brought coverage by TV and newspapers. In addition, about 300 persons gathered to watch operation. In daytime, bronze color dominates; at night, interior illumination produces bright white logos.



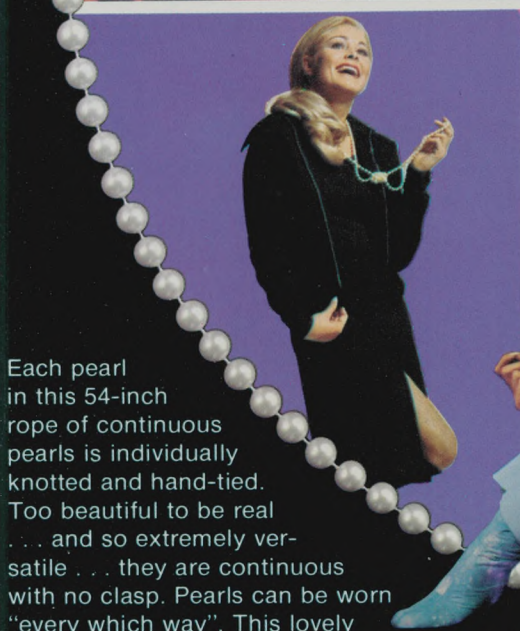




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choosing one of many fine agencies, both local and international, to handle the design work. Gianninoto & Associates, a New York-based industrial design house, was chosen. The company had previous experience in the Louisville market area and especially in the retail field. The bank believed that any new mark, while attractive to correspondent and commercial customers, definitely should reflect the bank's commitment to the retail market.

After spending several weeks talking to the bank's management, meeting employees and visiting its branches, the firm's creative director, John DiGianni, observed, "I have been extremely impressed with the youthfulness of your staff and with a tremendous individual and corporate growth and of the service rendered this community by this bank." It was agreed to symbolize those elements.

During the study of the bank and the market it serves, the bank's advertising manager discovered an ancient tree that was currently being reintroduced by a nurseryman. The tree is called the "Sarvis Tree." A little research revealed this to be the phonetic spelling given the tree by the English, who named it the "Service Tree." The ad manager further suggested to the designer that the tree, if symbolized in the eventual trademark, would supply

a creative platform for a supporting theme.

The designer began by reviewing three kinds of logos and marks of other firms for the bank's senior management; one group using the full corporate name, one using initials and several with purely symbolic marks. Management felt that the bank was prepared to move away from the corporate name logotype to a symbolically expressed trademark.

About 50 designs were submitted, each expressing the names symbolically while incorporating a growth theme. Of these, one was chosen, some modifications made and—early in 1970—the final logo submitted.

The concept of growth within the bank in its services to others and to the community the bank serves is symbolized by the Service Tree shape of "CF" and further enhanced by three leaves. Use of a tree shape introduced the concepts associated with living, growing things. Such an idea seems ecologically on target today.

While the bank's management believed that a major hurdle had been cleared, it still faced the problem of finding a way to effectively introduce the new mark to the public. Internally, the bank was faced with thousands of changes in forms, branch signage, advertising and the major matter of how

best to communicate to its customers and employees what the new logo stands for.

To help the bank in the conversion process and to provide a guideline for protecting the integrity of the new mark, Gianninoto & Associates developed a control manual. The bank's ad manager, who was to work with the designer throughout the introduction process, was given the responsibility of seeing that the new mark was faithfully applied according to an overall graphics policy.

Phase I of the conversion involved signage. A free-standing, pole-mounted sign, including a time-and-temperature unit, brown and tan and tree shaped, was chosen to show the mark at each branch location. A modified hanging version was developed to comply with urban zoning regulations in downtown locations.

Then came the process of gradually converting bank forms, with old forms being replaced with the new forms as the old ones ran out.

The final step before the new mark and slogan were introduced to the public involved bank employees. The bank felt that a successful introduction would depend in part on the awareness of and acceptance by its people. Management believed that the communication should be a visual experience and

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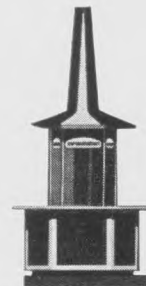
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chose closed-circuit TV as the principal medium.

Senior management and a representative of the industrial design house—in a live telecast—discussed the reasons for changing and explained the new mark's meaning. Employees also were given previews of the bank's new TV and radio commercials. The bank's employee publication followed up with an issue devoted to the new logo, often going into much greater detail than was possible in the half-hour TV broadcast, which was seen by the staff in 31 branches before banking hours.

Finally, the time had come to take the new message and image to the public. All media were used, including extensive and concentrated use of TV and radio spots for 10 days and an unusual series of full-page, full-color newspaper ads featuring the new logo and telling the legend of the Service Tree. The bank's motto, "Come Grow With Us," its young folk-song jingle and especially the trademark caught on quickly.

The bank believed, however, that once its paid advertising efforts slackened—as the budget required that they must—the momentum generated would weaken. The bank initiated internal programs, such as an extremely successful "Come Grow With Us" employee-incentive contest, that kept the new image on staff members' minds.

Publicly, several promotions were used. Thermometers shaped like the time-temperature branch signs were given away in a temperature-guessing contest. The most successful effort involved the bank's donating thousands of service trees to local civic, religious and educational organizations. Ecologically oriented TV spots were used to tie in the mark with the legendary Sarvis Tree.

The obvious visual correlation between the tree and the new mark prompted Citizens Fidelity to expand its motto to "Come Grow With Us . . . Under the Sign of the Service Tree." Soon thereafter, the bank copyrighted both the mark and the slogan.

As proof of the widespread acceptance of the new mark, a study conducted six months after its introduction showed it to be the second most recognized symbolic logo of any Louisville-based firm.

The final phase of the changeover called for the remodeling of existing branches to reflect the bank's new image. Concurrent with this effort, the new 30-story headquarters building was rising fast above the Louisville skyline and attracting the public's attention.

The bank decided last April to place two 20-foot versions of the mark atop

the new 30-story building. Produced by Federal Sign & Signal Corp.'s Sign Division, each logo mark is lighted internally and can be seen from a distance of 12 miles from Citizens Plaza. The marks were lifted by helicopter from one of Louisville's busiest intersections and placed on the east and west sides of the 30th floor. Because this was the first time such a method was used in the Kentuckiana area, local TV stations gave the installation excellent coverage.

Summing up Citizens Fidelity's successful "operation trademark," a bank spokesman said:

"Due to the great political, social, economical and cultural changes in our nation in recent years, many institutions have been re-evaluating their present corporate marks and asking if they still communicate adequately by today's standards and, in fact, asking if they are faithful reflections of those institutions currently.

"Much has been written about the revolution of trademarks and many are wondering about the value spent and wisdom of such a change. Some who hear of national companies spending upwards of a million dollars for such new identification are tempted to try and create their own marks. We hope this explanation of our experience would indicate the importance of professional assistance and the fact that arriving at a new emblem is much more than simply producing something that looks 'catchy' or intricate. Further, as the process maintains its integrity, the final product should not be a surprise or require endless education, explanation and defense.

"That process, in fact, can be a rich and rewarding time of self-examination and appraisal." • •

## Petroleum Engineer Named At Hibernia Nat'l Bank

NEW ORLEANS—Paul J. Sparacello has been named petroleum engineer in Hibernia National's oil and gas division. Vice President Buel H. Humphreys Jr. is manager of the division.



**SPARACELLO**

Mr. Sparacello, who holds a B.S. degree in petroleum engineering from Louisiana State University, Baton Rouge, worked for a major oil producer for 10 years in various engineering posts before joining Hibernia.

Mr. Sparacello is a member of the Society of Petroleum Engineers of AIME and the American Petroleum Institute.

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Everything is sold with a 100% guaranteed sale. You pay only for what you use. At conclusion of your program you return anything not used for full refund.

We're ready to rush the full story for you to examine — and our beautiful Crown Jewel Simulated Diamond Pendant Necklace. Show it to your friends and associates. They'll think it's a real diamond.

When you reply you automatically receive protection rights for your institution in your market area. And if you send for the sample and decide not to run the program you may keep the precious simulated diamond for just \$5.00 (We'll bill you). Or simply return it without cost or obligation. Act now and discover that Crown Jewel Simulated Diamonds are a girl's best friend — at least second best!



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# Precede Adoption of New Logo With Professional Analysis Of Bank's or HC's Long-Term Communications Needs

**E**ACH DAY we are introduced to some new bank or holding company symbol and told what it intends to convey—phrases like integrity, substantiality, growth, service, etc. As a result, many bankers have come to consider the symbol as almost an end in itself. This is unfortunate and represents the failure of design/marketing consultants to communicate the real nature of their work, rather than merely its visual aspects.

As marketing and corporate identification specialists, we at Schechter & Luth know the symbol is simply one of many communications tools available. Thus, we have developed some identification programs around symbols, others around logotypes and still others around a combination of graphic devices.

In our work for First American National, Nashville, and Trust Co. of Georgia, we created symbols to link the various names of affiliated banks under a single banner. First & Merchants National, a state-wide Virginia institution, posed a different problem. Virginia is a branch-banking state, and both de novo and acquired branches were called "F&M." We recommended eliminating any extraneous symbol in favor of the initials, which we felt could be

By **ALVIN H. SCHECHTER**  
President  
Schechter & Luth, Inc.  
New York City

the simplest, most effective communicator state-wide. Supported by a strong color statement and honest, straightforward graphic style, the new identity "asserts our presence in the market," says Coleman McGehee, F&M president. He adds: "The identity turns a nickname into an effective marketing



**Alvin H. Schechter**, founder and president, Schechter & Luth, Inc., New York City, holds a master of fine arts degree from Yale University and a B.A. degree from Brooklyn College. He has been on the design faculty of the University of British Columbia.

tool, resulting in considerably higher awareness for our promotional dollar. As a dividend, 'F&M' becomes a non-limiting flag for the holding company as well."

Our work for H. J. Heinz Co., although in a different industry, is another example of simplification. In that program, we eliminated the world-famous "57 varieties" symbol in favor of an extremely bold Heinz logotype in a controlled background. The result has been a generally more youthful, up-to-date image for H. J. Heinz.

On the other hand, we developed a combination of symbol and logotype for London Life Insurance Co., Canada's largest life insurer. Use of both devices, closely linked, projects the company's Canadian character as well as a look of leadership. Again, we created a highly individual program to meet the unique needs of a specific client.

Good communications are valuable for every company, from the smallest to the largest. For a bank of any size, a symbol might project some unique quality. If properly used, it might help achieve unity and efficiency in communications. But it might prove extraneous, wasteful and counter-productive.

For banks, as for other businesses, there is only one universal rule: Invest in a competent, professional analysis of long-term communications needs *before* committing a single dollar to any design program. •••



**LEFT:** T. Scott Fillebrown Jr., pres., First American Nat'l Corp., Nashville bank HC, holds star symbol made up of five interlocking elements symbolizing the unity of the affiliated financial service groups of the HC. Symbol will be used by all affiliates of HC. **RIGHT:** Identifying symbol used by Trust Co. of Georgia and its affiliates.

MID-CONTINENT BANKER for November, 1972

Even her checks. That's why she selected our DeLuxe National Wildlife series. Five impressive scenes of endangered American animal and bird species. DeLuxe matched its own concern for ecology to the popular mood of the nation's youth. That's the best thing about our entire series. Something for everyone. Check it out with your DeLuxe representative. He'll help you display and promote meaningful checks to concerned customers.

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# The 'Hot Potato'— One Year Later

By **ARTHUR C. NORRIS**, Contributing Editor

**H**OW "HOT" is the "hot potato" one year later?

The "hot potato" is the name given by Tension Envelope Corp., Kansas City, to a specialized return envelope developed as a means whereby banks may use their return envelopes to cross-sell services.

Exactly one year ago, MID-CONTINENT BANKER reported on the success banks and S&Ls were having in obtaining business by mail using these envelopes which have a flap on which a cross-sell sales message is printed and which must be detached before the return envelope can be used.

The consensus among users of the specialized return envelopes is that the heat generated by the "hot potato" is not a flash in the pan. Immediately after the introduction of the envelopes by any bank, a spurt of new business results, but after a short time such sales level off. However, this leveling off brings with it a steady flow of new business that makes continued use of the envelopes worthwhile.

Home Federal Savings & Loan, Des Moines, was among the first financial institutions to use these envelopes. The specific use was to inspire mail deposits by making a deposit slip an integral part of envelopes mailed to bank-by-mail customers and also to mortgage loan customers.

Home Federal has been using the envelopes for about three years and reports a steady flow of mail deposits of between \$11,000 and \$12,000 each month as a direct result of the deposit-by-mail sales approach. A significant part of this total comes from mortgage customers who make deposits at the same time they mail their mortgage payments. Many of these mortgage borrower-savings customer accounts sprang directly from the suggestion to open a savings account made through the "hot potato" return envelope.

Red River National, Grand Forks, N. D., has been using "hot potato" envelopes for approximately one year. Worthwhile results continue when the envelopes are used for bank-by-mail and to obtain new savings accounts and Christmas club accounts. Although some new business has been obtained for the installment loan and trust departments, the bank feels that the envelopes have not proved profitable for use in these two departments.

When used as statement stuffers to encourage bank-by-mail deposits, the bank figures a 2% return is obtained. When used to sell new savings accounts, the return is approximately 1½%. The bank plans to stagger use of its "hot potato" envelopes. Using different envelopes for several months and then skipping a month. "After all," an

officer pointed out, "you can usually sell a man only one savings account."

Newer recruits to the use of the "hot potato" use terms like "tremendous," "exceptional" and "completely unexpected" in reporting results obtained through use of the special return envelopes.

Missouri State, St. Louis, used the introduction of the "hot potato" as an excuse to redesign its entire selection of stationery using a rich-appearing combination of light blue and light grey. Special return envelopes were used in sending deposit slips to bank-by-mail customers that brought a 50% increase in the bank's bank-by-mail receipts, reported Earl Overbeck, cashier. At the same time, installment loans made to this same group of customers went up an estimated 25%.

Sales messages used on the envelopes emphasized drive-way banking, free checking and statement savings. The reverse of the advertising flap provided space for a request for the bank to phone the customer between certain

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Creve Coeur (Mo.) Bank offers \$5 coupon on its "hot potato" envelope pushing auto loans.

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Front of "hot potato" envelope used by American National, Chattanooga, features this eye-catching copy.

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And something very special—*Free local warehousing in your city.* Your inventory will be right around the corner. So, if you start to worry about deposits, get in touch with Neil Kanney. Find out why financial institutions from Carolina to California call him their No. 1 ladies' man.

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hours plus coupon-style space for the customer's name, address and phone number. In other words, the customer could ask the bank to contact him for new business.

American National, Chattanooga, used the "hot potato" to increase activity in its overdraft checking service called "Chek+Plus" and to boost the number of automatic savings plan accounts. How well did it work? The bank reports that from April through August, 1972, the number of automatic savings accounts increased 45% over the same 1971 period at a total cost which is less than a full-page ad in a local newspaper. "A significant indicator," the bank commented, "that the theory of direct marketing is one which has not been properly utilized in many cases by banks."

To obtain the automatic savings accounts, the bank designed an envelope that is particularly eye-catching. The flap of the envelope when turned down for sealing reads: "Get a little richer. . . ." Lift it up to lick the mucilage and the word, "automatically," appears. Included as an integral part of the envelope which must be detached before use is a form which—when filled in and mailed—authorizes the bank to start or increase an automatic savings plan for the customer by making transfers from his checking account.

To obtain "Chek+Plus" account applications, the bank uses a triple-fold envelope which includes a credit form to be filled out by the customer, terms and conditions of the "Chek+Plus" agreement and a sales pitch for the advantages of the plan.

The success of the special envelope campaign was attributed to the fact that it was easy and convenient to use and therefore was customer-oriented.

All the customer had to do to start saving automatically was to indicate the amount to be transferred monthly, give his account number and sign the form. No other contact with the bank was necessary.

This kind of direct marketing approach, it was suggested, could lead the bank into more sophisticated techniques through use of automated cross reference files indicating all customer relationships with the bank. Thus it would be possible to tie a one-service customer more tightly to the bank by selling him additional services.

Arthur P. Baxter, marketing officer, reports outstanding success when Georgia Railroad Bank, Augusta, used "hot potato" envelopes to increase Christmas club accounts.

"We cycled them," he said, "to all checking customers as a statement enclosure. They were also sent to all existing club account holders (before the payoff date). The response was excellent."

At the time Mr. Baxter studied the results, new savings accounts were running almost double year-ago volume and 1972 payout was expected to top \$1½ million. With Christmas club accounts totalling 8,500, the bank traced approximately 750 to their "hot potato" envelope.

"And," Mr. Baxter commented, "more than a month after we mailed out the last of the envelopes we are still receiving them to open new accounts."

The Georgia Railroad Bank envelope is printed in red and green. On the face is a Santa Claus cap from which gifts to one and all are overflowing. The flap emphasizes that 4½% interest is paid on Santa savings and also provides an application form. The reverse

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of the flap lists rules and regulations governing Christmas club accounts.

Creve Coeur Bank in a St. Louis suburb recently started using a series of six "hot potato" envelopes. The advertising pieces are printed in two colors, blue and yellow, and a three-color effect is obtained by overprinting the blue on the yellow. The envelope flaps "sell" the bank's savings accounts, time deposits, insurance service, real estate service and travel service. The sixth envelope pushes auto loans and bears a coupon worth \$5 as a deduction from the interest charge when an automobile is financed through the bank.

To coincide with the introduction of the 1973 model automobiles, Creve Coeur Bank used the auto loan envelopes during September. Approximately 8,500 envelopes were mailed and four coupons were brought into the bank when auto loans were made.

"We feel, however," David A. Doering, vice president, commented, "that it is too early to decide if the campaign has been a true success. We believe that many potential new-car buyers will save the coupons and use them during the next month or two when all the new cars are available for selection. In the meantime, the four loans we have made more than paid for the additional cost of the flap on the return envelopes." • •

## Cash Grain Agriculture

(Continued from page 12)

time this does occur, and in analyzing the instances in which we have had problems with grain farmers, it appears these problems invariably have resulted from one of three causes. The farmer borrower has little control over one of these causes; the other two result directly from his actions. The first cause of problems is a poorer-than-anticipated crop. A crop failure isn't needed to get a loan in trouble. Per-acre operating costs are so high these days that a crop that is only poorer than projected can get a borrower in trouble.

The second cause of loan problems is misuse of loan proceeds and accumulation of outside debts by the borrower. Generally, this means the crop costs that have been advanced may remain unpaid and the lender may well have to contend with a third-party creditor.

The third major cause of problems in financing a grain operation is diversion to other purposes of crop proceeds pledged as repayment on a loan. Any time there is a major breakdown in the repayment agreement, the loan probably is in trouble. I wonder whether we lenders, at times, don't contribute

to the breakdown in the repayment agreement by not taking the time to negotiate an explicit repayment agreement that is well understood by both parties to the loan. I cannot stress enough the importance of a firm understanding in this area.

In summary, I would like to say that loans to grain farmers can be excellent business for a bank. If the right man is on a unit that has the productivity and volume to produce adequate profits, a loan to that farmer can be the best in a bank's portfolio. Certainly, the future for the agricultural lender is a challenging one. Being a successful agricultural lender will require greater expertise and greater dedication on our part, but certainly the rewards and satisfactions will be even greater. • •

■ SAN FRANCISCO—BankAmerica Corp. has proposed the acquisition of GAC Finance, Inc. The acquisition would permit the HC to extend its consumer credit capabilities to other parts of the nation. GAC Finance is a subsidiary of GAC Corp.

■ ST. LOUIS—First Union, Inc., plans to acquire Citizens Bank, Pacific, Mo., subject to regulatory agency approval. No personnel changes are contemplated at Citizens Bank.

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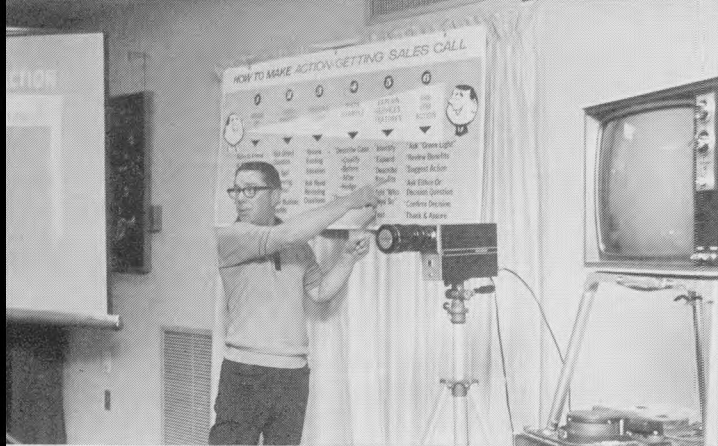
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Quantity	50	100	250	500	1000 & over
Per Box	3.95	3.90	3.85	3.80	3.75





LEFT: James A. Null, sales training officer at Union Planters Nat'l, illustrates to his Productive Selling Seminar students importance of "asking for action," which is final step in productive sales call. RIGHT: Dress is informal at Productive Selling seminars. L. to r. are: John W. Coleman, student loan rep., Mercantile Bank, Jonesboro, Ark.; Robert Harper, v.p., Nat'l Bank of Commerce, Columbus, Miss.; William McCutcheon, State

Nat'l of Alabama, Scottsboro; Joe J. Weed, v.p., State Nat'l of Alabama, Huntsville; Edwin A. Sory, v.p., Citizens Bank, Belzoni, Miss.; T. Everett Austin, a.c. & br. mgr., Merchants & Farmers Bank, Columbus, Miss.; O. Lockett Collins, at the time of the seminar, a.c., Earle (Ark.) State, now with Bank of Pine Hill, Ala.; and Mr. Null.

# Productive Selling Seminars

... show officers in banks of all sizes  
how to make effective sales calls

**"I NEVER CEASE** to be amazed at the typical banker's lack of knowledge of his own products and assets. Many of you waste your time calling on financial officers, wasting their time with no real idea what you have to sell."

Those are the words of Howard H. Ward, vice president-finance of Borden, Inc., a company that deals with more than 600 of the nation's banks. Mr. Ward leveled his criticism during a panel discussion at a business financing conference.

The management of Union Planters National, Memphis, after making an intensive examination of its own selling program, was in complete agreement with the Borden executive. In a massive turnaround that began in May,

1971, Union Planters hustled every officer and every public contact person off to sales training school.

Each school session, limited to 20 Union Planters personnel, lasted four days. The bankers never left the motel in which the seminars were held. In a day-and-night, shirt-sleeve workshop, the "students" found themselves buried up to their eyeballs in work and study assignments.

Before the course had been complet-

ed, each banker faced a video-taped camera, a technique used to record a case-study situation in which the Union Planters officer had an opportunity to sell a bank service. Facing an instructor who acted as a hard-nosed prospect, the student found that the role-playing served as an on-camera final exam.

Were the sales sessions successful? Listen to James C. Merkle, president of Union Planters.

"We referred to these classes as Productive Selling seminars and that's exactly what they proved to be. Productive salesmanship is not a gift with which a person is born, but a disciplined approach to determining the needs of a prospect and showing how our bank services can fill these needs. *As a result of these seminars, our officers have effectively increased our share of the market by selling more—and more profitable—services.*"

So successful were the seminars for Union Planters that the Memphis bank decided to offer the sales training course to officers of its correspondent banks. Again classes were restricted to 20 persons, and, although the first seminar was held last July during the height of the vacation period, 19 bankers from Alabama, Arkansas, Mississippi and Tennessee came to Memphis to attend the four-day sales conference. Each paid a \$225 enrollment fee.

The seminars for correspondent bankers are directed by James A. Null, sales training officer at Union Planters, and James M. Richardson, assistant sales training officer. Both men move

TOP: James M. Richardson, asst. sales training officer at Union Planters, shows Mrs. Edith Traweek, Central Bank, Birmingham, how videotape TV equipment is operated. Joe J. Weed, v.p., State Nat'l of Alabama, Huntsville, is pictured on TV screen.

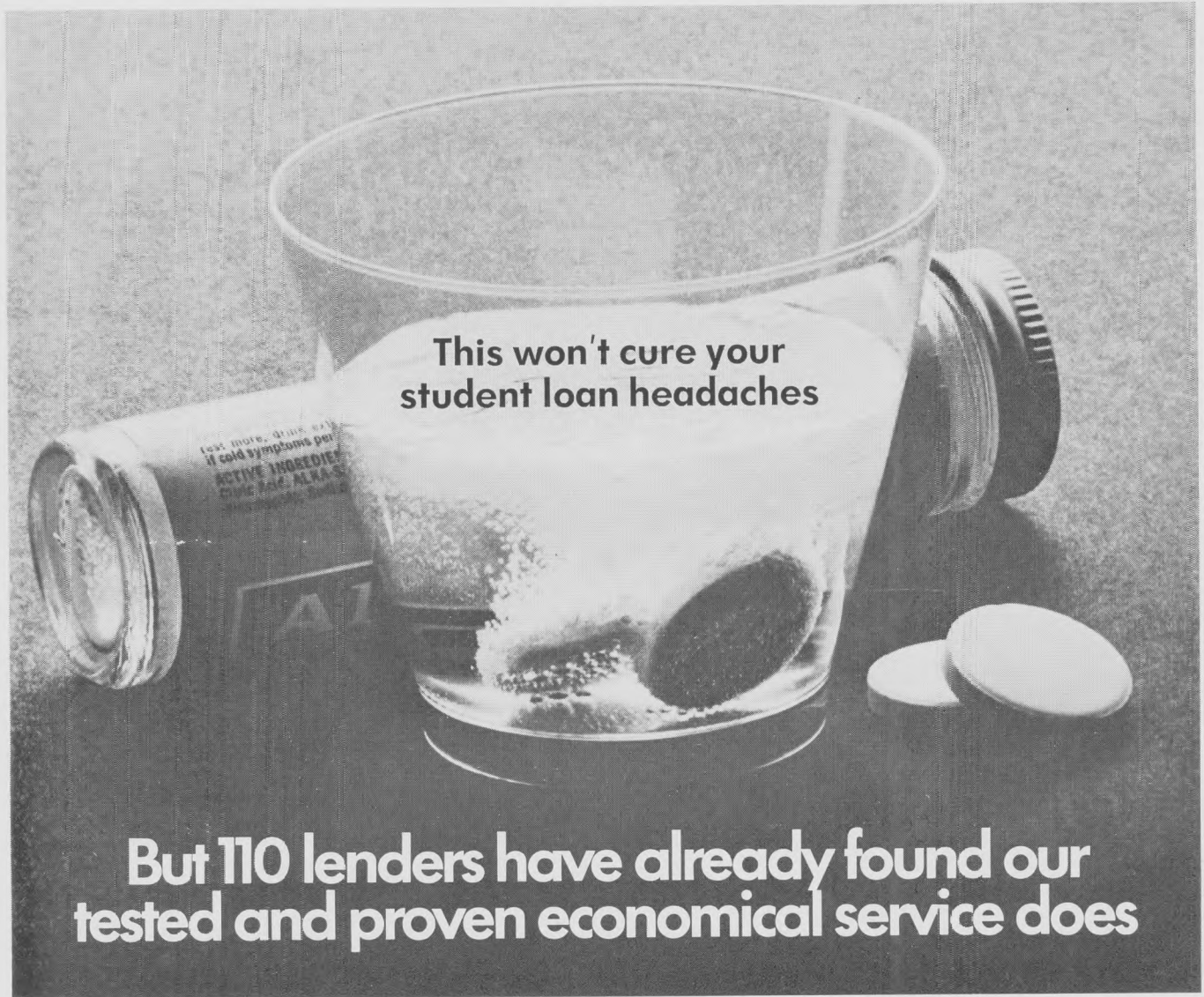


CENTER: G. Mitchell Turner, director, retail development and staff training, Central Bank, Birmingham, goes on camera to "sell" a bank service. His performance was later evaluated at audio-video playback with his image appearing on TV screen.



BOTTOM: Nightly study sessions find seminar participants gathered in groups to go over selling project assigned them for next day. Pictured here are: Herbert Bland, installment loan officer, Security Bank, Paragould, Ark.; Chester H. Curtis, 1st v.p., Bank of Clarksdale, Miss.; and C. Richard Parr Jr., asst. business development officer, State Nat'l of Alabama, Decatur.





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# Productive Selling Seminars (Continued)

into the motel where the sessions are being held and never leave until the last banker has been presented his Certificate of Achievement to acknowledge his completion of the sales course.

Banking, Mr. Null stresses, is a keenly competitive business. Costs of providing customer services are rising every year and to make these services profitable, a bank must sell more services to more customers than in the past.

"To stay ahead of the competition and cover the costs of banking today, you've got to actually *sell* your bank to customers," says the Union Planters sales training officer. "You must know your customer's needs, know how your bank's services can satisfy his needs—and then effectively communicate these benefits to your customer."

Effective communication, according to Mr. Null, is the key to productive selling.

"We not only teach effective communication to the bankers attending our seminars, but we teach them to learn sales opportunities, how to plan sales strategy and to use sales techniques that are being proved effective every day by Union Planters people who have taken the productive selling course," says Mr. Null.

In addition, the bankers learn how to analyze their customers' needs and how to convince them that their bank can satisfy these needs. They also are trained to sell their bank's capabilities to new customers and to sell more services to current customers.

Mr. Null, who is a member of the National Sales Executive Club, said the intensive course in selling has strengthened the confidence of each of the bankers who has taken the course.

"A more confident sales person is just naturally more productive, whether he is selling a bank service or a product," the sales training executive points out.

Rudy H. Malone, vice president of Union Planters' retail banking division, is an enthusiastic advocate of training bank personnel how to sell. Some 110 men and women in his division make business calls throughout metropolitan Memphis. Their goal: Sell more services to current customers and sell at least one service to a new customer.

"Our people, who last year just made calls, now have a practical and systematic plan for achieving specific results when they visit a customer or a prospective customer," Mr. Malone explains. "It costs the bank approximately \$35 for each call its officers make—and

that's a lot of money to spend on a call, unless it's successful."

Mr. Null said that correspondent bankers attending the Productive Selling seminars are taught the precise method of preparing for a sales call that has proved so successful to Union Planters personnel.

The sales training executive observed that one reason officers frequently complete a sales call with little or no significant action is that they go into the call with no clear purpose in mind. Unsure of what they want to accomplish, it is only natural, he said, that they accomplish nothing at all.

"At our seminars we stress quality of calls rather than volume. Each call must be carefully planned and this involves (1) determining the existing situation; (2) identifying possible needs; (3) deciding what to propose and (4) planning the selling activity to produce desired action."

What do bankers who have attended a Union Planters' Productive Selling Seminar think of the course? Here are some comments:

J. J. Weed, vice president, State National Bank of Alabama, Huntsville: "This was an excellent training seminar and I appreciated the opportunity to attend and participate."

Chester H. Curtis, first vice president, Bank of Clarksdale, Clarksdale, Miss.: "Although you worked us rather unmercifully, it was a most enjoyable week for me. . . ."

Robert M. McMahan, vice president, Helena (Ark.) National: "It was well presented and conducted in a most businesslike way. I believe that as a result of this conference, our bank will be better equipped to compete in our area."

Walter Barnes, president, First National, Jackson, Tenn.: "Our Bill Gunter came back from your Productive Selling Seminar with such a glowing report that we are grateful to you for offering this service."

John W. Coleman, Mercantile Bank, Jonesboro, Ark.: "The Productive Selling Conference is really great. I suggested to our executive vice president that others in the bank be given the chance to take the course."

G. A. Baugus, president, Citizens State, Trenton, Tenn.: "Both Esther Nowell and Howard Bunch feel that they have attended a real 'work session.' I am sure you realize that this area of sales training is a real problem for country banks. I have noticed that our participants now have, as a result

of the seminar, a definite sense of direction, a more pronounced awareness of the services we have to offer and a knowledge of the danger areas that should be avoided in solicitation of new business."

George R. Mitchell, loan officer, Earle (Ark.) State: "I have been in banking only a short time, but I feel that the seminar has been and will be a great asset to my future banking career. . . . I think that anyone in the banking profession would benefit greatly by attending this seminar."

T. Everett Austin, assistant cashier and branch manager, Merchants & Farmers Bank, Columbus, Miss.: "The Productive Selling Seminar has helped me make more productive business development calls. It has strengthened my capacity to acquire new customers, sell a broader range of services to established customers and retain old customers by improving my skill in identifying, analyzing and satisfying customer needs. Also, it helped me improve my skill in communicating my bank's capacity to serve the needs of prospective and established customers."

C. Richard Parr Jr., assistant business development officer, State National of Alabama, Decatur: ". . . Every bank officer who deals with the public in any way would benefit from attending the Productive Selling Seminar or a similar seminar. The seminar was well presented and organized, and it definitely made the job of calling on a customer or prospect much easier. . . . Upon return to the bank, I immediately put to use the knowledge obtained from this seminar. The seminar gave new insights into answers to problems that are presented when calling on a customer or prospect . . . it definitely will improve a banker's self confidence."

Edwin A. Sory, vice president, Citizens Bank, Belzoni, Miss.: "The Productive Selling Seminar has helped me realize many things that were not evident before attending. This is a conference that can help the large bank and small town bank to exploit new and exciting kinds of selling procedures."

Jerry Dorton, marketing officer, Security Bank, Paragould, Ark.: "The Productive Selling Seminar provided me with the blueprint and match to kindle a burning campaign for better officer selling performance in our bank. We presently are reworking our program to include more of the program's suggested selling methods."

A Mississippi bank, which was represented at last July's sales session by a single vice president, will send 12 of its personnel to Union Planters' initial 1973 Productive Selling Seminar scheduled to begin January 16. • •

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New Issue / October 20, 1972

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VOL. CXX, No. 41

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NEW YORK, JULY 26—The French ocean liner Ile de France crawled into New York harbor laden with its cargo of human misery. On board were many of the 1400 survivors of the mid-ocean collision between the Andrea Doria and the Stockholm. Grim-faced and numb with shock, many of the survivors had nothing left but the clothes on their backs. Their valuables and money lay in a silent vault 225 feet below the surface of the Atlantic. The French liner was

The sinking of the Andrea Doria has been called the single greatest sea tragedy of the last quarter century. In New York that day, the citizens rallied in support of the weary survivors. The Red Cross furnished coffee and blankets. Doctors, nurses and orderlies provided medical attention. And American Express Company personnel offered travel assistance. They promptly replaced lost American Express Travelers Cheques. They also helped make hotel and travel arrangements for the survivors and their families.

July 26, 1956. A special day. But, for American Express it was business as usual.

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If your customer's American Express Travelers Cheques are ever lost or stolen, he can get a refund—usually on the same day he reports the loss

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That's four months out of the year those travelers cheques can't be refunded.

#### AMERICAN EXPRESS, THE WORLD'S MOST ACCEPTED TRAVELERS CHEQUE

The American Express Travelers Cheque is known and welcomed from Auckland to Zurich. Because of the name it carries, our Cheque is as negotiable in out-of-the-way places as it is in the major cities of the world. Which is one reason more of our Travelers Cheques are used than all other travelers cheques combined.

#### BACKED BY THE WORLD'S LARGEST TRAVEL COMPANY

If your customer carries the American Express Travelers Cheque, he will have the global network of American Express Company, subsidiary and representative offices at his service. In addition to cashing or refunding Travelers Cheques, these offices offer him a full range of travel services: transportation, car rental and hotel reservations; passport and visa information; and sightseeing tours.

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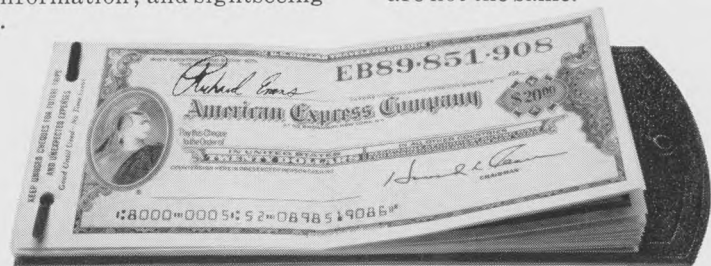
The American Express Travelers Cheque can be purchased in U.S. dollars, Canadian dollars, Swiss francs, pounds sterling and Deutsche Marks. Only American Express Travelers Cheques are issued in all these important currencies.

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They insure customer satisfaction (no small thing, today). The kind of satisfaction that allows the relationship you have with your customer to continue untarnished. In his lifetime, a customer will come to you for his mortgage, car loans, personal loans, home improvement loans, etc. Certainly, it doesn't make much sense to jeopardize your relationship with him because he has an unfortunate incident with the wrong travelers cheques.

With American Express Travelers Cheques you can rest assured he has the right travelers cheques.

Whether your customer is traveling domestically or abroad, make sure you recommend American Express Travelers Cheques for his next trip. Because all travelers cheques are not the same.



AMERICAN EXPRESS

The Travelers Cheque



# *First Granite City Nat'l Involves Employees In Active Marketing of Bank Services*

By **KATHY FLOOD**  
Assistant Editor

**H**OW DO YOU involve as many bank employees as possible in the marketing of bank services? First Granite City (Ill.) National found the answer recently in an 18-week employee incentive campaign, which was accompanied by a six-session "sales training and orientation" program.

The bank set three goals for its program:

1. New customers from personal contacts by its employees.
2. Additional services sold to existing customers.
3. A greater knowledge of bank services and more enthusiasm for selling these services on the part of bank employees.

First Granite City National is located in a highly industrialized area of metropolitan St. Louis. The \$55-million bank is one of three banks in Granite City, which has a population of about 40,000.

According to David V. Fox, marketing director, the bank's sales-orientation of employees is a continuing process, even though the incentive program itself is now over.

Six conference-type training sessions were conducted at periodic intervals during bank hours over the 18-week term of the incentive program. The purpose of the meetings was to stimulate employee interest in developing sales ability and in becoming alert to sales opportunities both in and outside the bank.

Mr. Fox commented, "We believe an in-depth training program is necessary to motivate employees to want to market the bank and its services at every opportunity, to broaden their knowledge of bank services so they can 'sell' the bank and its services and to reward them for successful sales efforts."

Executive Ideas, Inc., a research marketing and advertising concern with creative offices in Miami, Baltimore and Denver, coordinated the training sessions for First Granite City National.

"We did not believe we could achieve desired results through training presented by our bank officers, or through any of the many cassette programs available. We were working with Executive Ideas in our advertising and they assisted us by 'packaging' the desired training and incentive programs," Mr. Fox explained.

Concurrent with the start of the training sessions, the employee incentive program was put into effect. All bank personnel except officers participated in the program.

Employees were awarded prize-point certificates weekly for any new business they were responsible for bringing to the bank. Non-contact personnel received more prize points for new business secured than did contact personnel.

Prize-point certificates were redeemable for merchandise offered in a special catalogue, which described more than 1,000 prizes. Employees could redeem their prizes at any time during the campaign or could accumulate points for larger prizes. Also, staff members were urged to leaf through the catalogue and select gifts they would like to earn, thus giving them a realistic target to shoot for.

Employees were asked to make a list of prospects they intended to call on, determining in advance which bank services the prospects most likely would be interested in. When a staff member made a sales call on a friend, neighbor

or present bank customer, he gave the prospect an introduction card. When the prospect came to the bank to open a new account, he submitted the card and the employee was credited with a corresponding number of points for the new business created.

Introduction cards were channeled to Mr. Fox, who totaled points earned by employees each week and presented them with prize-point checks. Any unusual new business obtained during the campaign or a display of outstanding selling ability was rewarded with special bonus-award points.

The staff was organized into teams, each headed by an officer acting as captain. Teams met once a week to discuss individual efforts, to exchange ideas and to check individual and team progress.

First Granite City National had not set up a pre-established goal for new business it expected to gain from the incentive program. But as the 18-week program came to an end, figures showed that prizes awarded to employees represented about \$250,000 in new business for the bank.

Mr. Fox commented, "Our results do not indicate this program to be a sure-fire method of substantially increasing deposits over a *short* period of time, such as you might expect from a premium promotion."

He emphasized, however, that his bank believes the incentive program is a more solid way of expanding new business over the years than is the premium promotion.

Mr. Fox said First Granite City National will take into consideration the following points in planning next year's training and incentive program:

- Training sessions should be completed before the incentive program be-

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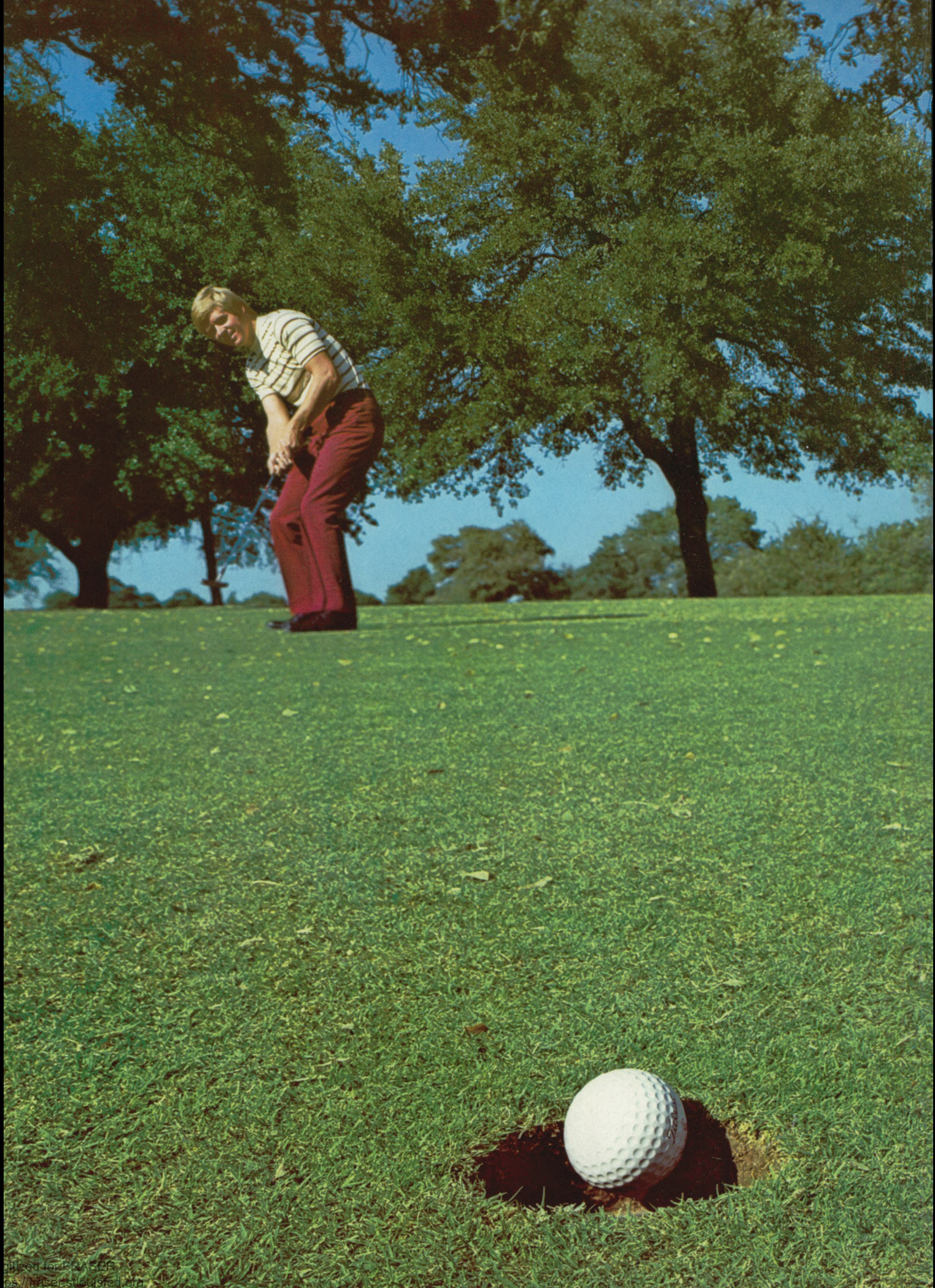
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Good farmers make good farm loan prospects. And, they're easy to attract when you send them Doane's *Farming For Profit* . . . an ideal way to expand your farm loan market.

Because, today, more than ever, good farmers need and search for new facts on agriculture, and how to make their operations more profitable.

They find these facts in Doane's *Farming For Profit* — the authoritative monthly farm newsletter devoted exclusively to management, production, and marketing.

These farmers recognize and appreciate extras like this. And, they're often inclined to go out of their way to do business with the progressive, full-service banks who provide them.

## SPECIAL GET ACQUAINTED OFFER!

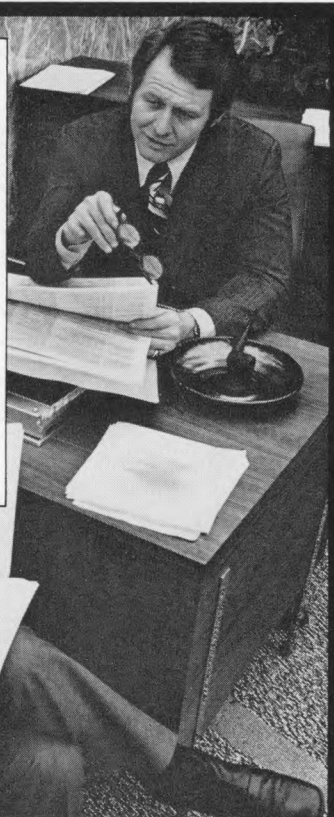
Evaluate *Farming For Profit* yourself! Send your name and bank letterhead. You'll receive 6 months (6 issues) of Doane's *Farming For Profit* — FREE! Write: Duane Gorr, Manager, Bank Services.

**DOANE** AGRICULTURAL SERVICE, INC.  
8900 Manchester Road • St. Louis, Missouri 63144

"This software-package keeps track of our Franciscan China inventory in all eighty branches."

"FINANCIAL MARKETING supplies computer programs right along with their premiums. Ads and displays, too."

"They're good people to be with."



**FINANCIAL MARKETING**

A Division of Premium Corporation of America

Box 1750, Dept. C-6, Minneapolis, Minn. 55440 Phone (612) 540-5000

gins. If the six or eight training sessions are spread two weeks apart, most employees will not miss more than one session due to vacation time.

- Plan an incentive campaign to follow closely on the heels of training to take full advantage of the enthusiasm and motivation generated by training.

- Do not allow an incentive program to exceed 12 weeks. A high pitch of enthusiasm is necessary over the term of the campaign and is difficult to sustain for more than 12 weeks.

- Complete an incentive program before the bank enters the Christmas Club season.

Mr. Fox said, "We are committed to a continuing program that involves all bank employees in the bank marketing plan. We believe that the real benefit in this type of program can be achieved only over a period of time and with continuing effort." • •

## Officer-Incentive Plans Back

Officer-incentive plans probably will be adopted by major money center banks within the next few years, a New York City banker predicted recently. John M. Keyes, senior vice president, Morgan Guaranty Trust—speaking at the ABA personnel conference—said that the fact that incentive plans are the right way to keep executives working at their best has been known for years.

At about the same time Mr. Keyes was making his speech, the board of New York City's Chase Manhattan voted to approve a new executive incentive plan providing individual awards for performance "clearly above that of normal expectations or business-as-usual results." The new plan encompasses about 225 officials—senior-level vice presidents and above—and provides bonus opportunities of up to 50% for some executives.

In his talk, Mr. Keyes listed some steps banks interested in setting up incentive programs should take:

1. Decide what type of program to offer.
2. Consider whether to offer bonuses and, if so, whether to pay them on top of competitive pay scale or to pay bonuses that bring the pay scale up to a competitive basis.
3. Decide whether bonuses will be based on overall corporate performance or on divisional performance.

■ JOSEPH P. FABAC, assistant vice president, Commercial National, Kansas City, Kan., has been named officer in charge of the safekeeping division. Mr. Fabac has been with Commercial National since 1936, serving in the transit, collections and investment divisions.

# *Correspond with us.*

Correspond with the bank that initiated the concept of correspondent banking. And still maintains its first correspondent relationship.

Correspond with the bank that today spends more of its talents and revenues on investment skills than any other major commercial New York bank. Provides every usual correspondent service (including loan participations, cash management and international banking ) with unusual care, thoroughness and personal attention. And helps you approach your corporate and trust customers' financial problems on the basis of a complete and in-depth analysis of the total investment picture.

Correspond with The Bank of New York. The bank with money management skills.

## **The Bank of New York. The bank that manages money.**

Main Office: 48 Wall Street, New York, N.Y. 10015

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MID-CONTINENT BANKER for November, 1972

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# Looking for a Marketing Idea?

## Branch Opening Features Animal Display; Promotion Raises Funds for Local Zoo

Making a public relations event out of what could have been only publicity, International City Bank, New Orleans, raised \$4,500 as a gift for the city's Audubon Park Zoo as part of the formal opening of its seventh branch office last summer.

The donation stemmed from a new account promotion in which the bank gave \$5 to the zoo for each new savings account opened for \$100 or more. The gift was made in the depositor's name and he received a handsome certificate of appreciation as evidence of the gift.

The entire opening celebration was tied in directly with the zoo. A brightly colored circus tent was erected on the parking lot of the branch and in it various animals from the zoo were displayed in such a way that children could actually pat them.



Eads Poitevent (r.), pres. & ch., International City Bank, New Orleans, examines animals on display at branch opening with Audubon Park Commission Pres. Clayton L. Nairne (l.) and Mrs. Betty Lala, office manager.

In addition to the live animals, clowns performed and pony rides, popcorn, cotton candy and pink lemonade were given away. In addition, every one attending received a door prize or a souvenir.

The promotion was announced through large ads in New Orleans newspapers which told the complete story of the program and showed a small replica of the certificate of appreciation.

Clayton I. Nairne, president of the Audubon Park Commission, performed the ribbon cutting honors, assisted by Eads Poitevent, president and chairman of International City Bank.

## Little Red School Houses Inspire Premium Promotion

Why not put nostalgia to work for your bank?

That's what First National, Millstadt, Ill., is doing. It arranged for an artist to scour the countryside and paint each of the 18 little red school houses still in existence.

Then it had the paintings framed and hung in the bank lobby just in time for its "customer appreciation week," which, in turn, coincided with the opening of the bank's new drive-in.

Of course, people who admired the paintings would want to have copies of their own. The bank thought of this, too.

It is offering one painting free to anyone depositing \$1,000 or more in a new or existing account or to anyone

## Bank Marketing Outlays Hit \$403 Million

WASHINGTON—Bank marketing expenditures are expected to climb to \$402.8 million this year, an increase of 2.5% over last year, according to a survey conducted jointly by BMA and ABA.

The survey revealed that:

- Newspaper advertising is used by 97% of the nation's 13,648 commercial banks. Such ads account for 20% of the marketing budgets of these banks.

- Some 57% of all banks have used the services of an advertising agency.

- Some 70% of the bankers polled think banks would offer such non-bank related services as income tax preparation in order to boost profits.

- Some 83% of the bankers polled expect an annual increase in the number of women attaining officer status.

The BMA/ABA report is based on responses from 1,529 banks. This data, based on statistical tests for reliability, is reasonably accurate and representa-

tive of marketing expenditures by bank size, according to the report. Projections of the data yield total industry marketing expenditures by bank size.

The study contains statistics on different aspects of bank marketing operations, with breakdowns of advertising expenditures by bank size in 10 different advertising media, plus data on direct mail, marketing research expenditures and premiums.

For instance, an average of 82% of total banks responding use premiums and specialties in their promotion activities.

Copies of the report are available from either organization at \$5 for members and \$7.50 for non-members. Contact Robert F. Schlax, Bank Marketing Association, 309 W. Washington Street, Chicago, Ill. 60606, or Stewart A. Lambie, American Bankers Association, 1120 Connecticut Avenue, N. W., Washington, D. C. 20036.

# Try One of These Bell Ringers!



Artist Jim Brown (l.) poses with one of his school house paintings with Woodrow Baltz, cashier, First National, Millstadt.

making a new car or home loan.

Paintings are available at \$2.50 each to anyone depositing \$500 or more or anyone renting a safe deposit box. Paintings are available at \$5 each to those depositing \$100 in an account.

As an incentive to bring people out to the open house, the bank offered six paintings as door prizes.

Nostalgia and bank marketing make good bedfellows!

## Cross-Selling by Mail Practiced by St. Louis Bank

There's more than one way to cross-sell!

First State Bank of Wellston, St. Louis, takes the opportunity to cross-sell bank services when it sends savings depositors their interest statements.

One recent statement stuffer spelled out the benefits of the bank's savings accounts, bank-by-mail, no-cost checking accounts, automatic savings and auto loans.

One piece of paper presented all these services to the customer in his home or office—at a time when he was not hustling and bustling.

So, if the bank's tellers miss an opportunity to cross-sell, or if a customer does all his banking by mail, there are still numerous opportunities to cross-sell with statement stuffers!

MID-CONTINENT BANKER for November, 1972

## Allure of Simulated Diamond Jewelry Items Draws Customers to Bank Premium Promotions

Are simulated diamonds a woman's (or man's) best friend?

Yes, according to the results of numerous premium promotions being sponsored by banks throughout the nation.

Many premium suppliers are offering man-made simulated diamonds in rings, pins, pendants—just about any type of jewelry—and the guys and gals are snapping them up.

Ashland Bank, Chicago, recently concluded a four-month promotion that offered simulated diamonds free to customers opening savings accounts of amounts varying from \$250 to \$5,000. The larger the deposit, the more expensive the diamond item. Funds had to be left on deposit for six months.

Those wanting certain diamond items could obtain them by depositing smaller amounts if they agreed to purchase the jewelry for either \$5 or \$10.

Bank officials said about 400 customers took advantage of the diamond offer to make the promotion a success. The bank plans to repeat the offer prior to the Christmas season.

The purpose of the promotion was primarily to retain existing savings accounts, since the bank operates in a "changing neighborhood." Secondary goal was the obtaining of new accounts.

Merchants National, Muncie, Ind., reports that about 1,300 simulated diamonds crossed the counter during its promotion. The diamonds could be purchased by any customer depositing \$100 or more in a new or existing savings account.

First National, Sterling, Ill., ran its diamond promotion for 45 days in what it has termed "an excellent promotion that drew a tremendous amount of activity and interest."

The bank offered a free jewelry gift to anyone depositing \$100 or more in a new or existing savings or checking account. If depositors desired, they could purchase either a \$7 or \$12 simulated diamond instead of taking the free gift. They could also purchase another diamond item following each deposit of \$100.

The simulated diamonds for the above promotions were supplied by J. Edward Connelly Associates, Pittsburgh.

## 100,000th Depositor at Harris Gets Life-Size Hubert Doll

CHICAGO—When Father Gino Dalpaiz, pastor of Our Lady of Pompeii Church, opened a savings account at Harris Trust recently, he had no idea he would cause much commotion.

He had gone to Harris with his money in order to get one of the bank's mascot Hubert dolls that the bank is giving to new account holders. He saw Harris Trust's ad offering the 28-inch dolls and decided one would make a



Harris Trust Hubert doll—all five feet of him—sits among children at Our Lady of Pompeii church school. Fr. Dalpaiz (standing) happened to open 100,000th savings account at bank.



great gift for the children at his school. What Father Dalpaiz took back to his students was not a 28-inch Hubert doll, but a five-foot replica of Hubert! Reason: his savings account turned out to be the 100,000th to be placed on the books at the bank.

There's no doubt that Hubert (and Harris Trust) is now a familiar name among everybody at Our Lady of Pom-

pei church school!

Harris Trust opened its 10,000th new account at its convenience corner the same week. Like Father Dalpaiz, the account holder had come to Harris to get a Hubert doll—for his two-year-old son. To celebrate the occasion, the bank presented five Hubert dolls to a local hospital in the name of the 10,000th depositor.

### Pine Seedlings Given Away

When Bank of Elmhurst (Ill.) celebrated its third anniversary with an open house June 30 through July 8, the bank gave away 1,000 pine seedlings. Each day of the celebration the first 100 persons entering the bank received, in a small pot, a seedling suitable for planting at the recipient's home. Several other souvenirs were also given away and refreshments were catered by women members of an Elmhurst church.

## How to Get Most From Bank Relationship Is Theme of Mercantile Trust Program

Do young people really want to be told how to get the most out of their banking relationship? Is there really a consumerism movement at the grass-roots level that finds money management of vital interest?

Mercantile Trust, St. Louis, is conducting a year-long campaign to learn the answers to those two questions and incidentally increase its retail business.

Introduced through full-page ads in St. Louis newspapers, the campaign is built around a series of booklets, all of which emphasize "plain talk"—"Plain Talk about Checking Accounts," "Plain Talk about Borrowing Money," "Plain Talk about Saving Money"—which have been issued—and "Plain Talk about Money Management" which

is being prepared.

Typical of the series is the ad on savings accounts. Under the headline, "There's no doubt in my mind. I have  Just enough  Too much  Not enough in my savings account," Mercantile explained just how to arrive at how much is "just enough."

In the ad's body copy the bank asked, "Just how much is enough in a savings account, anyway?" and answered:

"If you can check any one of the three boxes above, you're probably ahead of the game when it comes to savings. Why? Because there just isn't one, simple single answer when it comes to how much you should keep in a savings account. So, if you know

where you stand, you've undoubtedly thought about your personal life-goals, how much you need for emergencies and where your next savings dollars are coming from. If you can't check one of the boxes above, this ad and our new booklet just may be for you. We want to help you reach your financial goals. Offering information is one way we can help."

The ad continues this "soft sell" approach in explanatory paragraphs under headings such as "Follow the savings rule of thumb and you'll be 'in,'" "Here's when to break the 'rule,'" and "Aren't there hundreds of different kinds of savings accounts? Nope. Just two."

In offering the booklet, "Plain Talk about Savings Money," the ad concludes with paragraphs headed: "Our booklet can help you get started saving . . . and reach your personal goal" and "Our booklet is only one small way Mercantile can help you." A coupon requesting the savings booklet concludes the ad.

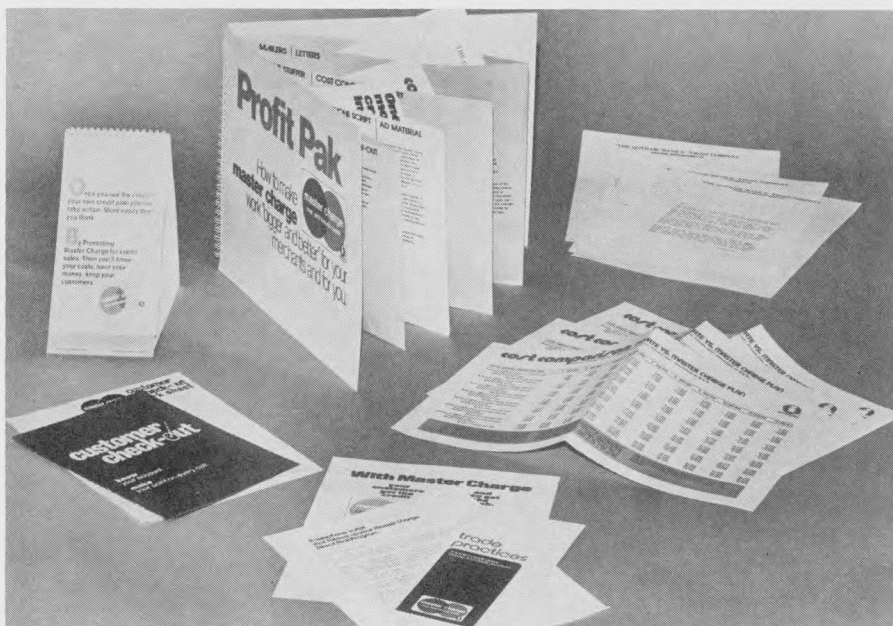
In brief, the newspaper ad explains the purpose of a savings account (protection for emergencies), how to follow the "rule of thumb" (three months' living expenses) and when to break the rule (by investing in CDs, stocks, bonds, real estate).

A similar slant has been used in statement stuffers and other printed material directed to present customers and in radio and television advertising.

The entire program is built around an informational approach directed toward presenting an image of Mercantile Trust as a "helpful" bank. Each booklet contains 17 to 21 pages of pure information and counsel—not one word of sales talk. The only reference to Mercantile Trust is the bank's name and address on the back cover.

The bank has learned from the campaign that there is definite interest among newspaper readers and its present customers in the subjects covered by the booklets. This is proved by the number of coupons that have been

### Master Charge Sales Promotion Aid Offered



"Profit Pak" is the name of a new Master Charge sales promotion aid from Interbank Card Association, New York City. The kit contains samples of all materials a Master Charge bank needs to solicit outlets or increase a merchant's present charge-card business. Kit materials shown include (clockwise) suggested letters for mail solicitations; cost comparison charts; suggested advertisements; forms for background information. Also included are statement stuffers and brochures presenting the Master Charge rationale to merchants.

returned to Herman A. Orlick, vice president, requesting the booklets.

But over and above a wish to be helpful, Mercantile obviously hopes to increase its retail business. Whether that can be accomplished through its present "soft sell" approach will be learned only when the year-long campaign is completed and results eval-

uated. This is already being done by following up the booklet mailings with return cards asking the reader's reaction to the particular booklet. Did it help him? Did it tell him what he wanted to know? Had he any other questions? So far the consensus of the replies has been excellent, Mr. Orlick says.

## Pen-and-Ink Drawing Premium Promotion Traces Heritage of Banks' Trading Areas

A series of pen-and-ink drawings on parchment depicting history and legend unique to your town! That is the unusual premium program developed by a Topeka advertising agency and already used by a number of Kansas banks.

A typical program is that developed for Topeka State. Five original pen-and-ink drawings were produced after extensive research at the Kansas State Historical Society and other sources of old-time lore. The 11- by 17-inch drawings showed the "Birth of a Railroad," early beginnings of the Atchison, Topeka & Santa Fe Railroad; "Washburn University," a glimpse of college life in 1900; "Topeka Amusements," a view of an early amusement park and fair days; "The Capital City," some colorful events in early political history; and "Kansas Avenue," the hub of Topeka's early commercial and shopping area.

The series of five drawings reproduced on parchment paper were offered to any one who entered the bank or called at the drive-in at a price of \$1 for the series. Topeka State's ob-

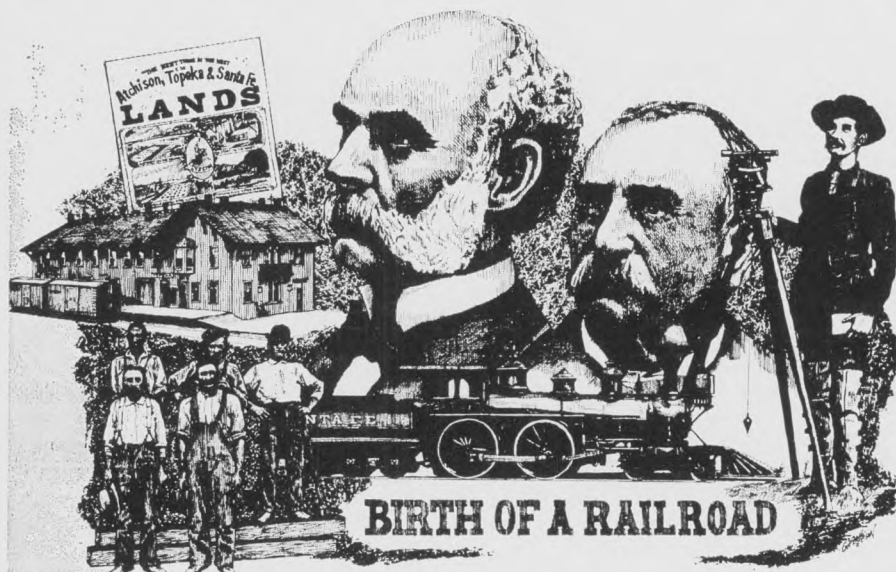
jective was to increase lobby traffic and create goodwill.

Farmers Bank, Gardner, and Citizens' State, Seneca, elected to offer a different print in the series each month. The print was given without charge to any customer making a bank transaction.

Lawrence National arranged for the development of an extra large (17 by 22 inches) print showing a composite of the history of its city and of the bank. The drawing pictured organizers of the bank, an early view of Kansas University, a couple in 1890s dress, early commercial and bank buildings and an early landmark, The Old Mill, a windmill.

Beatrice (Neb.) National offered the five art prints as part of a celebration. The prints were given free during the special event and later to any customer for a new account or add-on of \$25 or more.

Newspaper ads and radio and television commercials for the program were developed by the advertising agency as was a 6- by 6-inch statement stuffer on parchment paper. Ad-



Topeka State issued this drawing of early Topeka scenes.

### Is There a Doctor in The House?

Planning a bank anniversary, a bank opening, a meeting of any type at your bank? Maybe you're on the planning committee of a local civic meeting that will attract several hundred persons who will "register" and receive programs and other information in a special kit.

Consider enclosing a note in the packet that will aid visitors to your city in locating good restaurants, parking, shopping and other facilities.

Perhaps of great importance would be a notation where a doctor can be reached in case of an emergency. If you do, arrange this "standby" service *in advance* with the doctor so that he will be "prepared" to accept calls.

Why bother? You'll be known as the bank that cares!

vertising material was illustrated with selected parts of the drawings.

The heritage programs are a service of Bank Marketing Service, a specialized marketing service of Len Alfano Advertising Agency, Topeka.

### 'Household Advisor' Booklets Aid Bank Customers

What do you give to a bank customer who has everything?

A booklet to keep track of everything!

That's what a number of banks are giving their customers, and at little or no cost to the banks.

"Household Advisor" is the name of a booklet that is available to banks as gifts to customers. The booklet is usable by anyone who saves a dollar, spends a dollar, drives a car, owns a home, dabbles in stocks, buys insurance, or whatever.

The booklet makes it simple for a person to find facts needed during emergencies, and provides a record of bank accounts, tax records, insurance policies, wills, real estate holdings, educational and employment records, etc.

All a customer receiving a booklet need do is record this vital information on the appropriate pages and file the booklet away. Every time the booklet is checked for information or new information is added, the name of the bank giving it away appears, as it is printed right on the cover.

Cost of the booklets can be defrayed by arranging for local merchants to subscribe to advertisements on several pages. This practice can put



the bank in good stead with many of its business customers, for these customers like to have their ads available for ready reference as a perma-

nent part of the "Household Advisor." The booklets are available from United Bankers Advertising Co., Chicago, Ill.

## Banks Make Good Use of Commercials Purchased From Production Houses

New drive and individuality are being put into radio and television commercials by specialists known officially to advertising agencies as "commercial production houses."

Banks—possibly because bank staffs are essentially collections of specialists—have been quick to adopt use of these specialists because they have immediately available the physical properties and the expertise that have become essential to the production of commercials so "slick" that they come across to the listener or viewer as completely natural.

Among banks in the Mid-Continent area using a commercial production house are Boatmen's National, St. Louis; American National, Mobile; American National, Sapulpa, Okla.; Boulder Bank, Tulsa; Commercial National, Kansas City, Kan.; and Community National and First National, both of Joplin, Mo.

These banks are all using Fred Arthur Productions, Ltd., Denver, Colo. Other well-known companies are Barzman & Co., Los Angeles, and Rod McBrien Productions, New York City.

In using the commercial production house, the average bank works through its advertising agency, explained Lar-

ry D. Bayliss, manager, public relations and advertising, at Boatmen's National. The reason for this approach, rather than going direct, is that an advertising agency such as Batz-Hodgson-Neuwoehner, Inc., which serves Boatmen's, is better able to prepare a completely rounded advertising campaign and to evaluate the competence of the commercial producer.

The advertising agency working with the bank determines the objectives of the bank's campaign. Boatmen's, for instance, wanted to get across to young people that it was more than a commercial bank, that it was conveniently located and that it was one of the long established banks of St. Louis.

The advertising agency roughed in the broad picture. It prepared slogans, various "point-of-purchase" materials and newspaper and magazine advertising. This campaign was built around the concept that Boatmen's was "the aye-aye bank"; a play on the bank's name which emphasized that the bank liked to say "yes" and assist its customers, that it wanted to say "yes" to loan applications.

The commercial producer then took this concept and translated it into radio scripts and television productions. Rough drafts passed back and forth between producer, agency and bank until a finished acceptable product was obtained, a product that not only suited the bank's officers and fitted the image the bank hoped to convey, but because of its "catchiness," its "jingle" would stick in the mind of listener or viewer.

As one banker expressed it: "We are using highly trained and highly skilled specialists who have the equipment, experience and knowledge to produce commercials that attract the listener or viewer in the first place and stick with him in the second place. The objective in all advertising is to obtain the largest return possible from each advertising dollar. We are convinced that the more we put into our sales pitch the more we will get back. The commercial producer can do this for us in radio and TV because he is devoting full-time to that one type of task."

## Banks Spark Open Houses With 'Wheel of Chance'

"Wanna take a chance?"

Banks have found a "wheel of chance" and treasure chest promotion offered by Gilbertson Advertising Co., Minneapolis, to be a popular attraction at open house celebrations or other events.

Adults attending such celebrations are given cards entitling them to one spin on the "wheel of chance" set up in the lobby. The cards can be mailed or handed out.



Customers prepare to try luck on "wheel of chance" at bank opening.

After the adult spins the wheel, an attendant notes the number at which the wheel stops, then hands the customer a gift that coincides with the number.

Two special spots on the wheel are marked in green. If the wheel stops at either position, the customer receives a more expensive gift.

The treasure chest is filled with giveaway gifts and comes with keys that are handed out to customers. Only 25 of every 1,000 keys work in the lock on the chest. This item is popular with children, especially while their parents are occupied with the "wheel of chance." The two items are available separately or in combination.

## Bank Invites Senior Citizens To 65th Birthday Celebration

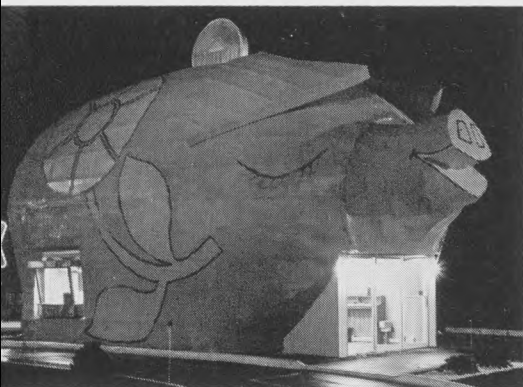
When a bank is celebrating its 65th anniversary, it is appropriate to throw a big party for its senior citizens—those 65 and over.

That's what Bank of Indiana, Merrillville, did recently. And it took 29 chartered buses to transport the 1,400 "seniors" who attended the party, which was given at a local amusement park.

Theme of the outing was "stay young," and the idea was to demonstrate that senior citizens can be energetic and vigorous after 65 years—just as the bank is.

All amusements were paid for by the bank and a picnic meal was provided.

## 'Pig' Houses Bank



It isn't every day that one sees a piggy bank that is 28 feet tall, or that offers bank services! The above "piggy" is the temporary home of Manchester (N. H.) Bank, which is taking care of customers while the bank's permanent structure is built. The piggy bank houses four teller stations, a customer service writing desk, a check-writing desk and an employee kitchen. The design and promotion of the unusual bank are available on a package basis.



# NATIONAL BANK OF DETROIT

Member FDIC

## CONSOLIDATED BALANCE SHEET—SEPTEMBER 30, 1972

### ASSETS

Cash and Due from Banks .....	\$1,671,191,091
Securities—At Amortized Cost:	
U.S. Treasury .....	542,969,483
States and Political Subdivisions .....	724,944,494
Other Securities .....	47,122,445
	<u>1,315,036,422</u>
Federal Funds Sold and Securities	
Purchased Under Agreements	
to Resell .....	318,250,000
Loans:	
Commercial and Consumer .....	1,659,856,824
Real Estate Mortgage .....	673,148,491
	<u>2,333,005,315</u>
Bank Premises and Equipment—	
(at cost less accumulated	
depreciation of \$26,891,442) .....	49,691,515
Other Assets .....	48,358,658
	<u>48,358,658</u>
<b>Total Assets .....</b>	<b><u>\$5,735,533,001</u></b>

### LIABILITIES, RESERVE AND CAPITAL FUNDS

Deposits:	
Demand .....	\$1,760,151,367
Certified and Other Official Checks	430,276,355
Individual Savings and Time .....	1,672,206,302
Other Savings and Time .....	391,711,854
Foreign Offices .....	617,747,049
	<u>4,872,092,927</u>
Other Liabilities:	
Federal Funds Purchased and	
Securities Sold Under Agree-	
ments to Repurchase .....	\$287,955,000
Unearned Income and Sundry	
Liabilities .....	90,005,698
Total Liabilities .....	<u>377,960,698</u>
	<u>5,250,053,625</u>
Reserve for Possible Loan Losses .....	53,497,007
Capital Funds:	
Capital Notes:	
Capital Notes (6 <sup>7</sup> / <sub>8</sub> % due 1979) ..	50,000,000
Convertible Capital Notes	
(5% due 1993) .....	50,000,000
Shareholders' Equity:	
Common Stock—Par \$12.50	
(Authorized 7,000,000 Shares;	
Outstanding 6,000,000 Shares)	75,000,000
Surplus .....	175,000,000
Undivided Profits .....	81,982,369
	<u>431,982,369</u>
<b>Total Liabilities, Reserve</b>	
<b>    and Capital Funds .....</b>	<b><u>\$5,735,533,001</u></b>

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Chairman and President—  
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Detroit, Michigan

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Chairman—The J. L. Hudson Company  
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Vice Chairman of the Board



Main Office, Woodward at Fort

MICHIGAN'S LEADING BANK

Assets carried at approximately \$384,000,000 (including U.S. Treasury Securities carried at \$47,000,000) were pledged at September 30, 1972 to secure public deposits (including deposits of \$25,114,679 of the Treasurer, State of Michigan) and for other purposes required by law.



# 'We Deliver' Bank-at-Home Assistance Provides Service to Elderly, Invalids

No, Virginia, the house call is *not* a thing of the past. "Your friendly banker" has taken up where the physician left off!

"We deliver" is the slogan around which Bank of Westmont (Ill.) built a campaign that produced—in a 45-day period—a 23% increase in new accounts. This broke down into a 183% rise in investment savings accounts, 19% in regular savings accounts, 27% in regular checking accounts and 60% in business checking accounts.

To kick off the drive, the bank mailed residents of Westmont and nearby communities a brochure that offered certain types of people personal bank-at-home assistance. Appointments could be set up at the prospect's home by returning a reply card or by phoning the bank.

"We decided to undertake the program," Marcel L. Levesque, president, explained, "because there are a substantial number of people who find it difficult to come into the bank.

"These are the invalids, the elderly, people without automobiles available or who are physically unable to drive, and mothers with children for whom it is a real chore to mobilize the family for a trip to the bank."

To serve such people, a representative of the bank will call at any home in the Bank of Westmont territory

from 9 to 5 Monday through Friday. He will discuss banking business, will offer advice and counsel, will show the person how to open an account or make a loan.

"Such services can all be conducted by mail," Mr. Levesque pointed out, "but frequently the person involved needs advice more detailed than that which can be obtained over the telephone."

The bank representative, in order to avoid any possible conflict with Illinois branch banking laws, conducts no actual business at the prospect's home. All such business is conducted by mail.

Edward F. Mrkvicka, assistant vice president and marketing officer, explained that the program is an "image campaign" and not an effort merely to increase house calls, although the bank has received five or six requests for house calls each week since the campaign was started in September. Strangely enough, more requests have been received in the last three weeks than during the first ten days after the mailing was made.

Bank of Westmont assets have grown by more than \$10 million in the

last two years, Mr. Levesque pointed out. He attributed this growth "to our continuing effort to make banking more personal and more convenient for our customers. We really do deliver."

## Goblets Gobbled Up

Traditional premium promotions are still popular with banks—and with bank customers.

First National, Stillwater, Okla., reported that, after eight months of offering silver plated goblets, it had recorded 794 new accounts worth \$566,911 and 913 add-ons worth \$328,348.

Customers could purchase goblets after depositing \$25 or more in a new or existing savings account. The goblets were supplied by Salem China Co., Salem, O.

## Coins Spur Deposits

"More coins for your money" was the theme of the first anniversary celebration of Heritage Bank, Crest Hill, Ill.

Eisenhower silver dollars were given to everyone opening checking or savings accounts with \$200 or more, or adding a like amount to an existing account. The coins were also given to anyone taking out any type of loan. Customers were also permitted to purchase the silver dollars for 95¢ each.

Business was brisk.

## Unidex Report Offers Nationwide Opinions On Topics of Interest to Bank Marketers

Bankers seeking information about what people think on various financial topics are finding a publication called the Unidex Report helpful. The report, published by the Unidex Corp., Bloomington, Ind., offers subscribers monthly reports presenting the results of periodic nationwide surveys on the attitudes of 2,000 persons in 34 cities concerning finances, savings and loans versus banks, borrowing, saving, credit cards, giveaways, tax preparation services, checking accounts, etc.

Each monthly report includes a verbal summary, a presentation of questions asked and answers broken down by region of country, city size, sex, age and income. The surveys are conducted by the Unidex staff. The service is not intended to replace more extensive research being done on a particular topic by a financial institution. Rather, it is designed to present a generalized reading on what the public is thinking about the financial industry.

A number of banks in the Mid-Continent area subscribe to the report.

Following are a few comments:

- "We like this publication and believe it to be helpful since people are basically people and most wants are the same throughout the country. It has definitely influenced our decisions as to premiums and advertising, and our public relations in general." *Bank of Philadelphia, Miss.*

- "We find the service to be of value in getting a generalized handle on the appeal or lack of appeal of specific programs to specified demographic groups. Unidex's general survey results are considered by us to be a responsible benchmark." *Citizens National, Decatur, Ill.*

- "We have found the subjects of each of the reports to be extremely timely, particularly those most recent ones on automated, unmanned banking machines." *American National, Chattanooga, Tenn.*

- "We have been receiving the Unidex Report for approximately one year and have found its information to be both interesting and useful." *Ouchita National, Monroe, La.*

## Rose Premium Marks Anniversary



To mark its first anniversary on June 25, 1972, Bank of Wood Dale (Ill.) presented the Wood Dale Park District with a Wood Dale anniversary rose, a crimson hybrid tea rose. In addition, the bank offered a rose plant free to anyone who opened a checking account with \$200 or more or deposited \$200 in a new or existing savings account. The rose was packaged in a special container that could be set directly in the ground. W. W. "Bill" Kiehn, bank executive vice president, presents cluster of roses to Josephine Kuffel of Wood Dale Park District.

## Beach Towel Message Flies Over Resort Area



This unique method of advertising a bank premium was used by Industrial Valley Bank, Philadelphia, during its beach towel promotion last summer. Plane carried sign reading "beach towels now at all 46 IVB banks!" over South Jersey shore resorts during July 4 holiday weekend. The towels were sold for \$2.25 each. Each towel bears the bank's slogan "Let's Get Together."

## Family Portraits Boost Bank's Image, Can Be Used as Gifts, Premiums

"We photographed 2,016 people and seven dogs! A minister brought his wife, 16 children and one of the children held a serviceman's picture. Older couples had 50th anniversary photos taken as gifts to their children."

That verbatim report seems typical of the enthusiasm banks are generating by using family photographs, either as a purely goodwill gesture or as a premium.

The quotation above is from an officer of Midlothian (Ill.) State, but a report just as lively comes from Waukesha (Wis.) State.

"Approximately 1,400 families participated. As you know, people seldom write a letter when they are pleased about something, but we received literally dozens of thank you notes from satisfied customers."

Midlothian State ran its portrait promotion just prior to Easter, which also meant that Mother's Day wasn't far away. Portraits were taken on both Saturday and Sunday so that Father could be there. Good weather helped bring people out.

"Our intention was to generate traffic as well as fresh money," said Miss Elaine L. Hoeltgen, vice president and cashier. "We had wall-to-wall people and now that the program is over

the pictures have become family treasures.

"Our ads read that one photograph was free with a \$200 savings deposit, but we relented and ended by offering photos to all our good customers as a public relations gesture. On Saturdays and Sundays we had customers register and pretty hostesses called out their names when their turns came."

"An excellent promotion," commented Martin H. Frank, assistant vice president, Waukesha State. "It brought families into the bank as a group and helped create a closer relationship between customer and bank."

Waukesha State originally advertised the offer as available for one week in November and billed it as a Christmas present from the bank. Response was so large that the bank had to extend the offer for a second week to allow time for taking all the pictures.

"Our purpose was not so much to gain new accounts," Mr. Frank said, "but rather to improve our relationship with our present accounts and the community."

Enthusiasm that produced increased deposits and new installment loans resulted when the three Mark Twain Banks in suburbs of St. Louis offered

an 8 by 10 natural color portrait as a premium during the early summer.

The banks involved were Mark Twain South County, Mehlville; Mark Twain State, Bridgeton; and Mark Twain Northland, Jennings. The premium was offered free when a checking or savings account was opened for \$50 or more or when an installment loan was arranged.

When the account was opened, the person opening the account received a receipt which entitled him to the photograph and a note of the time and date for the sitting. Photographs were taken by a professional in a studio set up in the banks during evening hours and on Saturday and Sunday. Subjects were shown color proofs and could buy additional copies if they so desired.

The banks reported a fair response to the premium deal. Recipients of the photographs were enthusiastic over the quality of the workmanship.

The firm handling all three portrait promotions was the Depositors Portrait Service, with offices in both Chicago and St. Louis.

Banks using this promotion have found that certain problems must be solved in advance. For one thing, customers must not be kept waiting too long; either the photos should be taken by appointment or the customer should be given a number which is called out when his turn comes.

Banks taking part in the promotion indicate that initially local photographers frowned on the portrait promotion. Reason: they felt they would lose business.

Later these same photographers admitted that once the bank portrait promotion was closed their business picked up—more than normal. Why? The reasoning is that the bank's promotion stimulated many families into thinking about portraits of their families—and many of these, not participating in the bank program, went to their local photographers later.

## 'Thank You' Ad Program Makes Banks Human

Ever get the feeling that putting ads in your local newspaper is somewhat akin to pouring salt into the ocean?

A new advertising program built around the concept, "The Thank You Bank," is, bankers report, the answer to that sinking feeling. This promotion draws customer comment, they say, so that the banker knows his ads are being read.

Prepared by William Moler of Advertising Associates, Inc., Maquoketa, Ia., the program offers a complete 52-



week package of newspaper ads, radio spots, outdoor advertising and direct mail.

A typical ad asks: "Who's Supposed to Say Thanks?" and answers by admitting that maybe the bank has failed to explain its purpose. "A banker sells money," it says. "That's what he does. So when you go to a banker for a loan, you're in the driver's seat. You don't have to go in with your hat in your hand, anymore than you'd go into any other store to buy anything else. And when you get your loan, a real banker will thank YOU (rather than expecting you to thank HIM). Selling money. That's banking."

Other ad headlines read: "How come we tell the truth?" "Is the customer always right?" "How to get a bank loan," and "How to cheat on your income tax."

"When we started the program," commented Edward L. Tubbs, president, Maquoketa (Ia.) State, "we had immediate response through comments on the readability of the copy. Because we are in a service business, we believe we should use advertising that builds an image of our service inasmuch as we have no product to market. We think 'The Thank You Bank' series has done this better than anything we have ever seen."

Wayne F. Miller, executive vice president, First National, Tipton, Ia., which recently renewed the service, considers the program "a great idea because it is different. It gives the personal touch. The copy is written from the other side of the desk. Hardly a week goes by without some comment from customers."

### Colorado Bank Gains Praise With Tree Planting Program

Farmers State, Calhan, Colo., made friends of ecology supporters recently by offering "Twig Pens" to its customers. The pens, made with a simulated wood finish, were supplied by Preferred Advertising, Inc., St. Louis, which arranged for a certain number of young trees to be planted in national forests in Colorado in the name of the bank.

The bank was supplied with a plaque attesting to the planting of the trees by the Department of Agriculture.

The news was featured in local newspapers, at which time the bank invited people to come in and pick up their pens.

According to John L. Pieper, vice president, the tree-planting program fit in well with the bank's public relations activities, since it has long backed 4-H and soil saving programs in the state. Much favorable comment was voiced about the activity.

## Unique Park Bench Advertising Program Intrigues Residents in Bank's Trade Area

In a play on its name, Park National, Knoxville, Tenn., developed a novel advertising program built around the advantages of using "The Park Bench" for all banking needs. Advertising copy is so fresh and original that many Tennesseans must be on the edge of their benches waiting for the next ad to appear.

For instance:

"The Park is for the birds," reads the headline with the illustration showing a bird watcher complete with pith helmet, binoculars and camera with telephoto lens poised on a "Park Bench" and inspecting a lifelike owl. "Wise birds," says the copy, "flock to the Park for all their loan needs . . ." and so on.

Or again:

"The Park is for checkers." Illustration: two men, young and old, playing checkers on a "Park Bench." "There are two kinds of checkers in the Park. Regular and Special . . ." and so on.

The theme was carried over into the bank's annual report for 1970, which was headlined: "Performance in the Park" and was illustrated with a man playing the violin while seated on the "Park Bench."

And into statement stuffers which asked: "Homestead need fixin' up? Talk to the Loan Arranger in the Park." The illustration showed a Lone Ranger type character seated on the "Park Bench" with his saddle hanging on the back of the bench.

The same theme was extended to newspaper and television advertising, maps of Knoxville, bank service pamphlets and financial statements.

"We find that our television commercials in which we use the 'Park Bench' have a tremendous remembrance factor," C. K. Lewallen, vice president, reported, "in that people will comment on a particular commercial which means, of course, that television is getting through to a lot of people."

The program was started in 1970 and apparently is snowballing, for this year, Park National started giving away a "Park Bench" each month. Any one who enters the bank gets a chance in a drawing simply by filling out an entry blank and depositing it in a replica of the "Park Bench." At the end of the month, one name is drawn. When the winner is notified, his picture is taken as he sits on the bench and the photo is run in Knoxville newspapers. Entries are running 4,000 to 5,000 a month.

# There's money in the park.

The Park Bank makes loans for home improvement, appliances, cars (new or good-condition used), farm equipment, business improvement or expansion—or for any worthwhile purpose. So if you have a financial need, talk to a Park loan officer. You'll find one wherever you find a Park bench.



One of the ads in Park National's 'park bench' program.

### Key to Opening Success: Lots of Activities, Gifts

One way to get a brand new bank off to a roaring start is to offer a three-ring circus full of events. In effect, that's what Bank of Montgomery, Ill., did last summer when it opened its doors.

Attractions included the world's largest armored car in the bank's parking lot; free silhouette portraits of visitors; the offer of free checking accounts for one year to anyone opening an account; membership in the Golden Club which offers free checking, a free safety deposit box and automatic loan privileges up to \$1,000 when a minimum of \$500 is kept in a regular savings account; and the giving of refreshments, ball-point pens, balloons, note pads and "whiz rings."

It's no wonder that 400 new accounts were opened the first two days of the promotion, despite inclement weather. The bank more than doubled its regular staff to handle the crowds.

## 'Mystery Teller' Adds Color To Bank's Special Promotion

How does a bank make sure there will be excitement throughout an event, such as a week-long grand opening celebration?

Many banks have found the answer with the use of "Mystery Teller," a device that selects prize winners throughout the day, each day of such an event, according to Mel Smith, president, Diversified Financial Services, Chadds Ford, Pa., marketer of the device.

Special invitation cards are either mailed or handed to visitors to the bank. The visitors are asked to insert their cards into the "Mystery Teller," which automatically selects winners and then loudly announces the fact, complete with trumpets and flashing lights.

"Experience has shown that thousands of additional people will flock to this type of event," Mr. Smith says.

"Mystery Teller" gifts are usually given to anyone opening an account at the event, or they are given to any winner, depending on how the bank chooses to run the promotion.

When a winning card activates the device, people are drawn to it. Attention is focused on the winners, which helps to make the entire promotion more exciting, according to Mr. Smith.



In the photo, Miss Mystery Teller shows how cards are inserted into device.

### New Presto Travel Club Plans Holiday Jaunt

DALLAS—Preston State Bank has announced the inauguration of Presto Travel Club, a new organization to provide group travel at group savings. The bank is offering a vacation savings

**LOOKS** like a deposit-by-mail envelope

**WORKS** like a

# revolutionary marketing tool



Never before did deposit-by-mail envelopes bring in business like this! Today, many a progressive institution has profitably broadened the base of its business by providing these simple but ingenious, patented deposit envelopes fondly named the "Hot Potato". How do they work?

Before your customer can use an envelope for its obvious purpose (making a deposit), he must first remove a perforated flap which graphically sells another of the services you provide (savings accounts, mortgage loans, home improvement loans or what have you?). Predictably often, finding this form in his hand, he uses it as a convenient way to say "yes"! Simple? Sure, but the "Hot Potato" works like a money machine. Ask us to send you some free samples of these new marketing tools, won't you?

**TENSION ENVELOPE CORPORATION**  
5010 Southwest Ave., St. Louis, Mo. 63110

Yes, send me your "Hot Potato" Idea File.

Name \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

City, State, Zip \_\_\_\_\_

**FACTORIES**  
So. Hackensack, N.J.  
Memphis, Tenn.  
St. Louis, Mo.  
Des Moines, Iowa  
Minneapolis, Minn.  
Kansas City, Mo.  
Marysville, Kans.  
Fort Worth, Tex.  
Los Angeles, Calif.

TE-345



account that pays 4½% interest to help members save for trips.

Membership in the club is free to families using Presto/Master Charge, according to William R. King, vice president and marketing director of the bank.

The club's initial flight is a Thanksgiving holiday to Acapulco, Mexico. Cost per person for the six-day vacation is \$219.

A schedule of monthly trips is being planned.

# Come grow with us



MAIN AND TEXAS  
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Chas. S. Signor, Senior Vice President  
Lubbock National Bank  
Phone 806 765-7661  
Lubbock, Texas 79401

## Banks Strive to Create Appealing Checks That Emphasize Individuality, Ecology

How do you make your bank's checking account service more appealing than the other bank's checking account service?

That, you'll agree, is a good question, but two banks at least have come up with new answers. First National, Little Rock, pushes "Design-a-Check," a new concept in which the customer actually designs his own personalized pictorial check. Girard Bank, Philadelphia, offers "Ecochecks" which is short for "Ecology Check."

"Design-a-Check allows each checking account customer to express himself in his own, individual way," explained Edwin C. Kane, president, First National, Little Rock. "Any available photograph or hand-drawn sketch can be reproduced on the checks, which are color tinted for added effect. Photos of individuals or the family may be used, as can pictures depicting hobbies or an original artistic rendering."

The customer designs his own check by using a kit provided by the bank. The customer is told to select a photograph (for example) which is only slightly larger than the checks. He then uses a plastic overlay to determine what portion of the picture he wants on his checks. By drawing lines around the overlay the customer marks the photo and then cuts along those lines to indicate what goes on his checks.

"Design-a-Check" is produced by Di-

among International Corp., San Francisco.

Girard Bank's "Ecochecks" carry an ecological symbol signifying trees still standing and clear skies plus a printed message that says in part: "... this check is printed on bagasse, a pre-cycled paper made from the industrial waste of sugar cane which otherwise would be burned."

Customers buy the checks in quantities of 200 at \$2.50. Of this amount the bank sends 25¢ to the Delaware Valley Citizens' Council for Clean Air to help further the work of improving the environment. In addition, the bank contributed \$1,000 to the Council to become a corporate member. While the Ecochecks were being introduced, the bank donated a second 25¢ per order to the Council.

Girard Bank's tuition loan checks called "Edu-Checks" are also printed on bagasse and the bank hopes that eventually all its checks will be produced on bagasse. Bagasse printed checks are produced by Checkmaster, Inc., Hasbrouck Heights, N. J.

### Loan Sale Pays Off

It isn't every bank that holds loan sales. And when Atlantic Bank of New York City held one, it found that it posted an 89% increase in new personal and auto loans over the total of a year earlier.

### Mexican-American Goodwill Stressed by Bank



A heavy sprinkling of Mexican clothing, sombreros and decorations as shown above created a fiesta atmosphere at Twin Lakes State, Wichita, Kan., as the bank helped celebrate Mexico's Independence Day in September. The event was part of a city-wide salute to Mexican-American residents. A Mexican flower girl presented women with red and yellow carnations and customers were greeted with "Buenos dias." Only a little confusion resulted when the PBX operator answered a long distance call in Spanish and the caller thought he had the wrong number.

MID-CONTINENT BANKER for November, 1972

## American Flag Premium Works Well in St. Louis At First Family of Banks

Simple things, gifts that many people will want and use immediately, apparently bring top results as incentive premiums. This is based on experience of the so-called "First Family of Banks," First State, First North County and First Northwest, all located in St. Louis suburbs.

During a six-week period in mid-summer, the three banks offered an American flag and pole set for \$1.49 with a new savings deposit or add-on of \$100 or more. Close to 200 flag sets were sold with the sales located as follows: more than 80 at First State, more than 40 at First North County and more than 50 at First Northwest. First State is the largest bank of the three, but it is located in an area much less affluent than those of the other two banks.

For about two weeks in mid-September, First North County and First Northwest offered a selection of three premiums, all of them free. A new savings deposit or add-on of \$100 or more obtained a wood salt and pepper mill set. When a new checking account was opened for \$50 or more, the customer received a checkbook balancer. By making a new car loan the borrower could get an antique car coin bank.

The salt and pepper mill set brought a response of close to 200 new accounts, William Martchink, marketing officer, reported, which the bank considered excellent results. The other two premiums drew much less response. They were, of course, tied in with services in which activity is limited.

## Texas-Style Grand Opening Held by New Dallas Bank

Question: When is it appropriate to feature a marching band, a carnival midway and a team of clowns from Ringling Bros. Circus at a bank?

Answer: At a grand opening!

That's what Town North National, Dallas, did on its opening day. Believing that most bank openings are too sedate, bank officials decided to raise the roof in order to attract crowds and net a bumper crop of new accounts.

After the traditional ribbon-cutting to launch the 10-day celebration, the marching band burst into song and led the way to the bank's parking lot where crowds found a miniature midway and carnival.

Visitors vied for prizes at carnival

booths while they were fed cotton candy, popcorn and soft drinks. Then a team of Ringling Bros. clowns entertained.

Inside the bank displays featured a collection of portraits of American celebrities and an exhibit of special currency used by occupation forces following World War II.

Tie-ins with Dallas firms produced prizes for drawings or incentive gifts for opening new accounts. Pop musical groups, karate exhibitions and other entertainment rounded out the celebration. A special tabloid newspaper was distributed to all comers.

A real Texas-style grand opening!

## 'Banking for the Blind'

ST. LOUIS—"Banking for the Blind" has been introduced in the St. Louis area by the ABC banks—American National, Brentwood and City banks.

The program includes special checks and statements for braille inscription, a special braille checkwriter, braille banking information and talking records and bank-by-mail materials.

The banks say the service is free.

Newspaper ads call on readers to pass the word about the new service to their blind friends. The banks plan to have announcements of the new service published in braille publications.

# The Face Of Change.



Melvin Schroeder is the new Vice President in charge of the recently-expanded Correspondent Banking Division, Mercantile Bank and Trust Company, Kansas City.

And with his experience hitched to our growth, we're now in a position to offer correspondent customers more than ever before.

Services like loans for Bank Stocks and Overlines;

- Investment services;
- Safekeeping;
- Federal Funds;
- Cash Letters;
- Special Collections;
- Data Processing Services; and Trust Assistance.

Take a look at your present correspondents. Maybe it's time for a change.



Mercantile Bank and Trust Company (816) 842-2000  
1119 Walnut, Kansas City, Missouri 64106

## You Can Count on Mercantile!

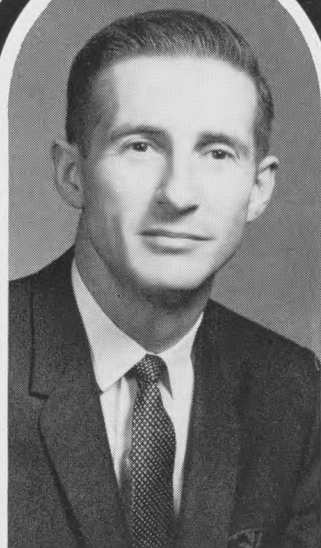
An Affiliate of Mercantile Bancorporation



## Medallion Boosts University of Kentucky Teams



Bank of Lexington hit upon a unique way to support the local University of Kentucky sports teams. It underwrote a commemorative medallion which features the 1972-73 sports schedule of the university's football and basketball teams. The medallions are issued in solid bronze and mint proof solid sterling silver and all proceeds from their sale go to the Wildcat Club, a support group. Many Kentucky bankers and businessmen are offering the medallions for sale.



**Want this Experienced Banker and over 500 others working for you throughout Alabama?**

**Call Area Code 205  
262-5711**

**and ask for Paul E. Norris**

Senior Vice President  
Installment Loan  
Department

**First National Bank  
of Montgomery**

Montgomery, Alabama  
205 262-5711  
Your Capital City  
Correspondent

Member FDIC

## Tax Saver Checking Accounts Offered at Exchange Nat'l

CHICAGO—Exchange National is offering what it calls tax saver personal checking accounts. The bank, in its advertising, invites readers to compare the things their present checking account can do with what the tax saver account can do.

The tax saver check book includes a check register that informs the account holder which various types of personal expenditures qualify as itemized deductions on tax forms. A numerical tax guide assigns a number to each deductible expenditure. When making out a check, the writer checks a corresponding box on the check itself so that the checks can be sorted according to type of deduction. When the checks are returned by the bank, they can be sorted and placed in a tax saver check organizer, which is a file box bearing tabs numbered to coincide with the deduction numbers.

Tax saver personal checking accounts are free. The bank says it does not require a minimum or average monthly balance and there is no service charge.

## Nautical Theme Prevails At Branch-Bank Opening

"Over the Waves" as the theme song for an opening of a branch bank? Off-beat as it sounds, the swinging waltz was right in tune with the entire program as First National Bank of Commerce, New Orleans, opened its 17th office September 19.

The new branch was launched in the heart of New Orleans' burgeoning maritime-international trade area as part of Lykes Center, a 21-story office building developed by Lykes Brothers Shipping Co. and real estate developer, Joseph C. Canizaro.

To emphasize the maritime location, First NBC exhibited a collection of ship models and marine artifacts lent by the Louisiana Maritime Museum. Each customer opening an account with \$100 or more received a reproduction of a large marine oil painted by Edward Arnold and J. G. Evans, noted New Orleans seascape artists of the 1850s. Copies of the painting also were given to the U. S. Naval Academy, Annapolis, and the maritime museum. Four hand-made ship models were given away as door prizes during the official opening.

## 'Pass-a-Payment' Loans



Signpainter puts finishing touches on huge sign advertising new "pass-a-payment" loan plan for First National, Birmingham, Ala. Under plan, installment loan customers can pass one monthly payment each 12 months to allow them to meet unexpected expenses, such as the arrival of a new baby, dentist bills, purchase of furniture, etc. Object of the program is to increase consumer loan totals, particularly in the bank's branches and with auto dealers to increase installment loan income. The passed payment is paid later, after the customer's budget is back in shape.



## GOING GROUP

Groups of 10 or more save 20% one way, 33 $\frac{1}{3}$ % on round trip Ozark fares, on any flight, any day. You must leave together, but may return separately. Get up a bunch and save a bundle . . . on Ozark.

## GOING FAMILY

Only the husband pays full fare . . . the wife and children fly for less, when they fly together, family-style. Ozark special family fares are good on any day, any flight. No limit on time, no limit on fun.

## GOING CHARTER

Ozark puts your group on their own private jet (or prop-jet), to go whenever and wherever they want, in the continental United States, Canada, or the Bahamas. There's no better way to travel—and the price is right.

## OR GOING ALONE

Even regular Ozark flights, at regular single rates, are a travel bargain, and a pleasure besides. Everything Ozark does is designed to do the best possible job, for all the cities it serves . . . all the *people* it serves.

# NICE GOING !

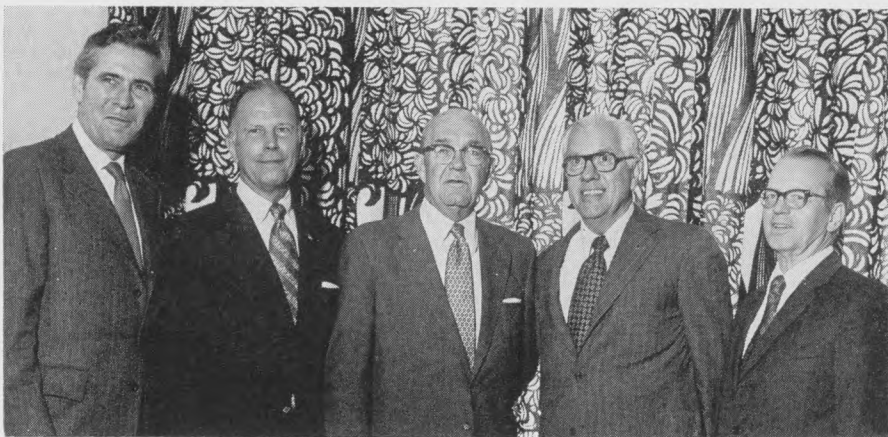
Call Ozark Air Lines or your travel agent.

# OZARK AIR LINES

*Up there with the biggest*



Officers for 1972-73 pose with ABA Exec. V.P. Willis W. Alexander (l.) at convention. Next to Mr. Alexander (and continuing to r.) are Allen P. Stults, ch., governing council; Eugene H. Adams, pres.; Joe H. Davis Sr., treas.; Rex J. Morthland, pres.-elect.



## Dallas Passes Muster As ABA Convention Site

By **JIM FABIAN**  
Associate Editor

**F**EW, IF ANY, of the nearly 12,000 bankers and spouses attending the 98th annual ABA convention in Dallas last month will deny that Dallas has what it takes to host the ABA in fine style.

A spanking new convention center, summer weather and numerous entertainment attractions (including the Texas State Fair) made for a fine time for all.

Theme of the convention was "Speak Up!" and delegates were encouraged

to submit questions and state their views on topics pertinent to banking and the ABA. A number of Texas belles armed with tape recorders roamed the convention floor soliciting comments from delegates.

More than 300 exhibitors set up shop in the vast exhibition center for the five-day convention. They reported that facilities and interest were excellent.

ABA President Allen P. Stults, chairman, American National, Chicago, said at a news conference that the proper discharge of social responsibility is the greatest problem facing banking today. He said the banking industry has accepted the real challenge of meeting those responsibilities and of trying to define precisely how to go about being helpful. But, at the same time, banking is grappling with the problems of dealing with "fanatics" who have become "supercritical" of the industry's efforts and want immediate solutions.

These critics are "damning the lenders" for not solving these problems, Mr. Stults said, and the industry is faced with the additional problems of handling this criticism.

From the convention podium, Mr. Stults reported on the reorganization of the ABA, saying that the new structure has allowed the association to respond more quickly to the needs and wishes of its members. Of at least equal, and perhaps greater importance, he said, "We are anticipating needs

and opportunities, permitting us to act rather than react; to be a part of developing situations and conditions, as against having to deal with them after the fact."

He reported that the ABA membership roster includes 18,307 head office banks and branches, representing 96% of the commercial banks in the nation.

He said that among the highlights of the past year are the approval of the integration of the Foundation for Full Service Banks with the ABA communications council; the combining of the Charge Account Bankers Association with the ABA bank card division; the organization of a new residence school devoted to international banking; and the establishment of a national correspondent banking seminar.

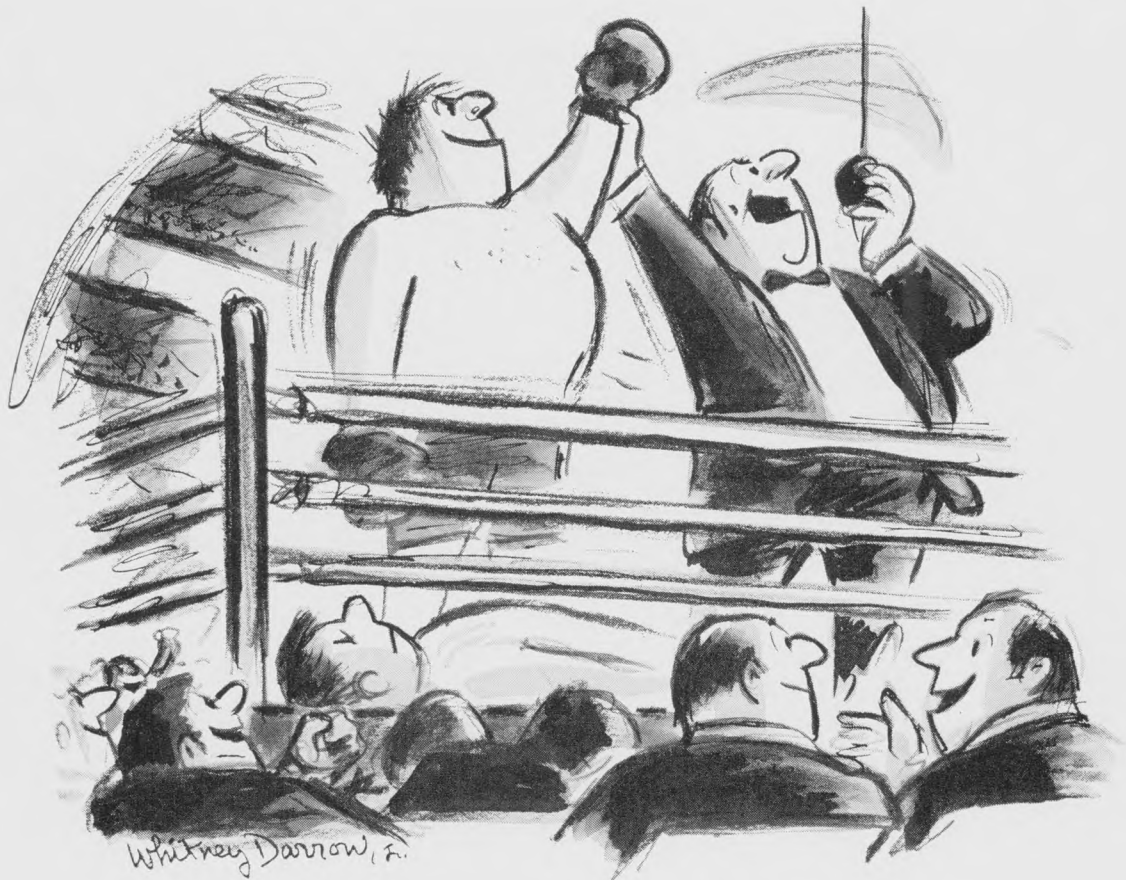
Mr. Stults decried the lack of economic understanding among the leaders and citizenry of the nation. He said that banking suffers when economically illiterate officials press for immediate solutions to complicated economic problems. Mr. Stults said that the economic well-being of the nation is like a pie—you can't make one slice larger without making the others smaller.

He warned that there is a danger that increased taxation of people in higher income brackets could sap the incentive of these people while resulting in only a small increase in total tax income. He called on bankers to take visual positions, offering sound economic proposals to improve the public's economic literacy.

ABA Executive Vice President Willis W. Alexander reported that bankers are faced with the demands brought about by a changing environment—one in which consumerism is the major issue. An example of the new environment can be seen in the fact that today only 39% of the nation's college students think hard work pays off. Yet, he said, these are the people who are demanding great—and im-



ABA Pres. Allen P. Stults (l.) helps entertainer Art Linkletter snip shears to open ABA convention. Assisting is Texas belle Sue Robards.



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**MID-CONTINENT BANKER for November, 1972**

83



mediate—improvements in the lives of less-fortunate Americans. These people do not realize that such changes cannot come about without the hard work that they disavow.

He asked bankers if they thought they could develop the necessary balance and self-discipline—and objectivity—that could bring about needed social change. The only way such change can come about, he said, is by total commitment on the part of bankers and others.

A number of prominent speakers took part in the general sessions. Bruce K. MacLaury, president, Minneapolis Fed, reported on the ways in which the economic community is trying to upgrade social conditions in America and the world. He said that the Nixon Administration is holding its own in working toward the goal of the elimination of poverty.

Charls E. Walker, deputy secretary of the Treasury, and Earl L. Butz, Secretary of Agriculture, discussed the myths and realities of taxation and the future of rural America, respectively.

Mr. Walker said that tax policy is basically fair and effective, but that it must be made to support, not impede, economic growth. He called on Congress to reestablish fiscal control and bring the federal budget under control.

Mr. Butz told of his efforts to preserve rural America as an alternative life style to urban living. He termed farming a growth industry, citing the recent sale of grain to Russia. He said that, although farming is becoming increasingly market-oriented, it is too dependent upon government subsidy.

He called on bankers to help make rural America more viable by providing adequate capital. Such assistance on the part of bankers will slow down the migration of rural people to the cities, he said, where they often aggravate urban problems.

Thomas R. Smith, chairman of the

### Marketing Films Offered

A new audio-visual program on four aspects of bank marketing is available free to ABA-member banks. The program includes 16mm sound films dealing with checking accounts, research, selling and bank organization. All four were shown for the first time at the ABA convention in Dallas.

The films are designed to stimulate bankers to take action on bank problems through an information presentation of fresh ideas. Each film is five minutes in length.

Banks can order the films from the ABA's marketing division, 1120 Connecticut Ave., N.W., Washington, D. C. 20036.

ABA's agricultural and community bankers division, and president, First National, Perry, Ia., reported on a recent ABA survey of community bankers.

He said the community banker is on the verge of a great opportunity to participate in efforts to stimulate growth in our small to medium sized communities. By so doing, he said, the population flow from these communities to the overcrowded cities could be slowed.

Development of communities means the commitment of financial resources, he said. "Either we focus on the problems and opportunities at hand, or we will slip backward," he said.

He called on bankers to continue to serve farmers, but also to strive to provide the services and leadership necessary to develop the community as a whole. The problem, he said, is that many community bankers do not know how to cope with the situations their communities are in.

The crying need of these communities is for new industry, he said. Yet, such industries are hard to come by. Mr. Smith suggested that bankers en-

courage existing industries to expand, rather than beat the bushes seeking new industries. He said it is up to the banker to show existing industry how it can expand and to assist by providing funds.

Similarly, he said, community banks find it difficult to secure new customers, simply because not many new residents are moving to these towns. Why not sell additional services to existing customers, he asked. Since the national average of services used by the typical bank customer is less than two, he suggested that bank management set a goal of selling each customer at least four services.

Incoming ABA President Eugene H. Adams, president, First National, Denver, predicted an extremely active year in store for the association. He said that the Hunt Commission report, given the reelection of President Nix-

### Minbanc to Invest \$950,000

Minbanc Capital Corp. has announced commitments to invest \$950,000 in three minority banks.

The banks and their amounts are as follows: Up to \$500,000 in Independence Bank, Chicago; \$300,000 in Gateway National, St. Louis; and \$150,000 in Douglas State, Kansas City, Kan.

The three commitments are the first made by the closed-end investment company created last year by ABA. Nine additional applications are in various stages of review and evaluation.

on, is almost certain to come before Congress in an Administration-backed bill. He said the ABA would not adopt an official position on the report until such legislation was introduced and he called on bankers to be patient in this area.

Mr. Adams proposed the formation of a new public policy committee within the leadership of the ABA. The committee, he said, would be a high-level forum for the discussion of all public interest issues as they affect banking. He selected ABA President-Elect Rex J. Morthland to chair this committee and said the committee would be composed of the chairmen of about a dozen of the ABA's divisions, committees and councils.

Mr. Adams also called attention to the recent accomplishments of ABA and the results of the second Louis Harris poll that showed an improvement in public acceptance of banks and bankers.

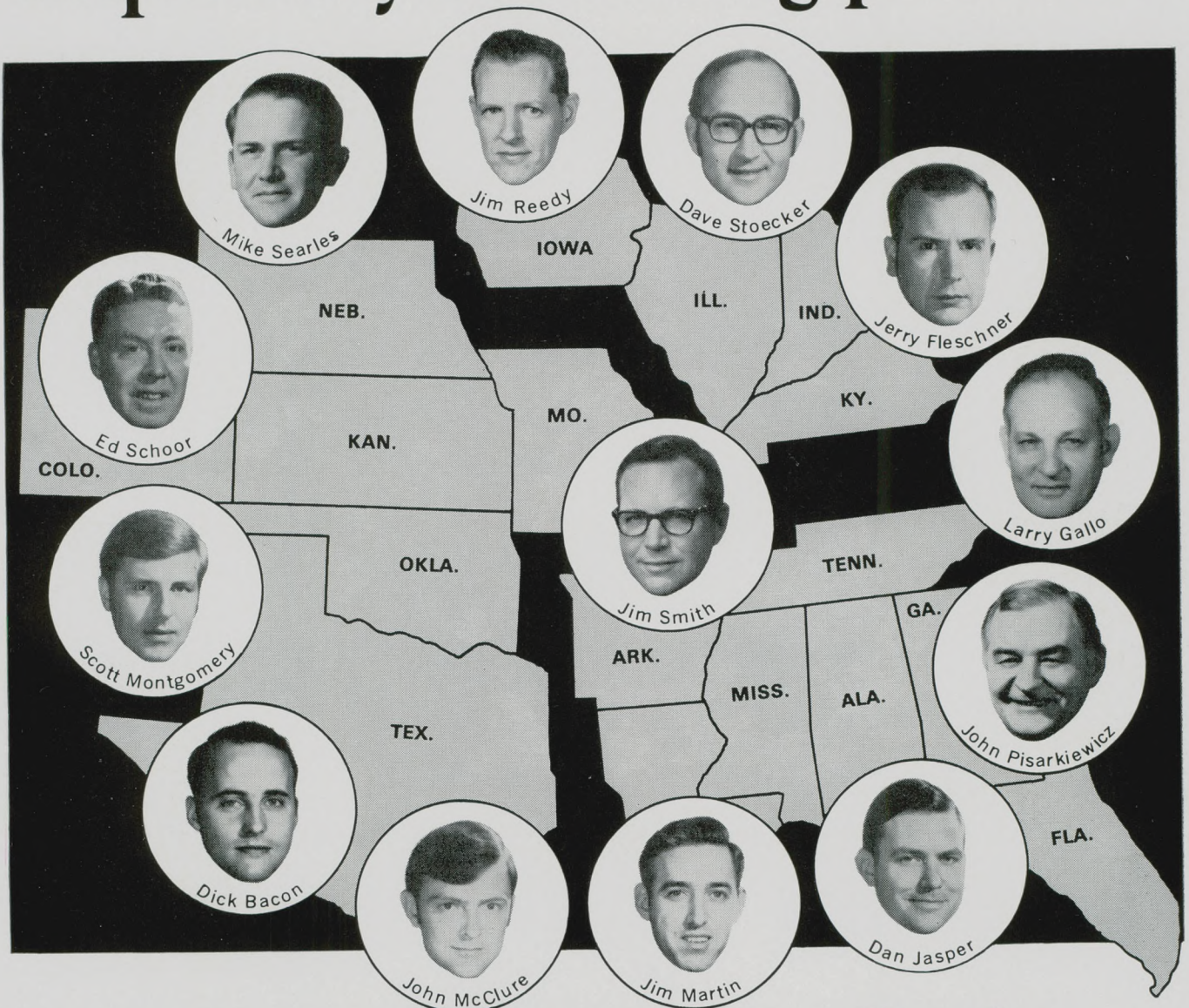
*New officers.* Officers for the coming year include Mr. Adams as president; Rex J. Morthland, chairman and CEO, Peoples Bank, Selma, Ala., as



New ABA regional directors include (from l.) W. W. Bruner, ch. & pres., First Nat'l of South Carolina, Columbia; Dale C. Smith, exec. v.p., Central Nat'l, Des Moines, Ia.; R. Y. Empie, pres., Stock Yards Bank, Oklahoma City; M. A. Cancelliere, ch., Western Pennsylvania Nat'l, Pittsburgh; John R. Breeden, exec. v.p., Wells Fargo Bank, Los Angeles; Lewis H. Clausen, pres., Champaign (Ill.) Nat'l.



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president-elect; Joe H. Davis Sr., executive vice president, First National, Memphis, re-elected treasurer for a second term; and Allen P. Stults, chairman, American National, Chicago, as chairman of the ABA governing council.

Six regional directors were elected at the convention. They include M. A. Cancelliere, chairman, Western Pennsylvania National, Pittsburgh—region I; Lewis H. Clausen, president, Campaign (Ill.) National—region II; W. W. Bruner, chairman & president, First National of South Carolina, Columbia—region III; R. Y. Empie, president, Stock Yards Bank, Oklahoma City—region IV; Dale C. Smith, executive vice president, Central National, Des Moines, Ia.—region V; and John R. Breeden, executive vice president, Wells Fargo Bank, Los Angeles—region VI.

Named as ABA council chairmen were Frank E. Bauder, chairman and CEO, Central National, Chicago—government relations; Charles H. Fletcher, senior vice president, Mellon National, Pittsburgh—education; and Hans W. Wanders, executive vice president, Wachovia Bank, Winston-Salem, N. C.—communications. Mr. Wanders is a former president of National Boulevard Bank, Chicago, and is serving a second term.

Among committee chairmen named during the convention were the following from the Mid-Continent area: William H. Kennedy Jr., president, National Bank of Commerce, Pine Bluff, Ark.—fund for education in economics,

board of trustees; George H. Timson, vice president, Continental Illinois National, Chicago—taxation; and Carl A. Bowman, executive vice president, Kansas Bankers Association, Topeka—state association division.

Mid-Continent-area division chairmen named by President Adams include Charles A. Elfrank, vice president, Mercantile Trust, St. Louis—charge account bankers; James A. Webb Jr., executive vice president, Third National, Nashville—commercial lending; T. Don Clark, vice president, Southwest Bancshares, Houston—personnel; and Clarke C. Stayman, senior vice president, First National, Chicago—housing and real estate finance. • •

### Pres. Adams Lists Priorities At ABA Press Conference

Newly installed ABA President Eugene H. Adams, president, First National, Denver, presented his list of priorities for ABA during a press breakfast news conference in Dallas.

They include the resolution of problems concerning the Hunt Commission, the encouragement of more minority employment in banks, working to further the five-year goal of loaning \$1 billion to minority businessmen, augmenting the student loan program and getting new ideas from bankers who have taken advantage of ABA's "Speak Up!" theme.

In discussing the problems concern-

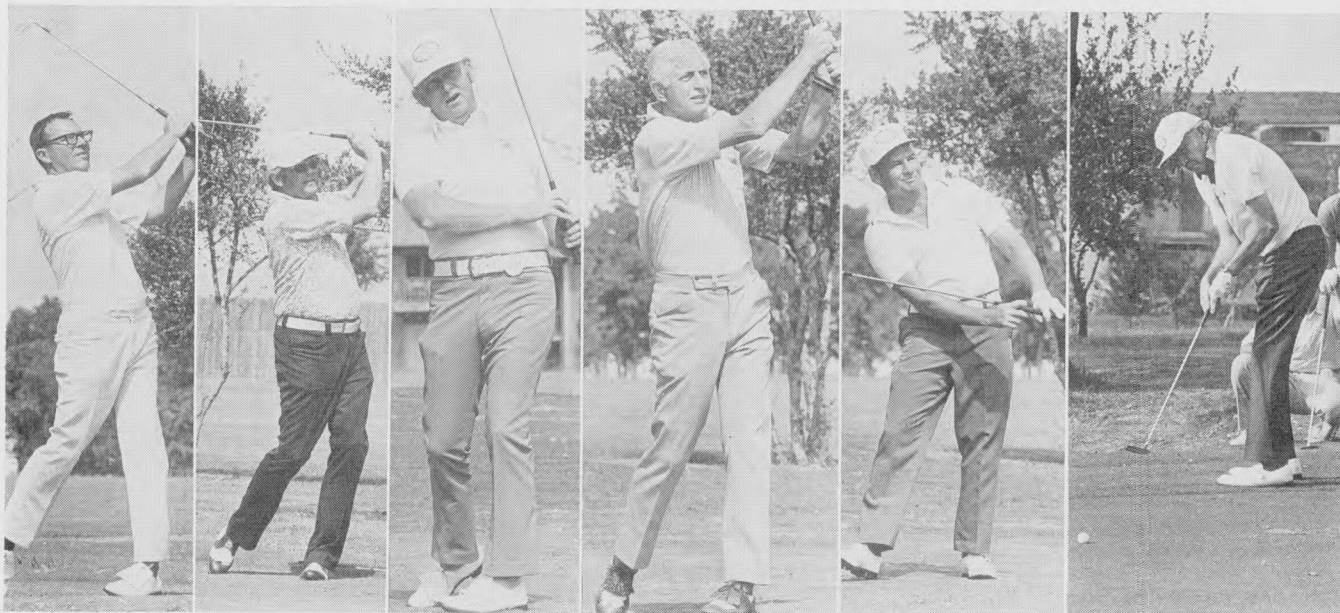


ing the Hunt Commission, Mr. Adams stated that one of the knottier problems is the issue of state-wide branch banking. He said he had some reason to believe that the issue will not be in the legislative package that backers of the Commission will present to Congress. He also said that there is a distinct possibility that mandatory membership in the Fed will not be included in the legislative package.

Mr. Adams said he was hopeful that tax equality between lending institutions will be put in place before the bankers are asked to give up lending powers to other institutions that now have much lower tax rates.

He stated that ABA will not announce a position on the Hunt Commission report until legislation is introduced and the ABA has a chance to learn what is contained in the legislative package.

## Mid-Continent-Area Bankers Take Part in Pre-Convention Golf Match



These six Mid-Continent-area bankers were among 250 persons from across the nation taking part in the Third Annual Security Invitational Golf Tournament held in Arlington, Tex., the day before the ABA convention began in Dallas. From left are James A. Smith, Mercantile Trust, St. Louis; Gene E. Russell, Capital National, Houston; C. E. "Buck" Williams, Bank of Commerce, Morristown, Tenn.; Herb Smith,

American National, Bowling Green, Ky.; Jack Crigger, American National, Chattanooga, Tenn.; and Frank O. Papen, First National, Las Cruces, N. M. Mr. Russell won an auto in the "closest-to-the-pin" competition. The tournament was sponsored by Security Corp., Santa Ana, Calif.

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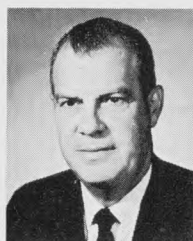
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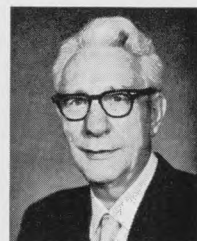
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*Asst. V.P.*



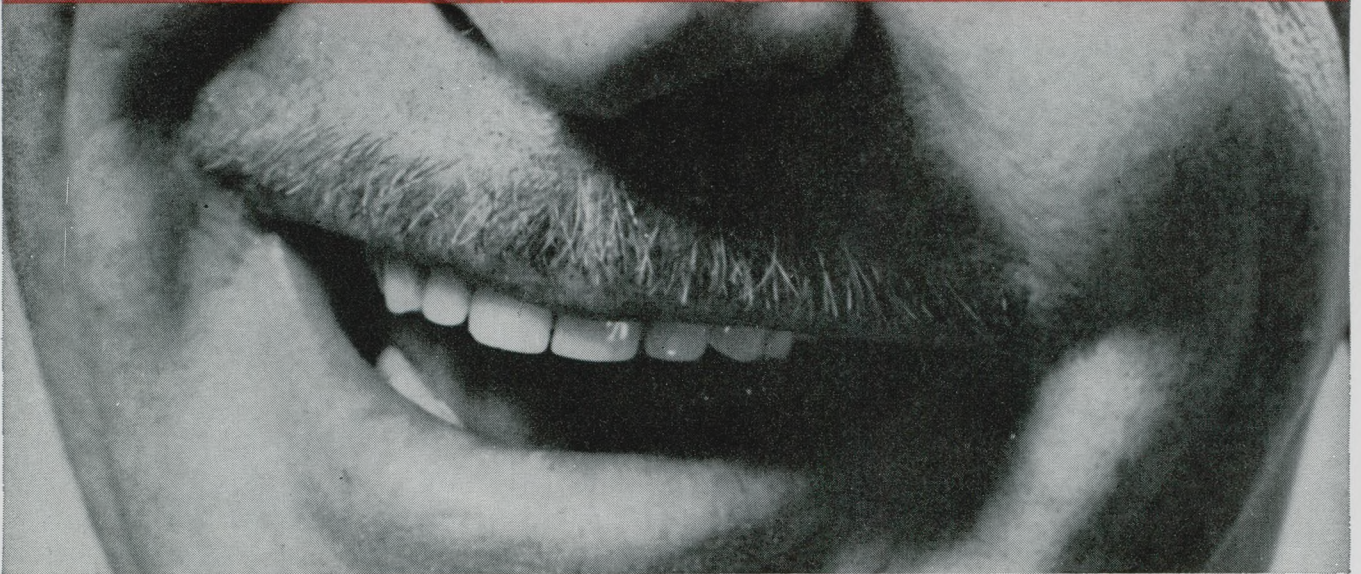
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## Full Service Banks Foundation to Merge With ABA at Year-End

**T**HE MERGER of the communications program of the Foundation for Full Service Banks into the ABA was announced last month, effective by the end of this year.

The move is designed to enable the banking industry to speak with one voice, according to K. A. Randall, chairman of the Foundation, and then-ABA President Allen P. Stults.

Merger plans, which had been under development for a year, were developed by a special committee headed by Archie K. Davis, chairman, Wachovia Bank, Winston-Salem, N. C. Boards of both organizations have ratified the plans.

Basic steps in the plan are as follows:

- The ABA will assume responsibility for advertising, public relations projects and national public opinion research.

- Foundation member dues will be reduced by one-sixth of their current billing each year for the next three years, with supplemental financing being provided by the ABA.

- At the end of the three-year period, dues of Foundation member banks will cease and total funding will be assumed by the ABA.

- In the interim, the ABA will commit itself to conducting a "total environmental communications program" at an annual level of at least \$3 million.

Mid-Continent area bankers serving on the merger planning committee with Mr. Davis include John H. Perkins, vice chairman, Continental Illinois National, Chicago; and Nat S. Rogers, president, First City National,

Houston.

The Foundation for Full Service Banks was created in 1958 to provide a voice for banking through advertising, public relations and research projects. Since 1970, its advertising has been solely in television network programs. The Foundation has directed and financed the "Banking Serves America" public relations program, in cooperation with the ABA.

"Consolidation of the Foundation's and the ABA's communications programs will allow the banking industry to develop a more efficient, effective communications arm," Mr. Randall has stated. • •

■ **FOURTH NATIONAL**, Wichita, has named Miss Kay Major assistant manager of the paying and receiving department. She came to the bank in 1961.

### A Gift for Dallas



Tilden Cummings (r.), pres., Continental Illinois Nat'l, Chicago, and Dallas Mayor Westley A. Wise (l.) hold an original watercolor painting of the Dallas skyline. Mr. Cummings and Gaines L. Godfrey (c.), 2nd v.p., Continental Bank, made the presentation of the painting at a Dallas City Council meeting during the ABA convention last month. Reproductions of the painting, done by Chicago artist Franklin McMahon, were given to all 14,000 bankers attending the ABA convention.

### NABW Elects New Officers



The National Association of Bank-Women Inc. has elected new officers for the 1972-73 term. They are: (from l.) corresponding sec., Miss Kay Moorman, v.p. and cash., National Bank of Tulsa; v.p., Mrs. Jean G. Wofford, asst. v.p., First National, Spartanburg, S. C.; pres., Miss Barbara Pendleton, v.p., Grand Avenue Bank, Kansas City; treas., Mrs. Anne L. Gormer, v.p., dir. and sec., Liberty Trust, Cumberland, Md.; and recording sec., Mrs. Rose A. Ellerman, exec. v.p., North Kansas City State.

### Moody Named Vice President At Houston National Bank

**HOUSTON**—Gil Moody has joined Houston National as vice president in the banks and national accounts department. He comes to the bank from Citizens National, Lubbock, where he was a vice president.



MOODY

Mr. Moody also has served as an officer with Lake Air National, Waco; Security National, Roswell, N. M.; and Southwest National, El Paso.

In other action, Houston National announced the promotion of Kenneth E. Pulley to assistant vice president in the real estate department. He joined the bank in 1967 and was named mortgage banking officer in 1970.

## Fifth Third Bank, Cincinnati, Holds Annual Sauerkraut Party

Fifth Third Bank of Cincinnati held its 39th annual sauerkraut party October 2 at the Highland Country Club in Fort Thomas, Ky. Among those who enjoyed golf, horseshoes, cards and bowling, along with the traditional sauerkraut with "trimmins," were the bankers pictured here. **LEFT:** Shown with Indiana bankers is Charles E. Baker (far r.), a.c., host bank. L. to r. are: Thomas D. Cook, v.p. & tr. off., American State, Lawrenceburg; Jerry Carrier, American State, Lawrenceburg; Anthony J. Hassmer, pres., American State, Lawrenceburg; William D. Backman, ch., First Nat'l, Aurora; Hubert G. Neff, v.p., cash. & tr. off., First Nat'l, Aurora; Dennis W. Lambert, a.v.p., American State, Lawrenceburg; Earl

H. Green, pres., First Nat'l, Aurora; and C. R. Klingelhoffer, dir., First Nat'l, Aurora. **RIGHT:** J. Edwin Bolmer (far r.), a.v.p., Fifth Third Bank, is pictured with these Kentucky bankers (l. to r.): Rodger W. Bingham, cash., Bank of Crittenden; Thomas G. Quigley, dir., First Nat'l, Covington; M. L. Dillon, a.c., Bank of Maysville; Michael A. Conner, exec. v.p., Hebron Deposit Bank; N. A. Colvin, cash., Farmers Liberty Bank, Augusta; Eugene C. Linville, cash., Farmers & Traders Bank, Mt. Olivet; Allen H. Douglas, pres. & cash., State Bank, Richmond; and Joseph W. Phelps, exec. v.p., Liberty Nat'l, Louisville.





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## Loan Portfolio

(Continued from page 8)

boards or executive committees of banks are requiring loan officers to report to them on the status of those classified loans that are of a material nature. The very nature of the loan officers having to go before the board or a subcommittee to report such actions tends to focus their efforts on reduction of the classified items.

There is an old saying that a squeaking wheel gets the grease and, to the same extent, this can be applied to a bank loan. That is, a classified loan must, of its very nature, be given a greater amount of personal attention than loans not classified. It's interesting to note that one of the benefits bank regulators point out of classification of substandard loans is that by calling them to the attention of the bank and its board, additional effort is expended by the bank on these loans. This results in higher rates of collection and also a reclassification—often upward—of the loans that have been classified. Many loan officers are at a loss as to what is a reasonable degree or proportion of loan classification that, in effect, rounds seriously to successful bank operations. A simple test may be given. Total all those loans classified. If these comprise approximately one-fifth of the bank's total capital, then, certainly, the bank must try to see that the amount is reduced.

One significant action to take is to create a written proposal in which the plan of action for correcting the problem loan is worked out. The written proposal should include such things as changes in maturity or terms, changes in collateral, changes in endorsers or guarantors and relationships this particular account has with other accounts of the bank.

Up to this point, we have been discussing the loan problem from a micro viewpoint. However, the nature of the tabulation of classified loans also should permit a macro or an overall evaluation. To be specific: Is there a geographic element apparent in the loan classification? That is, do such loans appear more numerous in one section of your bank's market area? This may indicate a deterioration of that area and lead to stricter evaluation of loans originating from problem areas. Is there an industrial or commercial type of emphasis on these loans? For example, are they attributable to construction loans; are they tied to floor-plan loans; do they apply to mobile home dealers and the like? It goes without saying that

whether one loan officer has dominated this particular category also should be seriously indicated.

Two schools of thought exist as to collection of loans. One is that the officer who has made the loan basically should be charged with the responsibility of collecting it. In theory, he knows more about the loan than any other person in the bank and, thus, has a greater familiarity with the principals and situation. The other school of thought is that a loan officer being given more responsibility is likely not to result in the rigorous type of collection the account needs. Specifically, it is hard for the lending officer to be objective in an account in which he already has become involved. No officer knowingly makes a substandard loan and, therefore, the influence of this possibly may cause a psychological barrier on the part of the loan officer making a collection.

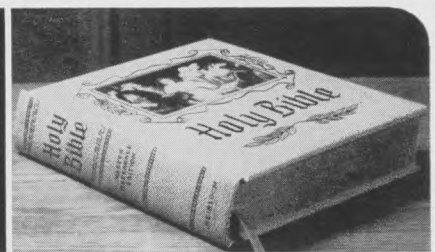
**Conclusion.** Evaluation of all factors of classified loans often will provide insight into the basic weaknesses of a bank's lending procedures. It may show that financial statements were supposed to have been submitted but were not submitted by the borrowers. This may call for a change of policy so that loans are not made on unfulfilled promises of financial statements. Maybe the post audit of the classified loans indicates the

credit reports were not drawn or, if drawn, were inadequate. It may show that the spread sheet analysis was weak, that the officers responsible did not work out cash flow or properly evaluate the balance sheets or income statements. Evaluation may show that where collateral was pledged, it was overvalued and thus was not providing the security the bank's officers thought they had.

One last observation: Rather than feeling complacent if your bank doesn't have any classified loans, take this as a serious indicator that your loan operation has been too conservative and your bank probably is not serving your community's needs. Thus, a modest amount of loans in the substandard classification should not be a source of material concern to the bank; but what should be of concern is whether those loans that are substandard move into the doubtful or loss classification or whether—through adequate attention—they can be removed from that classification. ••

■ First City Bancorp., Houston, has announced the completion of purchase of all stock of Southwest National, El Paso, bringing the total number of banks in the HC to six. The HC has secured approval of a charter for Executive Plaza Bank, Houston, a wholly owned subsidiary, which is expected to open in the near future.

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LEFT: New apparel is modeled by employees of Bank of St. Ann, St. Louis. Four coordinated outfits feature Dacron polyester in navy, trimmed in light blue. Supplier is Hirsch Uniforms, Kansas City. RIGHT: New apparel was unveiled recently by Tower Grove Bank, St. Louis,



at time bank opened new addition to Main Office. Dacron polyester ensembles consist of "mix-and-match" separates in brown, rust and beige, complement interior decor of building. Supplier: Creative Image, Dallas.

# Career Apparel Is Here to Stay!

*This is the consensus of 86% of the banks responding to a recent MCB survey*

**I**S CAREER apparel in banks here to stay?

It surely is, according to respondents to a recent MID-CONTINENT BANKER survey of 82 banks that have had extensive experience with outfitting employees.

Of the 82 reporting banks, 86% stated they intended to continue outfitting their employees for the foreseeable future, 10% said they would not re-outfit employees when existing outfits are worn out and 4% replied that they no longer were using apparel.

In summary, the survey revealed that the last two years have been busy ones for apparel suppliers, since most responding banks began their apparel programs in either 1971 or 1972; that the average bank outfits between 11 and 25 employees, comprising between 50% and 100% of their staffs; that more than half the reporting banks outfit officers in addition to other employees, but most banks do not provide apparel for males.

By **JIM FABIAN**  
Associate Editor

The vast majority of banks purchase apparel outright from local suppliers and the outfits are custom tailored, made from double-knit material. The most popular items are skirts and blouses for women and blazers for men.

Most women's ensembles include enough items to permit from five to seven combinations and the apparel is

**Tweed grouping of bank career apparel is made of Dacron polyester. Supplier: Portrait Clothes, Barco of California, Gardena, Calif.**



generally worn for two years. Most banks have re-outfitted personnel at least four times at no cost to employees. However, the majority of banks expects employees to foot the bill for maintenance of the outfits.

Most banks outfit new employees immediately and arrange for the supplier to handle the alterations. When an employee terminates, most banks reissue the clothing to other employees. Most employees do not wear their apparel off the job. A slight majority of banks reports that their apparel is color-coordinated with the decor of the bank and that their suppliers maintain a back-up supply of outfits for emergencies and for outfitting newly hired people.

Employees favor apparel primarily because it eases their clothes budget and eliminates the problem of deciding what to wear to work. The most prevalent gripe employees have about apparel is the monotony of wearing the same outfits for up to two years. Management favors apparel because of the uniform-

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- All garments are made of 100% DACRON\* polyester (with the exception of our 100% QIANA\* Nylon blouses) from such fine mills as Burlington, Dan River, Milliken, Hamburger . . . all names you can depend on.
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Telephone (305) 576-2504*

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ity of appearance it gives to employees. A large majority of banks reports that management has no complaints about apparel.

The complete question-by-question tabulation is as follows:

In answer to the question when respondents first adopted career apparel, 18% replied that 1971 was the first time apparel was worn at their banks; 16% reported that 1969 was their first year; and 13% adopted apparel for the first time this year.

Thirty percent of the banks outfit from 11-25 employees; 20% outfit 10 or fewer employees; and 15% outfit from 26-50 employees. Only 10% of the respondents outfit all employees.

Regarding the *percentage* of employees outfitted, 23% of the responding banks stated that from 51%-99% of their staffs are outfitted; while another 23% stated that they outfit their entire staffs.

Fifty-one percent of responding banks outfit officers, with 18% outfitting all

Esprit de Corps is the name of the career apparel collection marketed by Lee Career Apparel, division of H. D. Lee Co., Inc., Kansas City. The Dacron polyester ensembles come in six colors and eight styles for women and six colors and two kinds of fabric in blazers and slacks for men.

officers. Sixty-one percent reported that outfits are not changed on a seasonal basis, which reflects the fact that most outfits are made of all-season material.

Ninety-three percent of responding banks reported that outfits were purchased outright, with only 2% preferring to lease their outfits.

Outfits are purchased from local outlets by 30% of the banks. Some 22 suppliers specializing in career apparel manufacture were named by other respondents, with no single supplier receiving more than 15% of the total business.

Sixty-seven percent of the banks ordered custom tailored apparel, with 17% opting for ready-to-wear outfits.

In the area of women's apparel, skirts are favored by 77% of the banks, blouses by 73%, jackets by 67%, dresses by 56%, scarves by 45%, vests by 41%, wes-kits by 34% and pants by 22%. (The pants suit trend has not found its way into many banks!)

Among outfitted men, the most popular item of apparel is the blazer, furnished by 30% of the banks; with trousers coming in second, with 22% of the banks furnishing them to male employees. But 40% of the responding banks furnish no apparel for males.

From five to seven variations in women's outfits were reported by 29% of the banks, while 18% boast of providing from eight to 10 variations. Only 5% reported no variations, meaning that

the same basic outfit is worn constantly.

Double-knit material is favored by 87% of the banks, with wool in second place with 6% of the banks reporting its use.

Forty percent of the banks expect their outfits to last for two years, with 20% expecting only one year's wear from their apparel. An 18-month wearing season is favored by 17% of the respondents.

More than three outfittings of employees were reported by 26% of the banks, with another 22% stating that the current outfits were the initial ones. Another 15% have re-outfitted three times.

Only 7% of the banks require employees to pay the total cost of the apparel, while 48% of the banks assume all costs. Twenty-seven percent of the banks split the cost with employees right down the middle.

When it comes to maintenance of the outfits, only one bank picks up the tab for dry cleaning, while 49% expect employees to pay for all maintenance. Forty-three percent report that maintenance is negligible, since the outfits are washable.

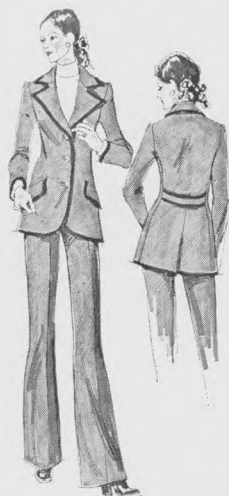
Thirty-two percent of the banks state that employees are outfitted immediately upon employment, while 27% say it takes up to 90 days for outfitting to be completed.

The manufacturer or supplier of the apparel is expected to handle alterations by 35% of the responding banks. In most cases, only the initial alterations are so handled. Twenty-five percent of the banks expect employees to handle initial and subsequent alterations at their own expense.

Forty-nine percent of the banks favor

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 Address: \_\_\_\_\_  
 No. employees to participate: \_\_\_\_\_  
 Male: \_\_\_\_\_ Female: \_\_\_\_\_  
 Required delivery date: \_\_\_\_\_  
 We are currently  in  not in career apparel.



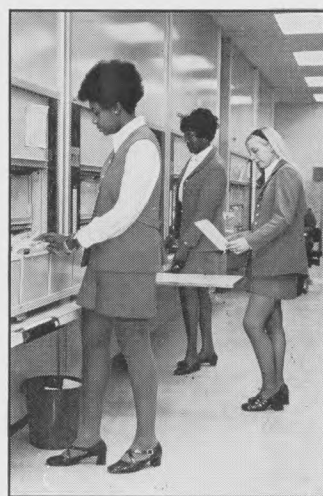
Career fashions by Means Services are modeled by trio of personnel at American National, Chicago. The three outfits complement the internal design and color decor of the bank. Outfits are made of 100% Polyester double-knit in blue, green and gold.

# INA knows how to make 420 women happy!

“We outfitted our female employees with Career Fashions of Dacron® and they were an immediate hit...a tremendous

morale booster! Our offices look more like offices, too, and there is a definite decrease in turnover.”

Cynthia Lepone, left, coordinator of the Career Fashions Program, Insurance Company of North America, Philadelphia Headquarters.



The 420 women employees of the Insurance Company of North America love the style and comfort of their new outfits and their wash-and-wearability. “Very little upkeep is needed,” says Mrs. Lepone. “‘Dacron’ is beautiful in that respect.” So enthusiastic has been the response to Career Fashions of “Dacron” that men employees, too, will soon be included in the program.

Find out more about what career fashions of Dacron® polyester can do for you. Contact the Du Pont Company for more information or assistance in locating suppliers for your requirements. Write: 31J6 Centre Road Building, Wilmington, Del. 19898. Or call: (302) 999-3813.

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by  
**MEANS**  
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DIVISION OF F. W. MEANS & COMPANY  
2516 S. Wabash Ave., Chicago, Ill. 60616  
312/842-5707

reissue of clothing upon termination of an employee, while 32% report that the employee can keep the outfits, even though only 7% of the banks charge employees for the clothing's full cost.

Fifty-two percent of the banks say employees do not wear their apparel off the job, other than to and from work. However, 44% report that employees wear their career apparel to social and other off-the-job events.

Color coordination of apparel with bank decor is a fact in 51% of the responding banks, testifying to the trend that banks often initiate new apparel at the time the bank is remodeled.

Sixty-one percent of the banks say their supplier maintains a back-up supply of outfits to take care of newly hired employees or to replace damaged outfits.

Banks report that employees favor apparel for the following reasons: it cuts clothing costs—56%; it eliminates the problem of what to wear—28%; it is attractive—15%; it saves wear and tear on regular clothes—13%.

Thirty-five percent of the banks responded that employees have no gripes about their apparel; another 21% reported that monotony was the pet peeve of employees regarding their apparel; and 10% stated that complaints have included the charge of regimentation in appearance caused by the outfits.

Bank management favors apparel for the following reasons: its attractive appearance—38%; the favorable image it

creates—18%; the control it gives the bank over "way-out" styles of dress—16%.

Fifty-nine percent of the banks reported that management has no gripes whatsoever about apparel. The only gripe mentioned (by 15%) was that the outfits cost too much.

One respondent commented as follows: "We have found that since our bank started this program, our employees have taken a keener look at their employment in view of competitor employers. There is truly an incentive to work or an anticipation to want to work in an organization that offers a program such as ours. Employees who participate in our career apparel program take greater care in all aspects of their jobs. In addition, they receive complimentary comments from our customers. It's just great!"

Another banker comments that the bank asks the outfitted personnel to vote annually whether to continue the program. Each year they vote 100% in favor of retaining the apparel.

A third banker commented: "Our employees like career apparel, management likes it, the public likes it. I don't think we will ever discontinue it!"

This fact is well supported by the statistic that 86% of responding banks stated they expect to continue the use of career apparel for the foreseeable future.

Is career apparel in banks here to stay? No doubt about it! • •

**Neckwear Is Stepping Stone  
To Career Apparel Wardrobe**

A growing number of companies are using the customized necktie as a stepping stone to complete career apparel wardrobes for their employees.

"It's an inexpensive way to introduce the career apparel concept to a company's management, sales staff, shop or office personnel," contends A. Harvey Schreter, vice president of Baltimore's Prince Consort Tie Co.

And for those companies that are already sold on the idea of outfitting their employees in fashionable tailored

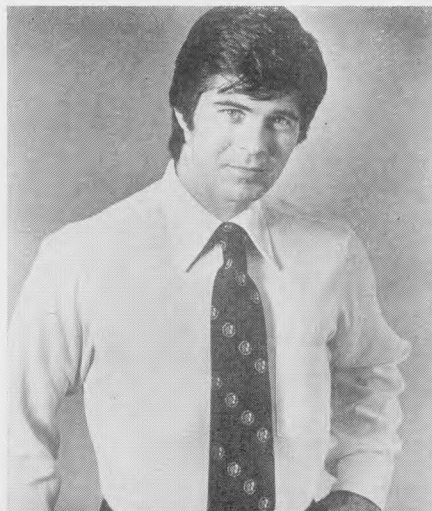
clothing, it stands to reason that well-designed ties will complete the picture, Mr. Schreter says.

"We're using the most up-to-date easy care fashion fabrics of polyester," Mr. Schreter says. There is a big call for traditional ties, but a great many firms want the newest weaves and design motifs. The bank's name, trademark or other insignia is used as the pattern and woven directly into the fabric. Both solid colors and stripes in all combinations are being worn, he says.

"The well-designed career apparel tie is a wearable calling card that tells of good taste," Mr. Schreter says. "We've designed and produced such smart and practical neckwear for many organizations."

"It doesn't hurt a bank that's proud of its name and trademarks to do a little subtle advertising or public relations with its career apparel," Mr. Schreter says. "It's a refined style of image building."

It appears that before long men everywhere will consider the ties around their necks just as much a business necessity as the calling cards in their pockets.



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MID-CONTINENT BANKER for November, 1972

97





Employees of National Bank of North America, New York City, model dress and pantsuit outfits, part of bank's new line of career apparel. Emblem of bank is woven into material.

## 'Add-on' Apparel Concept Debuts at Fashion Show At National Bank of NA

By CHUCK HEBNER

**P**EOPLE AT the National Bank of North America (NBNA) claim they were the first in the industry to install a career apparel program. They're probably right. If not, few would deny they are leading the way now, especially after the introduction of their newest career apparel program—their fourth—featuring clothes sequencing.

Instead of giving each employee a full issue at the beginning of the program, several items are held back to be introduced from time to time. For instance, an additional item will be given to each of the participants at Christmas time—a present from management. A second item is due to come on stream in time to offset the "Februaries"—that low-down feeling fostered by the grey, cold, damp month one must endure before spring time. Rumor has it that the anti-"Februaries" shot will be a sweater.

NBNA's experience goes back to 1965 when female tellers were provided with two dresses and matching scarves. The newest program, introduced in October, provides 28 different dress combinations for the women, plus two blazers and matching ties for the men.

The presentation of the new line took place at a fashion show that had all the flair and polish of a Yves Saint Laurent showing—and lost nothing by using bank employees as the models. Held in mid-Manhattan at the CIT Building's auditorium, the show was attended by the fashion press as well as employees.

The obvious effort put into the show

emphasized the importance NBNA management places on career apparel. Top brass also participated in the affair, further affixing management's seal of approval. Resident psychologist Dr. James Bender did the narrating, and President John H. Vogel closed the proceedings with some remarks that bespoke obvious pride in his people and their appearance.

Upper echelon support for career apparel has been a tradition at NBNA ever since Board Chairman Sidney Friedman inaugurated the first program. His inspiration, it is said, came from airline stewardess attire. He still offers his comments on each new wardrobe, as do other top officials.

While not as extreme as some airline garb, the new bank wear mixes work day practicality with chic. From a practical standpoint, the whole 1973 wardrobe is made of Du Pont's Dacron polyester, a long-wearing fiber that offers wrinkle resistance and wash-wear maintenance.

The chic is supplied by the design and diversity of the clothing, plus the

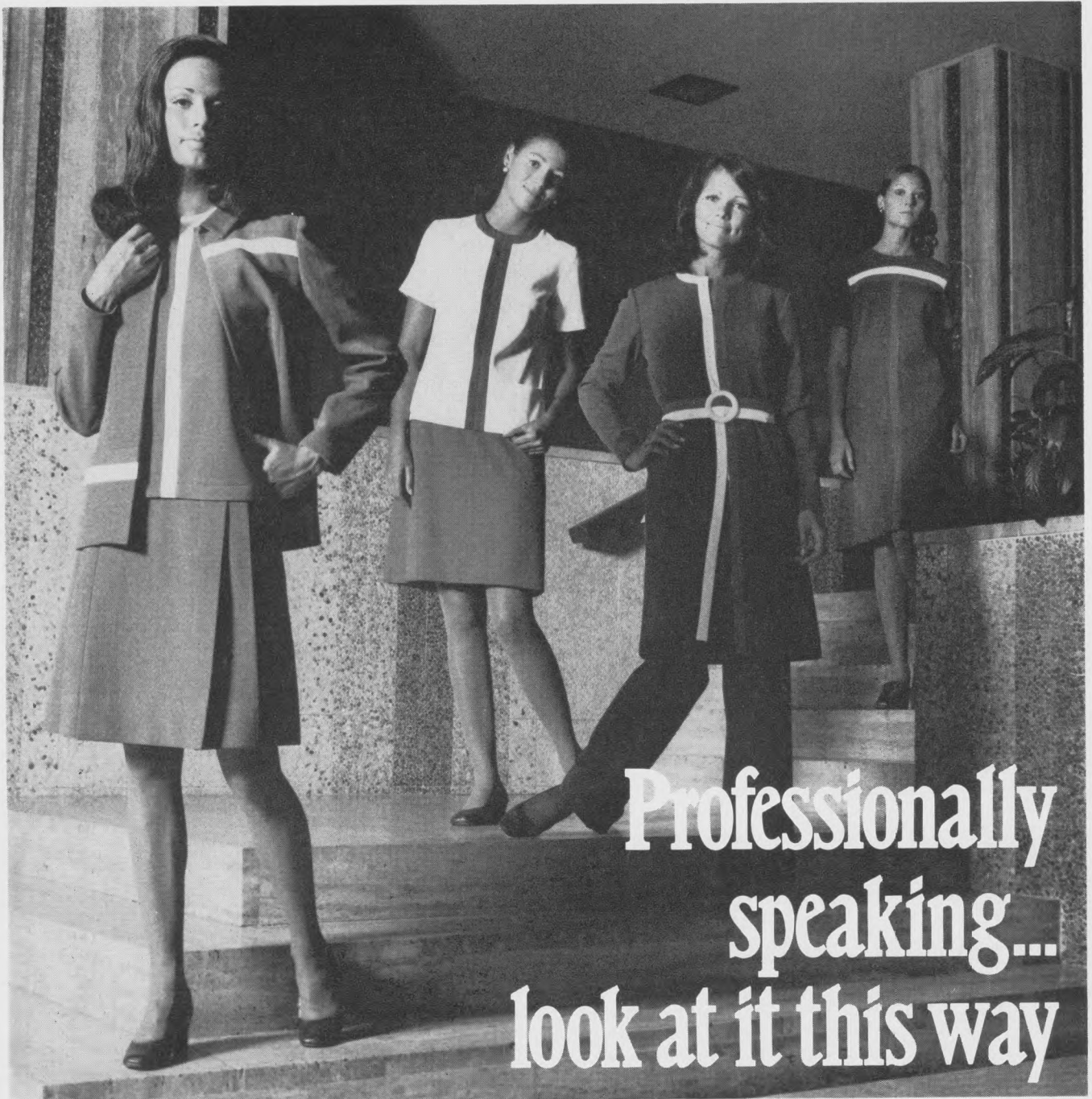
tasteful use of NBNA's eagle logo that has been woven into the double-knit garments. The logo also appears on one side of the reversible poncho—a popular new item added to the collection this year. The other side of the poncho, also of 100% Dacron, is a plain color—for the woman who prefers civilian wear on occasion.

This year the women can pick from such a variety of clothing that you wonder if they will ever get around to wearing the same thing twice. The articles include slacks, over-blouses, tailored shirts, weskits, shirtwaist dresses, wraparound dresses (winter and summer), jumpers, jabots, jenkins, etc. The men, as stated, are given two blazers and matching ties.

According to President Vogel, the company has found that a well administered career apparel program has far more benefits than appearance alone, although this is important. "Our tellers are really our contact with the public," he said. "They meet the people, and the way they look and act is how most

Bank personnel model coordinated ponchos, worn over various combinations of apparel at bank's introductory fashion show.





# Professionally speaking... look at it this way

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people judge us. Over the years we find that we are having better success recruiting and keeping the people we want, partially due to the career apparel program we offer. If they look well, we think they feel and work well."

The "free clothes" incentive is particularly powerful to the young woman just starting out in the business world. There is no need to spend money for her own wardrobe, and there is no competition to see who is the best dressed teller in the branch. The bank supplies an ample basic wardrobe, and other garments can be bought at cost. The clothing this year was again supplied by David Crystal, Inc., New York.

With 120 branches, the problem of clothing and fitting each of NBNA's people properly is something staggering. Dieters pose a particular dilemma. A special exchange system has been established that enables a dieter to exchange her clothing for something smaller as the pounds come off. "We had one girl go from size 20 to a size 12, requiring four changes," an official said. "Naturally, we were delighted to know she was looking trimmer, but. . . There are times when someone goes the other way, and we can work with them also, although we're not quite so happy about that."

An extra inventory of all articles is kept on hand so that new employees can be fitted immediately. The apparel is awarded as soon as the employee graduates from teller school.

The clothing program is one of several aimed at making the tellers more personable and more at ease meeting the public. Special courses in styling, makeup, diction and modeling are given to the tellers. They are also taught how to answer the phone and how to feel at ease with a customer—be he the president of a company or a youngster opening his first account. Many tellers earn a following because of their customer rapport, and there are cases on record of customers following a particular teller from one branch to another.

NBNA's career apparel renown is international in scope. Bank representatives have appeared before groups in several European countries to spread the career wear gospel, and requests for advice from other banks in this country are handled every day. That alone would indicate that NBNA is indeed Number 1. The clincher is the enthusiasm shown for the program by all the employees, even after seven years of corporate attire. They're Number 1 because they think they are. Or is it the other way around? • •

### Personnel Recruitment Agency Formed by St. Louis Banker

ST. LOUIS—A former St. Louis banker, Mrs. Jean Daniel, has announced formation of a new personnel recruitment agency under the name of Jean Daniel, Inc. The firm will have offices in Clayton, Mo.



MRS. DANIEL

Mrs. Daniel's experience includes positions as secretary, officer and assistant to the president at both Boatmen's National and Continental Bank in St. Louis. Her firm will specialize exclusively in personnel for banks and savings and loan associations.

Services that will be performed by the new agency include: recruitment at all levels; interviewing; testing; furnishing applications; reference checking; credit investigations and fee collection.

Services that will be performed by the new agency include: recruitment at all levels; interviewing; testing; furnishing applications; reference checking; credit investigations and fee collection.

■ SAN FRANCISCO—Andrew E. Steen, vice president, Horace E. Dunning, and Stephen D. Griffiths, assistant vice presidents, retired September 29 from Wells Fargo Bank.

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## Wilmington (Del.) Trust Improves Customer Service With 'Information Please' Special Hostess Staff

At Wilmington (Del.) Trust's Main Office, specially trained hostesses handle customer requests for information and assistance. As a result, customer service has improved, and other bank employees remain free to carry on their regular functions.

Previously, giving aid to inquiring customers had posed some problems. People usually sought help from guards, line personnel, tellers, or anyone else handy. This sometimes proved disruptive, particularly during busy periods. While employees tried to be helpful, they often lacked complete information pertaining to a specific customer need. Even directing people to the right department was sometimes difficult, since the bank's expanding facilities are located in three separate buildings.

To overcome the problem, the bank decided to create positions for three hostesses who would bear the official responsibility for helping the inquiring public. Before they started, the young women chosen for the new job were given two months of in-depth training. They became familiar with each department's function, locations and people. Now, hostesses can lead customers to the right department and even perform the necessary introductions.

To help attract the attention of help-seeking customers, hostesses wear special career apparel. Designed by Profiles, Inc., of Philadelphia, their frilly



Dubbed the "know it alls," Wilmington (Del.) Trust hostesses have been trained to assist customers seeking information and directions.

white blouses and navy blue jackets, jumpers, and skirts combine femininity with a hint of authority. Made of 100% Dacron polyester, the knit fabrics are strictly wash-wear, allowing the three to appear pert and neat at all times—an important factor in public contact.

Giving directions and explaining checking accounts aren't the only hostess activities. They also act as babysitters, chat with people waiting in line, make the elderly comfortable and handle Master Charge applications and photos.

All told, the "information please" hostesses are performing a much-needed service for Wilmington Trust customers, and helping the bank to function more smoothly.

## Message Center Sign Makes Friends for Bank

KANSAS CITY—Wornall Bank here is getting the message across. What message? All sorts of them!

The bank uses its message center sign to flash civic notes, salutes to customers, humorous sayings or appeals for charity—in addition to the current time and temperature. The sign is capable of presenting 86,400 messages every 24 hours.

Each day thousands of cars pass by the sign, the motorists read the seven-second messages and the bank receives numerous calls about the messages.

More than 500 messages are on file and additional messages can be prepared for the sign in 30 minutes.

Recently a message on the sign read "Welcome, Patrick Hawkins Dors." The message caused considerable comment. People wanted to know who Patrick Hawkins Dors was. The reply was that he was the new-born son of a local businessman who was a bank customer!

The sign was supplied by American Sign & Indicator Corp.



## Harris Bank Pages Don Career Apparel

**B**RIGHT, new career costumes are now being worn by pages who sort and carry mail at Harris Trust, Chicago.

Fifty-five women are wearing the outfits, which consist of a simple A-line dress and jacket in combinations of navy blue and red polyester knit. The short-sleeved dress sports front pleats and a contrasting bodice. Each page has three dresses—two navy blue/red bodice dresses and one red/navy blue bodice dress. A long-sleeved navy blue jacket completes the set. The pages switched from their former standard leasing-house rack garments to the more modern costumes.

Designed by Hart, Schaffner & Marx, the new outfit is patterned after a suggestion by the supervisor of the Harris Bank page staff, Mrs. Alice Sciepko. In creating the costume, designers had to keep in mind comfort and durability in addition to style.



"Attractive appearance was one of the most important concerns of the design," said Mrs. Sciepko. "Since the idea behind the new page outfits was to create a more flattering appearance than the former garments, we felt that an outfit resembling a regular dress would make the women happiest."

When pages carry mail from department to department, ink and other smudgy materials often rub off on their clothing, so a durable, easy-care fabric is needed. The polyester knit fulfills both requirements and can be comfortably worn all year long. The costume, which easily distinguishes pages from other bank personnel, is comfortably fitted to allow bending and stretching.

The bank pays for the costumes, which are leased through Custom Leasing Inc., Chicago. The firm handles the cleaning and maintenance of the garments at no charge to the pages. • •



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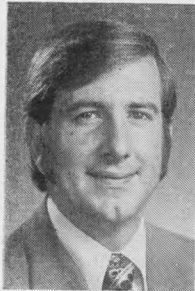




# Illinois News

## Smith and Walcott Promoted At National Boulevard Bank

CHICAGO—Glen E. Smith has been promoted to vice president and Mayo C. Walcott to assistant vice president in National Boulevard Bank's correspondent bank department.



WALCOTT



SMITH

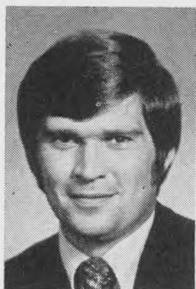
Also promoted were Richard T. Schroeder and Kenneth A. Armour to assistant vice presidents in the commercial department and John F. Starostka to auditing officer.

Elected a director of the bank was Max E. Wildman, senior partner in the firm of Wildman, Harrold, Allen and Dixon.

## Gresham Joins First National As Vice President-Marketing

DECATUR—First National has appointed James A. Gresham to the newly created position of vice president-marketing.

Mr. Gresham has served as manager of the Illinois Bell offices in Decatur since August, 1969. Previously, he



GRESHAM

served in a similar capacity in Mount Vernon. Mr. Gresham holds a degree in business administration from Illinois Wesleyan University.

■ CENTRAL NATIONAL, Chicago, has appointed Robert C. Hayes and William E. Francis second vice presidents in the automated business services department. Mr. Hayes comes to the bank from Continental Illinois National, Chicago. Mr. Francis has been with Central National since 1966.

■ CHARLESTON NATIONAL advanced Mrs. Sandra Horath, Jon W. Adams and Wesley Connelley to assistant cashiers.

■ CITIZENS NATIONAL, Decatur, has promoted Ronald E. James to assistant vice president and head of the consumer lending department. He has held various posts in that department since joining the bank in 1966.

■ ILLINOIS NATIONAL, Springfield, promoted Harlan McTaggart and Roger Bucher to operations officers. Both men have been with the bank since 1962.

■ WARD K. WARNER is now president and executive officer of Peoples National, Lawrenceville. He was executive vice president. As president, he succeeds Karl A. Glover, who died of a heart attack in August after having served the bank since 1938.

■ G. E. SHREFFLER has been named chairman in addition to his title of president of Egyptian State, Carrier Mills. Gene Overstreet was elected cashier, in addition to his duties as assistant vice president.

■ FIRST NATIONAL, Pinckneyville, has announced the following promotions: George E. Ulrich, from president to chairman; Thomas R. Guthrie, from cashier to president; and Gale D. Hicks, from assistant cashier to cashier. Calvin C. McDaniel was elected a director of the bank.

■ C. DEAN EASTON was named assistant vice president and assistant trust officer of First National, Mattoon. He came to the bank in 1958, was elected assistant cashier in 1966 and assistant vice president in 1968. The bank also elected Tim R. Newell an administrative assistant.

## First Nat'l Elects Four VPs

CHICAGO—Four new vice presidents have been named by First National. They are: Terence S. Ellis and Wallace B. Melson, trust department; Lucius P. Gregg Jr., personal banking department; and Peter B. Skelton, loan division K.

## North Bank Control Sold

CHICAGO—Control of North Bank has been purchased by Fred E. Newman, who was elected president and chief executive officer. Mr. Newman also is chairman of Onarga State, chairman of the executive committee of Bank of Bellwood, and former president and chairman of University National.

## Another Lion for Harris Trust



Adoption ceremonies were held recently for Hubert, the Harris lion, at Chicago's Lincoln Park Zoo. Harris Trust now sponsors lions at both major Chicago zoos. Zoo Director Lester Fisher (l.) poses with Robert W. Rogers, Harris senior vice president, and A. Rush Watkins, president, Lincoln Park Zoological Society.

## Women's Finance Forum Held By Millikin Nat'l, Decatur

DECATUR—Millikin National recently presented a series of three meetings in its "Women's Finance Forum." The purpose of the meetings, sponsored by the bank's women's department, was to help women handle financial problems affecting their families.

The first program featured two subjects: "How Property Passes to Heirs and Beneficiaries" and "Death Tax Implications on Estates," presented by Leonard Jacob, senior vice president and trust officer.

Frank Mikle and Dean Wick, field representatives from the Decatur Social Security Office, headed the second program. Their topic was "Social Security and Medicare."

The third program was a conference for young adults, at which a representative of the Credit Bureau of Decatur, Inc., discussed "Learning How to Budget" and "Guarding Your Credit." The second part of the program concerned "Banking Made Easy," by E. T. Bauer, P. L. Maton and M. J. Brahier, assistant vice presidents, and Dave Martin, assistant cashier.

■ W. D. LAMBLIN was promoted from executive vice president to president of Old National, Centralia. He succeeds Hugh V. Murray, former president and chairman, who is now chairman. Other promotions included: A. N. Davidson, executive vice president; Charles M. Bouas, vice president and trust officer; James Mote, cashier; and Mike Garrison, assistant cashier.

## Illinois Death

ROBERT L. STOKER, 43, president and director, First National, Waterloo, on October 10. He had been president of the bank since last January.

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If you want to know how, call the American National experts. Dave Brown at 661-5046. Or Marty Noll at 661-5051.

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And while that knowledge won't make them old employees, at least it'll make them old pros.



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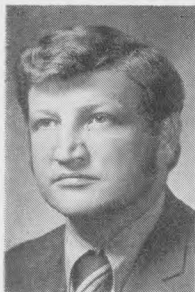
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## Area Development Dept. Formed By Three Indiana Banks

Robert F. McGinty of South Bend has been named director of the new department of area development recently formed by First Bank, South Bend; Marshall County Bank, Plymouth, and Bremen State.



McGINTY

The department will promote industrial and commercial development in the northern Indiana and southern Michigan region, according to O. C. Carmichael Jr., chairman of the three banks. He said the department will work closely with the chambers of commerce of all three cities and with industrial parks, local realtors and other area business development organizations.

Mr. McGinty has served as director of the industrial division of the South Bend-Mishawaka Chamber of Commerce since 1968. He also is executive director of Industrial Foundation, Inc., and executive vice president of Mishawaka Futures, Inc.

## Indiana News

### Midwest National, Indianapolis, Opens in Remodeled Building

INDIANAPOLIS—Midwest National recently opened for business here with capital of \$2 million. The bank is located in a remodeled building with four teller windows and night depository. Drive-up service is planned for the near future.

Officers of the bank are: Frank P. Lloyd, chairman; James B. Sedwick, president and director; James C. Shaw, vice president and director; Gene W. Chandler, cashier; and Miss Maxine G. Garrett, officers' assistant.

■ DONALD BENNETT was named assistant cashier and branch manager of Clark County State, Jeffersonville.

■ OLD NATIONAL, Evansville, has appointed Richard N. Songer trust investment officer. He came to the bank from First National, Miami, where he was assistant trust officer.

### New Building Under Construction By St. Joseph Valley Bank

ELKHART—St. Joseph Valley Bank has begun construction on a new five-story main office building in the downtown area. Completion of construction is expected in late 1973.

The steel-frame office building will have an aluminum and glass window wall exterior and a main entrance designed with a tree-shaded plaza. The structure will have 120,000 square feet of space on six levels, one below ground and five above. The bank will occupy about one-half of the space, with additional space available to tenants for leasing.

Architects and engineers for the project are from the nationally known firm of Skidmore, Owings & Merrill.

■ W. A. YOUNG IV has been promoted from assistant trust officer to trust officer of Union National, New Albany.

■ BANK OF INDIANA, Gary, has named two new assistant cashiers. They are Gary Hill, manager of the Midtown Office, and James R. Lauerman, loan officer in the commercial loan department at the Downtown Gary Office. Both men joined the bank in 1970.

## Play Area Occupies Tots While Moms Make Deposits

"Now Johnnie wants to go to the bank every day." That's the report W. G. Keightley, executive vice president, State Bank, Harrodsburg, received from one mother whose child had become enamored of the bank's "Kiddie Korner."

The Kiddie Korner is Mr. Keightley's answer to the small child who



Three small boys play happily in the Kiddie Korner at State Bank, Harrodsburg, while their mothers transact business.

## Kentucky News

keeps tugging at his mother's skirt and moaning, "I wanna go home," while she is trying to transact business in the bank.

The Kiddie Korner is about midway in the bank's lobby and consists of a child-high table and chairs with play-phones, other educational toys and quick-to-read books. As many as six children have been seen happily playing in the Kiddie Korner at one time.

One little girl was heard to say into the phone: "Hello, Susan. I'm not at home. I'm at the State Bank Kiddie Korner."

A small boy pushed the "O" on the telephone dial to make the phone pop open to release a Jack-in-the-box. "Hey, mister," he called, "did you see that?"

Oh, yes, the mothers love it too.

### Mortgage Company Purchased By Citizens Fidelity Bank

LOUISVILLE—Citizens Fidelity has purchased the Kentucky division of the St. Louis-based Laclede Bond & Mortgage Co. The mortgage firm will operate as a division of Citizens Fidelity,

under the name of Laclede Mortgage Co.

W. Gentry Harpole, president, and Frank W. Collins, first vice president, will continue as the mortgage firm's two principal officers.

In other action, Citizens Fidelity announced the following promotions: Felix Dent, assistant vice president and branch manager; James E. Hathaway, assistant vice president and security officer; Clay Morris, Robert Turner, Ron Hardt and Gerald L. Cooksey, assistant cashiers and branch managers; and George Glassner, operations officer, purchasing department.

■ J. D. BROWN has been named president in addition to his title of chairman and chief executive officer, Peoples Bank, Taylorsville. He replaces the late S. Scott McClain.

### First Nat'l Receives Award For 1971 Annual Report

LOUISVILLE—First National recently received a bronze "Oscar-of-Industry" trophy from *Financial World* magazine for its 1971 annual report.

The award is for the best report in the category of bank holding companies with deposits under \$1 billion. This marks the fifth consecutive year the bank has been honored for its annual report.

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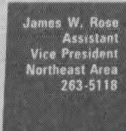
Durward E.  
Apple  
Vice President  
South Group  
263-5125



James W.  
Catton  
Vice President  
North Group  
263-5124



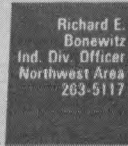
Philip B. Roby  
Assistant  
Vice President  
Southwest Area  
263-5116



James W. Rose  
Assistant  
Vice President  
Northeast Area  
263-5118



Harry C.  
"Butch" Joyner  
Ind. Div. Officer  
Southeast Area  
263-5115



Richard E.  
Bonewitz  
Ind. Div. Officer  
Northwest Area  
263-5117

Steve Alexander  
Div. Ass't. . . . . 263-5114

Loren Sloat  
Div. Ass't. . . . . 263-5108

Margaret Konieczny  
Admin. Sec'y . . . . . 263-5131

Sandra Farquer  
Secretary . . . . . 263-5126

Wire Transfer . . . . . 263-6837

Leasing Div. . . . . 263-5195

Fed. Funds . . . . . 263-6826

Sales & Ser. E.D.P. . . . . 263-6512

Gov't. Bonds . . . . . 263-6825

Collection . . . . . 263-6313

Munic. Bonds . . . . . 263-6583

Internat'l. Oper. . . . . 263-6146

Proof & Transit . . . . . 263-6407

Currency . . . . . 263-6174

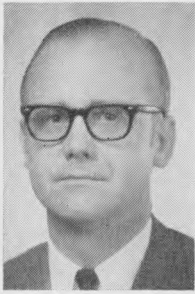
Safekeeping . . . . . 263-6725

Bk. Statements . . . . . 263-6647



**Crews Named Senior Vice Pres.  
At First National, Memphis**

MEMPHIS—James M. Crews Jr. has been promoted to senior vice president and trust officer of First National and will direct activities of the trust division. He joined the trust division in 1963 and became an officer in 1965.



CREWS

Kelly M. Carter, manager of the Marlin-Whitehaven Branch, and



CARTER



PATTESON

James S. Patten III, manager of the East Poplar Branch, were elected vice presidents. Mr. Carter joined the bank in 1957 and Mr. Patten in 1960.

Others advanced were James H. Davis and Donald L. Morris, to assistant officers, and Frederick L. James Jr., to metropolitan officer.

**Tennessee News**

**New Citizens Bank of Dunlap  
Opens in Temporary Quarters  
With Assets of \$500,000**

DUNLAP—Citizens Bank has opened here in temporary quarters. The new bank has capital of \$200,000, surplus of \$200,000 and undivided profits of \$100,000.

Officers of the bank include: Elmer D. Studer, chairman; Glenn A. Barker, president; Henry C. Phillips, executive vice president and cashier; and Dr. John L. Wilhoit, a dentist, secretary to the board. Mr. Phillips was with Bank of Waynesboro from 1949-69 as director, security officer and personnel officer.

Directors, in addition to the officers, are: W. L. Rogers, owner of a furniture company; Preston Cates, druggist; and Charles G. Graves, M.D.

Citizens Bank has begun construction on a permanent building, to be completed in April. The new building will feature drive-up windows and an employees' kitchen.

■ PROMOTIONS recently announced by Hamilton National, Chattanooga, included: Robert L. Dolan Jr. and

Daniel R. Casteen, assistant vice presidents; J. Russell Simmons, trust officer; and B. Banks David, assistant cashier.

**Third Nat'l Promotes Ferguson  
To Assistant Vice President**

NASHVILLE—Third National has promoted Hill Ferguson III from commercial officer to assistant vice president in the correspondent bank department. He has been with the bank since 1968.



FERGUSON

Advanced from assistant trust officers to trust officers were Stanley Brumfield, Harlen Cragon and Leonard Wood. Wendell Sanders was advanced to investment officer and Ronald Porter was elected an installment loan officer.

■ NATHAN C. NEWBOLD III, vice president, American National, Chattanooga, has been named regional business development officer. He will work in corporate business development in eastern Tennessee, northern Alabama and northern Georgia. With the bank since 1960, Mr. Newbold had been in charge of the Master Charge department.

**Alabama Bancorp. Resources  
Reach \$1-Billion Mark**

Resources of Alabama Bancorp., multi-bank holding company, were over \$1 billion at the end of the third quarter, according to John W. Woods, chairman and president.

Affiliates of Alabama Bancorp. are First National, Birmingham; First National, Decatur; American National, Mobile; and Engel Mortgage Co.

"This is the first time that the state of Alabama has had a financial institution with resources of more than \$1 billion," according to Mr. Woods.

■ CHARLES D. OWENS, retired U. S. Air Force colonel, has been elected a vice president of Union Bank, Montgomery. He will be in charge of the bank's Gunter Air Force Base facility.

■ FIRST NATIONAL, Auburn, has reached an affiliation agreement with Central & State National Corp., Birmingham. Other banks in the holding company are Central Bank, Birmingham, and State National, Decatur.

**Alabama News**

**Two Vice Presidents Elected  
By Central Bank, Birmingham**

BIRMINGHAM—Central Bank has promoted Terence C. Brannon and W. Guy Warren to vice presidents. Mr. Brannon, senior loan officer, came to the bank in 1968 as assistant vice president in the real estate department. Mr. Warren, manager of the real estate department, came to Central Bank last year.

Others advanced were: Edward E. Faulkner Jr., purchasing officer, accounting and control department; William R. Strickland, main office lobby officer; and H. Gregory Jackson, manager, Brookwood Village Office.

■ BANK OF SULLIGENT has announced plans to affiliate with Alabama Bancorp., subject to approval of both organizations' directors, Bank of Sulligent stockholders and federal supervisory authorities.

**New Promotions Announced  
By City Nat'l, Birmingham**

BIRMINGHAM—City National has advanced Leslie M. Thompson from vice president to senior vice president and Mrs. Sue Dickinson from assistant vice president to vice president.

Mr. Thompson joined the bank in 1967 and is in the installment loan department. Mrs. Dickinson, with the bank since 1966, specializes in commercial and real estate loans.

Elected assistant cashiers were Mrs. Elaine Kelley and Mrs. Faye McFall.

In other action, Johnny R. Wallis, executive vice president, was elected a director of City National. He has been with the bank since 1967.

**Ponder Retires as Senior VP  
Of Birmingham Trust Nat'l**

BIRMINGHAM—John B. Ponder recently was honored at a farewell party upon his retirement as senior vice president and commercial loan officer of Birmingham Trust National.

Mr. Ponder is known throughout the state for his skill in making church loans.



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# Mississippi News

## W. P. McMullan Dies at 70; Was with Deposit Guaranty

JACKSON—W. P. McMullan, chairman emeritus of Deposit Guaranty National, died recently at the age of 70. He had been in banking since 1921.

Mr. McMullan became president of Commercial Bank in 1948. When that bank merged with Deposit Guaranty in 1953, he was named vice chairman and was elected president in 1957 and chairman and chief executive officer in 1958. Mr. McMullan retired from Deposit Guaranty in 1967.

At the time of his death, Mr. McMullan also was serving as chairman of Newton County Bank, Newton, and of Bay Springs Bank. He was a past president of the Mississippi Bankers Association.

■ COAHOMA NATIONAL, Clarksdale, recently held the grand opening of its new Southaven Branch. Randall D. Harper, assistant vice president, is manager of the branch and Thurston Wilson is assistant manager.

■ BANK OF MISSISSIPPI, Tupelo, has announced several new appointments. Jerry T. Wilson, former auditor, was elected assistant vice president and loan review officer. Edgar L. Allen succeeded Mr. Wilson as auditor, while



McMULLAN

Clay McWilliams was named assistant auditor. The bank also appointed Robert S. Senter assistant manager of its Fulton Office.

■ KENNETH DAVIS was promoted from assistant cashier to cashier of Tallahatchie County Bank, Charleston. He has been with the bank 10 years. The bank also elected three new directors. They are: H. A. Arnold Jr., president of a tractor company, and Isaac E. Sayle and Hiram A. Summers, both in the oil business.

■ FIRST NATIONAL, Lexington, has elected Hunter Cade cashier. He joined the bank in 1968 and was promoted to assistant cashier in 1970.

■ FIRST NATIONAL, New Albany, has named Lanier Swindle assistant cashier and manager of the Blue Mountain Office. Mr. Swindle has 14 years experience in finance and credit. First National also is constructing a building for a new branch in Ripley, to be completed next month.

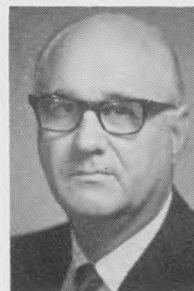
■ JERRY REIN, executive vice president, Brookhaven Bank, was named president of the United Givers Fund of Lincoln County for 1972-73. Serving as treasurer is Morgan McLain Jr., assistant cashier at the bank.

■ FIRST NATIONAL, Picayune, recently celebrated its 25th anniversary.

■ ROBERT A. WILSON, president of Southern Subaru Star, Inc., has been elected a director of Bank of Olive Branch.

## Brown Receives Promotion At Deposit Guaranty Nat'l

JACKSON—Deposit Guaranty National has promoted W. T. Brown Jr. to senior vice president and senior trust officer.



BROWN

Mr. Brown joined the bank in 1937 and the trust department in 1948. He became vice president and senior trust officer in 1967.

In other action, Larry P. Knight and John N. Barnett were named assistant vice presidents. Mr. Knight is in the bank's data processing department and Mr. Barnett is with City Bank, Natchez, branch of Deposit Guaranty.

■ SOUTHWEST MISSISSIPPI BANK, Magnolia, recently opened a new office in Fernwood. George H. Leggett II, senior vice president, is manager of the office.

■ DEE HAMILTON, vice president in charge of business development, Hancock Bank, Gulfport, recently addressed a meeting of the Florida Bankers Association on the topic "A Business Development Program for Banks from \$5 Million to \$5 Billion."

■ PEOPLES BANK OF MISSISSIPPI, Union, is constructing a permanent building for its College Park Branch, which was opened last year in temporary quarters. The new 2,500-square-foot building will have two drive-in windows, four inside teller windows, night depository and safe deposit boxes. Construction is expected to be completed in December.



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### Goudeau Elected Vice President At Guaranty Bank, Alexandria

ALEXANDRIA—Stuart L. Goudeau has been elected a vice president of Guaranty Bank.

Before joining the bank in June, Mr. Goudeau was vice president and cashier of National Bank of Commerce, Birmingham, Ala.

He also has been associated with Louisiana National, Baton Rouge.



GOUDEAU

### Two New Directors Appointed By Hibernia National Bank

NEW ORLEANS—W. James Amoss Jr. and Robert M. Walmsley have been elected directors of Hibernia National.



AMOSS WALMSLEY

Mr. Amoss is executive vice president and a director of Lykes Brothers Steamship Co. He has been with the firm since 1947. Mr. Walmsley is pres-

ident and a director of several corporations including R. M. Walmsley & Co., Inc., Gentilly Properties, Inc., Continental Barges, Inc., and the Urban Corp., which is engaged in the development and management of real estate.

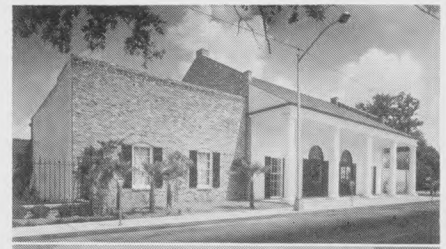
### SLT Warehouse Advances Sebree

NEW ORLEANS—SLT Warehouse Co. has promoted Bill W. Sebree to district manager at the New Orleans office. Previously, Mr. Sebree was at SLT's southern division headquarters in Memphis.

■ NEW IBERIA NATIONAL has promoted J. Ferdie Hebert from executive vice president to chairman. Jack O. Broussard was advanced from vice president to executive vice president and chief loan officer.

■ AVOYELLES TRUST, Bunkie, has appointed three new directors. They are: Henry F. Flake, insurance executive; Fred P. Newton, farmer; and Marion B. Townsend, construction company owner.

### Bank Opens New Quarters



Bank of New Roads recently dedicated its new quarters with a ribbon-cutting and open house. The \$436,000 structure is of Louisiana colonial architecture. The bank's lobby has four Ionic columns and a floor of heavy flagstone tile from India. Personnel areas are located on each side of the lobby.

### Twin City Bank Names Renaud Ch. & Chief Exec. Officer

NORTH LITTLE ROCK—Terence E. Renaud, president and chief executive officer, Twin City Bank, has been elected chairman and chief executive officer. He succeeds as chairman C. T. Wells, who has retired. Mr. Wells had been with the bank since 1931 and will continue as a director.



RENAUD

Mr. Renaud has been president of Twin City Bank since 1968. Previously, he was with National Bank of Detroit. Mr. Renaud is first vice president of the Bank Marketing Association.

■ FIRST NATIONAL, Mena, recently opened a new branch office in Cove. Jim Tauriainen is branch manager.

■ GEORGE T. HARRIS was elected executive vice president of First National, Dermott. He had been associated with a Dermott accounting firm since 1968.

### Arkansas News

#### Breckenridge Named Vice Pres. At First Nat'l, Hot Springs

HOT SPRINGS—Jerry Breckenridge has joined First National as vice president and commercial loan officer.

Mr. Breckenridge formerly was a loan officer with the Small Business Administration in the Little Rock district office. Before that, he was a national bank examiner in Memphis for the Comptroller of the Currency. Mr. Breckenridge holds a degree in business administration from the University of Arkansas.



BRECKENRIDGE

■ OLE SYVERSEN has joined Union National, Little Rock, as a representative in the international department. He formerly was manager of the trade

promotion department of a Norway bank. In other action, Union National elected James A. Rowland a director. He is regional vice president and manager of the Midwest region of Safeway Stores, Inc.

■ J. ARTHUR PHILLIPS has been named vice president for operations of National Bank of Commerce of Pine Bluff. With the bank since 1970, Mr. Phillips had been in charge of developing and administering internal auditing.

■ BANK OF BRINKLEY is constructing a new 9,000-square-foot building to have two drive-in windows. Completion of the \$450,000-structure is expected in late 1973.

#### Smith Named to ABA Council

TUCKERMAN—Van Smith, president, Bank of Tuckerman, has been appointed a member of the governing council of the American Bankers Association. He also is president-elect of the Arkansas Bankers Association.

The ABA governing council serves as a board of directors and meets several times annually to pass on directional policy of the ABA.

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ARMISTEAD SMITH

Meet the travelers.

Armistead Smith and the Division Heads of our Correspondent Bank Department.

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DICK CHILDS



WALTER IRELAND



TOM FOWLER



MOLITOR FORD

Correspondent Division

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BANK OF  
MEMPHIS**



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# Texas News

## Mitchell Named Exec. VP At Republic Nat'l Bank

DALLAS—Mason E. Mitchell, head of Republic National's correspondent bank division, has been promoted from senior vice president to executive vice president. He joined the bank in 1959 as an assistant vice president, was named a vice president in 1960 and senior vice president in 1967.

Advanced from vice presidents to senior vice presidents and members of the executive committee were: Hugh G. Holcomb, real estate division; Joe R. Musolino, metropolitan division; and Morrison F. Smith, correspondent bank division.



MITCHELL



HOLCOMB



MUSOLINO



SMITH

Mr. Holcomb joined the bank in 1962 and became a vice president in 1967. Mr. Musolino, with the bank since 1964, was elected a vice president in 1968. Mr. Smith was named a vice president in 1969 and has been with the correspondent division since then.

Other promotions at Republic National included: vice presidents, Jack E. Bishop, metropolitan division, and Charles E. Bradford, international banking division; and trust officers, Paul H. Chaumier and William M. Plummer.

■ FARMERS STATE, Clifton, has announced plans to construct a new two-story building to have 14,000

square feet of floor space. The structure will include drive-in windows, night depository, community room and off-street parking.

■ STONE FORT NATIONAL, Nacogdoches, has promoted Billy W. Stripling from assistant vice president to vice president. He has been with the bank several years, most recently in the loan department. Also advanced were George H. Fitch, assistant vice president, and Charles E. Witherspoon, assistant cashier.

## Merchants & Planters National Celebrates 100th Anniversary, Announces Remodeling Plans

SHERMAN—Merchants & Planters National recently celebrated its 100th anniversary with a week-long open house. The bank offered refreshments to all visitors, along with a display of bank archives and period photography. The bank also presented a daily showing of "The Story of Sherman," a 20-minute slide presentation.

In conjunction with the anniversary celebration, the bank announced a major \$1-million expansion and remodeling program. The remodeling, to be completed in September, 1973, calls for construction of a two-story addition to the main building and new drive-in facilities.

The building addition will house several of the bank's departments, including personal loans, real estate, notes, credit, purchasing and savings, in addition to two conference rooms. The new motor facility will have five drive-in windows and one walk-up window. Three of the drive-in windows will be operated remotely by closed-circuit television.



Merchants & Planters National, Sherman, made public this sketch of its planned remodeling and expansion project on the occasion of its 100th anniversary. The expansion will include a two-story office building and new drive-in facilities.

## Wulfman Joins American Bank As VP in Charge of Marketing



WULFMAN

AUSTIN—Gus A. Wulfman has been appointed vice president in charge of marketing for American Bank. He will direct advertising, public relations, business development and correspondent banking.

Formerly, Mr. Wulfman was vice president in charge of marketing for Amarillo National.

## Robert Mann Named Chairman Of Texas Finance Commission

Robert A. Mann has been elected chairman of the Finance Commission of Texas. He is chairman of First National and president of First Southwest Bancorp., the bank's holding company, both of Waco.

For the past five years, Mr. Mann has been a member of the commission, which supervises operations of the state banking, savings and loan and consumer credit departments. The commission also appoints the chairman of each department.



MANN

## Iweta Miller Retires

HOUSTON—Miss Iweta Miller, assistant vice president, First City National, retired September 29. She headed the National Association of Bank-Women Inc. in 1957-58.

## First Security National Corp. Opens Bank in Colleyville

COLLEYVILLE—First National Bank recently opened for business here as a wholly owned subsidiary of First Security National Corp., multi-bank holding company headquartered in Beaumont.

The bank has initial capitalization of \$750,000 and is located in a new \$300,000 building. The structure includes a community room and kitchen facilities for the public.

First National chairman is Gerald C. Clark, president and chairman of Texas Bank of Beaumont. President is T. W. Ellison, former assistant vice president and Master Charge department manager, First Security National, Beaumont. Rupert L. Hamilton is vice president and cashier.

# Presenting the Ambassador to São Paulo. From the Republic. Of Texas.

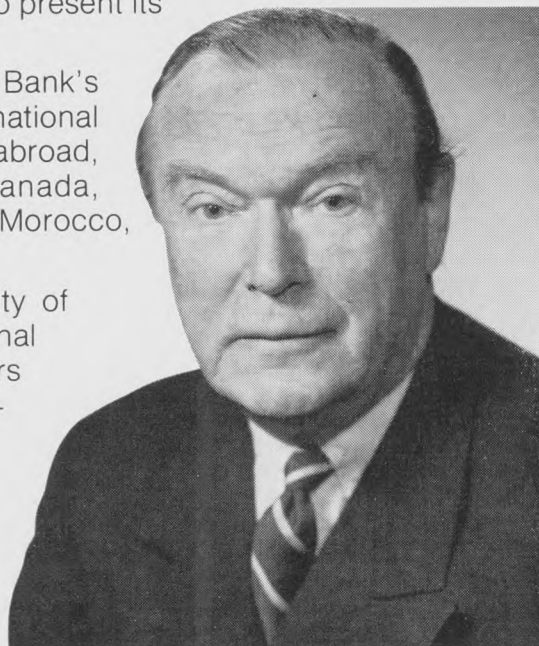
The Republic National Bank of Dallas, Texas, is pleased to present its representative in São Paulo, Mr. Michael Sieniawski.

Mr. Sieniawski is vice president in charge of The Republic Bank's new São Paulo office. He has been engaged in international banking for more than 22 years in the U.S., and 16 years abroad, including service in every Latin American country, Canada, Spain, Portugal, France, England, Italy, Turkey, Greece, Morocco, and Algeria.

A Master of Business Administration from the University of North Carolina, Mr. Sieniawski represents an International Division whose officers have amassed a total of 158 years in domestic banking assignments and 173 years in overseas posts, 331 years total.

The Republic National Bank brings to São Paulo, and to Brazil, massive financial representation for the burgeoning Southwestern region of the United States, in which it is the largest bank. Indeed, Republic is the third-largest unit bank in the United States, with assets of more than \$3 billion.

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### New Appointments Announced By New Mexico Bank, Hobbs

HOBBS—John N. Gilkey, senior vice president, New Mexico Bank, has been appointed loan administrator. He had been manager of the Main Office. Mr. Gilkey joined the bank in 1960 and served as manager of the Lovington Office until moving to the Main Office in 1969.

Charles Robinson, vice president, will replace Mr. Gilkey as manager of the Main Office. He had been a commercial lending officer.

In other action, Charles Kurth, former assistant vice president at the Broadmoor Office, was transferred to the Main Office to establish a family banking center. Gary Beal, former loan review officer, succeeds Mr. Kurth at the Broadmoor Office.

■ NOEL MULLINS has joined Security Bank, Ruidoso, as a vice president. He had been associated with First National, Hurst, Tex. Security Bank also announced it has begun construction on a 10,000-square-foot addition to its present building.

■ KENNETH O. WILBANKS, president, First National, Farmington, recently was honored on his 25th year in banking in New Mexico.

■ CLOVIS NATIONAL recently announced several new appointments. Advanced were: Patrick Kennedy, as-

## New Mexico News

sistant vice president and assistant trust officer; Mrs. Dorothy Winn, assistant trust officer; Mrs. Lucille Meyer, assistant cashier; and Mrs. Jo Ann Joiner and Mrs. Neva Landon, assistant loan officers.

■ VICTOR WORLEY was named a director of First National, Tucumcari. He is vice president of Worley Mills, Inc.

■ GARY R. WALKER has joined Merchants Bank, Gallup, as vice president. He has been in banking seven years and formerly was executive vice president of Citizens State, Carleton, Neb.

■ FIRST NATIONAL, Albuquerque, promoted John Harney and Fred Reynolds from assistant trust officers to assistant vice presidents and trust officers. Mr. Harney came to First National in 1970 and Mr. Reynolds in 1962.

■ C. A. LOE, senior vice president, Bank of New Mexico, Albuquerque, has been named manager of the metropolitan department. In other action, the bank named Fred Chavez Jr. an assistant vice president and Mrs. Josie Beutler an assistant cashier.

### New Division Office Opened By Foremost Insurance Co.

Foremost Insurance Co., based in Grand Rapids, Mich., recently opened a new division office in Phoenix to handle sales and service operations in New Mexico, Arizona and Nevada.

A team headed by Peter W. Mundy, division manager, will control field personnel in the tri-state area. The area now served by the Phoenix office formerly was handled by the regional office in Walnut Creek, Calif.

■ FIRST NATIONAL, Roswell, has elected John F. Wortman an advisory director. He is owner and operator of Wortman Farms and general manager of Wortman & Co., a gas and oil company in Dexter.

■ BANK OF SOCORRO recently opened for business with a two-day open house. Officers of the new bank include: Ellis McPhaul, chairman; Robert McNeil, president; and Miss Lucille Page, cashier.

■ MRS. ROSE LANG was named an assistant cashier of Citizens Bank, Las Cruces. In her new position, Mrs. Lang will be active in public relations and the supervision of new accounts.

■ BANK OF LAS VEGAS recently opened a new branch in Mora. Henry Herrera is branch manager.

### Thomas Sisson Is President Of City Bank of Tulsa

TULSA—City Bank has appointed Thomas S. Sisson president and chief operating officer. He succeeds the late Earl H. Lewis.

Mr. Sisson had been with National Bank of Tulsa for 22 years, most recently as vice president of the bank investment department. He holds a degree from the University of Tulsa.



SISSON

### Evans Appointed Vice President In Charge of Oklahoma City Fed

OKLAHOMA CITY—William G. Evans was promoted from assistant vice president to vice president in charge of the Oklahoma City Branch of the Federal Reserve Bank of Kansas City. He succeeds Howard W. Pritz, who has retired after heading the branch for more than 12 years.

## Oklahoma News

Mr. Evans joined the Oklahoma City Branch in 1955, was named assistant cashier in 1965 and assistant vice president in 1971.

In other action, Lawrence W. McCracken was promoted from operations officer to assistant vice president and J. W. Davis, formerly operations manager, was advanced to operations officer.

■ HOWARD M. GRIFFIN has joined First State, Forgan, as executive vice president. He formerly was vice president and agricultural representative of Home National, Arkansas City, Kan.

■ MADILL NATIONAL is constructing a new motor bank to have six drive-in windows. The bank also announced plans to build an addition to

its present bank building, which will increase floor space by one third. The construction and remodeling program is scheduled for completion in the spring of 1973.

### Ward Purchases Control of 1st State

KETCHUM—Frank Ward, senior vice president, City National, Oklahoma City, has purchased controlling stock of First State from Melvin Morgan, president.

Mr. Ward was named chairman of First State, while Mr. Morgan will continue as president and managing officer.

■ FIRST NATIONAL, Oklahoma City, promoted Joe C. Roark III and Monte W. Lareau to assistant cashiers. Both are members of the credit department. Mr. Roark joined the bank in 1969 and Mr. Lareau in 1971.

■ LARRY E. BRIGGS has been elected vice president and loan officer of Stillwater National. He has four years' banking experience.



# Now what do you do?

**Third and short yardage. Score tied. Late fourth quarter. And the blitz is on.** What do you do? Go to the man in the flat? Keep it and try for the first down? Shoot the works? Really big decision. (Would have been extra smart to have called "Time" beforehand and talked it over.)

Same is true with your correspondent. Sometimes it is the better part of valor to call "Time" and talk it over with someone who's on your side. Like Fourth National...The *Action Bank* of Tulsa.

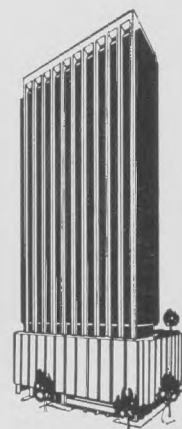
The Fourth can really prove its worth to you when you're starting your big drive by putting our many specialists to work on your team.

Does this sound like the Fourth National is the type of correspondent you'd like to huddle with? If so, call Glenn "Red" Ward or Wilbur Waters and tell him what you have in mind. They have the know-how to help you get things going . . . and keep them that way.

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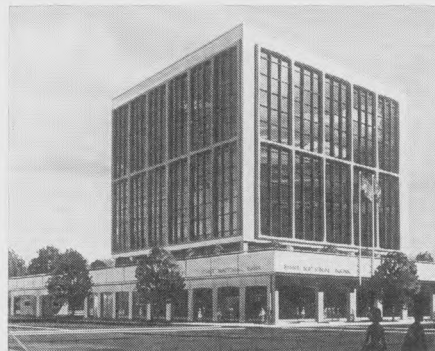
# Kansas News

## First of Hutchinson Plans New Building

HUTCHINSON—First National held ground-breaking ceremonies October 27 for a new, \$2-million bank and office building. Target date for completion is January, 1974.

The project will consist of constructing a building north of the existing six-story First National building and adding two stories to the present structure.

When the new quarters are completed in 1974, bank employees and office tenants will move into them. Then, the existing building will be remodeled to become part of the banking complex.



This is architect's sketch of future home of First Nat'l, Hutchinson. It will be constructed of marble, glass and some aluminum.

The bank's president, Nation Meyer, said he plans to advertise office space in the new building nationally. He explained that with the decentralization now going on, he expects to attract some out-of-town business or industry with this new building.

The bank will use the first floor and half of the second floor. The other half will house a public restaurant, and the rest of the space will be for offices. There will be parking space on the second level.

## Kimbrough Elected Pres. Of Young Bank Officers

Lanny Kimbrough recently was elected president of the Young Bank Officers of Kansas at the group's third annual convention and seminar at Hays. Mr. Kimbrough is vice president, First National, Topeka.



KIMBROUGH

Other officers elected for the 1972-73 term were: vice president, Dale W. Esmond, executive vice president, Farmers & Merchants State, Derby; and secretary-treasurer, Michael G. Glass, vice president and cashier, Southwest National, Wichita.

Named directors were: Dale A. Bradley, cashier, Citizens State, Miltonvale; Charles R. Adamson, vice president and assistant trust officer, Parsons Commercial Bank; and Ronald D. Lutz, cashier, Kansas State, Holton.

The Young Bank Officers group sponsored an "Other Officers" session at the six KBA group meetings this fall. A two-hour session was held on bank safety and protection and consumer legislation.

## Walnut Valley State, El Dorado, Plants 100-Year Time Capsule

EL DORADO—Walnut Valley State recently placed a time capsule, containing economic and historical data, in a specially constructed vault at its auto bank as part of El Dorado's 101st anniversary celebration.

A plaque was erected at the site announcing the time capsule is not to be opened for 100 years. The capsule included microfilm tapes of data from the Butler County Historical Museum, current publications, photographs and contemporary and historical objects.

## Football Party at Fidelity State



Fidelity State, Topeka, held its annual football party following the KU-K-State game October 14. Shown at the party are: TOP—(from l.) Carl O'Leary, state bank commissioner; John R. Burt, deputy regional administrator for national banks; E. J. Hogan, deputy state bank commissioner; Mrs. Anderson Chandler; Jesse Yantiss, exec. v.p., Union State, Olsburg; Anderson Chandler, pres., Fidelity State; Louis Pozez (partially hidden), dir., Fidelity State; and Mrs. Pozez. BOTTOM—(from l.) Mrs. Wayne Starr, wife of pres., Citizens State, Hiawatha; Mrs. Henry Blanchard; Mr. Blanchard, ch., Commercial National, Kansas City; and J. W. Daniels, ch., First State, Elkhart.

■ JOHNSON STATE has announced it will remodel its quarters, adding about 1,400 square feet of operations space. The main banking room, private offices and bookkeeping area will be expanded and a drive-up facility will be added. Consultant and construction manager for the project is Bank Building Corp., St. Louis, with Wilburn McCormick, an associate of Bank Building, serving as architect.

■ HARRY F. SCRIBNER has been elected a director of Central State, Wichita. He served as district director of Internal Revenue for Kansas until his retirement last April.

## Kansas Death

FRANCIS HENNE, 83, president, Roxbury State. He had been with the bank since 1919.

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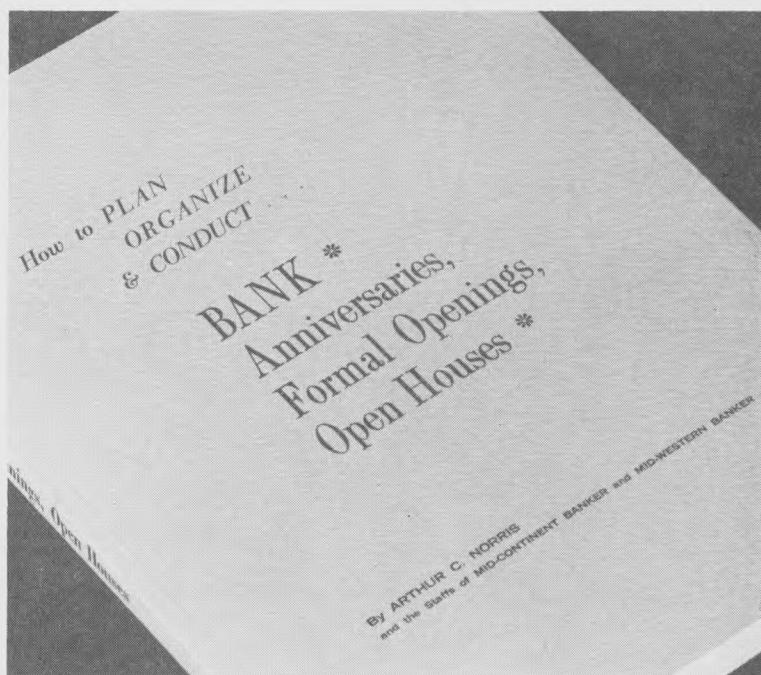
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# Missouri News

## Four Promotions Announced By First Nat'l, St. Louis

ST. LOUIS—First National has advanced Jack L. Hughey from assistant vice president to vice president. He joined the bank in 1969 as a mortgage loan officer and was named assistant vice president in 1970.



HUGHEY

Elected assistant vice presidents were Vernon P. Schmidt, mortgage loan officer, and Richard S. Zell, bond investment officer. Mr. Schmidt came to the bank in 1962 and Mr. Zell in 1964.

Wallace D. Niedringhaus was appointed bond investment officer. He joined First National in 1968 as a sales representative in the charge card department.

## 1st National Charter Corp. Proposes Airport-Area Bank

KANSAS CITY—First National Charter Corp. has filed an application to organize a new national bank in the proposed Gateway Plaza International Business Center adjoining Kansas City International Airport.

Proposed name for the new bank is Charter Bank of Platte County, NA.

Organizers and proposed directors include William J. Fisher, assistant vice president, First National Charter Corp.; Raymond T. Gifford, executive vice president, Charles F. Curry & Co.; William J. Neff, vice president-purchasing,

TWA; Ronald C. Spradley, senior vice president, Missouri Public Service Co.; and William F. Ungashick, president, Shick Tube Veyor Co.

All stock of the new bank, except qualifying shares to be owned by the directors, will be acquired by First National Charter Corp. Proposed initial capitalization will be \$1 million.

## Sternberg Appointed Vice Pres. At Mercantile Trust, St. Louis

ST. LOUIS—Mercantile Trust has promoted Elden R. Sternberg from trust officer to vice president. He joined the bank in 1957 and has been trust officer in charge of the trust probate division since 1964.



STERNBERG

Other promotions included: Mrs. Judith E. Christian, assistant investment officer;

J. Robert Fitzsimmons, assistant data processing officer; and William G. Sgarlata, assistant operations officer.

In other action, William G. Heckman, president, Arch Mineral Corp., was elected a director of Mercantile Trust.

■ **FIRST AMERICAN BANK**, Union Star, recently completed major expansion and remodeling of its building.

■ **DIRECTORS** of Exchange Bank, Kahoka, recently voted to transfer \$300,000 from undivided profits to surplus, increasing surplus to \$550,000.

## Bank Opens Motor Facility



United Missouri Bank of Joplin, an affiliate of United Missouri Bancshares, Inc., Kansas City, recently celebrated the opening of its new motor bank facility. Shown at ribbon-cutting ceremonies are: (from l.) Harold E. Henson Jr., pres.; Gilbert Roper, ch.; Miss Lena Beal, Joplin mayor; Judge Ray E. Watson; John J. Kramer, pres., United Missouri Bancshares; Bill Gardner, pres., Joplin Chamber of Commerce; and James Glenn, asst. cash. and facility mgr.

## Seventeen Named Officers At Commerce Bank, KC

KANSAS CITY—Commerce Bank has elected 17 new officers, including four administrative officers: Joseph H. Crawford, Ronald E. Harlow, John P. Hastings and Bruce D. Roberson. Elected consumer banking officers were Ralph W. Buchanan, Mildred Fredlund, Eugene Mahaffey and Jerry Yantzi.

New operations officers are Albert J. Caenepeel, Kenneth Holland and Ray Phillips. Lorraine D. Randolph and Mark R. Truitt were named commercial banking officers.

John Ford was promoted to systems officer, Margo Gregg was elected investment officer, James Peters was elected bond officer and Jack L. Sutherland was made international banking officer.

## HC Officials File Application For Bank in Blue Springs

Officials of United Missouri Bancshares, Inc., Kansas City-based registered multi-bank holding company, have filed an application for a national charter for a new bank in Blue Springs.

The proposed bank, to be known as United Missouri Bank of Blue Springs, would have capital of \$1 million. If the request is granted by the Comptroller of the Currency, the group plans to file an application with the Federal Reserve Board to affiliate the bank with United Missouri Bancshares.

■ **M. LEON HALL**, president, Webster Groves Trust, recently lectured at a Young Presidents' Organization seminar on business and economics for secondary school teachers. Mr. Hall spoke on "Financing the Corporation."

## Missouri Death

**S. L. JEWETT**, 72, advisory director, Kemper State, Boonville. He had been with the bank 20 years.

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### May Department Stores CEO Elected Boatmen's Director

ST. LOUIS—Boatmen's National has announced several promotions and the election of Stanley J. Goodman to its board. Mr. Goodman is chairman of the board, chief executive officer and chairman of the executive committee, May Department Stores Co.

Promoted were: to vice presidents, Tom S. Eakin Jr. and William W. James Jr.; to assistant trust officers, Kenneth D. Benson, Ronald P. Ess, Mrs. Shirley A. Rogers, Phillip M.



GOODMAN      EAKIN      JAMES

Skelly and Norman W. Thompson II; to accounting officers, Larry J. Descher and Donald B. Hilmes; and to assistant controllers, Eugene O. Babbitt and John N. Gruendler.

Mr. Eakin, with Boatmen's since 1952, has been a trust officer in the investment section of the trust department. Mr. James, who joined the bank in 1962, has charge of the estate planning section of the trust department.

### Report on Operations Released By St. Louis Union Trust

ST. LOUIS—St. Louis Union Trust has released a report that details its scope of operation and contains information that previously had not been made public.

The report, called "Serving People Is Our Business," will be distributed to legislators, educators, customers and stockholders of First Union, Inc., holding company formed by St. Louis Union Trust and First National.

Eugene F. Williams Jr., president and chief executive officer of St. Louis Union Trust, said, "The report is intended to serve as an educational tool providing a greater degree of understanding about the operations of our company."

■ MRS. LOLA F. KEITH has retired as vice president of Callaway Bank, Fulton. Mrs. Keith joined the bank in 1917, became assistant cashier in 1922 and vice president in 1960.

■ DON R. OLINGER has joined Brookfield Banking Co. as an assistant cashier. He succeeds Merle Gray, who has resigned.

# Meet one of our best correspondent resources



He's Ken Nunn, Manchester Bank's new correspondent bank officer. Ken is replacing Rick Reilly, the newly elected President of Manchester Financial Corp.'s new bank, The National Bank of Affton (In Organization). Ken is completely familiar with our correspondent operation and has the know-how to help you solve your problems. Ken looks forward to visiting with you personally in the near future. If you need assistance or information now, feel free to call him collect at 314-652-1400.

We'll see you at the Missouri Banker's Association  
Convention May 14-16 at Stouffer's in St. Louis!

## Manchester Bank

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### K.C. Bank HC, Springfield Bank Announce Affiliation Agreement

American National, Springfield, and First National Charter Corp., Kansas City, have agreed to affiliate. The Springfield bank, chartered in 1963, will become the HC's 11th Charter Bank in Missouri and the first in Springfield if regulatory authorities and American National's stockholders approve the affiliation proposal.

Besides the current nine active affiliate member banks of First National Charter, an affiliation agreement is pending with American Bank, De Soto.

■ CAMIEL DEVENYNS, a director of Bank of Perryville since 1957, recently was elected a vice president. Euline T. Wirth was advanced to cashier and Joyce E. Balsmann to assistant cashier. William D. Phillips, assistant cashier, was appointed a director to serve the unexpired term of the late Walter A. Eggers.

■ KEMPER STATE, Boonville, promoted Kenneth Edwards to assistant cashier, while Norman Odel, assistant cashier, was named operations manager of the bank's drive-in facility.

## MBA Board Makes Plans To Sponsor, Support Variety of Legislation

The Missouri Bankers Association has gone on record as intending to sponsor the following legislation in the 77th General Assembly, which will convene in Jefferson City next January:

- A bill to increase the usury rate to 10%.
- A bill to revise the Small Loan Act to raise the \$500 ceiling to \$1,000.
- A bill to revise Chapter 365 (Motor Vehicle Act) to permit banks to make direct loans for the same interest rates as dealers; include farm implements; raise ceiling from \$7,500 to \$15,000.
- A bill to revise the deed of trust chapter to provide for sale within six months after death—instead of nine months.
- A bill to include capital notes in determining a bank's legal loan limit and bring the law into conformity with federal regulations.

The MBA will support the following legislation, if it is introduced:

- A bill to permit non-resident guardians, provided that such out-of-state guardians be natural persons rather than corporations.
- A bill to permit bank facilities to make loans.

Priorities established for legislative matters place interest rates at the top of the list.

■ CITY NATIONAL, Kansas City, has elected three new assistant cashiers. They are: Edward L. Buckley and David A. Proffitt, asset management department; and Mrs. Suellen Long, personal banking department. Thomas E. Hugunin, president and chief executive officer of LMF Corp., was elected a director of the bank, while Morgan Maxfield, president of Great Midwest Corp., was named an advisory director. Mr. Hugunin replaces L. P. Engel, who has resigned as a director.

■ MANUFACTURERS BANK, St. Louis, announced the following promotions: John F. Tullock and Robert E. McGuire, vice presidents; Ernest J. Brundick, assistant vice president and comptroller; William A. Kuehn, auditor; and Todd R. Keller, data processing officer.

■ PAUL H. PRINCE has been appointed an installment loan officer of Tower Grove Bank, St. Louis. He has been with the bank since 1970.

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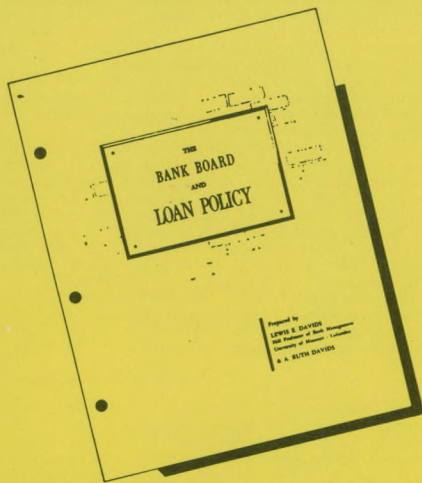


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## OTHER MANAGEMENT-DIRECTOR MANUALS

- **Bank Directors and Their Selection, Qualifications, Evaluation, Retirement.** 24 pages. Answers key questions concerning director selection, retention and retirement. Special section: the prospective director and how he should be expected to contribute to the bank's success. No. 101, \$2 per copy.

- **Bank Shareholders' Meeting Manual.** For directors of state-chartered banks. 60-pages, discusses conflict-of interest, minority rights, fuller disclosure, voting of trust-held securities, preparation of stock purchase and stock option plans and capital notes and capital debentures. No. 102, \$6.95 each.

- **A Model Policy For The Bank's Board of Directors.** 24-pages, reviews typical organizational chart, duties and responsibilities of managing officers and various standing committees, loan, investment and collection policies, and an outline of a suggested investment policy. No. 103, \$2 per copy.

- **Annual Review For Officer Promotions.** 4-page study, contains 12 point-by-point appraisals of officer performance and potentials. No. 104, 4 copies for \$1.

- **Check List of Audit Procedures For Directors' Examination.** 23-part outline encompasses review of major audit categories. Special 4-page study. No. 105, 4 copies for \$1.

- **Bank Board Policy And The Prerogatives Of Operating Management.** Special study focuses on utilization of skills and knowledge of "outside" directors; should the board do more than merely set policy?; who should operate the bank—the board or management? No. 106, 4 copies for \$1.

- **Policy Statement for Equal Employment Opportunity.** 4-page study, contains suggested Equal Opportunity Program aimed at preserving a bank's eligibility to serve as federal depository. No. 112, 4 copies for \$1.

- **How to Prepare for Kidnap/Extortion Threats.** 4-page study, outlines security precautions to take at the bank and at home, sample "alert" system, action to take during and after threat. No. 114, 4 copies for \$1.

- **The Board of Directors And Effective Management.** Harold Koontz, 256 pages. Critical look at directors' role: functions and responsibilities, decision areas, control, relationship of success to more productive management. No. 107, \$8.50 per copy.

- **Deferred Compensation Plan for Directors.** Explanation of an important

IRS Ruling that will allow your directors to collect directors fees after retirement, thus offering substantial tax savings. No. 108, 4 copies for \$1.

- **A Business Development Policy.** A plan for the small bank in setting up objectives and establishing responsibilities in the officer staff for getting new business, holding present business. No. 109, 4 copies for \$1.

- **SALES: How Bank Directors Can Help.** Detailed outline of a program that has developed more than \$40 million in new business for a holding company chain in the Southeast. No. 110, 4 copies for \$1.

- **Planning the Board Meeting.** 24 pages. Suggests agendas, briefing sessions, reports to the board (topics to be reported, weekly, monthly, quarterly, semiannually and annually). No. 111, \$2 per copy.

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## Seven VPs Head Promotions At Harris Trust, Chicago

CHICAGO—Harris Trust has announced a list of recent promotions headed by seven new vice presidents.

Promoted to vice presidents were: Frederick E. Bishop, Donald S. Hunt, Jerry H. Pearson, John J. Ruth, banking department; William A. Hawk, investment department; and Joseph T. Keck-eisen Jr. and James J. Stamas, trust department.

New assistant vice presidents include: William J. Potterton, banking department; and William D. Naftzger and Richard L. Walker, trust department.

Others advanced were: Gary D. Clark, credit officer; James S. Barry, installment loan officer; Michael G. Busse, Allan S. Penwell, Timothy W. Stonich, Robert K. Strong Jr. and Jay B. Walters, commercial banking officers; Stephen P. Dustman, Ronald M. Swinford and Robert M. Elder, investment officers; and Joseph M. Dancheck, accounting officer.

## New Leasing Subsidiary Formed By Northern Trust, Chicago

CHICAGO—Northern Trust has announced formation of a new leasing subsidiary to be known as Norlease, Inc. The subsidiary will provide equipment leasing for corporations.

Edward B. Smith, chairman, said, "While Northern Trust has been leasing equipment for a number of years, Norlease, Inc., will offer an additional means of providing specialized leasing services for corporations on a nationwide basis."

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## STATEMENT OF OWNERSHIP, MANAGEMENT AND CIRCULATION (ACT OF AUGUST 12, 1970; SECTION 3685, TITLE 39, UNITED STATES CODE)

1. Title of Publication: MID-CONTINENT BANKER.
2. Date of filing: September 30, 1972.
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7. Owner (If owned by a corporation, its name and address must be stated and also immediately thereunder the names and addresses of stockholders owning or holding 1 percent or more of total amount of stock. If not owned by a corporation, the names and addresses of the individual owners must be given. If owned by a partnership or other unincorporated firm, its name and address, as well as that of each individual must be given.) Commerce Publishing Company, 408 Olive St., St. Louis, Mo. 63102; Donald H.

Clark, Harold R. Colbert, Wesley H. Clark, Johnson Poor, Ralph B. Cox, James T. Poor, all of 408 Olive St., St. Louis, Mo. 63102; Don J. Robertson, 987 Central Ave., Plainfield, N. J., and Grinnell College, Grinnell, Iowa.

8. Known bondholders, mortgagees, and other security holders owning or holding 1 percent or more of total amount of bonds, mortgages or other securities: None.

9. For optional completion by publishers mailing at the regular rates (Section 132.121, Postal Service Manual) 39 U.S.C. 3626 provides in pertinent part: "No person who would have been entitled to mail matter under former section 4359 of this title shall mail such matter at the rates provided under this subsection unless he files annually with the Postal Service a written request for permission to mail matter at such rates."

In accordance with the provisions of this statute, I hereby request permission to mail the publication named in Item 1 at the reduced postage rates presently authorized by 39 U.S.C. 3626.

RALPH B. COX, Publisher

11. Extent and nature of circulation. The average number of copies each issue during preceding 12 months are: (A) Total No. copies printed (Net Press Run), 7,038; (B) Paid circulation: 1. Sales through dealers and carriers, street vendors and counter sales, 0; 2. Mail subscriptions, 5,445; (C) Total paid circulation, 5,445; (D) Free distribution by mail, carrier or other means: 1. Samples, complimentary, and other free copies, 1,105; 2. Copies distributed to news agents, but not sold, 0; (E) Total distribution (Sum of C and D), 6,550; (F) Office use, left-over, unaccounted, spoiled after printing, 488; (G) Total (Sum of E & F—should equal net press run shown in A), 7,038. Actual number of copies of single issue published nearest to filing date: (A) Total No. copies printed (Net Press Run), 7,100; (B) Paid circulation: 1. Sales through dealers and carriers, street vendors and counter sales, 0; 2. Mail subscriptions, 5,394; (C) Total paid circulation, 5,394; (D) Free distribution by mail, carrier or other means: 1. Samples, complimentary, and other free copies, 1,064; 2. Copies distributed to news agents, but not sold, 0; (E) Total distribution (Sum of C and D), 6,458; (F) Office use, left-over unaccounted, spoiled after printing, 642; (G) Total (Sum of E & F—should equal net press run shown in A), 7,100.

I certify that the statements made by me above are correct and complete.

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