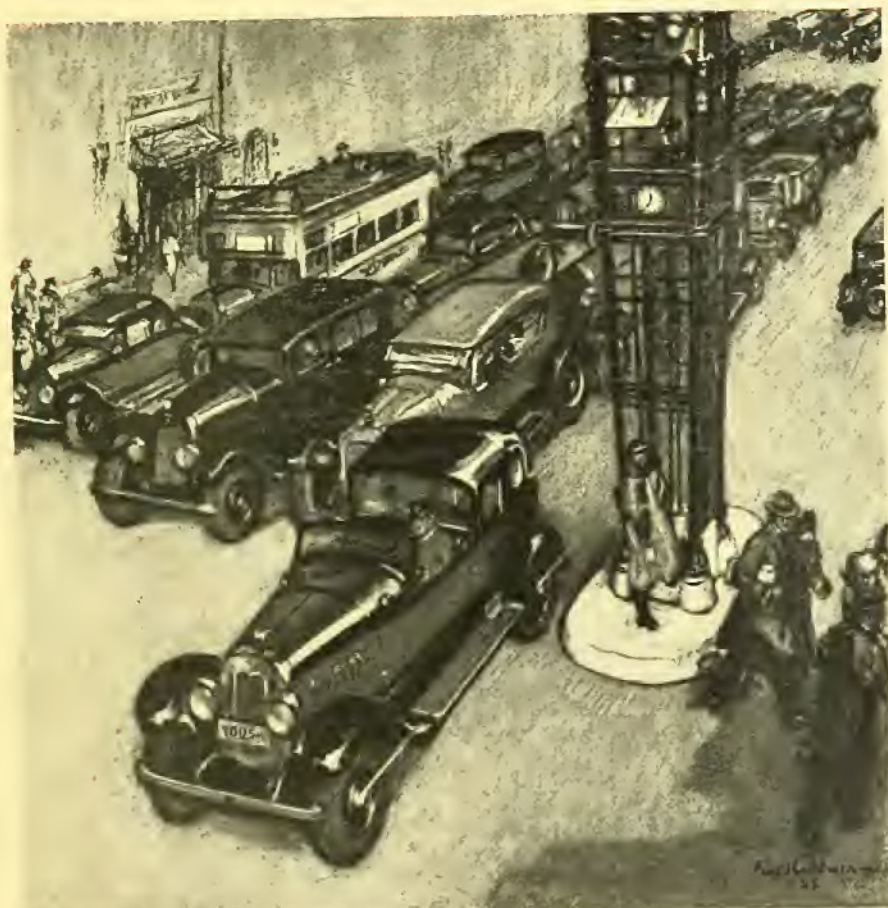


Advertising & Selling

PUBLISHED FORTNIGHTLY



Drawn by Karl Godwin for Champion Spark Plug Company

SEPTEMBER 8, 1926

15 CENTS A COPY

In this issue:

“Financing the Factory by Warehousing the Goods” By H. A. HARING;
“Rooster-Crows and Results” By K. M. GOODE; “What Are Disgruntled
Users Doing to Your Business?” By L. W. PATTERSON; “How One Com-
pany Controls Production — Sales — Buying” By JAMES M. CAMPBELL

Cherchez La Femme—

It pays in advertising



CONCERNED in the making of almost every sale is—proverbially—a woman, or her influence.

Advertisers wisely "look for the woman," susceptible as she is to the art of advertising—and keen as her interest is in her evening paper.

Therefore the advertising of Armour & Company's Doña Castile, placed by the John H. Dunham Company, appears in The Chicago Daily News. The present schedule calls for space of more than ten thousand agate lines to be used within ten weeks.

Because it effectively reaches the men and women of Chicago who buy most through advertising. The Daily News publishes more display advertising than any other Chicago daily newspaper.

THE CHICAGO DAILY NEWS

First in Chicago

ADVERTISING REPRESENTATIVES

NEW YORK
J. B. Woodward
110 E. 42d St.

DETROIT
Woodward & Kelly
Fine Arts Building

CHICAGO
Woodward & Kelly
360 N. Michigan Ave.

SAN FRANCISCO
C. Geo. Krogness
253 First Nat'l Bank Bldg.

The LIFE STORY of every motor is written in OIL



Any honest repair man will tell you that more than 75% of all motor repairs are caused by the failure of a motor oil. Safeguard your motor with Veedol, the oil that gives the film of protection, thin as tissue, smooth as silk, tough as steel.

DESERTED, in the quiet of the garage, stand long lines of cars, touched here and there by dusty fingers of sunlight.

What a story the doctor's weather-worn coupe could tell of a brave, old motor's race with death through a cruel sleet-torn night.

And what entertaining yarns that globe-trotting landaulet could spin of the strange dark ways of Algerian repairmen.

While the yellow roadster's tale would be a bitter one and sad, of a proud, young engine, burned-out in its youth through recklessness and lack of care.

STORIES of long and faithful service. Stories of breakdowns and failure and repair bills. But at the bottom of every motor's story, responsible for good performance and bad performance alike, you would find—motor oil.

For the actual performance of every motor depends largely upon a film of oil—a film thinner than this sheet of paper.

A motor-oil's job

Your motor-oil's job is to safeguard your motor from deadly heat and friction, the twin enemies responsible for three-fourths of all engine troubles.

In action, your motor-oil is no longer the fresh, glistening liquid you saw poured into your crankcase. Instead, only a thin film of that oil holds the fighting line—a film lashed by blinding, shovelling heat, assailed by tearing, grinding friction. In spite of those attacks the oil-film must remain unbroken, a thin wall of defense, protecting vital motor-parts from deadly heat and friction.

Ordinary oil films fail too often

Under that terrific two-fold punishment the film of ordinary oil often breaks and burns. Then vicious heat attacks directly the unprotected motor parts. And through the broken film, hot, raw metal chafes against metal.

Insidious friction begins its silent, dogged work of destruction. And finally you have a burned-out bearing, a scored

cylinder, a seized piston. Then, the repair shop and big bills!

The "film of protection"

Tide Water Technologists spent years in studying motor oils alone, but oil film. They made hundreds and hundreds of laboratory experiments and road tests. Finally, they perfected, in Veedol, an oil that offers the utmost resistance to deadly heat and friction. An oil which gives the "film of protection" thin as tissue, smooth as silk, tough as steel.

Give your own motor a chance to write its story, not in ordinary oil, but in Veedol. Then it will be a long history of faithful, economical service.

Tide Water Oil Sales Corporation, Eleven Broadway, New York. Branches or warehouses in all principal cities.



One of a series of advertisements in color prepared for the Tide Water Oil Sales Corporation

Facts need never be dull

THIS agency was one of the first to adopt the policy of "Facts first—then Advertising." And it has earned an unusual reputation for sound work.


Yet this organization does not, nor has it ever, confused "soundness" with "dullness." It accepts the challenge that successful advertising must compete in interest, not only with other

advertising, but with the absorbing reading matter which fills our present-day publications.

We shall be glad to send interested executives several notable examples of advertising that has lifted difficult subjects out of the welter of mediocrity.

JOSEPH RICHARDS COMPANY, INC.
253 Park Avenue, New York City

RICHARDS , , , Facts First , , , then Advertising



Experience

AFTER all, isn't the experience other advertisers have had with a medium the best of all evidence of what it will do for you? Investing in a newspaper's space is like making any other investment. If it has the endorsement of others who have tried it and continue using it, it is a safer investment than if it hasn't.

COMPETITORS rarely discuss with one another the relative per-dollar return from advertising mediums.

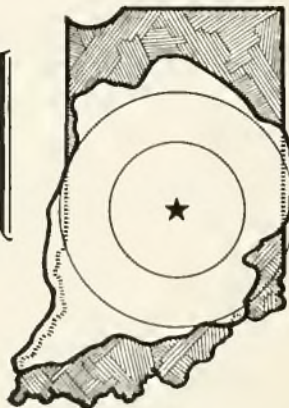
Knowing which mediums pay a return and which don't is a legitimate trade secret, and wise choice of mediums is shrewd competitive strategy in the battle for sales. But while advertisers do keep silent as to the returns each medium on the list is producing, there is a way to know—indirectly but positively—how well each is earning its return—*linage* and *continuity* of insertions.

A newspaper that carries far greater linage than its contemporaries is obviously the

choice by *experience* of more advertisers and larger advertisers. The newspaper that maintains its leadership over a period of years has demonstrated its result power beyond all question in the combined experience of its advertisers.

That is the position of The Indianapolis News in its field. First in local display, national and classified linage by a tremendous margin for 56 years—and the first choice and *exclusive* choice of a list of prominent advertisers that reads like a blue book of American industry.

The Indianapolis Radius is a rich market—The Indianapolis News its key.



THE INDIANAPOLIS NEWS

New York, DAN A. CARROLL,
110 East 42nd Street

FRANK T. CARROLL, Advertising Director

Chicago, J. E. LUTZ
The Tower Building

Everybody's Business

By *Floyd W. Parsons*

THE greatest opportunity open to man today lies in the virgin field of radiation. Scientific research is only commencing in this unexploited realm of hidden truth. The chief source of radiation is the sun. A small part of the radiant energy sent to us by the sun has been stored up for future use in "mummified" vegetation which we call coal. Our present civilization has been constructed on this foundation.

Here is the most important thing in the world—the basis of life; and yet we are ignorant concerning the nature and action of the radiations that formed coal and are given off again when coal is decomposed in the process of combustion. That is not all. We are almost completely in the dark concerning the effects on our bodies of the light waves that continue to come to us from the sun.

We know that when we expose our skin to sunlight on a clear day, some people tan and some merely burn. No one appears to be able to explain clearly why certain people pigment and others do not. We know that the sun's radiations are made up of light that is visible and that which is invisible. We know that the latter waves are far more numerous and much more important so far as human health is concerned. But we have only the vaguest kind of an idea why this is so.

In the field of every-day industry, the most common and most important practice is that of heating. We must do more or less heating in practically every process that we carry on. We know that heat is transferred in three ways: namely, by conduction, convection and radiation. Our first advance was to familiarize ourselves with heating by conduction. Then we learned something about heating by convection. Now we come to the edge of an age when practically all heating will be done by radiation. This will take us out of the barbaric era of criminal fuel waste and bring us closer to the heating methods employed by the Almighty. Nature employs radiant heat to perpetuate life on the earth, and we must do the same in our homes and factories.

We have had ages of stone, bronze and steel. Now comes the age of radiation; the advent of electricity was but a forerunner. The coming of the radio placed us solidly on the road leading to the great goal. Only a few octaves of energy waves on the broad radiation keyboard have so far been developed in an intelligent way. Still remaining for solution are a great number of puzzles that bear even more heavily on life than



any of the mysteries yet disclosed.

I had dinner the other evening with a very rich man whose health is a matter of public concern. He had not been well and the doctors were making slow progress in improving his health. Finally he got an idea that the sun's rays might do much for him, and he commenced to do some of his work on the roof of his home on clear days, clad only in a scant bathing suit. He has gained twenty-five pounds, and I had never seen him looking so well. Perhaps the sunlight exposures were not entirely responsible for the change, but judging from my own experience a couple of years ago with doctors, and a little later with unadulterated sunlight, I am sure that solar radiations played the biggest part.

Sunshine clinics have worked wonders in Switzerland, where Dr. Rollier is performing near miracles in the treatment of consumption. Similar clinics are starting to spring up here in our own land. Children are being sent to sunshine schools. People with "nerves" are being advised to substitute solar energy for pills. Public health officials are pointing out that the rickets curves in our various cities flatten out and practically disappear during the months when the atmosphere is free from smoke and our children get the benefit of pure sunlight. It will not be many years until all of our hotels and perhaps even many of our office buildings will have their roofs equipped so as to permit people to expose nude bodies to the sun.

Edward I of England laid down the first anti-smoke law in 1306. For 620 years we have been trying to clear up the atmosphere in which we live. If the people of the United States could be brought to a full understanding of the value of sunlight, there would be no more smoke and we would enter a regime in which fuel conservation would be a realized fact. All honor to the heroes of the screen and the athletic prowess of our famous swimmers, but if some of the same energy in the field of publicity could only be given to creating an equal degree of public worship for sunlight, the results could be measured in millions of dollars worth of coal by-products, and in tens of thousands of human lives.

We would advance the cause of a clean civilization. Our public buildings would be things of beauty, instead of blackened monuments to ignorance and waste. The sunlight coming to us on so-called clear days would still contain the healing, blood-building actinic rays that are now intercepted by the values broadcasted from our chimneys, and lost forever.

AKRON *13th in Production* *32nd in Population*

Stating the high-lights briefly, Akron is—

- a city of over 210,000 population and the county seat of Summit County, Ohio.
- surrounded by another 100,000 people in its 18 mile A. B. C. trading area.
- the 32nd largest city in the United States in population.
- the 13th ranking city in the United States in industrial production.
- a home-owning city; 44.7% of the families own their own homes, the average for cities over 100,000 being 33%.
- the world's largest rubber manufacturing center, consuming annually about 45% of the crude rubber production of the entire world.
- the dirigible airship manufacturing center of the world.
- the home of the Akron Beacon Journal which, in 1925, was 2nd in Ohio and 14th in the United States in advertising lineage among six day evening newspapers. Incidentally, its lineage increased 1,259,506 lines in the *first half* of 1926—when the goal set for *all* of 1926 was only a million line increase.

The AKRON BEACON JOURNAL—

- has the largest circulation of any newspaper properly covering the Akron market.
- has the largest advertising lineage of any newspaper entering the Akron market.
- printed 8,248,155 lines of advertising in the first six months of 1926.
- printed three times the national advertising of the other Akron newspaper in 1925.
- retains Story, Brooks & Finley as its representatives so you can arrange for your entry into the Akron market with your next sales campaign through their offices in New York City, Philadelphia, Chicago, or Los Angeles.

THE PITTSBURGH PRESS

Leads All Pittsburgh Newspapers
in National Advertising



THE PITTSBURGH PRESS has for years led all newspapers in Pittsburgh in volume of national advertising, weekday and Sunday. In six months of this year The Press as usual led all Pittsburgh newspapers in total volume of national advertising weekday alone, Sunday alone, and all Pittsburgh newspapers weekday and Sunday.

National Advertising Six Months, 1926

	Daily Agate Lines	Sunday Agate Lines	Daily and Sunday Agate Lines
THE PITTSBURGH PRESS	1,478,988	835,422	2,314,410
Second Evening and Second Sunday Newspaper	1,118,862	594,674	1,713,536
Excess	360,126	240,748	600,874

In the first six months of 1926 THE PITTSBURGH PRESS, Daily and Sunday, seven issues, had a net gain of 1,035,596 agate lines over the same period a year ago, compared with a gain of 765,758 for the Gazette Times, Morning and Sunday, and the Chronicle Telegraph, Evening, thirteen issues.

In the same period THE PITTSBURGH PRESS, Daily and Sunday, seven issues, had a net gain of 174,832 agate lines in National Advertising,

as compared with 121,744 for the other papers, thirteen issues.

The PRESS is overwhelmingly the choice of national advertisers using only one newspaper in Pittsburgh.

THE PITTSBURGH PRESS, Daily, has 33,254 more net paid circulation in the city of Pittsburgh than *both* other evening newspapers *combined*, and the Sunday Press has 22,673 more net paid circulation in Pittsburgh than *both* other Sunday newspapers *combined*!



THE PITTSBURGH PRESS

A Scripps-Howard Newspaper



—“alone, afoot
and acrosslots”

LEGEND has it that a generation ago Americans knew a race of Titans.

Mighty and majestic, the Titan was reputed master of men, of millions and of destiny: a great figure who strode, armored with ruthlessness, “alone, afoot and acrosslots.”

A fanciful picture? Yet it was true that every business man of that generation could grasp with his own two hands the reins which controlled the gait and direction of his business.

Now, today, the business man finds himself operating under a new play of forces; conducting his business in a new world of complexities. His every business decision is subject to a group of influences outside his individual control. The dominant Titan is no more.

And yet it may be thought that under the new conditions of business there may be brought into being a new and greater race of Titans, greater in their grasp and understanding of trends and events and in their alertness and intelligence in applying facts to action.

In his new need for a perspective by which the business man of today may understand the major facts of business which affect *his business*, it is the task of Nation's Business to interpret the forces which explain the facts.

Because it thus serves the inner needs of industry and commerce, Nation's Business has become the instrument with which the business man conducts his business under the conditions of this New Control.

NATION'S BUSINESS

MERLE THORPE, *Editor*

Published Monthly at Washington by the Chamber of Commerce of the U. S.

All Advertising Records Broken for 12 Consecutive Months

September 1, 1925, to August 31, 1926—each month, The Birmingham News carried a greater volume of advertising than in the same month of any previous year—in its history

Where advertising is profitable—you'll find constant volume

The answer is the old, old story of, "Bringing Home the Bacon." They know from experience that this newspaper produces greater results per dollar than any other Birmingham paper or combination of papers.

During the first seven months in 1926 The Birmingham News carried (10½) million lines of advertising—over (2) million lines more than the total of the Age-Herald and Post combined. Year after year The Birmingham News has maintained an overwhelming leadership. Why this preference on the part of the advertisers?

Do your plans for Fall Advertising Include Birmingham

All Activities Are Increasing and Production Is Speeded Up to Meet Demands—
Weekly Payroll Over \$4,300,000.00

This is the day of specialization and success depends largely on concentrated effort. Your advertisement in The Birmingham News Reaches an average of nearly 300,000 readers daily in the city and suburban trading territory—your concentrated area. This is complete effective coverage.

National Adv.
LINES 1926

Jan.	181,076
Feb.	241,990
March	320,628
April	313,544
May	325,752
June	273,378
July	241,304
August	242,200

8 Months
Gain
Over 1925
272,790
Lines

National Representatives

KELLY-SMITH COMPANY
Marbridge Building Waterman Building
New York City Boston, Mass.
Atlantic Building Tribune Tower
Philadelphia, Pa. Chicago, Ill.
J. C. HARRIS, Jr., Atlanta

Daily 78,000

Sunday 90,000

Headed for the 1 1/4 Million Mark in November

The Birmingham News
THE SOUTH'S GREATEST NEWSPAPER
HAS NO RECORDS TO BREAK BUT ITS OWN

Scale in Lines

1,750,000
1,650,000
1,550,000
1,450,000
1,350,000
1,250,000
1,150,000
1,050,000
950,000
850,000
750,000
650,000
550,000
450,000
350,000
250,000
150,000
50,000
0

GARAMOND

... THE REDESIGNING of a type face from a classic model is no mere matter of slavish copying but a work of re-creation. To faithfully reproduce the design as it was cut centuries ago would mean needlessly handicapping ourselves with the technical limitation under which its creator worked.

¶ It is necessary rather to become thoroughly saturated with the spirit of the type and then to reshape it as the designer would have done had he possessed instruments of precision.

¶ Claude Garamond cut many types. As is the case with any artist, even so great a master as he, some were better than others. The first task was to gather together all the authentic Garamond material available; then to select those examples which represent the designer's best work; and finally, to separate with sure discrimination those characteristics which give the design its distinction and those peculiarities and irregularities which are due not to intent but to the inability of the faltering human hand to execute in so small a compass, and without mechanical aids, the exact contour that the mind conceived.

¶ When this has been done with taste and discernment, we have a result which retains all the delightful quality of the original and which at the same time is eminently fitted to the demands of modern book and commercial printing. A face which will be selected alike by the craftsman who can afford time to do an occasional bit of fine typography for the sheer joy of doing a thing well and by the advertiser who cold-bloodedly picks the type that will give him the greatest return for his money.

¶ Garamond Bold and Garamond Bold Italic are being cut up to 20 point and will be ready about November 1st.

[A full showing of the Garamond Series will be sent upon request]

MERGENTHALER LINOTYPE COMPANY

DEPARTMENT OF LINOTYPE TYPOGRAPHY, 461 EIGHTH AVENUE, NEW YORK

580.26.9-N

TRADE **LINOTYPE** MARK

Buffalo the Wonder City of America

The Year of Greatest Growth

The Buffalo Evening News—always outstanding among six-day papers

In Circulation and Advertising Volume

has attained its greatest growth in 1926.

Here is the record up to and including July—

Advertising	Circulation
In Agate Lines	Net Paid Average Daily
January 1,080,192	January 138,295
February 1,055,853	February 141,017
March 1,456,101	March 143,052
April 1,565,215	April 143,965
May 1,461,484	May 142,966
June 1,393,846	June 145,735
July 1,148,319	July 147,636

In circulation the News is rapidly approaching the 150,000 mark. In advertising volume it appears that the News will carry about sixteen million lines in 1926. That nearly everybody in Western New York reads the News is no mere advertising phrase—it's a fact. And because of that fact advertisers find it profitable to use the NEWS.

Cover the Buffalo Market with the

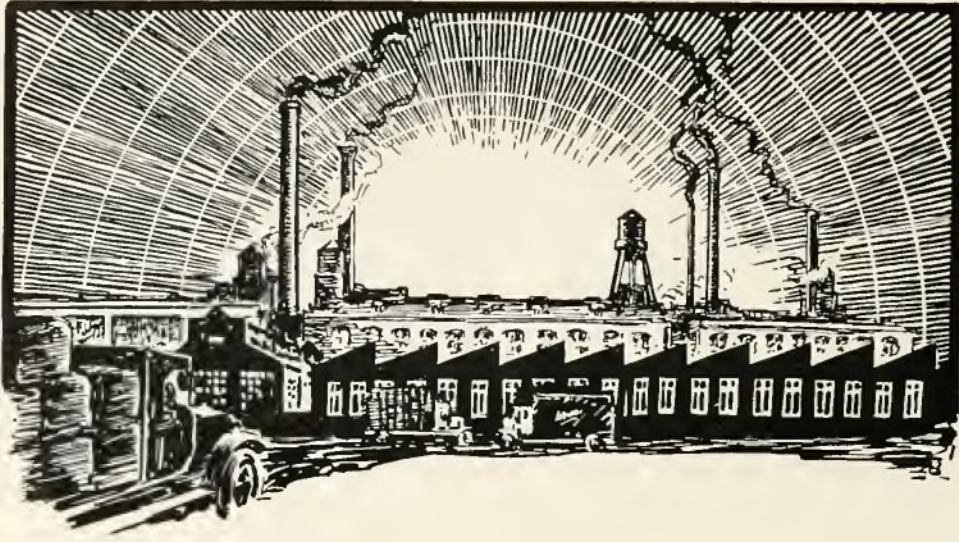
BUFFALO EVENING NEWS

EDWARD H. BUTLER
Editor and Publisher

Marbridge Bldg., New York, N. Y.
Waterman Bldg., Boston, Mass.

KELLY-SMITH CO.
National Representatives

Tribune Tower, Chicago, Ill.
Atlantic Bldg., Philadelphia, Pa.



The Dawn of a New Textile Era

THE present is one of the most momentous periods in the history of the textile industry.

There is being born a new spirit of cooperation and a new appreciation of interdependence. Manufacturers North and South are now working shoulder to shoulder in the first national attempt to coordinate textile production.

* * *

Out of this new-found spirit have developed the Cotton Textile Institute and the Wool Council of America. The organization and aims of both these movements are the culmination of ideals which Textile World has preached for years.

"Give Me the Facts" is the cry today—and now, to a greater extent than ever, are manufacturers following every development as recorded in the industry's outstanding periodical, Textile World.

There are other revolutionary developments, too, as witness the approach of what many term the new synthetic fiber era. To date this has largely centered around the perfection and use of Rayon, which is constantly penetrating and changing every branch of the textile industry.

* * *

Never has there been a time when Textile World possessed greater attention value than the present. There is nothing transitory about it. The industry is in a period of evolution which is gaining momentum as it progresses.

* * *

Seldom does the industrial advertiser find such an opportunity and so receptive an audience.

* * *

May we discuss the opportunity with you, particularly as it applies to the balance of 1926 and to 1927?

Textile World

Member
Audit Bureau of
Circulation

*Largest net paid circulation and at the highest subscription price
in the textile field*

Member
Associated Business
Papers, Inc.

334 Fourth Avenue, New York




Price 10 Cents

The FOURTH ESTATE

Approved U. S. Post Office
as *Weekly Newspaper for Advertising and Newsprint Material*
New York, July 31, 1926

Third Year

No. 1691

“Just as our newspapers have unified our thoughts, aims and ambitions, so have they made possible the distribution and the sale of our national merchandise”   

Bank of The Manhattan Company
Founded in New York in 1799

The FOURTH ESTATE
is a weekly market place
for information about newspapers
as a medium of sale and distribution.

25 West Forty-third Street

New York

There is a key market product

*In it population is densest,
richest—grocers most
numerous, most powerful*

WHAT really builds business for a grocer?

Isn't it *concentrated* demand—many calls for your goods instead of few—large consumption instead of slow sales?

Wouldn't it be better for your product in Boston if 61% of the grocers within thirty miles of City Hall reported active turnover than if 100% were barely satisfied with sales?

If one judges by what retailers themselves do in Boston it would seem so. For the great Boston stores rely on *concentrated* advertising in a key trading area.

The key trading area 12 miles around City Hall

In Boston the key territory is Boston City plus the surrounding suburbs for an average area of twelve miles around City Hall.

In this territory are 1,700,000 people. In it, too, are 61% of all grocery stores within a radius of thirty miles *and by far the most powerful stores.*

From this twelve-mile trading area the Boston department stores draw 74% of their total business. The per capita wealth is about \$2000. Here the finest stores in Boston report 64% of their charge accounts.

Here the Globe leads in circulation

You can cover this territory through the Boston Sunday Globe which here delivers 34,367 more

copies than the next largest Boston Sunday newspaper. This Globe circulation is *concentrated* in the key territory; it is not scattered over the thinner outlying population.

And you can back up such a campaign effectively through the daily Globe *which exceeds the Sunday in total circulation in the same territory.*

Such advertising concentrates upon retailers with real leadership. It reaches population with the highest buying power in Boston.

It will move merchandise.

National advertising in Boston may profit by the retailers' example

Certainly Boston department stores *know* the market which is their daily study. They know where Boston buying power is highest, where they can make the most sales per dollar of cost, where advertising reaches the most responsive market.

85% of every dollar spent in the grocery store is spent by women. Filene's of Boston credit 84% of their sales to women purchasers. Note the close parallel in these figures.

For food products, for drug products, could there be any stronger evidence of the Globe's businesslike blanketing of the Boston market than its leadership in department store lineage?

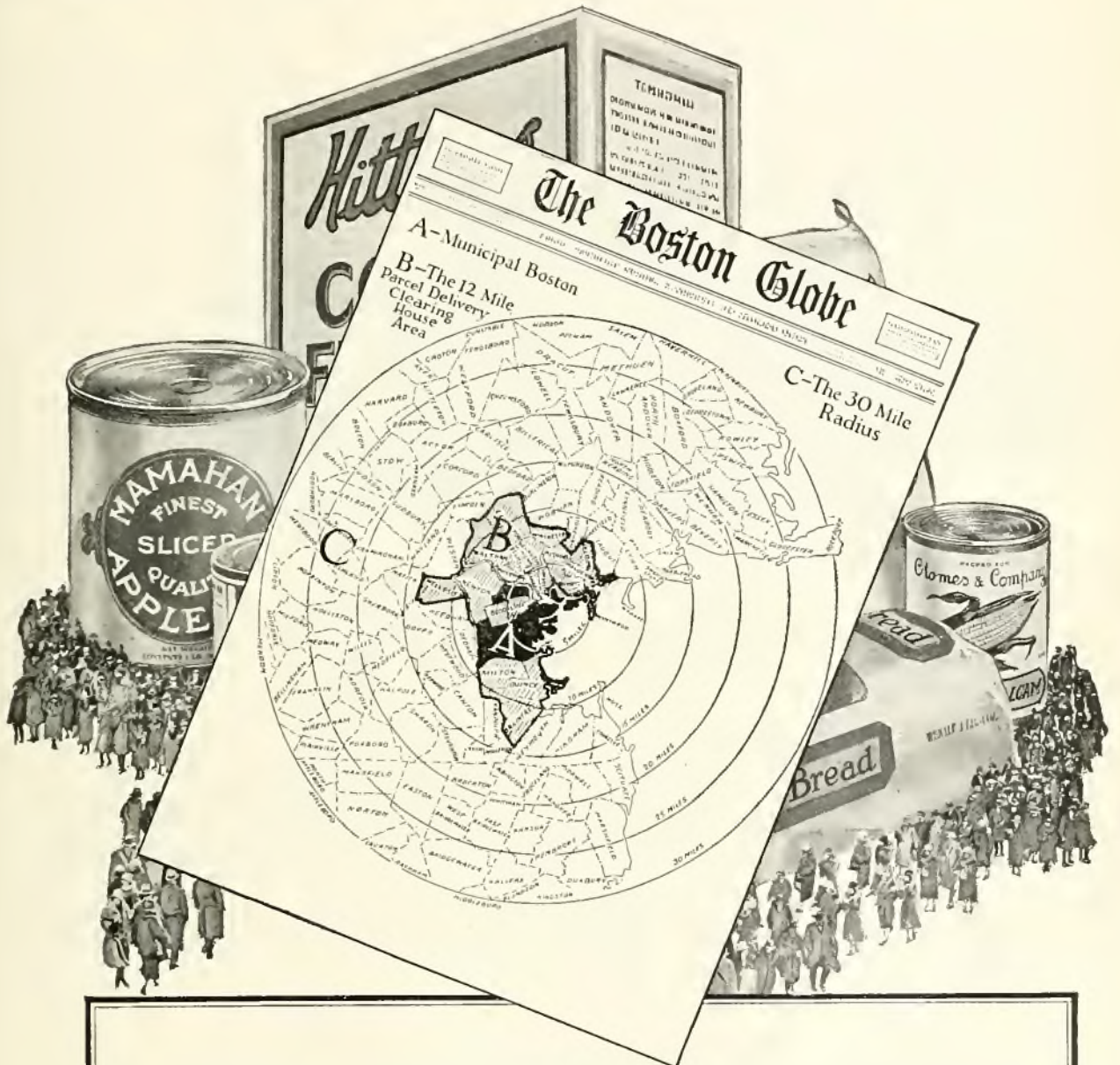
TOTAL NET PAID CIRCULATION IS

279,461 Daily

326,532 Sunday

It is pretty generally true in all cities with large suburban population that, *in the metropolitan area*, when the Sunday circulation is practically the same or greater than the daily circulation, there is proof of a real seven-day reader interest with a minimum of casual readers of the commuting type.

in Boston for the food manufacturer



In the Area A and B, Boston's 12-mile Trading Area, are

- | | |
|--|---|
| 64% of department store charge accounts | 60% of all hardware stores |
| 74% of all department store package deliveries | 57% of all dry goods stores |
| 61% of all grocery stores | 55% of all furniture stores |
| 57% of all drug stores | 46% of all automobile dealers and garages |

Here the Sunday Globe delivers 34,367 more copies than the next Boston Sunday newspaper. The Globe concentrates—199,392 daily—176,479 Sunday.

The Boston Globe

The Globe sells Boston

OVER THE TOP — A WINNER



The SPUR

Leads all publications of the *Quality* type.

Printed 57% (337805 lines) *more advertising* than its nearest competitor during first seven months of 1926.

Increased its advertising lineage 124064 over the same period of 1925.

(January-July 1926—925188 lines; 1925—801124 lines)

Readers of The SPUR can afford, demand, and *buy* the Best.

The SPUR

425 Fifth Avenue, New York City

CHICAGO

PARIS

LONDON

BOSTON

Advertising & Selling

VOLUME SEVEN—NUMBER TEN

September 8, 1926

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Courtesy Distribution & Warehousing

PRACTICALLY all industry is based ultimately upon credit, in one form or another. Capital is essential to the modern economic system; and usually when it is most needed, it is the hardest to get. A means of overcoming such a difficulty is offered in this issue, which contains the first of several articles that Mr. H. A. Haring has written concerning warehousing—a subject which affects every manufacturer of anything tangible. "Financing the Factory by Warehousing the Goods" proffers a useful suggestion to the concern which seeks loans during a dull period, when the banks are reluctant to advance more funds.

M. C. ROBBINS, PRESIDENT

J. H. MOORE, General Manager

OFFICES: 9 EAST 38TH STREET, NEW YORK

Telephone: Caledonia 9770

NEW YORK:
F. K. KRETSCHMAR
CHESTER L. RICE

CHICAGO:
JUSTIN F. BARBOUR
Peoples Gas Bldg.; Wabash 4000

NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

CLEVELAND:
A. E. LINDQUIST
405 Swetland Bldg.; Superior 1817

LONDON:
66 and 67 Shoe Lane, E. C. 4
Telephone Holborn 1900

Subscription Prices: U. S. A. \$3.00 a year. Canada \$3.50 a year. Foreign \$4.00 a year. 15 cents a copy

Through purchase of *Advertising and Selling*, this publication absorbed *Profitable Advertising*, *Advertising News*, *Selling Magazine*, *The Business World*, *Trade Journal Advertiser* and *The Publishers Guide*. *Industrial Selling* absorbed 1925

Member Audit Bureau of Circulations and Associated Business Papers, Inc. Copyright, 1926, By Advertising Fortnightly, Inc.

A SUMMER MENU OF FOOD CLIENT PRODUCTS

As recommended by Miss Amy Smith
of our Domestic Science Department

Menu

Breakfast

Sunsweet Prunes
Shredded Wheat Biscuit
Broiled Beech-Nut Bacon Muffins with California
and Golden State Eggs Diamond Walnuts
Folger's Golden Gate Coffee
with Borden's Condensed Milk

Luncheon

Cream of Tomato Soup—made of Del Monte
Tomato Sauce and Borden's Evaporated Milk
Beech-Nut Prepared Spaghetti
Del Monte Salmon
Hot Corn Bread with Golden State Butter
California Canned Asparagus Salad
Beech-Nut Biscuit Dainties
Del Monte Peaches
Folger's Golden Gate Tea (Iced)

Dinner

Fruit cup of Del Monte "Fruits-for-Salad"
Baked Beech-Nut Ham—Ocean Spray Cranberry Sauce
Buttered Del Monte Spinach—Browned Potatoes
California Blue Diamond Almonds, Salted
Hawaiian Crushed Pineapple Pie (made with Fluffo)
Beech-Nut Coffee with Borden's Condensed Milk

The advertising of each of the branded
products listed in this menu is handled
by the McCann Company

THE H. K. McCANN COMPANY
Advertising

NEW YORK

CLEVELAND

SAN FRANCISCO

DENVER

CHICAGO

LOS ANGELES

MONTREAL

TORONTO



SEPTEMBER 8, 1926

Advertising & Selling

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Financing the Factory by Warehousing the Goods

By H. A. Haring

BORROWERS have surprisingly similar experiences with borrowing. For a time the general credit of the company is sufficient to satisfy the bank. So long as loans are but a small proportion of total assets, no difficulty is encountered; but as the heart of the industry's dull season comes upon the factory and loans begin to run high, as they do every year during the months of peak "manufactured goods inventory," hesitation enters the banker's "O. K." With pen dipped in the ink but poised in his hand, he suggests, "We're carrying a lot of your company's paper," or expresses some similar uncomfortable thought, followed by a mild inquiry about having the personal indorsement of the company's directors.

While the borrower stands embarrassed, the banker is likely to turn the suggestion into another form by asking whether the company cannot put

up some collateral or some kind of "security that won't burn with the plant," such as assignment of accounts, warehouse receipts, customers' notes and acceptances, and the like.

Wholesalers, as well as manufac-

turers, face the same problem. A vice-president of a New York bank which is identified with mercantile and jobbing trades made this comment:

"Wholesalers work on close margins. They're so narrow that a big failure of one of their customers or a bad fire in their own lofts might wipe out the bank's equity for a loan. The sensible thing to do is what I insist on their doing: separate their stocks. When one of our heavy borrowers (wholesalers) wants to finance a big purchase of goods, I make it a condition that the shipment be consigned to a public warehouseman and that the receipts come to our bank."

By such a course the bank controls the security. From time to time, as the owner needs the goods for distribution, portions of the warehoused stocks are released on order of the bank to the warehouseman. The goods are, how-



Courtesy Distribution & Warehousing

LODGED with the warehouseman goods become segregated from all other merchandise. They are set off by themselves as a definite, tangible entity possessing many qualities in law and in fact that enhance their value as bankable collateral when a loan is sought during a dull season

ever, entrusted to a third party, the warehouseman, who as bailee holds them in trust. They are beyond reach of creditors of the owner; they cannot be attached for judgment; they cannot be removed or tampered with by the owner without written consent of the bank. They become a perfect security for loans, segregated from other merchandise into a distinct lot by themselves and not merged with other goods or assets of the borrower.

Nor is any hardship wrought on the factory or the wholesaler.

Each knows that the addition of \$50,000 of fresh stock to the inventory does not add \$50,000 to the owner's borrowing ability. Manufactured goods represent to the factory greater value than the raw materials from which they sprang, and yet as a part of factory inventory they are

not a liquid asset as was the cash required for their fabrication. The borrowing power of the manufacturer is not appreciably bettered. In a sense, the factory that makes up goods much in advance of demand is merely tying up that much additional capital.

Yet the same \$50,000 of fresh stock, lodged with a public warehouseman, may be hypothecated with the bank for a loan of two-thirds or three-fourths of that sum. The identical goods which, merged in the general inventory, are dead value so far as borrowing is concerned, may be converted into a valid asset for a loan by the simple device of storing them in a warehouse. The reason is simple: Lodged with the warehouseman the lots of goods becomes segregated from all other merchandise. It is set off by itself as a definite, tan-

gible entity possessing many qualities in law and in fact that enhance it as a bankable collateral.

This reasoning means little to the wholesaler or manufacturer. To the banker it is fundamental. When the bank makes loans against a lot of goods in warehouse, it holds as security a definite quantity of merchandise for which the borrower is known to have paid \$50,000 and which the bank knows will command more than that sum at ordinary selling prices. By controlling the withdrawal of goods, the bank is in position to know just how much of the security has been distributed; it may even demand payment on account as stock is released. The bank knows for a certainty that the merchandise will not disappear.

Banking, too, has changed in ten

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On Criticising Advertising

By O. C. Harn

WE are told that it used to be a favorite pastime of the philosophers of the middle ages to debate for hours and days the stirring question as to how many angels could stand on the point of a needle. These particular wise men have passed on and their places have been taken today by amateur critics of advertising craftsmanship who spend their time in futile discussions of non-essentials.

If the practice were confined to the amateurs and if in them the urge sprang from a spontaneous interest in the art, perhaps no harm would be done. It might be a gratifying phenomenon which the professional advertising practitioner might study with profit. I fear the truth is, however, that the pastime has spread from the advertising classes of schools and clubs where students are encouraged, even required, to offer criticisms of given advertisements. Perhaps some of our advertising periodicals have helped to encourage the same thing.

Study of the anatomy of advertisements, of course, is necessary, and criticism of actual examples is a useful exercise. But the process should be guided by wise hands lest the young student acquire wrong idea of values.

Many an advertisement has been voted the best advertisement of a group when the jurors were totally incapable of knowing whether it was good or bad. Similarly the class condemns another advertisement as bad which may really be excellent.

"Don't you think that advertisement is very bad?" I am frequently asked. My usual reply is, "I don't know. I am not in possession of the facts

necessary to form a judgment." The reply usually surprises the questioner. For he sees that I have eyes, and there the advertisement is before us for inspection.

In short, most of these criticisms are superficial. Paragraphs are too short or too long. There is too much type, not enough picture. The man is looking out of the page instead of toward the reading matter, or perhaps an illustration, which tells a powerful story or wakes an irresistible suggestion, is condemned because the girl isn't holding her fork or cigarette properly.

What happens in superficial criticisms of advertisements happens also in the case of whole campaigns.

I know of one advertising campaign which was condemned by certain critics as everything a series of advertisements should not be. But they were wrong. If the critics had known the purpose of the campaign they would have admitted, I think, that it could scarcely have been improved upon.

The heart of the matter is that advertising criticism as an exercise should be so guided by teachers and lecturers that students will not be led to look upon the mechanics of their art as the soul of that art. The mechanics must be taught, and advertising men should become as skillful as possible with their pens, types and pictures. Let them get horns on the heads of the right kind of cows if possible and avoid sending the smoke of the steamer cast when the wind is evidently blowing west. But, let them not be misled into thinking that perfection in all these things makes good advertisements, or that the lack of them makes bad ones.

What Has Become of Staple Merchandise?

By Britton Ashbrook

DO you wonder that so many retail merchants are beginning to feel a little dizzy? In the early days of the century retailing could be conducted on a calm and orderly plan. Spring, summer, fall and winter lines were bought months ahead. Demand was largely predictable. The retail virtues were honesty, courtesy, reliability. The virtues of retail merchandise were integrity of quality, durability. A clientele once established stayed established. Women had their favorite stores, their favorite clerks. Business was still personal. Merchants had a following induced by their own personalities.

In 1899 there were 150,684 pairs

of silk stockings sold. In 1921 American women bought 217,066,092 pairs of silk or artificial silk stockings. In 1900 we ran 13,824 automobiles, while today we run almost 17,000,000.

More than fifty per cent of men's suits were blue serge. In the *Ladies' Home Journal* for December, 1899, we find the following advice to those who may be contemplating presents for young ladies:

If tempted to give a gown for office wear let it be one of brown, black or cravenetted serge. Of the three colors, black is to be preferred, on account of the unwritten law governing the style of dress adopted by the majority of self-supporting women.

That was the day of "Sunday best" and "second best," when department store advertisements offered corsets for 79 cents, ladies' night gowns for 19 cents, black taffeta silk for 75 cents a yard and women's shoes for \$1.97!

Today a department store head reports that he created a special position: that of a man whose sole work is to detect "soft spots" in the store's merchandise, to keep a weather-eye open

for goods which may be threatening to go out of style, and to get rid of them before they lose all their value. Every large metropolitan department store maintains a staff of comparative shoppers—feminine detectives who watch competing styles, competing stocks, competing values. Staid department store heads are bowing to the advice of young girls in their twenties who commute to and from Paris and act as barometers of style and fashion. Shoe retailers in convention in Boston on July 7th witnessed a style review with 150 models.

All retail merchandise threatens to become style merchandise. All retailing threatens to take on a Monte Carlo flavor but with the odds against the house.

Style is exerting its influence in strange places. Pipes have become style merchandise. Certain cigarettes are "swank" and others are not. Butter is taboo at really smart dinner parties. Society leaders, who set styles, prefer — the advertisements tell us—only certain cold creams — vanishing creams — and ginger ales. Automobiles are sold as much by body design as by engine design. A famous decorator creates

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© Brown Bros.

THE old fashioned Sunday dinner is out of style; and it is just one of many once standard institutions which have gone before the onrush of the new tempo. Formerly what the Continent did one year the "sporty" Americans did the following year. Now, what the Lido did yesterday, everybody will do tomorrow and will require entirely new wardrobes to do it with. Many retail merchants are feeling a trifle dizzy



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Rooster-Crows and Results

Advertising to Please Ourselves Cannot Be Expected to Bring Profits

By *Kenneth M. Goode*

Editor's Note

"THE reasons for war," said some philosopher, "are superficial. The causes of war are profound." Few advertising campaigns, unfortunately, have causes profound enough to prevent their being thrown overboard at the first cloud on the financial horizon. And, honestly analyzed, the reasons for almost any single unit in even these few campaigns will be found superficial almost beyond belief.

Professional advertisers cannot control this frivolity any more than doctors can decline wealthy hypochondriacs or lawyers avoid spite litigation. But to his doctor or lawyer, if to nobody else, every intelligent man tells the truth. So should every man, before spending money advertising, dig deep into his conscience for his real motive, and also estimate, in advance, exactly what he expects from each dollar. He need tell nobody his guess. He should by no means quit advertising if he falls short. For the sake of his soul and his business, however, he should never draw a check for advertising without a reasonably close calculation as to when and how he is going to get that money itself, or at least the interest on his investment. He may prefer repayment in a more intangible advantage. But, even so, he owes himself, his business, and the advancement of advertising the ordinary business decency of a clear decision as to exactly what he buys in advertising with every dollar any other department might advantageously spend elsewhere. And to American industry generally he owes the precaution that his dollar should make no part of Hoover's "enormous waste expenditure."

Long ago I asked a newspaper man why he used valuable space for the good old comparison of agate lines with other newspapers. Apparently he merely followed custom; reasons came slow. "Oh," he said finally, "it stirs up our competitors!" There spoke Sam Hecht, honest man and shrewd rule-of-thumb analyst.

THE following article is part of a chapter from a book on advertising written by Kenneth M. Goode, contributing editor of ADVERTISING AND SELLING, in collaboration with Harford Powel, Jr. The title is: "Now We Can Be Sold"; with the sub-title: "An Encouraging Book for Discouraged Advertisers." It will be published about the first of the year by Harper and Brothers, New York. We publish it through their courtesy and in forthcoming issues will carry other chapters.

Frankly he recognized the Rooster-Crow, the second strongest, perhaps, of all advertising motives.

"WHAT'S the most interesting thing anyone can find in any photograph?" once asked a noted psychologist of his college classroom. "Your own likeness," he told them after an hour's wide discussion. The class agreed. "The whole world," observed a great editor making the same point, "is divided into two parts: those who want to get into print and those who want to keep out of it." The urge to see ourselves in print is universal. It is powerful beyond ordinary calculation. So powerful, indeed, that the chief anxiety of those not thus distinguished themselves, is to become closely connected with someone who is. Next to parading in the public eye yourself, the greatest "kick" comes from seeing in print some friend or acquaintance. This is peculiarly true of business connections. Employees dislike working for an unknown concern, just as they dislike living in an unknown suburb or driving an unknown car. To officers and stockholders, of course, the fame of their company is a distinct financial asset. These facts, not infrequently, lead to expensive institutional advertising, theoretically for the good of the company, but actually to gratify the individuals at its head.

When this vanity advertising is really independent and aggressive it

has distinct merits, much the same as a Sunday silk hat. Unfortunately, fear of staying out of advertising is often more potent than faith in going in. Too many advertise as they subscribe to the Christmas Fund; they ask what the others are doing, and put themselves down for about the same amount. This, unfortunately, accounts for the pains each man takes to have his advertisement not too different from his competitor's.

Vanity advertising ought to keep the courage of its convictions. Unspoiled originality and an honestly personal message might do much to redeem pages now wasted on obvious efforts to achieve an "advertisement." Whatever may be its practical results, the "spread" between the pleasure of seeing our own advertisements alongside our competitor's and the discomfort of seeing our competitor's in print without us is unquestionably the most powerful advertising motive.

These three motives: Rooster-Crow, See-Ourselves-in-Print, and Go-with-the-Gang, though seldom recognized and less often admitted are, let us say again and again, always sufficient causes and often sufficient reason for advertising. The effect of preparing this advertising, and sometimes the advertising itself, often does good. Where costs are kept low it can do no harm. The only reservation is that this advertising, as such, should not be taken too seriously commercially.

OUR conversation about our own affairs seldom arouses intense enthusiasm even among our best friends. Advertising written in the same spirit can hardly count on more cordial consideration. Therefore, advertising to please ourselves cannot reasonably be expected also to bring in business profits. Any piece of copy that thoroughly satisfies two or three heads of a business has already accomplished much. It is entitled to rest on its laurels.

Some honest advertiser may, with

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What Are Disgruntled Users Doing To Your Business?

By L. W. Patterson

IN the manufacturing of merchandise every effort is made to correct defects. Probably all articles that are finally marketed have been subjected to practical tests by users as a supplement to laboratory methods; for, to quote the experience of a maker of electric refrigerators, "laboratory performance is one thing; kitchen performance is quite another; and the kitchen counts."

After, however, the product is launched, and after success has repaid those who foresaw the need for it, a curious blindness sometimes creeps into the selling and advertising. "Any man," ran the lines of our school-boy Cicero, "may commit a mistake, but none but a fool will continue it." Yet the early sales for a product do, at times, promise so well that inherent defects get overlooked, for the reason that volume of sales screens the equally growing volume of dissatisfied users until, with a suddenness that bankrupts the concern, the curve of returned merchandise climbs above all other curves.

From coast to coast, from automobile seat or Pullman window may be seen a glaring illustration of just this experience. Ten or twelve years ago the Akron rubber giants numbered one whose name is today but a memory. The name has disappeared entirely from dealers' lists, from the commercial registers, from the billboards—of which it was a pioneer user. But not from farmers' barns, that first field for the billposter in those days when "free painting of your barn" bought

space without cost for renewal so long as good paint would endure. For the tire in question, those orange signs on a background of black, are silent reminders of a disaster which came, principally, because the management turned a deaf ear to "disgruntled users."

For several years prosperity ruled. The company had ambitions to become one of the four or five rubber kingdoms. The ambitions of the management, fortified by the handsome earnings of a few years, were not for one moment dampened by an oncoming fog of complaints—a volume of them so huge that in 1926 anyone can discern the facts, but yet at the time so obscured by the daily business grind that the company itself failed to see them in 1914-1916.

A stockholder questioned the "allowances" that featured heavily in costs. At another time he was

troubled by the ratio of dealer mortality. But all was easily explained away by reference to the troubles of competitors, to the newness of making "cord tires," and the like. Finally, in irritation at this stockholder's insistent criticism, "inside interests" silenced him by purchase of his shares which were, incidentally, the largest individual holdings in the concern.

Then, out of clear sky, bankruptcy came. The company was ruined, by—among, of course, other causes—the accumulated howls from disgruntled customers; and, during the succeeding years of *interim* operation, the assets were absorbed; not for distribution to owners of the stock but for "allowances" to ultimate purchasers, forced from the tottering treasury by dealers who refused to settle accounts unless protected for those allowances. Whenever, therefore, "Portage Tires," in letters of orange upon a background of black flashes before your eye, remember that black has ever an ominous look. Any concern that pays no heed to its disgruntled users may, in its turn, need the appropriate color of mourning.

Within a year, the president of one of our greatest railroads made the keen observation:

"No problem in railroad management is further from solution than the one of computing the business we lose. A pert reply by a forty-dollar clerk may cost us fifty thousand dollars in freight; the mix-up between standard and daylight time drives unknown patrons to buses. No



© Herbert Photos., Inc.

THE president of one of our railroads stated that no problem is further from solution than the one of computing the business his company loses. In the vacation crowd, in the shopping crowd, in every personal relationship there is bound to be a certain amount of dissatisfaction. The disgruntled user is difficult to trace, but he is a potential snag for every enterprise

railroad has any method of knowing what traffic they lose or why they lose it. If we could learn the 'why' we might correct some of our shortcomings.

"The hardest side of the situation is that, in the nature of railroading, customers of importance must be handled by hirelings; and we operating officers are so worn by the bigger problems that we never hear of the causes of dislike. I have a belief that a lot of hostility to the railroads had its origin in petty irritations."

There you have it again—disgruntled users.

Or it may come to the surface in another manner. In New York State is a certain inn, rather well

known, which at one time enjoyed a distinct patronage of English-born persons. Imperceptibly, complaints began to arise about the dining room. So indefinite were the mutterings, in fact, that the management was scarcely aware that dissatisfaction was rife, until the crash had come and a new management took hold.

In relating the experience, afterwards, the owner-manager recounted that patrons would ask for a second pot of tea. Occasionally one would bluster at the waitress about the poor tea. To all these grievances, the management protested that only the best English tea was used, for which statement evidence was at hand in the individual tea balls.

"You always have to do some explaining," declared the ex-manager, "in a dining room; and I took it as a part of the job." Gradually, however, patronage fell off. In "explanations" the owner had unconsciously made excuses to himself. He had not investigated his tea ailments. He had, in other words, taken the complaints to be pestiferous, petty things, whereas they were the dull mutterings of a real failure to run a good restaurant. This fact was ferreted out by the succeeding owner, who declares the whole trouble to have been:

"The dish washers did it all. They washed the individual tea-pots in dish water. No good restaurant

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Who Will Sell Plumbing Tomorrow?

WILL plumbing materials be sold by the manufacturer direct to the public? Will the jobber enter the contracting field and sell and install all classes of materials? Will the master plumber be forced into the same position as the carpenter, the bricklayer and the painter? Who will do service and repair work? Will the master plumber be forced out of the merchandising field, or will he enter it more aggressively?

Leaders among the master plumbers, jobbers and manufacturers are looking to the future of the industry in the light of developments in recent years. Few plumbers would be willing to see their business slip into the plane of other building trades, where the workman sells only his labor and has no control of materials or supplies. Yet authorities in the plumbing industry predict that such a situation is rapidly approaching.

With normal production and a normal number of retail outlets there was a regular system of distribution in the industry. Goods were sold by the manufacturer through a salesman or representative to the jobber, by him to the plumber and by the plumber to the public.

With present conditions of greatly increased production and multiplied retail outlets, abnormal competition has entered. There can now be found

every conceivable system of marketing in the plumbing industry.

Manufacturers, with a tremendous invested capital, a name established through extensive advertising and a growing output must look for the sales channel that promises the most rapid and profitable returns. This may be through the jobber and the master plumber. If sales through this channel are not satisfactory, direct factory branches may be established to sell to the public.

Competition among the wholesale supply houses may bring about great wholesale-contracting organizations. The jobbers are now selling direct to many organizations. It is common knowledge that retail outlets are maintained by some companies.

TOMORROW may see a few great contracting companies where there exist many master plumbers today. These firms would sell and install plumbing and heating, buying direct from manufacturers, maintain repair and service departments and have a corps of salesmen working from elaborate showrooms.

Already the master plumber has lost control of many profitable lines of merchandise that should go through the channels of this business. Electrical appliances, water heaters, refrigerators, oil burners, bathroom accessories, furnaces, cabinets and trimmings are now sold on the open market to the general public. In most cases the plumber

has lost even the installation job. Manufacturers of these lines recognize the advantages of selling through other channels, or of selling direct, installing and servicing their own products and eliminating one step in distribution.

Why are the oil companies in the business of retailing gasoline? Because the independent retailer did not supply a great enough volume of business. The same reason accounts for the chain grocery store and the chain drug store.

When a man builds a house he may buy his lumber himself and hire a carpenter, the hardware is seldom purchased through the man who puts it into the building, brick is not sold and controlled by masons, roofing is on sale at any building material company. Only in the plumbing industry does the builder go to the artisan for his materials, as well as for the labor of installation.

That plumbing will be sold direct to the public or through large firms, now in the plumbing or jobbing business, with the workmen to install the materials, is not a wild dream. That the small plumber, without working capital to compete with the jobbing companies or manufacturers, will be eliminated or forced into a new system of merchandising does not seem unlikely if such conditions result. Men who look to the future of the industry do not hesitate to state that indications point to radical changes in the business.

Christmasitis

Christmas Comes But Once a Year But When It Comes
It Brings on an Attack of Frenzied Copy

By Steven Gilpatrick

TWAS the night before Christmas and Thomas Fondhusband beamingly descended the stairs to the hall, where a Christmas tree waited in spangled glory.

And well might he beam with delight and anticipation!

Wasn't he carrying in his arms a lusty burden gleaming in white tissue and scarlet ribbons, tomorrow's gift to the lovely lady who graced his home and shared his name?

Already he could picture the loving gratitude which would add radiance to her starry eyes as, with quick expectancy, she tore away the wrappings and came upon the gift beneath.

There could be no question as to her appreciation.

Hadn't he searched through the pages of her favorite periodical for suggestions and guidance, and hadn't he found just the nicest present illustrated and described in the Christmas number?

"Beautifully enameled in white, French gray or delft," the advertisement had read, and he had selected the delft as reflecting the azure of her eyes.

Ah, but he was glad that he had noted that headline—"Special Xmas Offer" and had sent for this "odor-proof, 2-gallon pantry pail" which would mean "no more open garbage or rubbish in the kitchen."

Yes, dear reader, as you have rightly assumed, Mr. Thomas Fondhusband is a creature of pure fiction, but the suggestion of a garbage pail as a Christmas gift you will find, if you care to look it up, in the December, 1925, issue of one of our foremost feminine magazines. That



much of the above story is actual, all-wool, taken-from-life fact.

I wonder how many gross of the advertiser's garbage pails were actually used as Christmas gifts last year?

It's all very well, of course, to try to make advertising timely whenever a logical opportunity presents itself, and it's also perfectly legitimate to utilize any reasonable merchandising stratagem in the effort to move goods, but, frankly, hasn't the time come for advertisers to show a little pity for the brutally overworked Christmas gift theme?

ISN'T there a point beyond which the "give my goods as Christmas gifts" motif becomes a vulgar and avaricious burlesque and an affront to the spirit of the occasion?

Doesn't it put advertising in the light of being something which can be prostituted to the most deplorably sordid efforts to rake in an extra

puny nickel or dime?

Doesn't it mark the men and women of the advertising world as being lacking in dignity, in pride of craft—yes, even in a saving sense of humor and proportion?

And, finally, do such exhibitions make the public respect and grow more responsive to all advertising?

These thoughts are not self-born.

Three separate individuals within my personal circle of acquaintanceship took occasion, last December to comment on the blatant absurdity of various Christmas advertisements which had provoked either their risibilities or their resentment. Assume that my acquaintanceship is fairly typical of magazine readers as a class,

and, by the law of averages, you can easily calculate that last year's Christmas season advertising inspired from one million to several million adverse comments.

That isn't helping advertising.

The garbage pail advertisement was clipped out and saved for me by a feminine critic.

A second, also feminine, ironically praised the thoughtfulness of an advertiser who suggested that one of his kitchen brooms would be a fitting and appreciated gift.

The two comments just mentioned certainly indicate that the fair sex resents the suggestion that Christmas should be utilized to supply homekeepers with the utilitarian tools and equipment necessary to a home's routine. For that reason I am curious as to the results obtained by an advertiser who used color-pages to suggest a weighted polishing brush, with accessories, as a Christmas gift.

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The Fiction Writer in the Copy Room

By James H. Collins

SOME years ago John Cotton Dana told me that magazine covers are regularly put away in his permanent files, especially the covers from "a well-known national weekly."

Mr. Dana is himself well-known as the librarian who first saw that business men needed printed information about their work, and undertook to serve them with technical books and material from business publications. One of his branches of the Newark Free Library is devoted to business service.

Magazine covers will grow more and more interesting as the years go by," he says, because their everyday characters and familiar incidents furnish a wonderful record of American life. In a little while, as we change, they will give us a faithful account of what we were today; how we looked, what we wore, our tools, playthings, pleasures, difficulties. They will be the country's old family album."

Now, magazine covers are advertisements—posters designed to attract attention on the news-stands and sell the magazine.

Magazine covers are also short stories—skilfully wrought fiction appealing to that great public which is so much the concern of the literary man and the advertising man.

On the news-stands lie the different magazines, each with its cover. Millions of people pass, as along a great street, and select reading matter by the interest of the covers as much as by habit. A good cover will switch them from one periodical to another.

When the magazine is opened it, too, is like a street through which throngs of people are passing. In the case of "a well-known national magazine" the crowd probably numbers eight or ten million persons each week; just ordinary people, such as you see in any city or village street. Along this imaginary street, inside the magazine, are various shops in which the authors display their wares. The big shop on the principal corner offers a timely article

or a gripping serial. Everybody will pause there, and most people will go in. Other shops serve politics, adventure or confessions. Madame Elsinore has a piquant new line of sex goods. Slang, the humorist, does sleight-of-hand tricks with the American language. Sandwiched in between are smaller shops appealing to the passing throng with more solid but less showy information: how to save and invest money, how to get a job, run a business, feed a husband, go to Europe.

Each author is a merchant, and by the sheer appeal of his wares gets the lease of a shop on this imaginary street that week, or month. If he is a popular novelist or an explorer who has just discovered the North Pole again, the people come in eagerly. But most of these literary merchants must attract the public by window display, and pull the people in with enticing introductions, and teasing titles. It is necessary to be out on the sidewalk, like an old-time Baxter Street clothier, if you deal only in useful information. To get people in is the literary man's problem.

IT is also the advertising writer's problem, with the added handicap that the latter must catch people on the way from shop to shop, and talk to them about things they may want to forget. "How about spending money for my merchandise?" he must suggest, while their minds are set on entertainment. His space is more limited than that allowed the author, though he does enjoy certain advantages over the literary man. He can use display type and his own kind of pictures; and sometimes he has the assistance of color, where the author is restricted to the common text type, and has been deprived of aids like italics.

Both the literary man and the advertising writer understand why people pour through this imaginary street, and in fiction and advertising the methods of catching and holding their attention are so strikingly alike, in some respects, that each

might learn effective technique from the other.

The people are seeking escape from themselves. They have been shut all day in factories and offices, in household work and the routine chores of everyday existence. They want to live in a more exciting world. For their diversion the author invents or selects characters, puts them through interesting experiences, and makes a story. If he does it superlatively well, his characters may be more alive than any in actual life. "Falstaff" is more real than anybody who lived in England in his day.

TO hold the customers a moment, while he talks about merchandise, the advertising writer often makes a story, with characters saying and doing things.

Lately, one of the magazines has been publishing "short" short stories, of a thousand words or less, in the belief that ordinary short stories have grown too long. The advertising writer who uses fiction methods has been creating these short short stories for several years. His story entitled "How About Spending Some Money?" interrupts the reader who is following the trail of a long short story into the back pages of the magazine, and steals attention so cleverly that there arises the question: Who is the best story-teller—the fiction man or the advertising man? Many successful authors, knowing the conditions, frankly admire the advertising man's work. He is not the best story writer, perhaps. But he is often the best incident artist. Turn the magazine pages at the point where Gladys is yawning, and trying to decide whether to wear the blue bombazine or have cabbage for dinner. Right there, at that breathless moment in the fiction writer's story, you meet a fire chief, at a fire, with something to say to you. You know he is going to talk only about automatic sprinklers or asbestos shingles, but he starts off like a good story, and you stop to listen.

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"Let's Talk About Your Business"

A Series of Booklets for Retailers That Strikes a New Note

HOW shall a manufacturer talk in print to the retail merchants upon whom his prosperity depends?

Shall he exhort them? Appeal to them? Preach to them? Flatter them? Or what? Is there a sure way of hitting that elusive target, the great American dealer?

To one before whom in his daily work flows an endless stream of communications to "the trade" it sometimes seems as if the years spent in dissecting the "dealer mind" and exploring "dealer psychology" have brought shockingly meagre results.

Circus type, ballyhoo, and animated cash registers dancing a jig to the bing-bing-bing of the inevitable bell are still regarded as sure-fire stuff. Manufacturers still mount the stump and orate about the colossal virtues of Our Business and Us, trusting in their ability to flatten the retailer with the heavy artillery of trade dominance and what We are doing for You.

Is the grandiose style effective? It may be heretical to say so, but we have our doubts. We have a sneaking notion that the average dealer who receives a booklet, folder or

broadside of this type sighs, as he drops it into the nearest receptacle, "Another one of those things," and goes on thinking about *his* business.

However, once in a blue moon there comes along a batch of literature of another color. We have one before us now. It is a series of six pocket-size booklets prepared for its retailers by the Atwater Kent Manufacturing Company. It appears to have been written on the theory that this company, in the course of its business, has gathered from the sales field a number of facts and suggestions which the whole mass of radio dealers might like to know about.

Mr. Kent seems to have assumed that for the time being the retail merchants knew all they needed to know about the Atwater Kent Manufacturing Company but that they might appreciate a few hints for in-

creasing their sales—hints not picked out of the air but drawn from the experience of successful radio merchants out on the firing line. And the possibility that this information might increase the sales of other makes of radio as well as his own—for the number of dealers who handle only one make is very small—seems to have worried him not at all.

But what we started to talk about was not the broad vision evinced by the disinterestedness of these booklets, but the booklets themselves.

They are by-products of the Atwater Kent Manufacturing Company's national radio survey. In order to get a picture of radio as it stands in 1926, the company sent out eighty-six investigators. They travelled nearly 50,000 miles in the United States and Canada and had personal interviews with 1083 retail merchants, thirty-seven wholesale distributors and 3672 owners and non-owners of radio sets.

The general title of the series of booklets is: "Let's Talk About Your Business." The style is colloquial—

[CONTINUED ON PAGE 75]



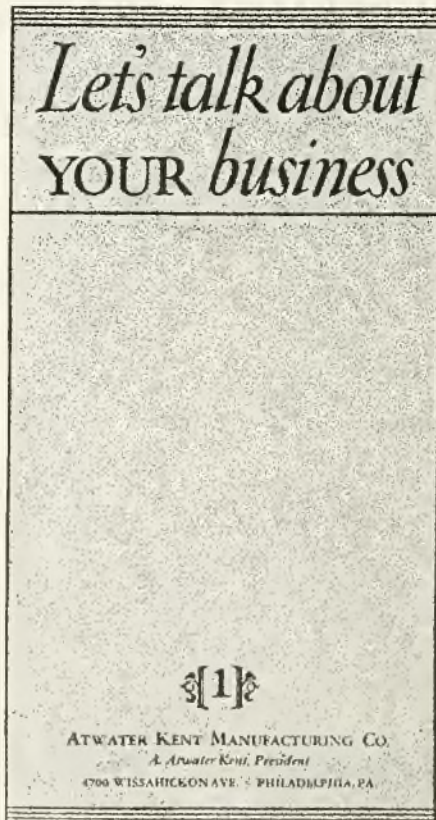
Bargains and Orphans

(The conversations quoted in this booklet are based on interviews with the men in charge of radio in three nationally known stores.)

MANY times in the last three or four years you have opened up your newspaper to find a big advertisement of a special radio sale. Sometimes the featured models have had the name of a more or less well-known maker—not Atwater Kent. Sometimes they have had a strange name, and you said to yourself:

"They've had those sets made up for them by some one and have tacked on that fancy name. Next week they will call their sale models something else."

And you have probably wondered how the store came out with sales of this kind.



ABOVE is reproduced a cover and, on each side, a sample page from this refreshingly original series of pamphlets "to the trade." The typography and illustrations deserve attention.



chant sold more Atwater Kent Radio, by far, than any one else in town. He spends money in displaying his business to the public, and finds it pays.

Let's jump to another city in another part of the country—a larger city.

Here a reporter's eye was caught by the simplicity of a certain window. The only merchandise shown was an Atwater Kent Receiving Set and its companion Radio Speaker. Two vases of flowers, a velours background and one placard reading, "It's

THE · EDITORIAL · PAGE

Modern Branding Science

THE other day the California walnut growers ordered 125 more of a truly modern machine. It automatically puts the "Diamond" trademark on the shells of the walnuts that grade up to the standards required. Thus we will now soon be eating one more article which is trademarked and which even 10 years ago few people would have dared to think would some day be a branded, packaged article. Today eggs, vegetables, apples, grapefruit, even potatoes and oysters are branded—not a carton, but each individual unit. It is now apparently the turn of the lowly prune.

The branding progress in 15 years has been tremendous. It has reached fields always held to be palpably unsuited for branding—women's dresses, vegetables, fruits and fish. We have become so used to achievements in this direction that we should probably not turn a hair if we heard that anthracite coal lumps, each individually, were now to be branded!



Price Loses to Quality

BEFORE the national convention of the Home Economics Association Convention recently there were presented results of an investigation as to consumer methods of buying fabrics. It was found that price was a poor indicator of quality. In fact, many other surprising things were found: For instance, that compared with actual laboratory tests made of the goods, both the consumer and the salesperson's judgment of materials was exceedingly faulty. It was also found that advertising of textiles was exceedingly sketchy and indefinite in statement, and a poor guide for the purchase of textiles.

Advertising men who have given some thought to the textile industry have long maintained that a scandalously confusing condition obtains among retailers and consumers. The public has few trademarks to go by and has no means of knowing technically the real quality of a material, or even its dye standards or washability. Ambiguous terms and statements abound, and even the intelligent woman buyer has the greatest difficulty in buying quality.

The doldrums in which both cotton and wool makers find themselves, even the uncertainties which have cropped out in the rayon and silk fields, are largely due to the failing in the precise, identifiable standards and consumer education and protection. This new investigation proves it.



The Aristocratic Prune

IT is not enough that the prune now is cartoned, instead of being doled out with the grocer's dirty fingers out of a wooden case. The new pronouncement is that the prune grocers will guarantee to the dealer all cartons against spoilage. Few other food articles are so guaranteed.

What is more, the Sunsweet California Prune is to

be advertised this winter very aggressively. Forty-six cities will have newspaper advertising, 233 cities billboard and 93 cities car card advertising.

The "humble" prune—in spite of the fact that nearly 200,000 tons are still consumed by institutions, asylums, hospitals, camps, boarding houses, etc.—which constitute the largest single market—is today yielding nothing to the other table delicacies. The prune is popular and enjoys an enormous volume of sale. The reason is not far to seek—the prune is merchandised and advertised with up-to-date skill; while such old-time family table "stand-bys" as lentils codfish, hominy, etc., are neglected, though possessing plenty of intrinsic merit.



Tricky Advertisements

AT the recent convention of the National Association of Direct Selling Companies, one major subject for discussion was the matter of what was termed "tricky ads." Offers of a "free automobile" or a "free suit of clothes" have characterized much of the copy used by such concerns in their effort to secure salesmen, but within the association a feeling is gaining that it is futile promise much more than the average inexperienced salesman can earn.

The tricky advertisement will not disappear immediately, but in time it is bound to succumb to its own trickiness.



British Government Sales Advertising

ACCUSTOMED as we are in the United States to regard this country as at the top in advertising ingenuity, utilizing every possible space for advertising, it comes rather as a shock to learn that Europe is applying ideas which would make us gasp. France is selling advertising space on its letter boxes, and now England is putting into effect the scheme of incorporating private advertisements on the post office's date stamps on letters. In England your lady love may receive billet doux from you with the words stamped on it by the British Government: "Use Beecham's Pills."

To do England justice, the most dignified advertisers are protesting. Harrod's, the best London department store, points out that under this scheme the result may often be that the firm's carefully planned and expensive circular may reach the customer's hands stamped with the advertising of a competitor. A folder urgently advising you against drinking coffee, and offering a new coffee substitute, might have put on it a stamp by the official action of the government, containing an advertisement for coffee!

Of course, the explanation of the unique idea of the government selling advertising space—entirely new to this country—originates in the great need of European Governments for cash. Nevertheless, it raises a number of very interesting questions when the Government comes to selling advertising space; questions which must inevitably lead to sharp controversies and queer situations.

The Importance of Being Earnest About Exporting

By B. Olney Hough

MANY manufacturers have been engaged in exporting their products for years. Many others begin to think about such a project with each new year. Consider the following stories as addressed to the latter class. They are more than tales that adorn; they point a moral: that intelligent consideration of conditions, comprehension and understanding of prospects and possibilities, as well as of handicaps and obstacles, must be backed by seriousness of purpose. That man does ill by himself and ill by his fellow Americans who just "guesses he'll take a shot at" exporting. Scores of such men have lost money solely because they never were earnest in their thoughts and plans for export business.

Any manufacturer successful here may also succeed in other countries. Every sort of goods made in the United States can be sold in some, if not in all, other countries. But success abroad is not a ripe, juicy fruit hanging low from every branch in each orchard ready to fall into the basket. The manufacturer who wishes success in exporting must hunt the fruit seriously. He must bend the branch within his grasp, and must not expect the fruit to fall of itself. He must pick it and handle it tenderly, wrap it up carefully and

stow it away scientifically lest it be bruised and spoiled. Ignorance and indifference will ruin export prospects just as they will and do ruin domestic business.

Now for a few stories which may amuse while they help to illustrate the importance of being earnest about exporting.

Mexico, thought the president of a nationally known American company a few years ago, looks to me as though it might be a good market for our product. He had an investigation made and decided that there was no good reason why it should not be a good market. Four years ago his company spent \$6,000 in promotion work in Mexico. That year its sales amounted to \$3,000. The next year, its second in Mexico, it spent \$8,000 and sold \$5,000. The third year, 1925, its expendi-

ture in promotion work was \$16,000; its sales, \$25,000. In three years it had spent \$30,000 to secure a total of \$33,000 worth of business. Discouraged? Not at all. The company positively knew that a market existed for its product in Mexico, and it meant to get that market. This year, spending about the same promotion money as last year, sales have trebled, quadrupled, quintupled. That company is in earnest about its export trade. There exist manufacturers who are not.

Some people, apparently, consider that the connection of their names with the mere phrase "foreign trade" identifies them as big, public spirited citizens, that it gives them a kind of *cachet* of distinction. Take, for example, the program of a recent foreign trade conven-

[CONTINUED
ON PAGE 48]



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THERE was an exporting company that kept steadily after its Mexican markets in the face of apparently discouraging returns. Its sales are now quintupled. An American firm bought a mill in Egypt in order to sell oil—and it did. In exporting there is no place for the dilettante. Nothing but earnest application will do

BRUCE BARTON

ROY S. DURSTINE

ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

*A*N advertising agency of about one hundred and ninety people among whom are these account executives and department heads

Mary L. Alexander
Joseph Alger
John D. Anderson
Kenneth Andrews
J. A. Archbald, jr.
R. P. Bagg
W. R. Baker, jr.
F. T. Baldwin
Bruce Barton
Robert Barton
Carl Burger
H. G. Canda
A. D. Chiquoine, jr.
Margaret Crane
Thoreau Cronyn
J. Davis Danforth
Webster David
C. L. Davis
Rowland Davis
Ernest Donohue
B. C. Duffy
Roy S. Durstine
Harriet Elias
George O. Everett
G. G. Flory
K. D. Frankenstein
R. C. Gellert
B. E. Giffen
Geo. F. Gouge
Gilson B. Gray
E. Dorothy Greig
Mabel P. Hanford
Chester E. Haring

F. W. Hatch
Boynton Hayward
Roland Hintermeister
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
Gustave E. Hult
S. P. Irvin
Charles D. Kaiser
R. N. King
D. P. Kingston
A. D. Lehmann
Charles J. Lumb
Wm. C. Magee
Carolyn T. March
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Allyn B. McIntire
E. J. McLaughlin
Walter G. Miller
Alex F. Osborn
Leslie S. Pearl
T. Arnold Rau
Paul J. Senft
Irene Smith
J. Burton Stevens
William M. Strong
A. A. Trenchard
Charles Wadsworth
D. B. Wheeler
George W. Winter
C. S. Woolley
J. H. Wright



NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

How One Company Controls Production—Sales—Buying

By James M. Campbell

IF every factory in the United States were operated at capacity, production of manufactured goods would be about twice what it is.

In other words, we have nearly twice as many factories as are needed to satisfy consumptive demand.

For this, the War is responsible. To supply our own needs, as well as those of the "allied and associated" powers, hundreds of new factories were built and a large percentage of existing factories enlarged. With this result: Factory owners, as a class, find themselves possessed of equipment which is producing only about half or two-thirds as much as it could—and would—produce if buying power were greater.

Such a condition could be accepted with equanimity, as a part of the great game of business, if overhead kept step with production; rose as it rises; fell as it falls. But that is not the case.

Salaries and wages, fixed in many cases during the War when profits were not normal, or since the War, in recognition of the fact that living

costs are higher than they were, have not changed very much in recent years. Freight rates tend upward. Brokerage, commissions, telephone and telegraph tolls, drayage, printing, stationery, advertising, storage and rentals cost about as much as they did, four, five or six years ago. And while some of these expenditures fluctuate as the volume of business moves up or down, more do not.

It follows, then, that there is a constant urge on the part of factory-owners to increase output. "The more we produce, the smaller will be the unit-cost of production." That is the argument. It holds good—as an argument. And a policy of increased production, maximum production, if you will, is likely to be profitable in years of intense activity, when the price trend is up. In years when business is neither good nor bad—"just fair"—and when, as now, prices tend to fall, rather than to rise, a sharp increase in production is more likely to lead to loss than to profit. For, eventually, in order to get rid of surplus stock, prices may have to be reduced to a

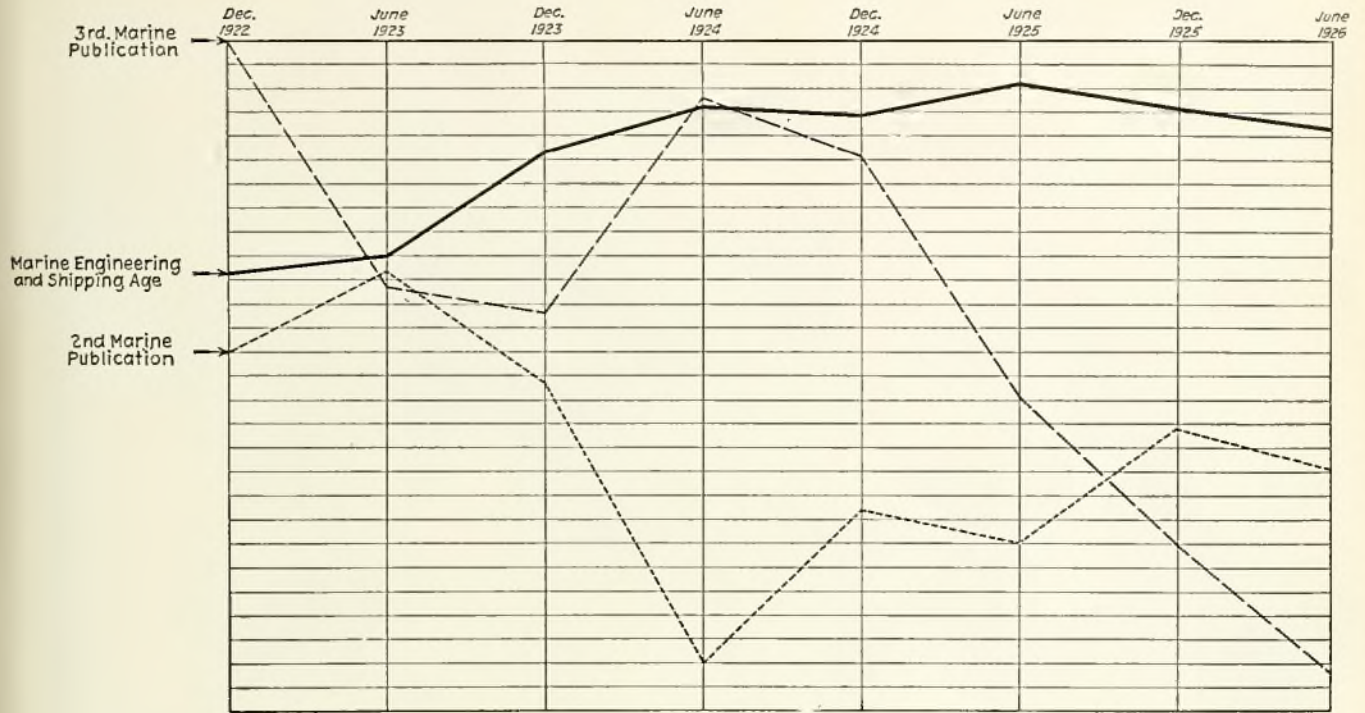
point below the cost of production. At every convention of manufacturers this matter of controlling production, while it may not be discussed on the floor, is in every man's mind. It will not down.

Though demand is slowing down in many lines, the cost of distribution is nearly, if not quite, as high as it ever was. Wholesalers and retailers continue to clamor for more liberal discounts. Salesmen, if they are worth their salt, expect and usually get an increase in salary every year or two. And every such increase is pretty sure to be accompanied by a corresponding increase in traveling expenses, for the salesman who gets \$200 a month quickly adjusts himself to the idea of stopping at higher-priced hotels and eating more expensive meals than when he received fifty dollars a month less. For one case where freight-rates are reduced, there are a dozen advances. It is the same with almost everything else that has to do with distribution—the tendency toward a higher level is continuous.

As a rule, purchasing agents buy only "on order"; that is, only if

Brands	January	February	March	Three Months	April	May	June	Six Months	July	August	September	Nine Months	October	November	December	Twelve Months
Beauty Frigate																
Quota	12,800	12,800	12,800	38,400	12,800	12,600	12,800	76,800	12,800	12,800	12,800	115,200	12,800	9,600	6,400	144,000
Actual	11,780	12,500	12,300	36,580	13,000	13,200	11,600	74,380								
Loss	1,020	300	600	1,820	---	---	1,200	2,420								
%	7.9	2.3	3.9	4.7	---	---	9.3	3.1								
Gain	---	---	---	---	200	400	---	---								
%	---	---	---	---	1.5	3.1	---	---								
Buoy Bee																
Quota	9,600	9,600	9,600	28,800	9,600	9,600	9,600	57,600	9,600	9,600	9,600	86,400	9,600	7,200	4,800	108,000
Actual	10,000	10,400	9,800	30,200	9,500	9,900	10,000	59,600								
Loss	---	---	---	---	100	---	---	---								
%	---	---	---	---	1.0	---	---	---								
Gain	400	800	200	1,400	---	300	400	2,000								
%	4.1	8.2	2.1	4.8	---	3.0	4.1	3.4								
Pride																
Quota	X XXX	X XXX	X XXX	XX XXX	X XXX	X XXX	X XXX	XX XXX	X XXX	X XXX	X XXX	XX XXX	X XXX	X XXX	X XXX	XX XXX
Actual	X XXX	X XXX	X XXX	XX XXX	X XXX	X XXX	X XXX	XX XXX	X XXX	X XXX	X XXX	XX XXX	X XXX	X XXX	X XXX	XX XXX
Loss	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
%	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
Gain	---	XXX	---	---	---	---	---	---	---	---	---	---	---	---	---	---
%	---	X	X	X	X	---	---	X				---				---
Etc., etc.																
All brands																
Quota	XX XXX	XX XXX	XX XXX	XXX XXX	XX XXX	XX XXX	XX XXX	XXX XXX	XX XXX	XX XXX	XX XXX	XXX XXX	XX XXX	XX XXX	XX XXX	XXX XXX
Actual	XX XXX	XX XXX	XX XXX	XXX XXX	XX XXX	XX XXX	XX XXX	XXX XXX	XX XXX	XX XXX	XX XXX	XXX XXX	XX XXX	XX XXX	XX XXX	XXX XXX
Loss	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
%	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
Gain	X XXX	XXX	---	X XXX	X XXX	XXX	XXX	X XXX	X XXX	---	---	X XXX	---	---	---	---
%	XX	X	---	XX	XX	X	X	XX	X			XX				---

Comparison of Circulation of the Three Leading Marine Publications for 3½ Years



Leadership in the Marine Industry



Established 1897

The leadership of *Marine Engineering and Shipping Age* stands pre-eminent in the marine industry regardless of the yardstick you may use.

It is the only publication devoted exclusively to the Engineering side of Ship Building, Ship Repair and Ship Operation and its influence among those with purchasing power in the marine industry is evidenced by the classification of its subscribers in the Audit Bureau of Circulations report.

Simmons-Boardman Publishing Company
"The House of Transportation"

30 Church Street New York, N. Y.

608 S. Dearborn St., Chicago 6007 Euclid Ave., Cleveland
New Orleans, Mandeville, La. San Francisco Washington, D. C. London

Marine Engineering and Shipping Age

A.B.C.

A.B.P.

Branch Office	January		February		March	
	Quota	Actual	Quota	Actual	Quota	Actual
New York						
Beauty Bright	6,000	5,942				
Busy Bee	4,000	4,216				
Pride	X XXX	X XXX				
Etc., etc.	X XXX	X XXX				
Total						
Chicago						
Beauty Bright	X XXX	X XXX				
Busy Bee	X XXX	X XXX				
Pride	X XXX	X XXX				
Etc., etc.	X XXX	X XXX				
Total						
St. Louis						
Beauty Bright	X XXX	X XXX				
Busy Bee	X XXX	X XXX				
Pride	X XXX	X XXX				
Etc., etc.	X XXX	X XXX				
Total						
Kansas City						
Beauty Bright	X XXX	X XXX				
Busy Bee	X XXX	X XXX				
Pride	X XXX	X XXX				
Etc., etc.	X XXX	X XXX				
Total						

Budget Number Two

and when they are specifically authorized to do so. Nevertheless, the purchasing agent who will not lend a willing ear to the offer of an exceptionally low price, "if you double your order," is as rare as a snow-fall in July.

Treasurers of manufacturing concerns are a good deal like purchasing agents—usually they borrow only when instructed to do so. Yet, if and when they are offered a loan of \$100,000, when all they really need is \$90,000, they may accept—if the rate of interest is attractively low.

Over-production! Selling cost! Over-buying! Over-borrowing! These are—and for years to come, will be—the "high spots" in business administration. And anything that throws light on how they can be controlled is pretty sure to be read with interest.

THIS article—and one that follows—does that. It tells how one company has solved certain problems which disturb factory-owners; how, by budgetting, it has made over-production impossible; how it controls the cost of selling and how it neither buys more raw materials nor borrows more money than it actually needs.

The Blank Company—I will call it that—has an authorized capital stock of \$25,000,000, of which about \$17,000,000 are outstanding. It has no bonded indebtedness. For the last five years it has averaged a net profit of a little over ten per cent per annum. Its dividend record is unbroken and covers a period of more than thirty years. Its products are regarded as necessities and are sold, entirely, through jobbers,

these orders being filled by jobbers. The business is not seasonal; consumer-demand varies little from month to month. For that reason the sales and manufacturing problems of the company are more easily solved than those of manufacturers whose sales are influenced by such uncertain factors as fashion and the weather. The company's products, while they are all of the same general nature, differ considerably in quality, price, packing, etc. All are trade-marked. No special effort is made to force the sale of one brand as against another for, while the higher-priced brands yield more profit than the cheaper brands, it is as important, from the stand-point, to market the cheaper brands as those of better quality. Brands differ noticeably in the matter of vitality. Some show a gratifying increase, year after year. Of others, the contrary is true.

Let me say, further, that the management of the Blank Company, while open-minded and aggressive, is inclined to be conservative. A new idea does not appeal to it merely because it is new. It believes in making haste slowly, in building solidly, in looking before it leaps. It believes that every business enterprise should have an objective; that that objective can be attained more easily

reaching the public through grocers. Its field is highly competitive. Profits fluctuate considerably from year to year but factory output does not vary greatly. The company's principal factory is in the Central West; branch factories are located in the South, Northwest on the Pacific Coast, and in Canada. Export business is not large. Branch offices are maintained in several cities. The company employs salesmen who call only on jobbers and other salesmen who take orders from retailers.

and more quickly by adhering to a program than by acting on impulse and whim; that optimistic wishes are not nearly so productive, from a sales-making standpoint, as a soundly based sales-quota; and that most, if not all, of the major problems of business can be solved by budgetting.

Most important of the budgets which govern the operations of the Blank Company is the Sales Budget.

In its preparation, December is regarded as a half month and November as three-fourths of a month—this, because during those months grocers are too busy with their Christmas trade to pay much attention to the company's products

THE Sales Budget is compiled in this way: In December of each year, every jobbing salesman notes down, brand by brand, the number of cases which have been bought by every jobber in his territory. Then, after taking into consideration the condition of business, stocks on hand, activities of competitors, their own sales-force, jobbers' sales forces, the tendency of certain brands to increase and of others to decrease, the company furnishes the branch manager with a detailed estimate of the number of cases which they believe they can market during the next twelve months. This estimate is really more than an estimate. It is regarded not only by the man who prepares it, but by his superiors, as a promise, as binding as if he had said, "I undertake

[CONTINUED ON PAGE 66]

Factory	January		February		March	
	Quota	Actual	Quota	Actual	Quota	Actual
Midwest						
Beauty Bright	6,200	6,000				
Busy Bee	2,400	2,450				
Pride	X XXX	X XXX				
Etc., etc.	X XXX	X XXX				
Total	XX XXX	XX XXX				
Northwest						
Beauty Bright	3,000	3,100				
Busy Bee	2,000	1,850				
Pride	X XXX	X XXX				
Etc., etc.	X XXX	X XXX				
Total	XX XXX	XX XXX				
Southern						
Beauty Bright	1,000	1,100				
Busy Bee	800	850				
Pride	X XXX	X XXX				
Etc., etc.	X XXX	X XXX				
Total	XX XXX	XX XXX				
Pacific Coast						
Beauty Bright	2,500	2,600				
Busy Bee	4,400	4,400				
Pride	X XXX	X XXX				
Etc., etc.	X XXX	X XXX				
Total	XX XXX	XX XXX				
Canadian						
All Red	6,000	5,800				
Water	3,000	3,100				
Etc., etc.	X XXX	X XXX				
Total	XX XXX	XX XXX				

Budget Number Three

A Page from The Christian Science Monitor.

THE CHRISTIAN SCIENCE MONITOR, BOSTON, WEDNESDAY, JULY 28, 1926

GERMANS MEET LEAGUE TERMS

Jord Ceil Finds No Reason to Doubt That Conditions Have Been Fulfilled

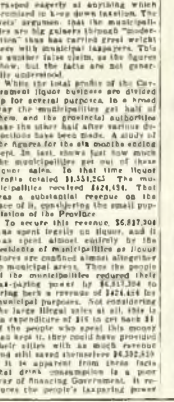
By Cable from Monitor Bureau

LONDON, July 28.—Lord Ceil has now cleared up the doubt raised by Sir Austen Chamberlain's recent statement which suggested doubt as to whether Germany had fulfilled the disarmament conditions for its entry into the League of Nations.

Lord Ceil, replying on behalf of the Government to a question by Lord Paterson in the House of Lords, said that before any state enters the League it has to show a sincere intention to observe its international obligations and to accept such restrictions as may be imposed by the League as regards military, naval and air forces.

Lord Ceil, in his reply, said that in regard to the second point, which is concerned with the arms which have been laid down under the Treaty of Versailles, the League requires that the armaments of a state should be limited according to ordinary practice, a small amount being permitted, and that the armaments of a state should be limited according to ordinary practice.

Getting Acquainted With the Old Oaken Bucket



THE OAKEN BUCKET, BOSTON, MASS., JULY 27, 1926.

Retention of Party Control Holds Republican Attention

Immediate Question in Contemplation of How Many Seats Can Be Held in Coming Elections

Special from Monitor Bureau

WASHINGTON, July 28.—Retention of party control in the Senate is the question which is engaging the attention of the Republicans, the immediate question in contemplation of how many seats can be held in the coming fall congressional elections.

An internal party battle is in progress, with the Republicans divided into two camps. One camp, led by the Senate Republican leaders, is in favor of retaining party control in the Senate. The other camp, led by the House Republican leaders, is in favor of retaining party control in the House.

CUSTOMS OFFICERS TO INSPECT PLANTS

Co-operation With Horticultural Board Proves Successful

Special from Monitor Bureau

WASHINGTON, July 28.—By an agreement between the Department of Treasury and the Department of Agriculture, New York Customs House officers are to inspect for plant and animal products, and to cooperate in a plan of Scotch whisky.

The plan is to have the Scotch whisky imported into the United States through New York. The plan is to have the Scotch whisky imported into the United States through New York.

WHAT kind of advertisers are using The Christian Science Monitor?

A few of them are shown on this page. See who they are.

"MODERN IS A"

(Continued)

professor spent months of his time in this country, and he was very much interested in the work of the Christian Science Monitor.

IF you like, ask any of them why they place their advertising messages before the readers of this International Daily Newspaper.

These facts are not surprising in view of the fact that the Christian Science Monitor is the only newspaper in the world which is read by more than 100 million people.

CLOCKS

Clarks of Any Description Required

B. & S. Jewelry Repair Co.

16 East 55th St. New York

Save a Business Day

BOSTON & ALBANY RAILROAD

Low Summer Fares

Splendid Trains

Save a Business Day

Save a Business Day

Save a Business Day

Save a Business Day

Save a Business Day

Save a Business Day

Save a Business Day

Save a Business Day

Save a Business Day

Save a Business Day

SOPIA REPLIES TO SOVIET NOTE

Russian Requests Leave to Investigate the Russian Refugee Incident

By Special Cable

SOPIA, July 28.—The Soviet Government has received the answer to its note of July 27, in which it requested the Bulgarian Government to allow it to investigate the Russian refugee incident.

REMOVES CHEWING GUM

Removes Cheating Gum

By Special Cable

WASHINGTON, July 28.—The Federal Bureau of Investigation has announced that it has removed chewing gum from the market.

TANGIER CUSTOMS CORDON REMOVED

By Special Cable

By Special Cable

WASHINGTON, July 28.—The United States Customs Service has announced that it has removed the cordon at Tangier.

NOTH PROTECTION

Not a Different Aspect of Protection

Not a Different Aspect of Protection

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Immediate Question in Contemplation of How Many Seats Can Be Held in Coming Elections

Special from Monitor Bureau

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Co-operation With Horticultural Board Proves Successful

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Removes Cheating Gum

By Special Cable

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The Christian Science Monitor An International Daily Newspaper

Advertising Offices in Boston, New York, London, Paris, Florence, Philadelphia, Chicago, Cleveland, Detroit, Kansas City, San Francisco, Los Angeles, Seattle, Portland (Oregon)

The 20th Century Limited

Leave Boston 12:30 p. m. Arrive Chicago 9:45 a. m.

Saves a Business Day

BOSTON & ALBANY RAILROAD

CADILLAC

CADILLAC has periodically for a quarter century, inaugurated developments epochal in the progress of the entire motor industry. This year, universal interest attaches to Cadillac's plans because of the unprecedented success of the new, 90 degree, eight-cylinder Cadillac. Cadillac, next week, will present a message of extraordinary import to all buyers of fine cars.

CADILLAC MOTOR CAR COMPANY DETROIT, MICH.

Facts versus Superlatives

By *Holland Hudson*

Manager, Department of Education and Research, National Better Business Bureau, Inc.

WHAT note does your advertising sound? Is it just a shout, or does it say something? Does it tell a selling story in an interesting way, or does it merely add to the clamor of rather meaningless sound which has led hostile critics of advertising to think of this genuine aid to selling as merely so much megaphoning?

The novice often believes that praise for his product or his business is all that is necessary for profitable advertising. He measures the supposed effectiveness of his copy by the lavishness, the gusto with which the praise is laid on.

The intelligent and experienced advertiser knows that mere self-praise is a false objective in advertising, whose real justification and purpose is to bring buyer and seller together. A shower of laudatory adjectives may please the advertiser, but unless the copy increases the sales of his product substantially, it fails in its purpose. We have all read so many cloudbursts of praiseful words that they no longer constitute effective sales promotion material. The repetition of superlatives stamps an advertisement as sheer brag, and the reader, who may choose among many more interesting and skillful advertisements, soon lets his eye pass on to the next page. Sales slacken; conferences are called; executives ask: "What is the matter with our volume? It cannot be our advertising. We are spending more money than before." The real cause of the trouble is the fact that the advertising copy, for all its fine art-work, illustration and typography, has emphasized little about the product except the maker's opinion of it. In the absence of facts, readers are "from Missouri."

How does a good salesman sell you merchandise, or service, or securities? Does he tell you merely that his offering is the oldest, the best, the biggest, the greatest, most efficient, most beautiful—or does he show you what he has to sell, tell you what it will do, and point out its unique advantages? If advertising is to help sales, should it pile

adjective on adjective, or present selling facts?

Adjectives come easily to some copy writers, especially the lazy ones. It is always simpler to look in the thesaurus for a few more laudatory words than it is to dig for facts of intrinsic public interest regarding the product or its maker. When the manufacturer accepts such copy in lieu of productive advertising, he will very probably get material well loaded with time-worn, familiar boasts in place of original ideas. The business man who has learned by experience how to use advertising has scant patience with this product of indolence. He demands advertising service which mines, refines, casts, and polishes interesting facts concerning his commodity.

MANY a paragraph and many a page of fatuous, wasteful advertising is written, not because the copywriter does not "know his stuff," but because the vanity of the advertiser will not permit efficient selling copy to be written for him. The copywriter's first draft, setting forth the unique facts about the product, is rejected on the ground that the advertisement is "not strong enough." Whereupon the copywriter, who has dealt with such clients before, grins, tosses his draft into the waste-basket—and tosses in the facts with it. Then he builds up a structure of praise which advertises the advertiser to the advertiser. This is what the customer wants. It may please the advertiser; it may please boards of directors (who, like all amateurs in advertising, know all about it). But such copy is very expensive, measured by sales results. Most agencies, most keen advertising men would far rather deal in facts when their clients or other employers will allow them to do so. Facts are far more interesting to readers and buyers than the latest style in adjectives.

A claim that Ivory is "The World's Best Soap" would probably sell but a small fraction of the

volume which has been stimulated by the unique statements "It Floats" and "99 44/100% pure." Analyze the effect of such a hypothetical claim on present users of Pears', Jergens', Fairbanks', Colgate's, and fifty other reputable and popular brands. We doubt whether "greatest," "only," "wonderful," "superb," "unequaled" have put a single bar of soap to work for any advertiser. When have such superlatives sold more automobiles, more cans of beans, more shoes and ships and sealing wax than intelligent recitals of fact?

In addition to its economic disadvantages as a distinctly second-rate producer of sales volume, "apple-sauce" copy is sometimes absolutely destructive in its effect upon the confidence of the public. For adjectives, whether in the comparative or superlative degree, are public property. One's competitor has the same right to them.

You think your product is the best in the market. Nay, you know it is. Your competitor thinks *his* is the best product. He is just as positive as you are.

But you know you can "prove" it. You can show, firstly, secondly, and thirdly, that your product is better than all the rest. You may even have eminent scientific opinion to prove it. Whereupon, you go into court and seek to enjoin your competitor's use of the desired superlative. The courts smile, yawn and characterize both advertisements—your competitor's and your own—as "puffery," an ancient legal term applied to windy trade talk which the courts regard as an amiable and rather infantile weakness on the part of those engaged in commerce.

THE public, however, the real court of last resort so far as sales volume is concerned—notes the contradiction between your superlative and that of your competitor. As you so eloquently urged the court, both of you cannot be right. The public senses this by comparing your copy with your competitor's and, ordinarily, will believe neither of you. Rather does it give ear to the ad-

[CONTINUED ON PAGE 67]



Why should a man buy a Milano Pipe?... Because, among other reasons, the Interrupting Idea behind the product and the advertising is a unique insurance policy which guarantees the purchaser's satisfaction.

—But why should a man read the advertising?... For the same reason that you are reading this—the illustrations are interrupting. Milano Pipe advertising is prepared for Wm. Demuth & Co. by the Federal Advertising Agency, Inc., 6 East 39th Street, New York.

Maintaining Independence for the Sales Promotion Manager

By James Parmenter

TWENTY out of every hundred sales promotion departments are so thoroughly unsuccessful that they are wiped out of existence. Twenty-five out of every hundred sales promotion departments fail of complete achievement and are merged with or absorbed by the sales department or the advertising department. Fifty-five out of a hundred sales promotion departments are sufficiently successful to retain their separate identities—but only eighteen out of a hundred are so markedly successful as to be constantly entrusted with new duties formerly regarded as functions of other departments.

This summary is based on an investigation which has lasted five years, and no case has been included which has not been the subject of personal investigation or in which the attitude of management officials toward their sales promotion departments was not fully known.

The best test of an idea is to examine closely that very idea at work. But in the case of sales promotion and service departments, I found, both from my own experience and that of many others, that success is seldom due to the soundness of the idea. A peculiar type of department head is required for any service or sales promotion department to be thoroughly successful in the average manufacturing enterprise.

Almost invariably where I found that either a service or a sales promotion department was clearly unsuccessful, I found also that the real



©Lazarnick

FOR the first six months he accepted gratefully the suggestions of both the sales manager and the advertising manager; then he took the reins into his own hands. Responsible only to the general manager, he declined to be over-ridden by any department head and finally developed into a generally coordinating influence among the principal merchandising divisions

reason for the failure was due to one of two causes—either the individual at the head of the sales promotion or service department was not well-chosen for his difficult task, or there was a failure within the enterprise to coordinate properly the work of the sales promotion or service department with that of the other major merchandising divisions.

Since I have spent months in the closest contact with the sales promotion and service departments of seven large corporations in the United States—departments which are eminently successful, both because of personnel and of methods—I feel that I can contribute most by describing in whatever detail is necessary the workings of a department, and thus show the reasons for its success.

The North American Products Corporation—all names in this arti-

cle are necessarily fictitious—for many years operated without more than perfunctory advertising. Its vice-president in charge of sales was a staunch believer in salesmen, first, last and always.

When he left the North American Products Corporation to head an organization of his own, the management responsibility for merchandising devolved upon the general manager. He quickly brought into being a new merchandising lineup. A sales manager, an advertising manager and an export manager—all men of experience—were added to the staff.

As the salesmen came to know more of the power of advertising in its various forms, more and more they demanded service to customers, as well as magazine and newspaper publicity. An assistant to the advertising manager—the junior in charge of printing—handled requests from salesmen and the occasional requests that came from customers for sales helps.

This keen general manager, in analyzing the merchandising tactics of competitors, saw the possibility of working advantageously through dealers' salespeople. His first thought was to make this new activity the duty of an assistant to the sales manager. But as he came to view the project in its broadest lines he saw that the necessary continuity of the sustained effort would be a task for an executive, and ultimately the duty of a department.

So he brought into being a sales promotion department. He was wise enough at the start to place its

[CONTINUED ON PAGE 80]



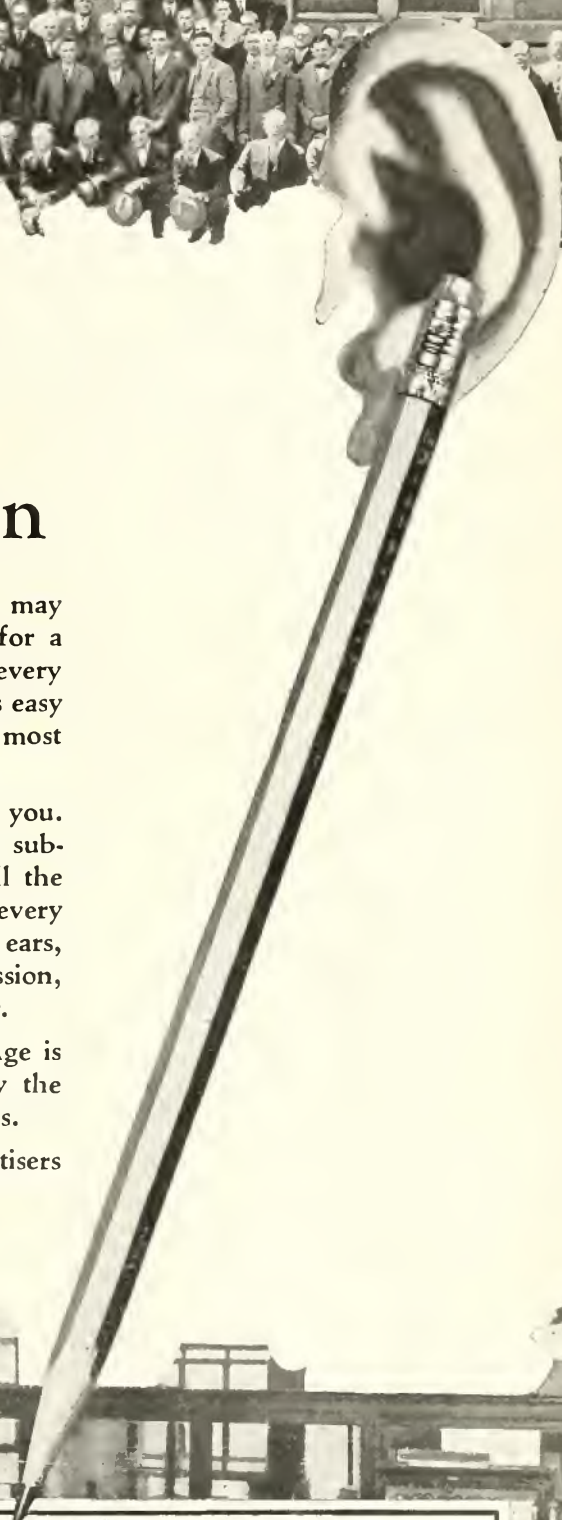
Your Trained Ear at Every Convention

You may be a good Convention Man; you may have your stenographer take notes; or ask for a copy of the proceedings. But you can't cover every meeting—your notes may be too copious—it's easy to miss the very point in which you are most interested.

That's where The Iron Age can help you. That's where it does help hundreds of its subscribers. Its "Delegates" not only attend all the conventions, but record the real history—of every session. They are experienced men—their ears, trained to catch the fine points of a discussion, report them completely, briefly, without error.

This is but one of the reasons The Iron Age is read, reread, renewed, kept at first hand by the big men in every division in the Metal Trades.

And this is also a reason why 1200 advertisers use it regularly.



THE IRON AGE - *The National Publication of the Metal Trades*



Getting Action With Wholesalers' Salesmen

By George Mansfield

THE wholesale field has been a battleground in recent years. It has always been a difficult part of the distributive system, but it has never been more so. Something of this condition is reflected in the statement by Joseph M. Fly, president of the Nation Chain Store Grocer's Association, who says: "The wholesale grocer in the last seven years has literally picked himself to pieces. There are as many different kinds of jobbers as Heinz has pickles."

How is the aggressive manufacturer to get some "pep" down the line to the dealer when his fate depends rather heavily upon the wholesaler's salesman? Missionary men cannot do the job completely; and there are so many items on a wholesaler's list that it becomes a serious problem even to the wholesaler as to how and what goods salesmen are to push.

The simplest and most effective method of accomplishing the end desired by the manufacturer is to help the wholesaler's salesmen to be more effective. Whatever he can do to cement the relationship between salesman and retailer strengthens his own position.

The manufacturer who advertises naturally desires to get as much return for his large investment as possible. If he is struggling against heavy competition it is easy for him to believe that he is not getting his share of the business, because of the jobber's neglect or lack of attention to his goods.

Just what can a manufacturer do?

The very first thing he should do is to give businesslike personal attention to the wholesaler. It is common knowledge among wholesalers that they never see a salesmanager or an executive from any of the companies whose goods they trade in from one end of the year to the other. The wholesaler should have contact with the liveliest brains a manufacturer can supply. First of all, a survey of the wholesale situation should be made by someone with intelligence, and the situation thoroughly

grasped, not from the crude field reports of salesmen, but from the findings of competent merchandise research men. Following that there should be a careful analysis of how much the manufacturer can do in the way of advertising and sales help; and then there should follow visits by the sales manager himself to the principal wholesale outlets—visits not to the routine buyers but to the heads of the wholesaling firms. There should be a thorough understanding of the basic business position of both manufacturer and retailer in regard to a particular article. It prevents so much misunderstanding, waste effort and antagonism.

WHEN such a procedure is followed, it invariably becomes clear what practical steps of cooperation are possible. It may be that a full crew of missionary men is desirable, or special men to help push only certain brands. Perhaps the entire missionary force can be dispensed with, under a new plan whereby the wholesaler consents to a try-out. Possibly talks to the wholesaler's salesmen will be in order; or special literature for them. Possibly a high powered drive sending salesmen to the various jobbers, paying the salaries of such salesmen and turning all orders through the jobbers, is the right way. A permanent missionary force may be advisable; interviewing the retailers, inspecting stock, arranging window displays and digging up orders for the local jobber. If the jobber's salesmen work with them, they are on the road to becoming something more than order takers, to becoming a definite source of profit to the retail trade and, at the same time, to the manufacturer and the jobbing trade as a whole.

In his credit dealings, the jobber has an important advantage. His trade is concentrated enough, usually, to permit some sort of understanding between himself and his customers, and if this wedge is aided by active selling help, through the jobber's salesmen, he should not be

at all alarmed by the action of those manufacturers who have chosen to build up their own warehousing organization. It is probable that there will be many more large manufacturers, national advertisers, who feel that their own best purposes can be served only by direct contact with their retail distributors; but in no general line of merchandise do one or two manufacturers, or a comparatively small group, control demand. Therefore the whole situation in direct selling is weakened when the number of direct sellers in any one line grows top-heavy. The items which are not backed by extensive national advertising and plenty of profit to carry a system of direct distribution must pass through the hands of the wholesale trade. The more of a hold such wholesale trade is able to get on its own customers—the retailers—the more secure will be its position. But it cannot secure such a hold except by working actively with its own sales-force in live cooperation with manufacturers. To cooperate with the salesmen, to help them help the retailer is to help re-establish the position of the wholesaler himself, and to add to profits all along the line. After all, it is profit which decides the issue to all three: manufacturer, wholesaler and retailer.

THE wholesaler is far from "dead" or even dying. What we are witnessing now—a large number of consolidations in the wholesale field—is merely the logical increase of size to match the great increases in size of both the manufacturer, on the one side, and the retailer (through chain and cooperative buying) on the other. The future will see more up-to-date large-size distributors who will be very keen to cooperate with any manufacturer having something which is salable.

There's the rub in so many instances. Manufacturers want wholesalers to go out and beat drums for articles for which no demand exists, and only an ordinary likelihood of there being one creatable. The whole-

[CONTINUED ON PAGE 52]

MILLIONS MORE CASH INCOME

843,000,000 Bushels of Wheat
2,576,936,000 Bushels of Corn
15,621,000 Bales of Cotton

THESE are government estimates, spelling Millions MORE Cash Income this year to farmers of the Midwest and Southwest—the territory where 60 per cent of the nation's wheat, 65 per cent of its corn and 50 per cent of its cotton are produced. In the present crop year this section is making the greatest gain of any section of the United States. Prices are strong on these major crops.

The result—An almost overwhelming market for motor cars and tractors, plumbing and water systems, lighting plants, radio sets, house furnishings and all the other things that make for comfort and contentment.

The Only Single Paper That Covers This Territory

The farm paper for this section between Indiana and the Rockies is Capper's Farmer. Of its entire circulation, 80 per cent is concentrated in these thirteen states. Always a big producer, the market this year places it far ahead of the usual.

You know from experience that the merchandise advertised in Capper's Farmer sells easier and quicker—evidence of its influence. Distributors and dealers are asking for sales support in Capper's Farmer. We're printing on this page a letter written to headquarters by one distributor in the Capper's Farmer territory.

A distributor in Wichita, Kansas, who has sold millions of dollars worth of farm equipment, recently wrote his company as follows—and sent us a copy of his letter:

"In checking over your list of advertising media, we note that you are not using Capper's Farmer, which farm paper covers 13 states exactly in the central part of the United States, and we believe it is most universally read, by actual dirt farmers, of any farm paper in the United States, for its circulation, excluding none.

"We believe the reason the Capper Publications show the best results is directly traceable to the fact that the reading matter fits conditions, and thereby appeals directly to the farmer at his own level.

"Too, the Capper Publications fit a territory that needs an entirely different kind of advertising from the advertising used on the west coast or the east coast, which enables you to 'localize' your copy."

Capper's Farmer

TOPEKA, KANSAS

ARTHUR CAPPER, Publisher

MARCO MORROW, Asst. Pub.

CHICAGO

NEW YORK

DETROIT

CLEVELAND

ST. LOUIS

KANSAS CITY

SAN FRANCISCO

The 8 pt. Page

by
Odds Bodkins

IF ever the power of the utterly obvious was demonstrated it was at the convention of Rotarians held some few weeks ago at Denver.

"Who'll be the next president?" is always one of the chief topics of conversation at Rotary conventions—as at all conventions. This year was no exception. I am told that there were several very likely candidates, each of whom was being boosted vigorously by his crowd. But none of these much-discussed candidates was elected. The presidency went to one Harry H. Rogers of San Antonio, Tex.

It seems that, with the exception of the delegation from Texas, no one was thinking of Harry Rogers for president of Rotary International when the convention assembled. But it seems also that "Harry" was on the program with a paper on "Whose Fault?" In this paper he asked—and answered—the question as to whose fault it was when a Rotary Club went to seed. There was nothing either new, novel or particularly inspiring in this paper. It was merely a sane statement concerning the right way to run a Rotary Club to get the most out of it for the club and the community. It had all been said before; in fact, vaguely, every delegate in the auditorium knew it—and all of it—before ever he took his seat at this session of the convention. But Harry Rogers put it so simply and clearly, and so effectually crystallized the whole problem for the crowd, that when he sat down he was the outstanding figure of the convention, and when it came time to elect officers, Harry Rogers was elected president!

Those of us who strain so for novelty in our advertising copy and our sales presentations may well ponder this. Mayhap we would find greater potency in a common sense presentation that would abandon argument and "romance" in favor of simple crystallization, with the public left free to act without pressure.

—8-pt—

A Paramount Pictures advertisement in one of the farm journals carries a heading that sets one to thinking. It is this:

There are no more
9 o'clock towns!

Movies and the radio have done it; there really are no more 9 o'clock towns!

Such being the case, aren't the small town people, and the people on the farms, getting the general habit of sit-

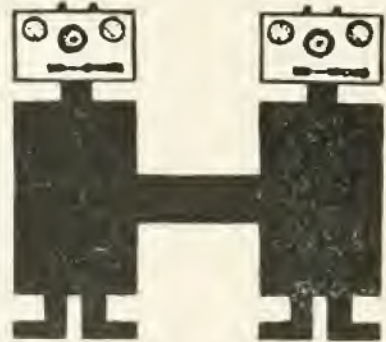
ting up later? And if they are, isn't it adding to the number of hours per day farm journal and periodical advertising of all kinds is working for the advertiser?

—8-pt—

W. H. Hobart, of Hobart Brothers, Troy, Ohio, makers of battery chargers, writes to the editor suggesting an article of protest on conventional letter-heads.

"But why should you commission anyone to write an article of protest on the cut-and-driedness of letter-heads," I asked the editor as I skimmed the letter, "when Mr. Hobart has written a complete article himself in four paragraphs, illustrated with his own letterhead design formed by switchboards used on Hobart equipment?"

Without waiting for an answer, I carried off the letter for "copy." Here it is:



HOBART BROTHERS

Gentlemen:

Although we have been established since 1893

— we still have enough energy left to change our letter heads occasionally, and keep our printed matter up to the minute—because we believe it pays.

We receive so many cut and dried letter heads that we wish to voice a protest in our feeble way against the use of such appliances at the top of what otherwise are good letters.

— and our sale in spite of our idiosyncrasies last year were over a million and a half.

Now will someone please write an article on the market value of idiosyncrasies?

—8-pt—

I am informed by a Forhan fan that the factory in which Prophylactic tooth brushes are made is surrounded by a



beautiful hedge, and that four out of five of the shrubs are spirea!

—8-pt—

Iron Age recently ran a want-ad in the *New York Times* reading as follows:

Young lady, bright and reliable, and familiar with work in make-up department of publishing company. Permanent and chance for advancement.

A number of replies were received, one of which C. S. Baur thinks the readers of this page will appreciate.

Referring to your ad in *Sunday Times*, would say I am interested. The only experience I've had has been in a beauty parlor, so if "make up" means the same then I am familiar with it. Will appreciate an answer.

One wonders if Mr. Baur had advertised for a lay-out man he would have received an application from an undertaker!

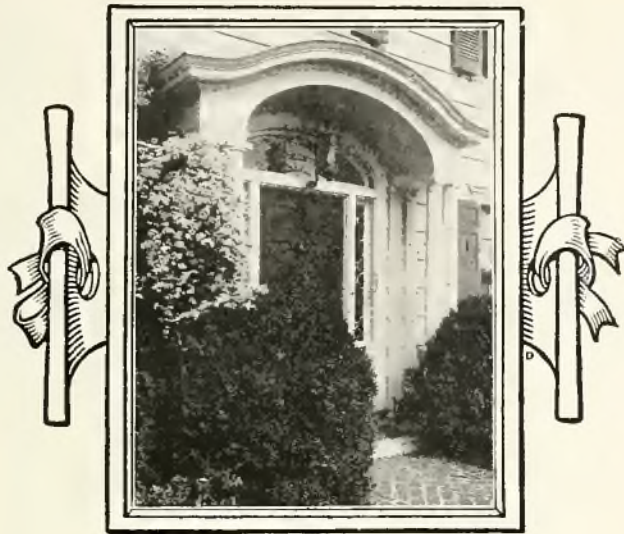
—8-pt—

I chuckled over a newspaper advertisement run by the Auburn Automobile Company. The advertisement is headed: "We Also Own a Dictionary," and it lists 47 claims from various automobile advertisements appearing in one month's issue of a certain weekly of modest price, of which these are samples:

"Powerful beyond description"
"Ultimate in motoring"
"Luxurious beauty par excellence"
"It steps right up the steepest hills as if the hills lay down to let it pass"
"Matchless performance"
"Utmost in richness and luxury"
"Flawless service"
"Great surges of smooth, vibrationless power"
"A superbly smooth and flexible flow of power"
"Unmatched performance"
"Utmost in mechanical performance"
"Effortless speed."

The Auburn Company then goes on to say: "Auburn does not say the above claims are untrue. We simply ask you: How can you judge a car's value by the dictionary?"

Personally, I sympathize with whoever wrote this advertisement. Either some automobile advertisers must get back to common sense, or else place their hope in the possibility that there will be some new adjectives and adverbs in the *New Century Dictionary*, which I understand is to be brought out shortly.



To Sell the Man Who Builds a Home Like This?

THE HOUSE BEAUTIFUL!

Only publication in the class field which goes directly to the heart of home building, decoration, appointment and orientation and stops there. Since 1896, devoted to the entertainingly instructive portrayal of what makes for the best, most convenient and most attractive in home environment.

Featuring well edited departments, fascinatingly illustrated, together with an institutional home builders service, The House Beautiful affords the correct answer to every question. It is a friendly guide to the uninitiated and a ready handbook for the experienced builder. More than 75,000 men and women read it each month, interested in building, remodeling, decorating, furnishing and gardening.

Here, then, is a class publication devoted strictly to one class—the home maker. It will appeal to the shrewd buyer of advertising space, because waste circulation is practically eliminated—indeed a rare advantage. May we submit complete data and rates?

*Circulation 70,000 net paid, ABC, rebate-backed,
guaranteed—and with liberal excess*

THE HOUSE BEAUTIFUL, 8 Arlington Street, Boston, Massachusetts

An Atlantic Publication

A Member of The Class Group



Courtesy Distribution & Warehousing

Financing the Factory

[CONTINUED FROM PAGE 20]

years. For one matter, the Federal Reserve banks in rediscounting loans do not look with favor on "name paper" but readily accept paper with definite security behind it. The banker, therefore, knows that his loan against the \$50,000 of goods in a warehouse will be unhesitatingly rediscounted by the Reserve bank of his district if need be. He knows that, on the contrary, the same borrower's plain note for a like amount will require elaborate rate statements and endless certified reports, and, even with these as evidence, may not be eligible for rediscount under the regulations.

THE difference, therefore, between a stock of goods in the owner's loft and the same goods in public warehouse under control of a third party as bailee may appear of little consequence to the factory or the wholesaler, but to the banker who loans against the goods the difference is tremendous. Owners of goods who are aware of this difference act accordingly. They store surplus stocks with warehouses. They do their heavy borrowing against these goods as security, thus keeping the merchandise in open stock free of pledge to the banks.

Another slant on this use of warehouses to finance the factory came from a paint manufacturer who told how new enterprises are thus helped.

"I remember," related this manufacturer, "when a little fellow couldn't break into the paint and varnish business. He never could get the capital to carry him. Paint factories, you know, are awful fire risks. The insurance companies won't give the little fellow full protection, and the banks daren't. I'll never forget my own years and years of starved development when I knew, all the time, that I could make

a go of it, but I was crimped for money. They step a faster pace these days; for now all a young concern has to do is to find a safe warehouse and hand over their raw materials and finished paints to a professional warehouseman. Then the banks'll lick his hand when he asks for a loan. Liberties aren't any better collateral."

Stocks in warehouses possess another advantage in that they help out the manufacturer when banks have lent the lawful limit to a single borrower—an interesting proof that goods in warehouse have greater value as collateral than the same merchandise reposing in the loft of the owner.

Banks in the Federal Reserve System and all national banks are forbidden to lend to an individual or a single concern an amount in excess of ten per cent of the bank's capital and unimpaired surplus. When the ten per cent has been reached, further loans are prohibited regardless of the credit of the borrower—with a single exception.

THAT exception relates to so-called "commodity loans," which, by definition, are bank advances against goods in the process of marketing. The Federal Reserve Board, for purposes of rediscount, has defined a commodity loan as one "accompanied and secured by shipping documents or by a warehouse, terminal, or other similar receipt covering approved and readily marketable, non-perishable staples, properly insured." The same authority has given as its definition of "readily marketable staple" that it is "an article of commerce, agriculture or industry of such uses as to make it subject to constant dealings in ready markets with such frequency of quotations of prices as to make (a) the price easily and definitely determinable, and (b) the staple itself

easy to realize upon by sale at any time."

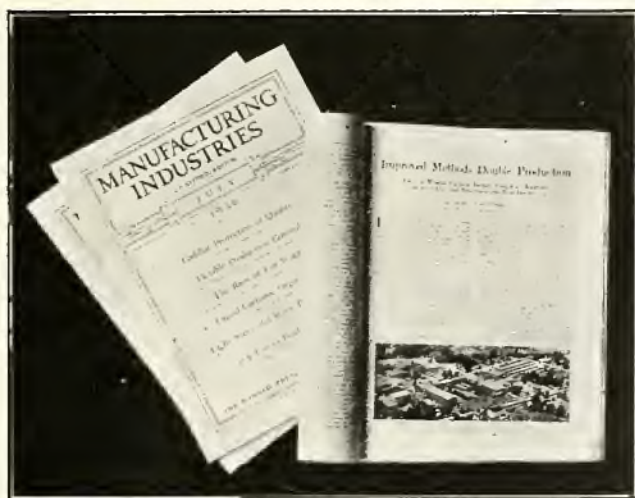
Some limitations are placed on commodity paper, wholly for the purpose of preventing its preferential standing being abused for speculation, among which is one that requires that the proceeds of the loan shall "have been used or are to be used, in the first instance, in producing, purchasing, carrying, or marketing goods in one or more of the steps of the process of production, manufacture or distribution."

WHEN these conditions are met, the bank's lending limit of ten per cent to a single borrower is raised from ten per cent of its capital and surplus to fifty per cent—multiplied exactly five times.

Note, however, and note well this fact. Goods stored at the factory or at the branch agency or in the private storehouse of the owner would not come within this commodity-paper regulation. For it is required, as a condition of such a loan, that the advance shall be "accompanied and secured by shipping documents or by a warehouse or similar receipt." The lending limit of the bank is unalterably fixed at ten per cent of its capital and surplus so long as the goods are merged in the general inventory of the borrower. The limit becomes fifty per cent when, and only when, the goods pledged are in a public warehouse (or in the hands of a carrier for transportation) where a third party has been made bailee for their safe keeping.

The public warehouse offers flexible storage in a manner that the privately operated one can hardly hope to do. Public storing may be increased, or it may be discontinued, at will. The amount of space occupied in the public warehouse by one patron may be varied

MANUFACTURING INDUSTRIES



15 East 26th St., New York, N. Y.

RUTLEDGE BIRMINGHAM

Advertising Manager

C The highest renewal percentage
in its field, at the
highest subscription price

Publication of
The Ronald Press Company

Member A.B.C.—A.B.P.

Why Advertise?

IF THERE is a reason for advertising, there is an equally good reason for advertising well—on a businesslike basis. It is on that basis we would like to discuss with you your use of direct advertising.

To the discussion we will bring a practical understanding of advertising and marketing procedure, and, more specifically, a highly technical knowledge of direct advertising, its part in distribution and selling, its possibilities and its limitations, as well.

And then we will show you, if you wish, how more than ten years' experience, in executing direct advertising for exacting advertisers in many industries, has fitted our organization to work with you in applying the force of direct advertising to your business.

Such a discussion is earnestly invited. There will be no obligation, except ours, which will be to show you that we know how to use direct advertising on a businesslike basis—the basis that pays.

EVANS-WINTER-HEBB *Inc.* Detroit

822 Hancock Avenue West



The business of the Evans-Winter-Hebb organization is the execution of direct advertising as a definite medium, for the preparation and production of which it has within itself both personnel and complete facilities: Marketing Analysis · Plan · Copy · Art · Engraving · Letterpress and Offset Printing · Binding · Mailing

to correspond with the fluctuating volume of his needs, while the warehouse itself enjoys a fairly even business because it offsets the seasonal demand of one patron against the seasonal idleness of another. The public warehouse, in a word, offers elastic storage; it may be used in exact proportion to the user's needs. This is quite different from the condition of private storerooms of factory or wholesaler which alternate seven or eight months of emptiness with four or five months when they are "stacked to the roof." Yet, the private warehouse finds that the maintenance and overhead are not thus cut off when empty rooms result from shipment of the goods but that a large share of the economy of storing privately is eaten up in the waste of useless capacity during half the year.

MANUFACTURERS who seek to enlarge the circle of their trade may do so with assurance that the expense will be in proper ratio to volume if they store with public warehouses in the market centers rather than if they erect or lease private warehouses. The public warehouse quotes its rates and renders its billing on the basis of the 100 pounds of goods (occasionally on the piece or package). This the privately operated storeroom cannot possibly do, because its overhead bears little relation to the volume of goods passing through. The whole effect of warehousing goods with public warehousemen is to bring handling costs into exact conformity with the units that figure in manufacturing and selling, much in the manner that freight rates are calculated.

Sales are made on a unit basis. Manufacturing costs are calculated by the unit. The public warehouse, for each commodity, will quote its rates on the identical unit—those rates being predetermined so that the owner may know precisely what the expense will be.

If one city proves to be a poor market, the most that has been incurred is the cost of warehousing the first consignment of goods. When that first shipment has been moved out, the warehouse connection may be discontinued without apology or embarrassment. Warehouse contracts run, ordinarily, for thirty days and may be abrogated merely by withdrawing the goods.

Nor do new ventures always succeed. By using warehouses, rather than agency storages, for storing the stock, the new sales agency may concentrate on selling the goods—its proper function. Its attention is not cut into two parts; one to get the orders and the other to make deliveries. And, should the new agency fail to prove worth while, it may be closed. The public warehouse will ease off the stock as orders come in. It may even result, as it does often, that a small volume of business can be retained which would not otherwise come to that manufacturer.

(This is the first of a series of articles by Mr. Haring. The next will appear in an early issue. EDITOR.)



N. B. This advertisement is one of a series appearing as a full page in *The Enquirer*.

Mr. Cincinnati College Man ...gentleman, scholar and judge of good clothes

THE older generation may smile at the cut of Mr. College Man's suit, yet *he* is the reason they themselves are wearing 18-inch trousers. They may call his psycho-analysis "high-brow," but they have added "complexes" and "inhibitions" to their own vocabularies.

For Mr. Cincinnati College Man wields a powerful influence, in thought and actions and dress. And the wide-awake merchants of the city know this. They seek Mr. College Man's approval of each new style, for they know that what he approves, others will accept. They have discovered that Mr. College Man buys much and buys often—they count him an important part of their market.

In fact, he is a sizable market in himself. Last year 3,271 of him attended the University of Cincinnati and St. Xavier College; this year's enrollment will assuredly be larger. In addition, approximately 3,600 Cincinnati young men are preparing this week to depart for out-of-town schools.

How, Mr. Advertiser, can you reach Mr. College Man? Through the same paper that his dad reads—*The Enquirer*. For in newspapers, at least, young Mr. College Man follows his father. Why not, Mr. Advertiser, make money from this fact by selling your merchandise through the columns of *The Enquirer*?



... and now
**EVERYBODY'S
WEARING 'EM**

Here are just a few of the articles of dress sponsored by Mr. College Man. All of them have appeared in the last few years.

- Wide trousers
- Fancy wool and Hsle socks
- Plus four knickers
- Collar attached shirts
- Wide Belts
- Bright-colored sweaters
- Brogue shoes
- Slickers
- Soft felt hats

I. A. KLEIN

New York

Chicago

THE CINCINNATI

"Goes to the home,



R. J. BIDWELL CO.

San Francisco

Los Angeles

ENQUIRER

stays in the home"

Importance of Being Earnest About Exporting

[CONTINUED FROM PAGE 30]

tion. It is backed by a long list of prominent men who are declared to be its supporters or patrons. Scanning the names with what is known as idle curiosity, one gets no further than one name among the first four or five on the list. One happens to know something about that man and his business. "That man," one growls, "supporting a foreign trade convention? Why, he first ruined his own export business and afterward abandoned it altogether."

HIS policies have been puerile; his methods have not only harmed others but have reflected most unfavorably on all American business in the eyes of export customers. He himself is one of the horrible examples in American export trade of not being in earnest, of what not to do and how not to do it. He has frankly said that he is not interested now in exporting. Yet here he appears supporting this convention. Possibly he fancies that he gains a certain prestige in the presence of his name along with those of a hundred other prominent business men devoting thought to "international problems." To him, exporting may be, theoretically, like voting: A highly creditable performance, or even duty—in the care of someone else; but personally—a negligible matter. Here is a part of his story, the latest part, for his business is an old one marked through many years by vacillation and indecision. It illustrates the complete importance of being in earnest about exporting.

His enterprise, we will say, is called the Blue Ribbon Co. It is large and rich, but it has a larger and richer competitor, which we will rename the Gold Star Co. The first has always tagged along after the latter, slavishly imitating it, mechanically following its maneuvers, without initiative or originality, getting business chiefly because of the momentum derived from the aggressiveness of the larger concern. A few years ago the Blue Ribbon Co. heard rumors that a large business had been developed by the Gold Star people in—well, let's say—Babylonia and Assyria. The Blue Ribbon Co. could not believe it. They had never succeeded in doing anything in export markets. But the news turned out to be true. So Blue Ribbon thought "If Gold Star can do it, we'll butt in and get some business too." Their competitors had discovered and begun to exploit successfully a new trade.

The Blue Ribbon Co. accordingly hired a couple of discharged employees

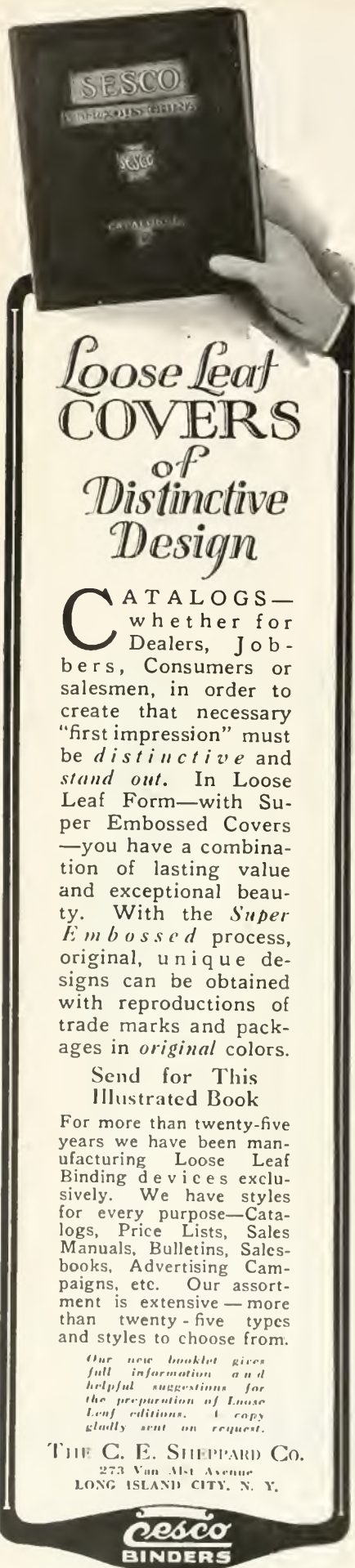
of the Gold Star Co. and sent them as managers to Babylonia and Assyria at \$10,000 each. But then it was discovered that among its other methods of developing trade, the Gold Star Co. carried a large stock of its goods in Babylonia for the prompt supply of its customers there. The Blue Ribbon Co. must perforce also put a large local stock in Babylonia. In less than six months the company, headed by this gentleman, whose name is supposed to lend luster to a foreign trade convention, grew weary of Babylonia and Assyria, discharged its so-called managers, paying them an indemnity for the unexpired terms of their contracts, and brought back its stock from Babylonia. It charged off losses of about \$20,000 in duties and ocean freight. The company declared that it was through with export trade forever.

MEANWHILE, the Gold Star Co. continues the even tenor of its way, with ten salesmen still very much on the job in Babylonia. The Blue Ribbon Co. declares that it doesn't see how the Gold Star can do it. They certainly are losing money. What's the answer? Simple enough. The one knows exactly what it is about and is in earnest; the other never was in earnest. It had no definite knowledge, ideas or plans when it started, merely an imitation of a successful competitor. It grew less instead of more determined as it discovered that there were difficulties in the way, even though competitors were successfully surmounting them. The Gold Star people still seem to like the Babylonian and Assyrian business, which now amounts to about \$2,000,000 yearly. The Blue Ribbon concern ought to be able to get half as much, were it intelligently in earnest. Is it a shining example of American enterprise and an inspiring supporter of our foreign trade?

In earnest about exporting? Consider the curious vagaries of what may be the reasoning processes of another multi-millionaire company. A few months ago it had new letter-heads printed, showing down the left-hand margin a long list of its foreign agents, apparently to boast that it had them. The new stationery had barely arrived from the printers before the company withdrew from the export trade.

"We can't do a thing," it explained, "since this new competitor has started coming over from Europe. We've got to get our American duties raised to keep it out."

"But you told me three months ago,"



Loose Leaf
COVERS
of
Distinctive
Design

CATALOGS—
whether for
Dealers, Job-
bers, Consumers or
salesmen, in order to
create that necessary
"first impression" must
be *distinctive* and
stand out. In Loose
Leaf Form—with Su-
per Embossed Covers
—you have a combina-
tion of lasting value
and exceptional beau-
ty. With the *Super*
Embossed process,
original, unique de-
signs can be obtained
with reproductions of
trade marks and pack-
ages in *original* colors.

Send for This
Illustrated Book

For more than twenty-five
years we have been man-
ufacturing Loose Leaf
Binding devices exclu-
sively. We have styles
for every purpose—Cata-
logs, Price Lists, Sales
Manuals, Bulletins, Sales-
books, Advertising Cam-
paigns, etc. Our assort-
ment is extensive—more
than twenty-five types
and styles to choose from.

*Our new booklet gives
full information and
helpful suggestions for
the preparation of Loose
Leaf editions. A copy
gladly sent on request.*

THE C. E. SHEPPARD CO.
273 Van Alst Avenue
LONG ISLAND CITY, N. Y.

cesco
BINDERS

The Greatest Mailing List in History

ONE of the vital forces for the building up of American industries has been the United States post office, and the receipt of a profitable number of direct replies to a letter or a circular is one of the most pleasing experiences in business.

THE DIGEST may fairly lay claim to expert knowledge on this subject. It is one of the heaviest users of the mails. It has built its own sales largely upon mail circularization. In the past eleven years it has spent eight million dollars upon circulars, mailing more than 60,000,000 subscription circulars in the year 1925.

Every mailing list of any value in the entire country will be found in the consolidated list used by THE DIGEST. Bankers, lawyers, physicians, club members, tax payers—every conceivable group has been followed up by all legitimate means. Readers have courteously sent in the names of their acquaintances. Year by year the consolidated DIGEST list has grown greater. By 1914 the aggregate of names on file in THE DIGEST offices was 3,000,000. Still this was not enough. So in 1915, after many experiments, THE DIGEST took an important step. It sent out the first complete mailing ever made to every telephone subscriber in the United States.

Since then 24 mailings have been sent to the entire telephone list, which now contains more than 9,000,000 individual names and home addresses.

Then we added to the telephone list the name of every automobile owner.

And what has been the result? Out of a list totaling 20,000,000 names, and more particularly out of the telephone lists, THE DIGEST has drawn its present circulation of 1,400,000. Consistent circularizing of telephone subscribers over a period of years has built up one of the largest circulations in the magazine field.

No one else has ever done such a job of sifting names. There is no other process just like ours.

THE DIGEST has taken all the alert people of America and picked out of them the most alert. We have taken the greatest mailing list ever assembled and refined out of it the present list of DIGEST subscribers—the *greatest selected mailing list in history*.

Advertisers are sometimes astonished to learn the low cost of circular matter when it is delivered in the form of a DIGEST page. If they owned our list of subscribers, as a mailing list, they would gladly spend from 8 cents to \$1.00 per year per name in cultivating such prospects by mail circulars. And yet—fifty-two full pages in THE DIGEST—one every week for a year—cost the advertiser less than 16 cents per family. Sixteen cents per family to reach the largest selected list of families in the richest country in the world, and to reach them fifty-two times.

The Literary Digest

BOSTON
Park Square Bldg.

CLEVELAND
Union Trust Bldg.

ADVERTISING OFFICES:
NEW YORK
354-360 Fourth Ave.

DETROIT
General Motors Bldg.

CHICAGO
Peoples Gas Bldg.



s e e d s

MILLIONS of tiny parachutes drifting in the autumn breeze! With wings, with hooks, with a thousand ingenious devices to take them from one place to another, the seeds have started their annual pilgrimage.

Waste circulation, percentage of returns, expense of preparation, if we talked in these terms we might say Mother Nature was a prodigal spender indeed. But it's an axiom of nature, as well as of advertising, that pennywise is pound foolish.

Advertising, the seed of business, has no annual season. It should be as persistent as business itself. And it can take a leaf from Nature's book—the big spenders are the big successes. But the bigger they grow, the greater care they take in the wings and hooks we call—engravings.

Gatchel & Manning, INC.

C. A. STINSON, President

Photo Engravers

West Washington Square ↔ 230 South 7th St.

P H I L A D E L P H I A

was the rejoinder, "that this new stuff is no good, that it does not compare with yours."

"Yes, yes. But it's cheaper. We'll be put out of business if we don't get the duty on it raised."

"What's that got to do with your export trade? You've always boasted that you got export business at higher prices than other people because of your quality."

"Well, we can't do anything now until we get this cheap stuff barred from the United States. We've got to get a twenty-five per cent higher duty on it. We have a man working with the Tariff Commission now."

"Then you are not shipping any more for export?"

"No use even trying; no use until we get a new rate of duty. What's the point of quoting to Cuba or China when we know that they can get this cheap stuff? When we get new duties here at home, then we'll probably see what we can do abroad."

"But," the objector retorted, "you've just been preparing a test to demonstrate to your export customers that four units of your product will go further than five of any European competitor."

"Can't do a thing," was the reply that had grown monotonous, "until we get the American duties raised."

But there are contrasts: men of broad gage, clear-visioned, far-sighted, who have been much in earnest about their export businesses and have profited thereby.

THERE is the very old story of a large manufacturer of lubricants who wanted his share, and more, of what he knew was the prospectively rich Egyptian market. He sent a tried and proved man to Egypt. But Egyptian mill owners scoffed, ridiculing any possible petroleum lubricants. One of them was particularly emphatic, not to say nasty. Nobody could ever tell him that anything was so good for lubricating mill machinery as olive oil. He had always used it; everybody used it. America was a crazy country, anyhow. "Want to sell me your mill?" inquired the American representative. The owner was willing; the American bought the mill. He shut it down; spent a month thoroughly cleaning the machinery, and then started it again with American oils and greases. A few weeks later the former owner paid his old mill a visit to see how it was getting along under this strange American. He opened his eyes very wide indeed when he discovered that it was running well on exactly one-half the horse-power which he had always found necessary to supply. He bought back his old mill—and American lubricants were established in Egypt. They still control that market.

Quite recently a manufacturer of sugar machinery came to the conclusion that he was getting only a fraction of the business he ought to get from Brazil. He sent his best salesman there to remain a year, with per

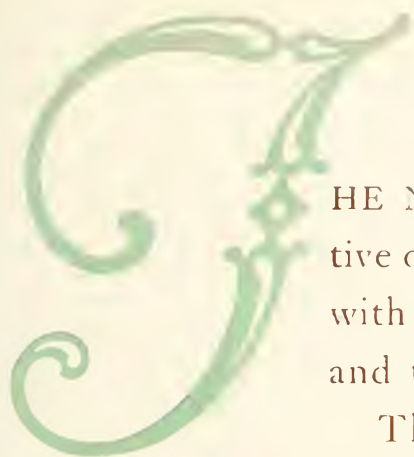
Delineator

*Smartness
and
Utility*



Helen Dryden

Miss Dryden, the distinguished young American artist, has engaged to paint a series of her striking covers for Delineator, starting with the October issue.



THE NEW COVERS of *Delineator* are representative of the appearance of the magazine as a whole, with smartness the keynote of the illustrations and the type dress.

The fashion illustrations and their arrangement on the pages will appeal instantly to women who seek the smart but wearable.

In fact, smartness and utility are the two qualities that combine to make *Delineator*.

Nothing could be more modernly practical than the service of *Delineator Home Institute* under the direction of Mrs. Mildred Maddocks Bentley.

The Studio of House Decoration, the Beauty Department under the guidance of Celia Caroline Cole, and all the other divisions of *Delineator* service are conceived and conducted to be of genuine usefulness to the progressive woman.

Fiction—the kind that appears first in *Delineator* and then, in book form, becomes a “best seller.” In October *Delineator*, Kathleen Norris begins her searching new novel of American marriage.



Beginning with November, when *Delineator* and *The Designer* are combined under the name *Delineator*, the price of the magazine will be increased to twenty-five cents.

The guaranteed circulation, from November, is 1,250,000.

As the present combined circulation is 1,700,000, obviously the advertiser will, for some time to come, be receiving several hundred thousand excess circulation.

The November issue will appear the first day of November.

THE BUTTERICK PUBLISHING COMPANY

S. R. LATSHAW, *President*



emptory written instructions on no account to try to sell a dollar's worth of machinery—just to make the acquaintance of every sugar mill and its responsible officials throughout Brazil; to investigate thoroughly and report elaborately on each plant and its equipment down to pulleys and shaftings, with blue prints if necessary; and to make confidential criticisms and suggestions. The salesman, being a salesman, tired of "investigating" after a few months and cabled home for permission to take some of the orders which were actually being handed to him. Permission was refused. Toward the end of the year he wrote home that he had not quite concluded his survey of the Brazilian field; it would require about three months more time. He was told to remain and finish thoroughly. At last he returned; got fresh inspiration at the home plant, learned about some new machines and improvements on old ones, and studied thoroughly his Brazilian reports, spotting each mill's weakness. A year later he went back to Brazil—this time to sell. He did sell. They say there is scarcely a sugar mill in all Brazil that has not some of his machinery in its equipment, while there are some which threw out old plants entirely to make room for new installations from this manufacturer. He, too, was in earnest about exporting.

THERE are many famous soaps in the United States. The makers of one brand decided in 1913 upon an aggressive campaign in Australia and New Zealand. A total of \$75,000 was appropriated for a campaign which was to include advertising in various forms and a house-to-house distribution of free samples of this new specialty in soaps. The campaign was carried out; wholesale orders began to arrive from the manufacturer's Australasian agents. War broke out in Europe and the importation of all kinds of soap into Australia and New Zealand was prohibited. The manufacturer had little enough to show for his \$75,000. Still he had been and he continued to be in earnest about this business. As soon as the embargo was lifted, years later, he started anew. He knew the possibilities; he was determined to make the most of them. He had lost \$75,000, but that was the fortune of war. The fact had no bearing on possibilities for future profitable business. Why not be in earnest still?

Lots of people fancy themselves to be in earnest about exporting, when all they really want is to get a foreign order now and then. They even flatter themselves that they are doing an export business, and boast of it when they make a half-dozen shipments abroad in the course of twelve months. But one order now, another in six months, does not make export trade. The man who is in earnest wants and intends to get every possible order that a given market, or a given customer, can be made to yield by dint of carefully-studied, shrewdly-devised sales policies. They are usually very much

**if automobile
and real
estate advertisers
find Sunday
newspapers
good sales media
for large
money units, why
don't more
general national
advertisers
cultivate the
Sunday field—
Detroit Times
over 300,000.**

YOUR SECOND MEDIUM IN DALLAS

A Message to National Advertisers

The first choice of national advertisers in the Dallas market is The Dallas Morning News.

The News carries about as much national advertising as all other Dallas papers combined.

But what is the second choice?

In steadily increasing numbers the space-buyers of America are listing The Dallas Journal in combination with The News.

The Journal is an immensely popular, clean and wide-awake paper. It covers the city without greatly duplicating The News' coverage, for no two papers were ever sold (to readers) more independently of each other.

* * * *

The News and The Jour-

nal are sold at an optional combination rate that means the added advantage of maximum economy.

Records of national advertising gains during 1926 show The News in the lead and The Journal an easy second.

* * * *

The News and The Journal are members of the A. B. C. The Journal has the largest A. B. C. city circulation that can be bought.

* * * *

One order, one billing, one set of plates, mats or copy are sufficient.

**The Dallas Morning News
The Dallas Journal**

An Optional Combination

the same policies that are successfully utilized in domestic markets extended into foreign fields, with only the slight modifications suggested by a knowledge of conditions ruling in foreign markets and the differing psychology of other peoples of the world. He may not have \$75,000 to spend; he may have only \$5,000, but the man who is really in earnest about wanting any export business realizes that he cannot get something for nothing, and consequently aims to utilize whatever expenditure he can afford in a fashion that his domestic business has taught him is scientific and effective. He is equally in earnest about getting business both in Chile and in California.

Wholesalers' Salesmen

[CONTINUED FROM PAGE 40]

salers, frankly, cannot afford to do this. Therefore, squeals come from the manufacturer. A business-like research of the market would disclose the exact sales-finance position of the article on the market, and point out what in the way of greater margin or advertising expenditure is necessary to move the goods and make it an economic proposition. Most of the yelping about the wholesaler is from those who expect him both to create a demand and to fill it—all on fifteen per cent.

If adequate advertising, adequate plans for getting action from wholesalers' salesmen were laid, there would not be so much talk about the wholesaler being a back-number. He is a pretty live factor yet—and will be when all his present-day critics are dead.

The Fiction Writer in the Cozy Room

[CONTINUED FROM PAGE 27]

The writer in the copy room has stopped the fiction writer, using the tricks of his craft.

The magazine covers that Mr. Dana files at the Newark library all tell stories. In sharpness of focus and speed of narrative, they are the shortest of short stories. Some of the fiction incidents in current advertising deserve a place in his collection.

The first short story used in advertising was as wooden as the first American novels. It ran only two words in length, was illustrated, and endeavored to raise a common commodity to the imaginative plane. The article was hair restorer, and the story: "Before—After." More skillful effects were the advertising characters like "Sunny Jim," and the imaginary fairylands, like "Spotless Town." But "Sunny Jim" would probably not be considered a successful advertising appeal, certainly not as successful as "Jim Henry," and for this there is an explana-

Surveys

Seventeen years of experience, local facilities in 220 cities; immense, unequalled files of data on 487 industries; personal guidance of the pioneer and leader in Commercial Research—J. George Frederick.

Prices Moderate

THE BUSINESS BOURSE

15 West 37th St. New York City
Tel.: Wisconsin 5067

In London, represented by Business Research Service, Aldwych House, Strand

*If it's not merely
a "klever kut-out"
it's an
EINSON-FREEMAN
WINDOW DISPLAY*

511 E. 72d St.
Rhineland 3960
New York City



Linage ~ An Elusive Rainbow

Many advertisers and agencies place undue importance upon linage figures per se.

The methods of publishing newspaper linage figures are still in embryo.

So the space buyer's microscope should be placed upon *revenue*, upon *rates*, when appraising linage.

The truth is that much linage is printed to impress the buyer. Advertising published in "trade" or contingent upon ingenious discounts, or at cut rates, or in spite of poor credit, frequently places the stronger medium at an apparent disadvantage.

Advertising linage is a most important gauge of a periodical's value, but means nothing if not paid for at full rates.

E. Katz Special Advertising Agency

Established 1888

Publishers' Representatives

Detroit
Atlanta

New York
Chicago

Kansas City
San Francisco

OKLAHOMA

"Nation's Business" finds Center of Country's

REPRODUCED here is the September business conditions map exactly as it appeared in "Nation's Business", official magazine of the U. S. Chamber of Commerce. Notice Oklahoma—every foot of it—is "White"; completely surrounded on all sides with prosperity.

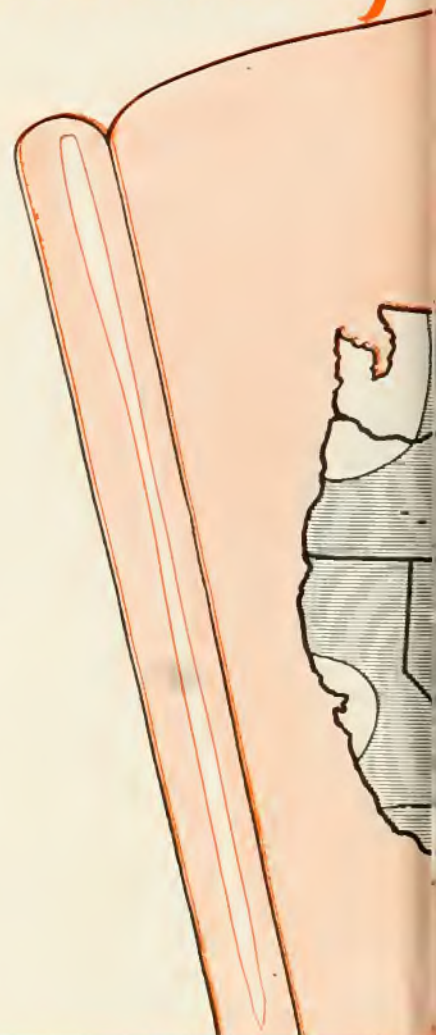
Those who made this map are skilled in feeling the pulse of business, in measuring the trends of commerce. It is uncolored by enthusiasm.

Wheat, corn, cotton, zinc, coal, building and manufacturing—each of these has contributed to this unequalled prosperity.

There is no mistake about it. *Oklahoma today is the nation's most favorable market.*

In planning any Oklahoma campaign, these two facts are paramount—the Daily Oklahoman and Oklahoma City Times thoroughly and alone cover the great Oklahoma City market. The Oklahoma Farmer-Stockman, Oklahoma's only farm paper, offers ready access to 176,000 prosperous farm homes.

Further information upon request.



The **DAILY OKLAHOMAN**
OKLAHOMA CITY TIMES
thoroughly and alone **cover** *the Oklahoma City Market*

Circulation 140,000 Daily—83,000 Sunday

Represent
E. KA
Advertis
New Yor
Detroit
Atlanta

New McGraw-Hill Advertising Books

and every one a good book to have

Hall—THEORY AND PRACTICE OF ADVERTISING

686 pages, 6x9, 250 illustrations, \$5.00
This new book by S. Holand Hall is a text for beginners and a guide for practitioners. It explains fundamental principles comprehensively, yet it gives the reader a real grasp of working practice in advertising.

Strong—PSYCHOLOGY OF SELLING AND ADVERTISING

461 pages, 5x8, illustrated, \$1.00
This book presents a sound discussion of the practical application of psychological principles to sales and advertising methods. This book explains how people buy and how they can be sold. It analyzes the buying process completely and expresses it in a formula covering every purchase at headrock around which every selling effort centers.

Larned—ILLUSTRATION IN ADVERTISING

319 pages, 6x9, 212 illustrations, \$1.00
This book gives a thoroughly constructive discussion of the use of Art to increase the effectiveness of Advertising. It considers advertising illustrations in their relation to the copy, to the product, to the market and to the psychology of the consuming public. Practically every illustrative treatment is given detailed attention. Methods, effects and requirements are explained definitely.

Taft—HANDBOOK OF WINDOW DISPLAY

428 pages, 5x8, illustrated, \$5.00
This is the first handbook to cover completely and authoritatively the entire subject of window display principles and practice. It is literally an encyclopedia of window-display plans, working methods, kinks and expedients, every one of which has been successfully tried out by well-known retail stores in every part of the country.

Long—PUBLIC RELATIONS

248 pages, 5x8, 92 illustrations, \$3.00
This common-sense methods of legitimate publicity. Explains media, shows possibilities and describes best methods to use.



tion: "Sunny Jim" with his fantastic philosophy of "pep" in breakfast food was not so good a piece of character drawing as the imaginary salesman, "Jim Henry," who purports to be telling what he has learned about shaving cream during a long selling career. A very striking example, showing the difference between bad fiction and good, occurred during the early advertising of Omega Oil. The manufacturer tried to link his product with an arbitrary advertising character: the "Omega geese." The original geese were taken from a European painting. Every advertisement had some sort of goose picture, and the commodity enjoyed a certain success. But it never got its real sales stride until a switch was made to the photographic Omega Oil people still to be seen: homely folks from everyday life, using the remedy for pains and aches.

NOW the advertising pages are filled with people who eat yeast, wash their fine things with soap chips, keep their families warm in zero weather, and make out their income tax returns with joy. The trends in popular fiction are echoed in advertising fiction.

Story writers have used animals, insects and fairies as characters. The advertising fictionist must often go further, finding his characters in commodities. Here is a short advertising tale about a United States mail bag. Its personality is sketched in a few strokes. The mail sack is as heavy as lead, tough as dried leather, waterproof, rough inside and out, and it leads a strenuous life. The reader sees it being thrown off trains in its roaming, adventurous existence. A fiction writer might begin where the description leaves off and make the mail bag figure in a story of mystery or romance. The advertising writer uses the impression he has made by fiction methods to show that your catalogue travels a rocky road to the customer, and consequently needs a good mailing envelope.

The fiction principle offers a line of least resistance for many commodities, provided it is well done. People go through the magazines looking for entertainment in the form of the short story. A short short story about a commodity can be entertaining, and so can advertising be, if it tells a virile story about the commodity, with characters that magazine readers will want to know, and incidents that reveal something worth knowing.

The fact is that advertisers are already monkeying with the fiction appeal. See the hundreds of artless characters smirking from the advertising columns, and see the banal conversations that take place between them about the merits of Goof's beauty cream or Spoofer's razor strop. It is being done, but well done in only very few cases.

Put the real fiction writer in the copy room!

Sweetland's Column

In which will be told stories of direct-mail campaigns he has created.



Direct Advertising the Salmon Tower Building

THE new Salmon Tower Building, which will shortly tower 32 stories above 42nd Street, near 5th Avenue, New York—on the best-known spot in the world—will find its tenants through direct-mail advertising.

The campaign which has been created will be quite in keeping with the imposing structure. Fourteen mailing pieces, each printed in three colors and gold, will be mailed regularly to a select list of prospective tenants, telling them of the advantages to be gained by having their offices located in this desirable building.

In a test campaign but 128 letters were mailed relating to space in the Salmon Tower Building, and up to the time of preparing this column 41 replies have been received, 16 of which were signed by presidents, 17 by vice-presidents—all of them by executives. Each concern written to is rated AA-1.

This organization has become favorably known for the successful direct-mail campaigns it has produced, in which commodities ranging from 5-cent caramel clips to half-million dollar yachts have been economically sold through direct advertising. It will always be glad to talk with concerns who are more interested in judging a campaign by its sales cost rather than by the cost per thousand mailing pieces.



SWEETLAND ADVERTISING INCORPORATED

Direct-Mail Campaigns

25 WEST 44th STREET, NEW YORK

McGraw-Hill Free Examination Coupon

McGraw-Hill Book Co., Inc.
370 Seventh Ave., N. Y.

Send me the books checked for 10 days' free examination

- ... Hall—Theory and Practice of Advertising, \$5.00.
- ... Strong—Psychology of Selling and Advertising, \$1.00.
- ... Larned—Illustration in Advertising, \$1.00.
- ... Taft—Handbook of Window Display, \$5.00.
- ... Long—Public Relations, \$3.00.

I will return the books, postpaid, in ten days or remit for them then.

Name
Address
Position
Company

A P 9 8-20

What are your Advertising Plans for 1937?



MANY second-best sellers in every class of merchandise today were once the leaders in their particular line.

Many articles of everyday use that your mother thought peerless your good wife simply will not use.

In every home you will find packages dusty from lack of use. People once considered them the best money could buy. Lately, they tell you, "we don't seem to find so much need for this stuff."

And there on the pantry shelf they remain. Dead as far as present or further use in that household is concerned, but very much alive to stop further sales when friends or visitors mention the brand name.

The public may not be an unfailing judge of quality; but, like Babbitt, it knows what it likes.

Sometimes the good old quality *has* been shaved a

trifle. In a few cases a better product for the money has come along. But generally you will find that 1926 usage demands a slightly altered conception of the product and its advertising presentation.

Gradually, a once popular laundry soap falls into disfavor with a generation educated to the advantages of a washing machine that favors soap flakes. The demands for large size grand pianos slacken as the rising value of city real estate cramps the size of apartment-house rooms.

Even a standard commodity such as candy demands studied freshness of presentation in package and copy.

One duty of a modern advertising agency is to keep its ear closely tuned to the vibration of the consumer's purse-strings.

Working with a far-sighted advertiser, market developments can often be sensed and

influenced years in advance.

The advertising of Armstrong's Linoleum for every floor in the house—when most other linoleum manufacturers were content to sell for kitchen and bathrooms only—is one example of an advertiser planning for 1927 in 1917.

The advertising of Warren's Standard Printing Papers is another example—this time taken from the field of business use.

By presenting through their advertising the value of direct mail as an aid to help you buy or sell, the S. D. Warren Company have made as uninteresting a subject as blank sheets of printing paper interesting to the reading public. And they have created a broader market for paper as a whole and carved for themselves an envied niche in that broadened market.

What are your advertising plans for 1937?

GEORGE BATTEN COMPANY, INC.

Advertising



PLANNED ADVERTISING

Reg. U. S. Pat. Off.

How to write advertisements that will sell your goods

ADVERTISEMENTS which rank as "A1" are as scarce as star salesmen. Although you may have had a star salesman you may doubt if it is possible to secure A1 advertisements.

Such advertisements are not built on the rule-of-thumb or hit-or-miss basis. They are produced only after hard work, after a digging for the facts concerning your product which interest the consumer who, after all, is king. His wishes must be considered if you are to secure his patronage.

Plan Method of Fact Finding

THE facts which interest the consumer and break down the sales resistance are dug out under our "Plan" method of working.

A plan as we build it represents the work of six to twelve of our men covering a period of from two to four months. These men apply to your business, with the unprejudiced viewpoint of an outsider, their widely varied, intensely specialized experience. The result of such work is a complete, practical, definite marketing plan with a set of recommendations and budget of expenditures and sales expectancy.

"How to write advertisements that will sell your goods" is one of the problems covered. In the plan we tell how such advertisements should be written, why they should be so written and we illustrate them by an exhibit.

Isn't this an Opportunity?

BECAUSE this plan is built for a nominal fee agreed upon in advance and because there is no further obligation after the plan is delivered, isn't this an opportunity for you to judge the ability of a competent advertising agency actually at work on your product, before you give it authority to spend money?

It is something like saying to a salesman, "We'll take you on for four months. We'll pay you so much money, with the understanding that at the end of the time you go or you stay on the basis of the results which you have shown." "Planned Advertising" makes exactly the same sort of a proposition to you.

May we send you a copy of the booklet "The Laws of Successful Advertisement Writing"? It tells more about our methods in building advertisements.

CHARLES W. HOYT COMPANY
Incorporated

PLANNED ADVERTISING
Reg. U. S. Pat. Off.

116 West 32nd St., New York
Boston Springfield, Mass.
Winston-Salem, N. C.

What Has Become of Staple Merchandise?

[CONTINUED FROM PAGE 21]

an automobile interior and a famous continental artist re-styles a fine old car.

A writing paper house advertises that they keep a fashion expert abroad "who discerns with practised eye the newest note in color, the latest oddity of design, all the gay movements of the mode."

THERE are styles in clothes, cars, foods, drinks, restaurants, travel—and dogs. The breeder and pet dealer now must needs watch for style changes, for breeds come and go almost as quickly as clothes styles come and go. We almost have spring and fall modes in dogs.

House furnishings, decorations, table settings and architecture feel the changes, too: in new styles in antiques, in Turkish rugs, fashionable three years ago and now bought in plain colors without patterns. Now crystal—now colored glassware. Styles in flowers, gardens, games. Change—change, nothing but change. New perfumes, new rouges, new lipsticks, new vanities. Knick-knacks and novelties. New ways to spend our enormous surplus income. People ask: not, "Is it durable?" "Is it sound?" "Is it made by craftsmen?" but, "Is this the latest thing?"

America is just emerging from its pioneer chrysalis and bursting forth a big, bright butterfly—perhaps a little gaudy. Pioneer overalls and Mother Hubbards are gone forever. Horse and buggy ideas have given way to gas engine ideas. Business cannot jog trot: it must go at sixty miles an hour or drop back.

Starting with the war we have raised our capacity to produce enormously. Industry has discovered that high wages induce high production. The manufacturer is making more. The public is able to buy more.

Everybody goes everywhere—actually or vicariously—through magazines or movies. Thousands "run over to Paris or London." The movies take in 55,000,000 paid admissions per week. The population has become mobile.

Automobiles or bus lines are putting everybody in quick touch with a major or minor commercial center. The young have taken their elders in hand and are showing them how to dress, dance, entertain and spend.

The United States has put its staid past in the closet and thrown away the key. Almost everybody has surplus income. Almost everybody is beginning to feel the urge of a more or less crude sophistication. We are all learning that there is something in life besides

work, bread and drink. The instinct to adorn, decorate and furbish life is in full, though perhaps youthful, play.

There is a new tempo and a new tempo in business. A business can come up faster—or go down faster.

Perhaps a manufacturer will think: "Well, this talk about style is all right, but my merchandise is staple merchandise if there ever was any." But after all, can any business be immune to rapid changes in public usage?

Soap? What could be more staple than soap? Yet the adoption of silk stockings, silk underwear, colorful woollens and fancy lingerie brought demands for new and more delicate types of soap.

Paints? There are new colors in household decorations, changing styles every year. Doesn't a paint manufacturer need style advice?

Foods? There are new fashions in eating. The old-fashioned Sunday dinner is out of style; one does more entertaining. A continental flavor is creeping into our foods. We have afternoon tea. Soda fountain lunches exist so that stenographers can buy fur coats and silk stockings. A tendency is seen for every laborious cooking operation to leave the home and take its place in the factory. Delicatessens rise, and cubby-hole kitchens. Millions of automobile picnics are held every Sunday. Doesn't a food manufacturer need the advice of women who are abreast of all the changes in eating habits?

TRANSPORTATION? With dozens of Pacific Coast stores trying to get the new merchandise first, isn't speed in handling now enormously important? What about the railroad manager who lets somebody else carry goods the same distance a day faster?

What is going to happen to manufacturing when retailers who know that style makes merchandise perishable refuse to buy in quantity? Who is going to carry the stocks? Who is going to finance their carrying? Ask the textile industry about the problems changing styles have brought to their business.

What is going to happen to sound old companies who stick to their "sound, conservative old ideas?"

When a staple line turns into a style line what changes are necessary in making, advertising, selling, warehousing, shipping and billing?

Business is raining new problems. Today no one can say: "Now that's settled for a year or two anyway." There never was a time when business men had to keep so constantly on their toes.



Outdoor Advertising

MORE than one hundred advertisers in the automotive and accessory field find it an advantage to place their Outdoor Advertising with the National Outdoor Advertising Bureau, through the agencies which handle their advertising in other media.

Any agency having membership in the National Outdoor Advertising Bureau will gladly give you reliable and up-to-date information about Outdoor Advertising.

National Outdoor Advertising Bureau

INCORPORATED
An Organization Providing a Complete Service in Outdoor Advertising through Advertising Agencies
 1 Park Avenue, New York General Motors Building Detroit 14 East Jackson Boulevard, Chicago

What Makes a Trade-Name Lawful

By *Gilbert H. Montague*

of the New York Bar

LUMBER manufacturers, furniture interests, trade papers and association executives, who are professing great alarm over the Federal Trade Commission's recent ruling in the so-called "Philippine mahogany cases," are giving themselves a great deal of unnecessary concern.

Nothing in the Commission's ruling in any way requires that "Philippine mahogany," or any other wood, shall hereafter be described in the trade by its botanical or scientific name.

Nothing in the Commission's ruling in any way threatens the continued use of such well-established and non-deceptive names as "Douglas Fir," "Red Cedar," "Poplar" and the like.

All that the Commission has required is that, in place of the deceptive name "Philippine mahogany," some non-deceptive name shall be adopted or coined. (like "Rayon" in the now famous "Artificial Silk" cases), which shall avoid all deception on the part of the consuming public, and which will enable manufacturers and dealers handling this wood to build up for it a goodwill based on its own merits, rather than on its confusion of name with real mahogany.

Because certain Philippine woods may resemble real mahogany is no reason why they can lawfully be called "Philippine mahogany."

"Coca Cola" imitations may possess the color, appearance, and even the identical chemical composition of genuine Coca Cola, yet they cannot be lawfully sold as "Coca Cola" or by any other name which the consuming public is liable to confuse with Coca Cola.

Whether a name is, or is not a lawful trade-name depends on whether the consuming public is, or is not, liable to be deceived as to what is described by that name.

"Irish stew," for example, is so well established as a name describing a well-known American dish that no one can possibly be deceived into believing that it refers to a stew imported from Ireland.

"Irish lace," on the other hand, is in quite a different situation.

The Federal Trade Commission, in an investigation conducted among the consuming public throughout the United States, found that most consumers believed that "Irish lace" meant lace made in Ireland, and as a result of that investigation the Commission recently ordered that the use of the name "Irish lace" should be discontinued, except when applied to lace made in Ireland.

Whether the consuming public is, or is not, deceived depends on what consumers believe, and this is always a question of fact, which can be determined only by direct, first-hand inquiry among scores of consumers in all parts of the country.

If a substantial portion of the consuming public is deceived, then the name must be disapproved as deceptive. If, however, most consumers are not deceived, then the name, even though it be one like "Irish stew," is clearly non-deceptive and must be approved.

In the case originally cited in this article the consumers were unaware that "Philippine mahogany" was in fact not real mahogany. They confidently expected when they bought the product that they were getting real mahogany, and were, therefore, plainly deceived by the name. These facts having been shown by overwhelming proofs, as appears in the extended findings which accompany the Commission's ruling in the "Philippine mahogany" cases, the Commission had no alternative except to forbid the continued use of the name.

UNDER similar circumstances, and because of similar proofs as to what the consuming public throughout the country understands to be meant by "Broadcloth," "Engraving," "Fashioned Hosiery," "Gold," "Handpainting," "Ice Cream," "Ivory," "Leather," "Linen," "Linoleum," "Platinum," "Radium," "Sheffield," "Silk," "Sterling" and "Wool," the Federal Trade Commission during the past few years has issued scores of orders forbidding the use of these names, either alone or in combination with qualifying or derivative words, when applied to

articles other than those meant by these names, as these names are understood by the consuming public throughout the United States, which has been polled by the Federal Trade Commission in various investigations regarding these names.

THE Supreme Court in 1922 upheld the Federal Trade Commission's right to conduct such investigations, and declared that it was the Commission's emphatic duty to order the discontinuance of such names in any case whenever the Commission finds that such names are in the Supreme Court's own words, "calculated to deceive and do in fact deceive a substantial portion of the purchasing public," even though, again to quote the Supreme Court, "the falsity of the manufacturer's representation has been so well known to the trade that dealers, as distinguished from consumers, are no longer deceived."

Deception of the consuming public was so conclusively proved in the "Philippine mahogany" cases that the Federal Trade Commission would have clearly disobeyed the Supreme Court's peremptory command if it had not ordered the discontinuance of use of the name "Philippine mahogany."

Only by such a ruling, indeed, could the Commission protect against confusion and deception the consuming public and the entire furniture trade which must rely upon lumber manufacturers' representations as to the wood of which their furniture is made.

Because the Commission has found, in the "Philippine mahogany" cases, from the testimony of a substantial portion of the consuming public, that "Philippine mahogany" is actually a deceptive name, this cannot, by any extension of logic, become a precedent that will lead the Commission to find that "Douglas Fir," "Red Cedar," "Poplar" and similar well-established names are deceptive, against testimony which can easily be produced from an overwhelming proportion of the consuming public to the effect that these names, unlike "Philippine mahogany," deceive absolutely no one.

CollegeHumor

Announces a readjustment of
black and white advertising rate.

- ¶ Effective November 1, 1926, (*January, 1927 issue*) the new rate will be \$2.50 per line — \$1070. per page.
- ¶ Orders with definite schedules will be accepted until November first at present rate.

CollegeHumor

B. F. PROVANDIE, Advertising Director
1050 NORTH LA SALLE STREET
CHICAGO

SCOTT H. BOWEN, Eastern Mgr.
250 Park Avenue, NEW YORK

GORDON SIMPSON, Representative
Chapman Bldg., LOS ANGELES, CAL.



A New Detroit Hotel With A Definite Purpose!

Equipped in the finest and most modern manner—designed by a firm of world-famous hotel architects—directed by a man thoroughly versed in every phase of hotel management, the function of the new Savoy in Detroit will be to supply first-class hotel accommodation at moderate rates.

The Savoy has 750 rooms with baths, and is situated just six short blocks north of Grand Circus Park, on Woodward Avenue at Adelaide Street.

It was designed by Louis and Paul L. Kamper (architects of the Detroit Book-Cadillac Hotel) and has as its managing director, A. B. Riley, formerly manager of the Bancroft Hotel, Saginaw, Mich. The Savoy's rates are \$2.50, \$3.00 and \$3.50, with suites and sample rooms ranging in price from \$5.00 to \$12.00.

The cuisine of the Savoy is unsurpassed. Outstanding features of the Hotel are the Bohemian Room, the Coffee Shop and the Food Shop—the walled-in Garden Court—the International Suites (each decorated in the national style of some foreign country)—the 20-chair barber-shop and the 18-booth beauty parlor—the Emergency Hospital, with a nurse in constant attendance—the Valet and Checking service—the Florist's Shop—the Humidor—and the Gift Shop.

The Savoy opens for business on September 15.

A. B. RILEY, *Managing Director*



Rooster-Crows and Results

[CONTINUED FROM PAGE 22]

a little private introspection, detect traces of these egocentric motives in his strictly business literature. No possible harm can come from it so long as he makes due allowances for this personal and anti-commercial element. On the other hand, he may find that through such advertising comes to him one of life's greatest gratifications—the opportunity for self-expression!

YOU may, perhaps have noticed that the passenger on the back seat of a car always feels that he—or she—could drive better than the person at the wheel. Also the inherent conviction everyone has that he—or she—could write a first rate play or novel, if the time could only be spared. Take these two instincts together, multiply them at will, and you will not exaggerate greatly the feeling ninety out of every hundred business men have toward their advertising. Undertakers entirely escape their client's competition. Lawyers generally do; doctors sometimes; advertising men never!

Universal and compelling as is the pleasure of seeing one's name in print, it dwindles to nothing compared to the joy of seeing one's own words flash in clear black type into every home in the country, state, nation. Men who never will have time to write the great American novel can still thrill with the pleasant pangs of authorship. They correct advertising copy and revise layouts with deadly seriousness. So far so good.

But, with an honestly clear conscience they spend thousands of dollars of the firm's money to place this masterpiece of theirs before perfect strangers, who, for some never explained reason, they suppose will read it. Just as every engaged couple honestly thinks the coming wedding an event of worldwide importance; just as every young mother honestly thinks her first born the only baby worthy of serious consideration; just so enthusiastically does every new advertiser parade as universal facts his personal preferences and individual experiences.

Once more, we repeat, this is a quite natural and entirely harmless pastime, provided the results are not taken too seriously, businesswise, by smaller advertisers or by some younger generation of advertising men. The public may be relied upon to protect itself with surprising discernment!

Nor do publishers and advertising men fool themselves. Although they live by the sword, so to speak, their own advertising is surprisingly stingy and not overwhelmingly effective. This

Achilles' heel is not, as some cynic suggested, due to the fact that advertising agents and publishers do not believe in advertising. Nor even that their high-pressure young men do not solicit each other. It is rather that their creative complex—the urge for public expression—is so thoroughly satisfied. Where others rush into print regardless of expense, the advertising men themselves scarcely bother to tread.

Regardless of the apathy of these hardened professionals, however, advertising always has and always will be a perfectly proper means of self-expression. So long as others spend money on privately printed books and more or less privately produced plays, there can be no possible objection to any man spending money to support publications that—at appropriate prices—dedicate a neatly measured plot of white space to his literary and artistic creations.

By professional courtesy the result is always called "advertising." Furthermore, under that gorgeous ubiquity "It pays to advertise," it is given—as is nothing else in the artistic or business world—an unqualified blanket guarantee of success.

A man may write a poem, put on a play, paint a picture, sing a solo. As soon as he attempts it professionally, starts out to make it "pay," clarion voiced critics warn him of weakness. If, as generally happens, the public agrees with the critic, our unfortunate author, painter, or singer swiftly slides into silence. In advertising, on the contrary, no matter how ignominiously he fails the first, the fiftieth, or five hundredth time, he is still assured by all our sacred traditions that he is bound to win if only he has the courage to keep at it.

WHY intelligent business men who no longer believe in Santa Claus should band together so earnestly to perpetuate these pleasant fictions is a question one hardly dares ask. For there is nothing mysterious about an advertisement, no golden Minerva to burst full panoplied from a godlike brain. No metaphysical unearned increment that suddenly flowers into unexpected spring. The inexplicable power that never fails was an excellent fancy back in the days when advertising managers brought their whiskers to business on tall bicycles. Since then, less poetic young men in department stores and mail-order houses have pulled advertisements apart to find what makes them go. Cold-blooded psychologists have already added a good many very enlightening facts.

Have you a pump account?

THE MARKET FOR CENTRIFUGAL
BOILER FEED PUMPS

ROTARY PUMPS
AND THEIR MARKET

THE VACUUM PUMP
in the
POWER FIELD

LOW HEAD CENTRIFUGAL PUMPS
AND A SUGGESTION
ON THE CULTIVATION OF THEIR MARKET

If you have, you are naturally interested in any item of information which will help widen your client's pump market and simplify his selling.

Here are four separate reports recently prepared by POWER on the marketing of pumps. They are the result, in each case, of an expert investigation conducted by our research service.

These reports set forth such facts as: The number of industrial plants and central stations in the United States and the various types of pump they use; the present trends in types of pump most in demand; the average number of new plants and replacements in old plants per year; the men who specify pumps and their buying habits; the number of manufacturers in the field and the conditions of competition.

We will gladly furnish you, free of charge and without obligation, a copy of any one or of all of these reports.

If you have no pump account at present, but see one in prospect, the facts herein contained may materially assist you to secure it. Write!

Such reports as these typify the service POWER is rendering to industry by exploring the markets for power plant equipment and setting forth the facts in clear easily usable form.

Tenth Avenue
at 36th Street
New York

POWER

A McGraw-Hill
Publication
A.B.C. A.B.P.

Likeness

ALL normal human beings are alike. They all have one head, one heart, two eyes, two hands, etc. And in this blessed country of ours they are supposed to be born equal. Yet in spite of the fact that we all have "standard equipment" no two of us have ever been found in all the world to be exactly alike.

With magazines, as with human beings, the same thing is true. They all are printed on paper, with the same 26 characters of the English alphabet; they all deal with ideas and thoughts; and they all circulate to readers—oftentimes to the same readers.

Yet, no two are ever exactly alike. Perhaps this is because they are produced by human beings who are alike and yet not alike.

Some magazines have large circulations and some have small. Some have much reader interest and some have practically none. Some are very attractively gotten up and printed, yet fail to produce any results—"beautiful but dumb."

You certainly cannot tell how good a cook a gal will be from the cuteness of that curl in the middle of her forehead. Neither can you tell how good an advertising medium a magazine will prove to be from the wonderful art work it may use or its beautiful typography. Not that the curl and the art work aren't desirable but real character depends upon things more subtle.

In this advanced age, magazines practically all depend upon the advertising pages for their support. Then, a magazine to be worth its board and keep, should repay the advertiser in some form or other for the money he spends for space in its columns.

A. R. Maujer

for
INDUSTRIAL POWER
608 So. Dearborn Street
Chicago, Ill.

I have advertised so often to the fact that INDUSTRIAL POWER repays its customers that reiteration is almost monotonous. Either you believe it or you don't. If you do, fine, maybe we can find room for your ad in our next issue. If you don't it costs you nothing to call our hand; maybe we really do hold the cards.



Economical! Efficient! Inexpensive! But—

This story may or may not be true, but, I fancy, it has enough foundation to justify its inclusion in A. & S.

An American salesman undertook to market an ice-cream freezer in France. He tackled the job in typical American fashion. Every merchant on whom he called received him hospitably, listened intently to his "sales talk," agreed with him that the device was "wonderful" but—did not order.

This sort of thing continued for weeks.

Finally, the American sought one of the merchants on whom he had called first and who had been more than ordinarily civil. To this man the American said: "Why is it, Monsieur Le Brun, that I cannot sell this machine? It is economical. It is efficient. It is inexpensive."

The Frenchman's reply was: "That is quite true. Your device is most excellent—for those who wish to make ice-cream that way. But in France we do not wish to make ice-cream that way."

A Well-Trained Secretary

A man wrote a book. In it he told of some of the many wonderful things he had done. And tendered a lot of advice.

Another man—who happens to know the man who wrote the book—took exception to some of the statements in it, and wrote the author a letter in which he asked four or five questions—not so much because he wanted answers to those questions as because he wanted the author to know that he—the questioner—did not think very highly of the author or of his advice.

In due time the questioner received a reply to his letter. It was as follows:

"Mr. Blank is away and the date of his return is indefinite. As he is seeking a complete rest, he has asked that mail shall not follow him, and that there shall be no accumulation of letters upon his return. Hence I can only acknowledge the receipt of your letter,

and say that it has been placed in the files.

Yours truly,
"SO AND SO, Secretary."

I call that a masterpiece, don't you?

The Silly Season

Such weather as we had in August was bound to produce more than the usual number of fool sayings. The fooliest of all, it seems to me, is that of a Chicago physician that the use of soap produces deafness!

Can you beat it?

Qualifications for a bride—1926 model

An old friend—a man who seemed to be a confirmed bachelor—writes me that he is engaged to be married. His comment on his bride-to-be takes this form: "Henrietta is no grouch; is very active, drinks, smokes and is not musical or artistic, but I think she is a good housekeeper and companion."

What more can a man ask for, in these unregenerate days?

The World Do Move

It has taken a long time, but the railroads have finally awakened to the fact that the motor-bus is here to stay, and that it is better to have it work with, rather than against, them.

The New Haven, for example, has organized, as a subsidiary, the New England Transportation Company, which operates no less than thirty-seven bus lines in Connecticut, Rhode Island and Massachusetts. Only those who have tried in recent years to reach branch-line points in those States know what a blessing this innovation is. Many a slumbering New England village has been given a new lease of life for, once more, it is brought in touch with the outer world.

Same Thing! Different Words!

As showing how a competent writing man can say the same thing in different words, these extracts from a recent issue of *The New York Times* are submitted:

Among those sailing on the *Majestic* are:

Passengers sailing on the *France* include:

Sailing on the *Minnewaska* are:

Passengers booked on the *Cedric* include:

Among the *Scythia's* passengers will be:

Booked on the *Cameronia* are:

Those booked on the *Pastores* include:
JAMOC.

A Simple Matter of Arithmetic—

A GOOD PRODUCT

—plus

SALES EFFORT
A RICH MARKET
THOROUGH COVERAGE
INTELLIGENT ADVERTISING

—equals

INCREASED BUSINESS FOR YOU

Mr. Manufacturer: You have the product and the ability to make the sales effort

WEST TEXAS is one of the richest
PRIMARY MARKETS OF THE NATION

The Fort Worth Star-Telegram and Record-Telegram

*offers a thorough coverage of this market
with net paid circulation*

Over 120,000 Daily or Sunday

reaching over 1,000 towns throughout West Texas, with more circulation in that area than any other three or four papers combined.

THE RESOURCES OF WEST TEXAS are more diversified than you will find in any other territory. The MAJOR industries include cotton, grain, livestock, feedstuffs, wool, oil, etc. The production of this market puts approximately A BILLION AND A HALF DOLLARS INTO CIRCULATION EACH YEAR.

SOLVE THIS PROBLEM OF ARITHMETIC by planning your advertising and sales campaigns to include WEST TEXAS, and, of course, the

Quoting
Sales Management
July 10, 1926

FT. WORTH, TEXAS

Best wheat and oat crops in years insure good late summer business in Ft. Worth Section. Estimated value of the crops is \$60,000,000, which will be in circulation by August 1. Building permits in Ft. Worth for the first six months of 1926 exceed entire year of 1925. Oil developments described as "feverish," due to opening of new fields, demand for gasoline and high price of crude oil. W. E. Connell, president First National Bank, writes, "Taking it all around, I have not seen business conditions as good in this territory for several years as they are at this time." Sales managers should develop this territory intensively this summer and fall.

FORT WORTH STAR-TELEGRAM
(EVENING)

Fort Worth Record-Telegram
(MORNING)

FORT WORTH STAR-TELEGRAM
and **Fort Worth Record**
(SUNDAY)

Largest Circulation in the South

Charter Member Audit Bureau of Circulations

AMON G. CARTER,
President and Publisher

A. L. SHUMAN,
Vice-Pres. and Adv. Director

"Making More Money in Advertising"

By W. R. Hotchkin

Just published!

A book devoted to the stimulation of the copy-writer, chiefly—showing how power to develop desire for the goods is created in the mind of the reader.

Also telling *the man who pays the bills* what should be contained in the MESSAGE that is printed in the costly space that he buys.

This book does not intrude on matters of typography, illustration, or mediums. It is almost wholly confined to the author's two specialties—merchandising and COPY.

Mainly for workers on the job; but with a special section for beginners in advertising writing.

A book created out of the quarter-century experience and study of the author as Advertising Manager ten years for John Wanamaker, New York; three years for Gimbel Brothers, New York, and a dozen years as promotional writer, counsellor and critic for hundreds of stores in the United States and Canada. Author of "The Manual of Successful Storekeeping" and "Making More Money in Storekeeping," and a frequent contributor to "ADVERTISING & SELLING."

The book presents a graphic picture of retail advertising and merchandising processes that should be interesting to all agents whose clients' products are sold in stores.

The copy ideas and stimulation will prove quite as valuable for National Advertising as for local.

Price, \$3.

Published and Sold by the Author—

W. R. Hotchkin, Associate Director, Amos Parrish & Co., Suite 807, Farmers Trust Bldg., 475 Fifth Ave., New York, N. Y.

How One Company Controls Production

[CONTINUED FROM PAGE 34]

to sell, next year, so many thousand cases of our goods in this territory."

THE estimate reaches the branch manager. He may think the figures for this, that or the other brand too high—or too low. He asks the jobbing salesman for further information. "Why do you think you can sell, next year, eight thousand cases more of such and such a brand than you sold this year?" Or, "You say you can sell only 16,500 cases of 'Meteors' in 1926. Sales for 1925 were in excess of 20,000 cases. Please explain." These and similar questions are answered. The estimate may be changed. It may not. In either case, it is finally "O.K'd" by the branch manager and mailed to headquarters. Other estimates from other jobbing salesmen and other branch managers have been received. Each, as it comes to hand, is studied by the sales manager and the vice-president in charge of sales. If those gentlemen are satisfied that the estimates are as they should be, they accept them. If not, they ask for additional information.

The estimates are then combined and take some such form as Budget No. 1.

The figures shown in this table are not merely for the information and guidance of the sales department. They are accepted by the manufacturing department as its authority to make and have on hand, ready for shipment each month, the quantities shown. The purchasing department accepts them as authority to buy and deliver at each factory a sufficient supply of raw materials to satisfy each factory's needs. They serve still another purpose: they make it clear to the treasurer of the company what financial arrangements he must make, month by month.

In other words, early in January of each year, not only does the sales department know how many cases of each brand it should sell, each month, but each factory manager, the purchasing agent and the treasurer know what they must do. To make assurance doubly sure, an interdepartmental committee meets once a month to review actual performance as against quotas. Have sales fallen off? If so, where and why? Is production above or below the quota established for each brand? Why? What about raw materials? And financing? All these matters are considered, and when the meeting ends, every man who has attended it knows precisely where he stands.

But the sales budget is only one of several budgets which govern the ac-

tivities of the Blank Company. Every branch manager has his own territorial sales budget which shows, by months and brands, what is expected of him. (See Budget No. 2.) Every jobbing salesman likewise has his budget, which shows the number of cases—by brand and month—he has promised to sell to jobbers in his territory. Factory managers work on a budget—that is, they operate on a schedule which calls for the production, each month, of so many cases—no more, no less—of the various brands which the Blank Company manufactures. (See Budget No. 3.) And, finally, the work of the retail salesmen is planned so that they know how many calls and how many sales a day they should average and what their sales should average per week in dollars and cents. The requirements are not unreasonable, for they are based on past experience.

When a salesman enters the employ of the Blank Company, he is told that his value to the company depends on his ability to maintain a certain volume of sales in the territory to which he is assigned. He is also told that his salary is based on the expectation that he will do this; that if he fails, after having been given a fair trial, he must not expect to retain his position, but that if he makes a showing, noticeably better than his quota, his salary will be increased—without his asking.

THE average number of calls per day which retail salesmen are expected to make is twelve. This is not an arbitrary figure; nor does it make unreasonable demands on the salesman. It is an eminently fair figure, accepted as such by the salesmen themselves because it is based on experience which covers a period of years.

The average number of sales per day which retail salesmen are expected to make—and which they must make if the volume of sales in their territories is to be maintained—is five. This, again, is not an unreasonable figure.

I do not feel free to give details of the daily, weekly or monthly sales expected of retail salesmen. All I care to say is that the figures are reasonable. Any man who has selling ability, is willing to work, and does work, can achieve them without superhuman effort.

That quality of "reasonableness" is, perhaps, the outstanding characteristic of the Blank Company. No man or woman in its employ is asked to do the impossible. "Strong-arm" sales methods are not permitted. No sales-

MINERCO BOND



The Letter

A WESTVACO SURFACE FOR
EVERY PRINTING NEED

The Mill Price List *Distributors of* WESTVACO MILL BRAND PAPERS

The Chatfield & Woods Company
20 W. Glenn Street, *Atlanta, Ga.*

The Arnold-Roberts Company
Augusta, Me.

Bradley-Reese Company
308 W. Pratt Street, *Baltimore, Md.*

Graham Paper Company
1726 Avenue B, *Birmingham, Ala.*

The Arnold-Roberts Company
180 Congress Street, *Boston, Mass.*

The Union Paper & Twine Company
Larkin Terminal Building,
Buffalo, N. Y.

Bradner Smith & Company
333 S. Desplaines Street, *Chicago, Ill.*

West Virginia Pulp & Paper Company
732 Sherman Street, *Chicago, Ill.*

The Chatfield & Woods Company
3rd, Plum & Pearl Streets,
Cincinnati, O.

The Union Paper & Twine Company
116-128 St. Clair Avenue, N. W.
Cleveland, O.

Graham Paper Company
1001-1007 Broom Street, *Dallas, Texas*

Carpenter Paper Company of Iowa
106-112 Seventh Street Viaduct,
Des Moines, Ia.

The Union Paper & Twine Company
551 E. Fort Street, *Detroit, Mich.*

Graham Paper Company
201 Anthony Street, *El Paso, Texas*

Graham Paper Company
1002-1008 Washington Avenue,
Houston, Texas

Graham Paper Company
332-336 W. 6th Street, Traffic Way,
Kansas City, Mo.

West Virginia Pulp & Paper Co.
122 East 7th Street, *Los Angeles, Cal.*



The E. A. Bouer Company
175-185 Hanover Street,
Milwaukee, Wis.

Graham Paper Company
607 Washington Avenue, South,
Minneapolis, Minn.

Graham Paper Company
222 Second Avenue, North
Nashville, Tenn.

The Arnold-Roberts Company
511 Chapel Street, *New Haven, Conn.*

Graham Paper Company
S. Peters, Gravier & Fulton Streets,
New Orleans, La.

Beekman Paper and Card Company, Inc.
137-141 Varick Street
New York, N. Y.

West Virginia Pulp & Paper Company
200 Fifth Avenue, *New York, N. Y.*

Carpenter Paper Company
9th & Harney Streets, *Omaha, Neb.*

Lindsay Bros., Inc.
419 S. Front Street, *Philadelphia, Pa.*

The Chatfield & Woods Company
2nd & Liberty Avenues,
Pittsburgh, Pa.

The Arnold-Roberts Company
86 Weybosset Street, *Providence, R. I.*

Richmond Paper Company, Inc.
201 Governor Street, *Richmond, Va.*

The Union Paper & Twine Company
25 Spencer Street, *Rochester, N. Y.*

Graham Paper Company
1014 Spruce Street, *St. Louis, Mo.*

Graham Paper Company
16 East 4th Street, *St. Paul, Minn.*

West Virginia Pulp & Paper Company
503 Market Street, *San Francisco, Cal.*

R. P. Andrews Paper Company
704 1st Street, S. E., *Washington, D. C.*

R. P. Andrews Paper Company
York, Pa.

Manufactured by
**WEST VIRGINIA PULP
& PAPER COMPANY**

man is allowed to over-sell his customers. No prizes are given to the salesman who makes the best showing. Almost never are the factories asked to increase output beyond the figures shown on the budget. As a result, the operatives are assured of regular employment. Shut-downs and overtime are equally rare. Nor do unsold goods pile up in warehouses, eating their heads off in rent, interest or capital invested:

Budgeting! That is the explanation.

(In an early issue of ADVERTISING AND SELLING, Mr. Campbell will tell how the Blank Company controls Selling Cost.—EDITOR.)

Facts vs. Superlatives

[CONTINUED FROM PAGE 36]

vertiser who is content to tell the specific and unique features of his product.

Occasionally someone points out that Phineas T. Barnum, who coined for the big top that grandiloquent phrase, "The Greatest Show on Earth," was a highly successful advertiser. He was. A trustworthy biography of Barnum discloses, however, that he employed his superlatives in a humorous, and not in a serious, vein. He sought to be considered a humbug because the amused skepticism of the public increased its curiosity concerning Barnum's museum and his circus. The pyramided adjectives produced the desired effect, but, as Barnum knew very well, they obtained results chiefly because of their suitability to his peculiar business, and because of their novelty at the time.

However effective such copy may have been in advertising collections of freaks, elephants and acrobats, it is not sound advertising today for stocks and bonds, for foods, clothing, cosmetics, motion pictures, radio sets, or household conveniences. It attaches to otherwise credible statements too much of an atmosphere of humbug.

In the retail field this vaunting tendency is frequently expressed in such language as: "The greatest sale in Zenith by the greatest store in Zenith." Even supposing that such a statement were true of sale and of store, does it reassure the customer that garments advertised as silk *are* silk, that the listed marked-downs were not previously marked up for the occasion, or that all seconds will be sold as such?

The average consumers may not be rational creatures, or even reasonable ones, but their wants are simple. They are not looking for the millennium in any field of merchandise, but they can be interested in an article which will add to their comfort, health, enjoyment or security. The suburbanite wants a lawn mower which will cut his grass effectively; he is suspicious of the machine which is advertised to do the work of seven gardeners. He will buy a pleasantly fragrant pipe tobacco at a reasonable price, even though it may be a great deal less than "The Best in



The Telephone and the Farm

THERE was not a farmer in the world fifty years ago who could talk even to his nearest neighbor by telephone. Not one who could telephone to the doctor in case of sickness or accident. Not one who could telephone for the weather report or call the city for the latest quotations on his crops. Not one who could sell what he raised or buy what he needed by telephone. A neighborly chat over the wire was an impossibility for the farmer's wife or children.

In this country the telephone has transformed the life of the farm.

It has banished the loneliness which in the past so discouraged the rural population and drove many from the large and solitary areas of farms and ranches.

It is a farm hand who stays on the job and is ready to work twenty-four hours every day.

The telephone has become the farmer's watchman in times of emergency.

It outruns the fastest forest or prairie fires and warns of their approach. It has saved rural communities from untold loss of lives and property by giving ample notice of devastating floods. Three million telephones are now in service on the farms, ranches and plantations of the United States.

AMERICAN TELEPHONE AND TELEGRAPH COMPANY
AND ASSOCIATED COMPANIES

BELL SYSTEM



IN ITS SEMI-CENTENNIAL YEAR THE BELL SYSTEM LOOKS FORWARD TO CONTINUED PROGRESS IN TELEPHONE COMMUNICATION

\$124,342.25 Worth of Merchandise Sold by Letters

At a Cost of Only \$2,552.24. A copy of the letter sent you free with a 212-page copy of POSTAGE MAGAZINE for 50c.

POSTAGE is devoted to selling by Letters, Folders, Booklets, Cards, etc. If you have anything to do with selling, you can get profitable ideas from POSTAGE. Published monthly—\$2.00 a year. Increase your sales and reduce selling cost by Direct-Mail. Back up your salesmen and make it easier for them to get orders. There is nothing you can say about what you sell that cannot be written. POSTAGE tells how. Send this ad and 50c.

POSTAGE, 18 E. 18th St., New York, N. Y.

"99% MAILING LISTS"

Stockholders—Investors—Individuals—Business firms for every need, guaranteed—reliable and individually compiled.

Standard Charge \$5.00 Per Thousand

There is no list we can't furnish anywhere. Catalogue and information on request.

NATIONAL LIST CO.

849A Broad St.

Newark, N. J.

The Architectural Record-6,635

The second journal	-	-	-	5,147
The third journal	-	-	-	4,660
The fourth journal	-	-	-	4,513
The fifth journal	-	-	-	4,186

The figures given above denote architect and engineer subscribers, and show that the RECORD has 28% more than its nearest competitor, 42% more than the third journal, 47% more than the fourth and 58% more than the fifth.

On request—latest A.B.C. Auditor's Report—new enlarged and revised edition of "Selling the Architect" booklet—latest statistics on building activity—and data on the circulation and service of The Architectural Record, with sample copy.

(Net Paid 6 months ending December, 1925—11,537)

The ARCHITECTURAL RECORD

119 West Fortieth Street, New York, N. Y.

Member A. B. C.

Member A. B. P., Inc.

The STANDARD ADVERTISING REGISTER

Gives You This Service:

1. The Standard Advertising Register listing 7,500 national advertisers.
2. The Monthly Supplements which keep it up to date.
3. The Agency Lists. Names of 1500 advertising agencies, their personnel and accounts of 600 leading agencies.
4. The Geographical Index. National advertisers arranged by cities and states.
5. Special Bulletins. Latest campaign news, etc.
6. Service Bureau. Other information by mail and telegraph.

Write or Phone

National Register Publishing Co., Inc.

R. W. Ferrel, Mgr.

15 Moore St. New York City
Tel. Bowling Green 7966

WHEN Typography of the most exacting nature is required all roads lead to **Diamant's shop—and it costs no more!**

Write for booklet

E. M.

Diamant

Typographic Service

195 Lex. Ave. CALedonia 6741

The Only Denne' in Canadian Advertising

Canada may be "just over the border," but when advertising there you need a Canadian Agency thoroughly conversant with local conditions. Let us tell you why

A-J-DENNE & Company Ltd.
Reford Bldg. TORONTO.

**PROVE IT!
SHOW THE LETTER**

If your salesman could show skeptical prospects the testimonial letters and orders received from satisfied customers, it would remove doubt and get the order. Don't leave testimonial letters lying idle in your files—give them to your men and increase your sales thru their use.

Write for samples and prices

AJAK PHOTO PRINT CO., 31 W. Adams Street, Chicago

the World." Ask some consumers and see.

The buying of most advertised commodities is done by or for women. Many advertisers seem to have reached the conclusion that anyone who will buy articles advertised in the manner of some modern cosmetics will believe anything. But how many women actually believe such advertising? How many regard it as the public regarded Barnum: as an amusing humbug? Some women who might readily believe an extravagant claim which contains some tribute to their personal charm, are less receptive toward extravagant claims for less personal things—such as the durability of children's stockings, the "outstanding"-ness of a given novel among those of the year, or the superlative nutritive properties of a cereal.

Many of us recall a legend which purports to tell how the French master of the short story, Guy De Maupassant, learned his craft at the feet of the elder novelist, Gustave Flaubert. When the young man laid his first manuscript upon the table for judgment, it was handed back with directions to eliminate not less than one-half of the adjectives. Good copy writers may profit by the suggestion.

From the short story to the advertisement is not so long a journey. A good advertisement is a short story concerning an article of merchandise, a service or a security which leaves the reader eager to possess, or at least to know, more about its subject. A keen news editor will tell you that good advertising is that which has the most news value and that news values are determined by facts of public interest and not by frenzied writing. As we add no stature to the giant by calling him taller or tallest, we add nothing to the news value of an advertisement by calling a commodity greatest, longest-wearing, strongest, cheapest in price. It fits, or it does not fit; it wears, or does not wear; it is economical, or costly. The rest, in the short and ugly term of the courts, is "puffery." It may be balm to the vanity of the advertiser, but it has no longer a place in intelligent selling copy.

The Springfield (Mass.) Advertising Club Elects

At a recent meeting of the Advertising Club of Springfield, Mass., the following officers were elected: president, E. H. Marsh; vice-president, Milton Alden; secretary, J. F. Barteau; treasurer, W. S. Seybolt.

The Advertising Crafts Club of Philadelphia Elects

At a recent meeting of the Advertising Crafts Club of Philadelphia the following officers were elected: president, N. P. Laird; vice-president, H. Q. Miller, Jr.; secretary, W. S. Prentiss; treasurer, C. Deilly.

Something to tie to

IN THE language of the old riverman, "something to tie to" meant a rock or tree that was solidly enough planted to hold the boat against all the power of wind and current. "Something to tie to" meant stability to trust.

This simple phrase has become current in our language. It has not lost its meaning. *And nowhere in all the rush of American life is "something to tie to" more important than in the choice of a newspaper.*

PUBLISHING has undergone many changes. Favorite journals have disappeared. Ownership has changed again and again. New money has brought new voices to be heard. "Who speaks?" is a fair question when any newspaper utters an opinion.

In this shifting scene, steadfastness, which has been a principle of Scripps-Howard journalism since its beginning in 1879, is valued more than ever by the readers of these newspapers. *Scripps-Howard fearless-*



ness, honesty of opinion and independence of control furnish something for the public to tie to.

HERE is the most potent reason why Scripps-Howard newspapers enjoy the confidence of more than a million and a half families in twenty-four cities. *They*

are dependable; they can be counted upon for accurate news and for sane and constructive liberalism in policy.

The highest reward of journalism is the respect and confidence of newspaper readers. This, the Scripps-Howard organization values above all else.

SCRIPPS-HOWARD NEWSPAPERS

MEMBERS AUDIT BUREAU OF CIRCULATIONS

MEMBERS OF THE UNITED PRESS

Cleveland (Ohio).....Press
Baltimore (Md.).....Post
Pittsburgh (Pa.).....Press
San Francisco (Calif.).....News
Washington (D. C.).....News
Cincinnati (Ohio).....Post
Indianapolis (Ind.).....Times
Denver (Colo.).....Express

Toledo (Ohio).....News-Bee
Columbus (Ohio).....Citizen
Akron (Ohio).....Times-Press
Birmingham (Ala.).....Post
Memphis (Tenn.).....Press
Houston (Texas).....Press
Youngstown (Ohio).....Telegram
Ft. Worth (Texas).....Press

Oklahoma City (Okla.).....News
Evansville (Ind.).....Press
Knoxville (Tenn.).....News
El Paso (Texas).....Post
San Diego (Calif.).....Sun
Terro Haute (Ind.).....Post
Covington (Ky.).....Kentucky Post*
Albuquerque (N. Mex.) State-Tribune

ALLIED NEWSPAPERS, INC.
Notional Representatives
250 Park Avenue, New York, N. Y.
Chicago Seattle Cleveland
San Francisco Detroit Los Angeles
*Kentucky edition of the Cincinnati Post.

Three advertisers, outside the dental field, who find it profitable to address the entire dental profession through ORAL HYGIENE:

Postum Cereal Company

Lily Cup

The Andrew Jergens Company

ORAL HYGIENE

Every dentist every month

1116 Wolfendale Street, N. S.

PITTSBURGH, PA.

CHICAGO: W. B. Conant, Peoples Gas Bldg., Harrison 8448

NEW YORK: Stuart M. Stanley, 53 Park Place, Barclay 8547

ST. LOUIS: A. D. McKinney, Syndicate Trust Bldg., Olive 43

SAN FRANCISCO: Roger A. Johnstone, 155 Montgomery St., Kearny 8086

I want my friends to know—

that I am organizing a group of the better type of young men and women to study the broad subject of Advertising, Selling and Business Writing.

This is a Personal Coaching Service covering twenty months. Instruction given through the mails. Subscriber's spare hours to be used. The service will cover Research, Reports, Sales Planning, Sales Training, Management of Advertising and Selling campaigns, Dealer Relations, Direct and Mail Order Advertising, Sales Correspondence, etc.—the full schedule of marketing topics.

Only well qualified subscribers accepted. No rainbows or princely salaries promised, though I've aided hundreds to climb to responsible positions. Text-books of college standard used. Supplementary Helps on modern loose-leaf plan. Instruction based on 25 years of experience in business, educational and writing work.

I am seeking, as subscribers, bright salesmen and solicitors, sales correspondents, service men of printing organizations, alert private secretaries, reporters and others with research, writing or organizing experience.

Do me the favor of conveying this bit of news to the resourceful young men and women that seek your advice about climbing higher in the promotional end of business work.

S. Roland Hall

Easton Pennsylvania
119 Pierce Street

In Sharper Focus



Carl Gazley

(Top of Page)

C. H. Rohrbach

IN selecting subjects for "In Sharper Focus" I would like to know if the Editor is starting at the top and working down, or starting at the bottom and working up. Anyway, here goes.

Who cares where I was born? My real education started at the age of sixteen when I began traveling through the Middle West for a patent medicine and wholesale drug house. A big medicine wagon propelled by a team of horses, with myself as chauffeur, was my method of travel. In addition to selling, delivering and collecting for my goods, I had to carry out our program of "national advertising" as I went along. This was accomplished by means of a keg of tacks, a magnetic hammer, and a large variety of colorful signs. My customers were country storekeepers, and I learned to know them well. Many of them were good business men, and they proved to be good teachers, as well as very good friends.

After three years the West called me. I answered; drove mules, ranched, and came back East.

My career from then on embraced work in an advertising agency, a position in a manufacturing business, and a connection with moving picture cameras.

In 1917 I joined "Y and E" (Yawman and Erbe Manufacturing Company, Rochester, N. Y.) advertising department. Then followed several years of road work. In the course of time, appointments were made making me successively sales promotion manager, advertising manager, and assistant general sales manager—the position which I now hold.

I don't play golf, bridge or radio; I fish. One wife and one son take the rest of my spare time.

IN 1912 there came to New York a former Government employee, still loyal to the Government as a government—we hope—but apparently no longer loyal to the Government as an employer. C. H. Rohrbach—for, as our shrewder readers may have already



guessed, it was he—had decided to join some firm possibly less permanently sound financially but also probably more remunerative to its hirelings individually. Mature deliberation upon both sides soon linked him with the fortunes of The Celluloid Company,

ANOTHER INTERESTING SALES RECORD of THE 49TH STATE



Gardner Opens the Sales Throttle to a 54% Gain in St. Louis

St. Louis Manufacturer with 50-Year Knowledge of St. Louis Marketing Conditions Advertises in The St. Louis Globe-Democrat *Exclusively*.*



Reproductions of Gardner advertising which appeared in The St. Louis Globe-Democrat, resulting in a 54% gain in sales in the St. Louis market during the first six months of 1926.

You can say in a second which newspaper is the best advertising buy for you in your own home city, because you're there, and you *know*.

But what about St. Louis?

The Gardner Motor Company have the answer. They are *in* St. Louis. They *know*. They have an accurate knowledge of every phase of local marketing conditions, gleaned from 50 years of business experience in this market.

And they know St. Louis newspapers.

When it came to the question of the big 1926 campaign, The Gardner Motor Company and their St. Louis distributor chose The St. Louis Globe-Democrat *exclusively*.

And Sales Jumped 54%

Justifying the wisdom of their choice

is a 54% gain in sales in metropolitan St. Louis during the first six months of 1926, over the same period of 1925.

It's another outstanding success in which The Globe-Democrat has played an important part. The 30 automobile distributors in St. Louis who made the substantial gains in sales in 1925 all used commanding advertising space in The Globe-Democrat.

Natural, too—for The Globe-Democrat is read by more automobile owners than any other St. Louis daily. Its circulation is concentrated where greatest car-purchasing power exists.

Throughout the entire St. Louis market, known as The 49th State, Globe-Democrat supremacy is not even challenged. It is The Newspaper of The 49th State.

Write for details of the assistance which The Globe-Democrat is prepared to give you, through its Sales and Promotion Department and the Research Division.

*As is customary, The Gardner Motor Company was represented in the Special Automobile Show Number of each St. Louis newspaper, during Show Week, February, 1926.

St. Louis Globe-Democrat

The Newspaper of

The 49th State



Arthur Henry Co., Inc.

*Designers and Producers of Distinctive
Direct Advertising*

1482 Broadway, New York

Telephone BRYANT 8078



Leaflets

Folders

Broadsides

Booklets

House Organs

Catalogues

Copy Writing

Illustrating

Engraving

Printing



Write for Booklet—"Direct Results"



with whom he was to be successfully associated for the next four years. For a time he was a salesman, but the proverbial bushel basket did not hide his light for long, and he soon became a divisional sales manager. In this, the commencement of his career, he was fortunate enough to come under the able tutelage of Charles F. Abbott, who gave him—Mr. Rohrbach assures us—an invaluable background of what salesmanship and sales management mean. It was with Mr. Abbott's assistance that he left the company to go into trade association work, then comparatively little known or understood. At that time and during the war, as was later brought out in the courts, many abuses masqueraded under the guise of such associated activities.

THIS pioneer in the work studied his business, wrote about it, and has since had the great satisfaction of seeing it established as an important factor in the sphere of modern business activities, backed and indorsed by the President, the United States Supreme Court and, most energetically, by Secretary Hoover, through such measures as his campaign for the elimination of waste in industry.

Probably a description of trade associations is scarcely necessary. In all likelihood almost every reader of ADVERTISING AND SELLING is a member of one or more organizations, from an advertising club to trade associations. In these days the latter have a great deal to do with both advertising and selling. Their secretaries are so convinced of the merit and high standards of their work that it pleases them to consider it as a form of profession.

Mr. Rohrbach soon became an enthusiastic holder of a number of secretaryships, and in them he noticeably supported the great cause of advertising—at least from the advertising man's slightly interested point of view. The associations of which he has been secretary have been, and are, devotees of publicity. The Crucible Manufacturers Association is now preparing for a second year of cooperative advertising campaigns; The Compressed Air Society has for several years been doing trade promotional and educational work, in the air compressing machinery and pneumatic tool industries, with the help of a large number of motion picture films. And both in the air compressing machinery and the pumping machinery field Mr. Rohrbach is advertising and educating the trade through the distribution of thousands of copies of pamphlets showing definitions of trade terms, technical data and commercial practices—or "trade standards"—in those industries.

In addition to his three trade associations he has undertaken the secretarial work of two less specialized societies. For a number of years he has been secretary of the New York Sales Managers' Club and executive secretary of the American Society of Sales Executives. But that, he says, is not work but recreation.



A Winter Market for Summer Products

To manufacturers of summer products we offer this suggestion:

Extend your season by a special selling and advertising campaign in Florida, America's winter playground.

When cold weather bans summer goods in the North, the buying of these products increases in Florida. For Florida's population in winter is greater than in summer, and its climate is sunny and warm.

From October until June some three million people are enjoying the delightful outdoors of Florida. And they are financially able and temperamentally inclined to buy summer goods—summer clothing, bathing suits, fishing tackle, golf clubs and tennis racquets, motor boats and motor cars, in fact all the things that usually sell best in summer.

Reach this great, growing market by using the media which cover this state most completely and economically—the Associated Dailies of Florida.

ASSOCIATED DAILIES *of Florida*

510 Clark Bldg., Jacksonville, Florida

Bradenton News
Clearwater Sun
Daytona Beach Journal
Daytona Beach News
DeLand Daily News
Eustis Lake Region
Fort Myers Press
Fort Myers Tropical News
Fort Pierce News-Tribune
Fort Pierce Record
Gainesville News
Gainesville Sun
Jacksonville Florida
Times-Union

Jacksonville Journal
Key West Morning Call
Kissimmee Gazette
Lakeland Ledger
Lakeland Star-Telegram
Melbourne Journal
Miami Daily News
Miami Herald
Miami Tribune
New Smyrna News
Ocala Central Florida Times
Orlando Morning Sentinel
Orlando Reporter-Star

Palatka News
Palm Beach Post
Palm Beach Times
Plant City Courier
St. Augustine Record
St. Petersburg Independent
St. Petersburg News
St. Petersburg Times
Sanford Herald
Sarasota Herald
Sarasota Times
Stuart Daily News
Tampa Times
Tampa Tribune

Your Salesmen

should have as good tools
as these—



GEM BINDERS are built right to hold Testimonial Letters, Sales Bulletins, Photographs, Price Sheets and similar material. **GEM BINDERS** aid the Salesman in conveying that Good First Impression.

GEM BINDERS are not just covers, they are expanding loose leaf binders fitted with either our patented flexible staples, binding screw posts or paper fasteners.

They are easily operated, hold their contents neatly and compactly, fit nicely into a traveling man's brief case.

GEM BINDERS in Style "GB" are covered with heavy quality Art Fabrikoid; they can be washed, if necessary, for the removal of hand stains, without affecting the surface color or finish of the material.

*May We Submit Specimens
for Inspection Purposes?*

THE H. R. HUNTING CO.

Worthington Street
SPRINGFIELD, MASS.

What Are Disgruntled Users Doing?

[CONTINUED FROM PAGE 24]

ever lets soap get into a tea-pot, and you see what happens when they get careless."

Disgruntled users have come into a new significance with the oncoming of installment buying. Talk, if you will, with the specialty manufacturers whose product is thus marketed. During the rush season refrigerators, washing machines, radios, heating plants, porch furniture, everything but automobiles (which form a class by themselves) move to consumers in large volume. Unless the article is one that depreciates rapidly with use (such as clothes) a danger exists of a large backing up of the goods.

JUST preceding the second installment payment complaints begin to trouble the dealer. A distinct feeling exists among purchasers that the dealer is compelled to "continue satisfaction" until the last payment is made, and buyers proceed to force the dealer to cater to their every whim. Defects which an out-and-out owner would "fix for himself" are now met by telephoning the dealer. Should the dealer ignore the complaint, the one-sixth owner stops paying. Added to this are all the imaginary imperfections of the product, which more likely than not are a result of neglect to follow the instruction chart. Real defect or imaginary, physical break-down of the article, or dollar break-down of the customer—all come to the same thing. The user is disgruntled.

Installment selling has another angle to this question. A customer who buys an article on time becomes an easy mark for salesmen of rival makes. In the familiar "twisting" of life-insurance soliciting, all the defects of the article in hand are magnified by self-seeking salesmen who extol the wonders of the competing article they represent. It is not unknown for a purchaser who has at stake but one payment to find some excuse for returning it to the dealer, only to buy from another.

Such instances relate, of course, to trumped-up grievances.

To the manufacturer, at the same time, a serious problem is presented. If the goods come back to the dealer, they will sooner or later reach the factory by reverse routing through sub-distributor, jobber, branch agency and factory.

One manufacturer of a specialty, whose stock is listed in New York, reported over a million dollars of net earnings early in 1926. During April and May one-third of those profits was wiped out through the single item of

returned goods, sold four and six months before. A sudden improvement in the industry had threatened to make last year models obsolete, and, in the words of the company's president, "a couple of thousand nervous dealers knew they never would collect all the installments, so they grabbed the goods and soaked the factory." For remember always, one feature of installment selling is that the local dealer does not actually get the cash for his profits until the final installment is in hand. All payments until the last go to the finance company, principally for the manufacturer and the costs, while the dealer's margins are bound up in the final installment.

Market studies and surveys are with us. Did the survey of your business delve into non-owners and ex-owners? If it did not, it was not a complete study of your market. It is quite as essential to know the attitude of disgruntled users as to collect the glowing comments of satisfied customers.

The grouches may make a small per cent, as undoubtedly they do. What they have experienced is of commercial value to the manufacturer, of great worth to his selling and advertising departments. Why did an owner discard one make and buy another? Why is an article allowed to lie in disuse? Was it not adapted to the purchaser's needs, or was he never properly instructed in its use? Was servicing at fault? Did the manner of collecting the installments deprive the owner of the joy of possession? Has the cost of operation been too great for the purse of the owner? Have advertised economies not been realized?

OR is it a case, as obtains in one of our cities, in which no article can be marketed that has the word "National" attached to it (except that "National" is not that word)? In that city so much merchandise has been forced on unwilling buyers by a utility company that anything with the disliked name encounters immediate resistance.

Or, finally, does your product fall short of what salesmen promise? It would be highly important to know, if such were the case, that over-statement has its flare-back in the return of the goods for specious reasons, while the real cause is that exaggerated hopes can not be met. A manufacturer of insight and vast experience has been for two years on the verge of entering one of our growing industries with an improved model. Again and again he has been on the point of announcing his plans. With a quietness that carries

Maytag


Aluminum Washer

WORLD'S FASTEST
SELLING WASHER



General Electric A. P. Co.



A hand is shown holding a rectangular sign with a blue border. The sign contains text about the history of Maytag washing machines. The background of the sign is a light cream color. The text is in a serif font, with the title in a larger, bold font. The word 'NOT' is in a larger font size than the rest of the text. The sign is held against a dark background that appears to be a night scene with some lights and a building labeled 'CAPITOL'.

From Newton, Iowa -to Broadway/

NOT so many years ago in a town in Iowa, F. L. Maytag started in to manufacture washing machines. There was nothing remarkable in that. Other manufacturers made washing machines. But the Maytag was destined for greater things. The demand grew. Sales mounted. The plant expanded. State after state registered its choice for Maytag.

Then the day came to make a bold bid for nation-wide leadership and the Maytag Electric Display bloomed out on Broadway—in Times Square—the Cross-Roads of the World.

There it stands, night after night, flashing the Maytag message, to be seen and carried home by millions from every state and nation who come to the Great White Way.

General Outdoor Advertising Co.
INCORPORATED

One Park Avenue
New York

Harrison & Loomis Sts.
Chicago

Sales Offices and Branches in 44 cities

conviction to the listener, this manufacturer has twice remarked something like this:

"Few business men take the pains to look ahead for misfortune as we do. They never know what's happening until they get a jolt. But we are frankly willing to profit through their experiences. We look ahead. Our company has spent twenty or thirty thousand dollars studying what the established concerns have done. When we do go out for the business, we'll profit by their mistakes."

Pressed further, it was explained: "The whole industry is too rosy. We almost fell for the glamour of it, until an adviser in whom I have confidence suggested that we find out whether the users were satisfied. It was such a ridiculous thought that I almost laughed it out of mind. But—would you believe it?—that's why we're staying out for another season. Of one thousand owners in Chicago and St. Louis, whom we had interviewed, we found so many disappointed ones that we called a halt. If a half of those who told our reporters they would like to throw the thing out ever do so, there'll be a panic on Wall Street."

"Let's Talk About Your Business"

[CONTINUED FROM PAGE 28]

like one man chatting with another and no high hat anywhere on the premises. The first booklet is called "Building a Prospect List." This will give you an idea of the method:

The other night ten men were seated around a dinner table. One of them was interested in selling radio. The talk drifted to receiving sets and more than half of the guests were silent. The radio man was interested. "How many of us here have radio sets?" he asked. Only three of the ten held up their hands. Seven confessed no interest in radio. "And now may I ask you something else?" the radio man went on. "How many of you seven gentlemen have ever been asked to buy radio?" Not one of them had!

The rest of the booklet deals with the indispensability of a good prospect list, and with the methods used by successful dealers in preparing such lists as the first step in rounding up the delinquents who are not yet supplied with radio sets.

"Knowing Broadcasting and Talking About It" is the subject of the second booklet. This is a pretty important topic to the radio retailer. How is the dealer going to sell radio unless he can convince the skeptical prospect that when he buys a set the programs he will hear will make his purchase worth while? Yet so far as we know this is the first time this vital phase of radio salesmanship has ever been brought to the attention of dealers.

We quote again:

That difficult prospect who tells you there's nothing on the air worth listening to because he's listened to the neighbor's set and heard nothing but jazz—what are you doing to enlighten him? And in order to do

GREET

The News Merchant Proud Proprietor of Newsstands!

THE old Newsstands ain't what she used to be since so many folks decided that to publish magazines was to make millions.

Today a thousand garish, shrieking covers portraying all kinds of bathing girls are swimming boldly and bravely towards one from a thousand stands.

Will your magazines be seen? be wanted? be bought? "To be or not to be" is thus the puzzler.

We are in contact with 70,000 news-merchants and their respective wholesalers. We know them by name. They know us. They display prominently and sell aggressively magazines which we distribute (2,000,000 monthly) for our clients. Our clients deal with one account instead of with more than two thousand. None of the muss or fuss of powerful administration. No elaborate billing, checking and collecting systems required. No pennies risked in dealer credits.

* * * *

What could be sweeter? Independent National Newsstand distribution is suggested by us to you. Let us work out a definite proposal for you. No strings to this offer. Write

EASTERN DISTRIBUTING CORPORATION
45 West 45th Street - - - New York City

—Bryant 1444—

EST. 1873 BAKERS' HELPER CHICAGO A.B.P. and A.B.C. Published Twice-a-month

Bakers' Helper has been of practical service to bakery owners for nearly 40 years. Over 75% of its readers renew their subscriptions by mail.

New York Office 431 S. DEARBORN ST., 17 E. 42nd St. CHICAGO, ILL.

Jewish Daily Forward, New York

Jewish Daily Forward is the world's largest Jewish daily. A.B.C. circulation equal to combined total circulation of all Jewish newspapers published. A leader in every Jewish community throughout the United States. A Home paper of distinction. A result producer of undisputed merit. Carries the largest volume of local and national advertising. Renders effective merchandising service. Rates on request.

American Lumberman

Est. 1873 A. B. C. CHICAGO

With over 100 paid correspondents in the largest producing and marketing centers the American Lumberman—published weekly—effectively

COVERS LUMBER FIELD



CATCH THE EYE!

Liven your house organs, bulletins, folders, cards, etc., with eye-gripping cuts—get artwork at cost of plates alone. Send 10c today for Selling Aid plans for increasing sales, with Proof Portfolio of advertising cuts.

Selling Aid, 808 S. Wabash Ave., Chicago

Guessing About Buffalo is a Thing of the Past

Buyers of advertising had to guess in the days when Buffalo had six daily newspapers, with over-lapping and duplication that never could be figured with any certainty.

Now there is one big, strong morning newspaper, The Buffalo Courier-Express, alone in its field, giving a one-shot coverage that is definite and absolute, leaving nothing to conjecture or guesswork.

Also there is a metropolitan Sunday paper, The Buffalo Sunday Courier-Express, which will tell your story to the largest audience reached by any newspaper in New York State outside of New York City.

Courier  **EXPRESS**

Lorenzen & Thompson, Incorporated
Publishers' Direct Representatives

Chicago

New York

San Francisco

Seattle

the enlightening haven't you got to fortify yourself with the facts. . . . What the customer is really buying, when you come down to it, is broadcast programs. Isn't that true? . . .

The dealer who sells radio best is the one who sells programs best—and he's the man who keeps posted on programs.

A number of suggestions follow whereby the dealer may interest his customer in the entertainment, instruction and thrills of radio in the home.

THIS is followed in the series by a booklet called: "Bargains and Orphans." It is packed with experience stories. There is the story of the store that bought a job lot of radio because it was cheap, and suffered impairment of reputation when the sets came back from indignant customers, and loss of profits brought about by servicing costs. There is the story of the store that started with seventeen makes of radio, and its reasons for cutting the number down to three this year. The moral is (there is a moral, you see, even in these admirable booklets) that the quick dime is not as good as the solid dollar; that what counts is the constant, even turnover.

"Concentration on fewer brands and good ones is the rule today where a sound radio business has been developed," says the Atwater Kent Manufacturing Company. Readers of H. A. Haring's articles on "What Ails Radio?" in ADVERTISING AND SELLING will recall that Mr. Haring, from his study of the radio industry, came to the same conclusion.

More practical suggestions are imparted to the dealer in booklet No. 4: "The Appearance of Your Store." The cash value of store windows and the advantage of frequent changes in window displays are estimated by dealers who have given special thought to the subject. We are told about the man who makes his windows so interesting that the newspapers are glad to print stories about them. We get a vivid picture of the unattractiveness of "Junk-Shop Windows," in which radio parts are scattered helter skelter around complete sets.

"Did you ever see an automobile displayed with parts scattered around it?" There is a telling point. And then the writer of the booklet boils down all that the investigators in the Atwater Kent survey learned about window trimming into "12 points of good window display."

When it gets to the subject of advertising, as it does in booklet No. 5, the Atwater Kent Manufacturing Company is not content with merely appealing to the dealer to tie up with the national campaign. Recognizing that many dealers have no information on which to base their local advertising, it tells them what other dealers, placed in similar circumstances, are doing.

It picks out fourteen typical, successful dealers in communities ranging in size from New York City to a town of 2000. It tells the whole trade what proportion of their gross sales and their radio sales these dealers are



New York's newest and most beautifully furnished hotel—accommodating 1034 guests
Broadway at 63rd Street.

ROOM WITH PRIVATE TOILET. **\$250**
ROOM WITH PRIVATE BATH. **\$350**

TESTIMONIALS

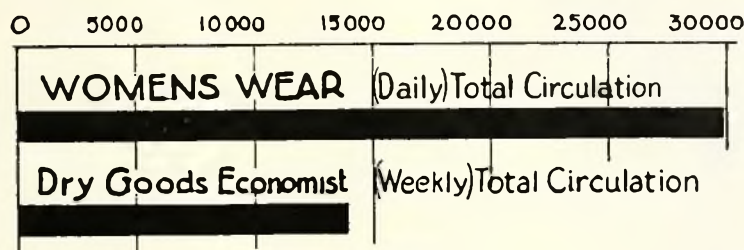
Speaking of testimonials, here's one we appreciate: "I don't see how you do it. Our photostats are back almost before we realize the letters have been turned over to you. Real service!"

Let us prove that for you. You want photostats when you want 'em. We get them to you.

Commerce Photo-Print Corporation
40 Melden Lane New York City

Bakers Weekly A.B.C.—A.B.P.
New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.
Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

Women's Wear Dominates



This comparison is striking enough—WOMEN'S WEAR circulation, 29,734; Dry Goods Economist circulation, 13,968. But it would be more so if effect were given to the fact that WOMEN'S WEAR is a daily, and the Dry Goods Economist a weekly. On this basis WOMEN'S WEAR has a paid circulation of 9,068,870 copies a year, while the Dry Goods Economist has much less than one-tenth of that—726,336.

The supremacy of WOMEN'S WEAR service in every branch of the women's apparel and dry goods trades—retail, wholesale and manufacturing—is not questioned by any informed and impartial person.

(NOTE: This advertisement deals only with total circulation. A second one will take up retail circulation.)

Fairchild Publications

8 East 13th Street

New York

18 branch offices in the United States and abroad



I B E L I E V E

In versatility of style

In today's tendency towards new rhythms

In exploring an untried world *for those who dare*

In dramatizing simplicity

After working for a limited group here and abroad, for instance *Belding's Brokaw Brothers Continental Tobacco Co. Dunhill's Federal Advertising Agency Gunther's Park & Tilford*

I have opened a studio at 270 Madison Avenue

Z E R O

Caledonia 7315

DRAWINGS PICTORIAL CAMPAIGN KEYNOTES VISUALIZATION

spending in advertising, and how the radio appropriation is divided; how much is spent on newspapers, window display, direct mail, posters, and whatever other medium the dealers may be using.

The final booklet is by no means the least important. Its title is "Your Financing." It starts by quoting the question someone put to Abraham Lincoln, "How long should a man's legs be?" and Lincoln's reply, "Long enough to reach the ground."

"In talking about installment selling and how it may be financed, let's keep close to the common sense of this answer," the Atwater Kent Manufacturing Company says. And then it passes along to its dealers these hints, drawn from the experience of conservative merchants:

Always sell for cash when possible. Get as much down payment as possible. Make the term as short as possible. Make a complete investigation. Set your terms and stick to them. Sell the radio that stays sold.

We give you our word that we have read every line of these six Atwater Kent booklets. If they are not eagerly read by most radio dealers, if they are not reserved for future reference, if they do not serve to strengthen the bond between the sponsoring company and its retailers, then printer's ink carries no punch at all.

And—believe it or not—there is not one word in the whole series about the bing-bing-bing of the cash register. That good old prop seems to have taken the count.

Memorial Services Held for Frank A. Munsey

Brief services commemorating the seventy-second birthday anniversary of the late Frank A. Munsey, former editor and owner of *The Sun*, were held on Saturday, Aug. 21, in The Sun Building in New York.

Edwin S. Friendly, business manager of *The Sun*, Fred A. Walker of *The New York Telegram*, and E. O. Peterson of The Sun Club, spoke briefly, each stressing the courage, loyalty and the achievement of the man who, coming to New York with a few dollars only, lived to build enterprises of far-reaching scope.

"We who lived daily with Mr. Munsey need read no books on success to know how his success was achieved," Mr. Friendly said. "Mr. Munsey was at the height of his career, at its zenith, when he died. His life was an example in its strength, courage and ambition to succeed in the very highest American ideals."

McClure Honored

W. Frank McClure, vice-president in charge of the Chicago office of Albert Frank & Company, New York advertising agency, has been elected to the board of trustees of the Chautauqua Institution, Chautauqua, N. Y.

1 + 1 = 1 ?

SOMETIMES 1 plus 1=1, frequently less. Prof. Einstein had nothing to do with it. Scientists and engineers have known it for centuries. Furthermore, the fundamental principle applies as truthfully to merchandising as it does to mechanics.

The maximum effect of two forces can be realized only when they are parallel. Otherwise there will be a loss. Experience has shown that our two great merchandising forces of selling and advertising must parallel, must work in harmony to be really effective. They must have the same objective and convey their message to the same people—to those who are interested in your products.

If your salesmen call on manufacturers, retailers or any other special class, your advertising message should be aimed at the very same group. It can be done. There is a direct advertising highway paralleling every selling road to the various fields of business—the A. B. P. business papers.

A. B. P. papers have been created by an insistent business demand and have developed to their present state of usefulness by effectively satisfying this demand. They are pledged as a condition of A. B. P. membership to maintain the highest standards of publishing practice, both editorially and in the advertisements which they carry.

Ask your advisory service department for definite information about the various A. B. P. papers, about the fields they serve and the way to obtain the best results from these papers. This service is free. You incur no obligation.



THE ASSOCIATED BUSINESS PAPERS, Inc.
Executive Offices: 220 West 42nd St., New York, N. Y.

A. B. P.

An association of none but qualified publications reaching the principal fields of trade and industry

The Sales Promotion Manager

[CONTINUED FROM PAGE 38]



Tie-up
Your Consumer Campaign
with Trade Publicity
for Sample Copies address:
KNIT GOODS PUBLISHING CORP.
95 Worth Street New York City

Folded Edge Duckline and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor
Displays

THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted



House Organs

We are producers of some of the oldest and most successful house organs in the country. Edited and printed in lots of 250 to 25,000 at 5 to 15 cents per name per month. Write for a copy of THE WILLIAM FEATHER MAGAZINE.

We produce The Bigelow Magazine

The William Feather Company
605 Caxton Building, Cleveland, Ohio



HOTEL ST. JAMES

109-113 West 45th St., New York City
Midway between Fifth Avenue and Broadway
An hotel of quiet dignity, having the atmosphere and appointments of a well-conditioned home.
Much favored by women traveling without escort.
3 minutes' walk to 40 theatres and all best shops.
Rates and booklets on application.
W. JOHNSON QUINN

WHY not turn to the
Market Place on page
86 and see if there is not
something of interest to
you?

manager on a parity with the sales manager and with the advertising manager. He was even wise enough to make the sales promotion manager report to him and not to either of the others.

At the start a rather dangerous situation developed. For even in the face of the announcement of the sales promotion's manager's duties and responsibilities, both the sales manager and the advertising manager naturally conceived the new department as one which they could use to advantage, provided it were conducted as they thought it should be conducted.

BUT, fortunately, the general manager had selected a man of ability and tact. After six months' novitiate, in which he accepted gratefully the suggestions of both the advertising manager and the sales manager, he took the reins into his own hands. He made clear to the advertising manager that he would be glad to work with him in the preparation of window displays, signs, and other sales helps—but that he had his own plans for their use, once the material reached the factory from the printer or the lithographer.

He made clear to the sales manager that he must know the sales objectives and would gladly cooperate in the making of sales plans as they affected the direct sales force—but that he must be responsible for the use of sales plans which were put in effect with the customer, whether wholesaler or retailer.

Within two years he became far more than sales promotion manager in title. He was really the connecting bond between the sales and advertising departments, on one hand, and an active developer of methods to move the stocks rapidly off dealers' shelves and out of wholesalers' warehouses. In fact, the advertising manager came, within five years, to regard this sales promotion manager as the one to capitalize magazine and newspaper publicity with customers, although the advertising manager quite rightly retained the difficult task of coaching the sales force in using publicity as a sales weapon.

A typical example of the workings of this sales promotion department is well worth both reading and, later, study. In the early fall of 1924 the general manager called these three departmental managers into conference. A month later plans were formulated for 1925. That part of the plan called for the launching of a new product, both of higher quality and of higher price than any then on the market. It was agreed

that the potential volume for this new article justified its being the keystone of 1925 merchandising activities.

Just as the sales manager, after mature deliberation, decided that the unusual nature and the many merits and uses of this new product demanded a national sales convention rather than sectional sales conferences, the advertising manager decided that he could use this new article as the keynote of the year's national and local advertising, on the basis that its exceptional merit made it desirable to blanket the field before competition could imitate it; and at the same time, its merit lifted the whole line.

Now we come to the part of the sales promotion manager in this 1925 campaign. First of all, he studied the product itself. He submitted it to his outside corps of friendly executives in non-competitive lines, for their tests and criticisms. Personally, he not only tested the new article, but sought through a score of national organizations, possible new uses in the industry and in the home.

From all of his investigations and those of his friends he compiled a list of its selling points. He divided these into four groups, as advantages which would be attractive to the company's sales force. Briefly, these included additional compensation through increased sales of the new article; a wonderful leader for the first trip over their territory in 1925; a means of interesting prospects who had hitherto remained adamant; and its literally two-score other points which would appeal to the salesmen.

THEN he recommended the arguments which would appeal to the wholesaler. These included a special preferential price which was part of the sales manager's plan; a freight saving per dollar sales, which was particularly interesting to jobbers far distant from F.O.B. points; a drop shipment advantage, and a method of packing for wholesalers which removed all vestige of objection on their part to featuring this new article.

For the retailer he built his sales promotion plans on the most solid of all foundations: profit and prestige. He pointed out that this new, higher-priced article involved no higher freight charges than on similar articles retailing at a decidedly lower price. He pointed out the display possibilities of the article in windows, aisle tables, counters and shelves. He discovered in a small town in Indiana a manufacturer of a material which was hardly

COLUMBIA

The Largest Catholic Magazine in the World



White Rock Ginger Ale

MADE ONLY WITH WHITE ROCK WATER

Three-quarters of a million Knights of Columbus families are getting acquainted with this sparkling new companion to White Rock Mineral Water because COLUMBIA was one of the magazines selected to introduce White Rock Pale Ginger Ale.

It is to be expected that the series of attractive White Rock advertisements which COLUMBIA is now running will win a host of loyal friends for this new product.

For this advertiser, like many others, will participate in the loyalty and confidence and responsiveness which distinguish COLUMBIA'S more than two and one-half million readers.

Returns from a questionnaire mailed to subscribers show that COLUMBIA has more than two and one-half million readers, grouped thus:—

Men	1,211,908
Women	1,060,420
Boys under 18	249,980
Girls under 18	244,336

TOTAL 2,766,644

The Knights of Columbus

Publish, print and circulate COLUMBIA from their own printing plant at New Haven, Connecticut

Net Paid **748,305** Member
Circulation **748,305** A. B. C.

Twelve months average, ended June 30th 1926

Eastern Office

D. J. Gillespie, Adv. Dir.
25 W. 43rd St.
New York

Western Office

J. F. Jenkins, Western Mgr.
134 S. La Salle St.
Chicago



NOTICE the manufacturers in your town who are turning to gas for fuel. When you realize that one industrial consumer uses more gas than hundreds of domestic customers, you can see what a tremendous growth the gas industry is undergoing with the active development with this type of business. Of course the demand for all types of equipment and supplies is growing correspondingly.

Let us tell you of the application of your product in the gas industry. No cost or obligation to you.

Gas Age-Record

9 East 38th Street
New York

A. B. C.

A. B. P.

We also publish *Brown's Directory of American Gas Companies* and the *Gas Engineering and Appliance Catalogue*.

Gas Age-Record

"The Spokesman of the Gas Industry"

known and fighting for volume, but which lent itself wonderfully to display of just such an article. By working closely with him he secured an incredibly low price on an exceptionally large quantity—enough to tide this maker's overhead until new customers could be secured.

Best of all, he wrote an illustrated sales manual for dealers' salespeople, which portrayed the right and wrong ways of presentation of the product to the consumer. Then he turned around and wrote another sales manual for the outside salesman for the retailer, which differed as much from the sales manual he originated for the jobber salesman as could be imagined. For this sales promotion manager's greatest ability, as I have been given to see it, is discrimination. He does not put the consumer argument in the manual of the salesman who is trying to sell the dealer. Nor does he put in the manual of the retailer's salesman a dealer type of argument.

Every sentence and every suggestion is written with an intimate knowledge of what he wishes to achieve and of the best means of achieving it.

With the cooperation of the advertising manager he worked out one newspaper campaign for wholesalers and another for retailers. In each case the manufacturer's expense was merely the cost and transportation of the electrotypes.

But it should be recorded that over nine thousand wholesalers and retailers took advantage of this electrotype service, either for independent advertisements or advertisements run wholly at their expense, surrounding the large-space advertisements inserted in local newspapers by the manufacturer.

Modern methods in sales promotion departments—and in service departments—in the last analysis, must depend upon a meeting of minds. And the sales promotion manager or the service manager who can make the most minds meet under the most favorable circumstances, need never fear for the success of his department.

Christmasitis

[CONTINUED FROM PAGE 25]

I wonder how many women agreed with him that it was what his headline promised: "The Ideal Christmas Gift."

Personally, if I rightly understand the meaning of that word "ideal," that particular outfit would score about 17 on a scale of 100 in an "ideal" ranking. I hope that not too many husbands took him seriously!

For some reason manufacturers of cleaning appliances seem to regard their products as peculiarly the *ne plus ultra* of giftdom.

"The Gift She Values Most," for instance, wasn't used for jewelry, or lingerie, or silverware, or furniture, or furs, or some token that would assay

You've read a lot of argument about direct mail—

What's the truth about direct mail advertising? If \$450,000,000 is invested in it yearly—if there are more users of direct mail than of any other single medium—if General Motors spends two million a year in direct mail—isn't it time that all advertising men learned to use it properly? The proper use of direct mail advertising is simple. It lays no claims to magic. But it is something more than merely printed matter, or mailing lists or multigraphing. It's a state of mind about what advertising is supposed to do.

Now read The MAILBAG

—all about direct mail advertising monthly, one dollar a year.

The MAILBAG is edited for sales and advertising executives who are busy on important jobs but who will find time to read anything as worthwhile as this is. Do it now.

MAILBAG PUBLISHING CO., 508 CANTON BLDG., CLEVELAND

DISPLAY advertising forms of Advertising and Selling close ten days preceding the date of issue.

Classified advertising forms are held open until the Saturday before the publication date.

Thus, space reservations and copy for display advertisements to appear in the Sept. 22nd issue must reach us not later than Sept. 13th. Classified advertisements will be accepted up to Saturday, Sept. 18th.

high in sentiment, even though modest in monetary valuation. The advertiser, apparently wiser in feminine psychology, used it in connection with an illustration of a woman in ecstatic raptures over a carpet sweeper. If he be right, then all I know is that I've been terribly inefficient for the past eleven years in buying Christmas gifts for Mrs. Gilpatrick—and all fellow-husbands of my acquaintance have been equally wasteful. Evidently we're just hopelessly dense men-folk, unable to penetrate the intricacies of a woman's mind.

ANOTHER friend, this time one of the male sex, commented sarcastically on the recommendation of one advertiser to "give a wrench for Christmas in a special Christmas box," followed by the suggestion that its first use could be in mounting the Christmas tree. My friend wanted me, as an advertising man, to tell him whether the wrench was to be presented before Christmas or was to be used by its giver and then be re-wrapped, put back in its Christmas carton and handed to its recipient. Not being able to read the advertiser's mind, I could not enlighten him.

Obviously, these examples fall far short of exhausting the list of advertisements which struck discordant notes in the Christmas harmony.

Nevertheless, I believe—and hope—that they are wholly sufficient to bring back to mind the unquestionable truth that December advertising is always blemished by undignified scrambles to capitalize the Christmas spirit. (With garbage pails as a precedent, this year we may logically expect to see perspiration deodorants, halitosis remedies and sanitary bowl-brushes urged on gift-buyers).

Christmas will be with us again before long. Preparation and production of Christmas insertions is already under way.

Will those of the advertising craft responsible for the messages that appear assent to repeat the incongruities of the past, or will they convince their employers that something more than holly leaf borders, Christmas headlines and backgrounds of reindeer and candle-lit trees is needed to bring a piece of merchandise into harmony with the Christmas season?

Advertisers evidently need to be made to realize that there are commodities which not even four-color plates of the Star of Bethlehem shining above the manger can transmute and exalt.

**J. George Frederick
Heads Committee**

J. George Frederick, president of the Business Bourse, has been appointed chairman of the research group of the members' general council of the New York Advertising Club.

Serving the Interests of Women in the Small Town



Katharine Clayberger, *Editor*

Mary B. Charlton, *Managing Editor*

Marion M. Mayer, *Service Editor*

Lyle J. Bryson, *Art Editor*

Frederic W. Howe, *Director of the School of Household Science & Arts of Pratt Institute*

Emma F. Holloway, *Supervisor of Institutional Courses, School of Household Science & Arts of Pratt Institute*

Elizabeth C. Condit, *Supervisor of Home Making Courses, School of Household Science & Arts of Pratt Institute*

Marjorie Kinney, *Supervisor of Clothing Courses, School of Household Science & Arts of Pratt Institute*

Eve Kittleson—*in charge of the Fashion and Dressmaking Dept. of the Home-Makers' Bureau of People's Home Journal*

Helen Hathaway—*in charge of the Etiquette Dept. of the Home-Makers' Bureau of People's Home Journal*

Katharine Lee—*in charge of the Beauty Service of the Home-Makers' Bureau of People's Home Journal*

Marianna Wheeler—*in charge of the Baby Service of the Home-Makers' Bureau of People's Home Journal*

Margaret Kingland—*in charge of the Knitting and Crocheting Dept. of the Home-Makers' Bureau of People's Home Journal*

Dorothy Haldane—*in charge of the Embroidery Dept. of the Home-Makers' Bureau of People's Home Journal*

Thornton W. Burgess—*author of the Green Meadow Club Stories for children*

Irene H. Burnham—*Chairman of the Division of Home Making, in the Department of the American Home Federation of Women's Clubs*

Favorite authors:

Norma Patterson

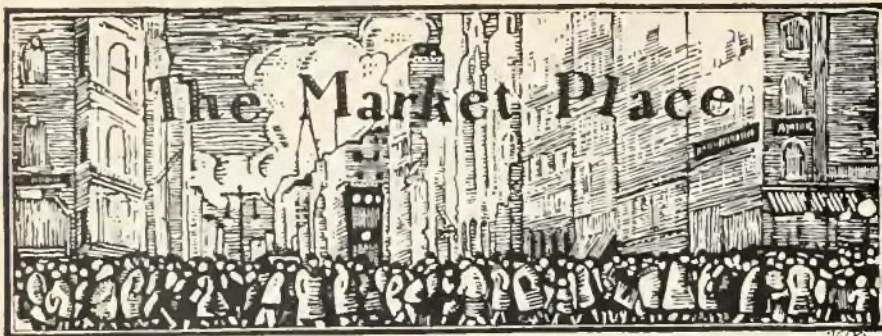
Agnes Louise Provost

Chart Pitt

Nelia Gardner White

["The greatest fundamental on which to judge the
character of any publication—Its Editorial Appeal"]

PEOPLE'S HOME JOURNAL



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge \$1.80. Forms close Saturday noon before date of issue.



BY THE MEREDITH PUBLICATIONS, Des Moines, Iowa.—“What Farmers Eat.” A valuable booklet concerning the farm market for foodstuffs. It contributes to the general knowledge needed in the merchandising of food products in rural markets, and is the result of an investigation conducted in the thirteen North Central States which are considered to be the heart of the food producing territory of this country. The summary of this investigation supplies the merchant, the manufacturer and the advertiser with a picture of the situation in rural markets; it furnishes them with detailed information concerning conditions there; it permits them to estimate the present and future value of these districts as markets for their wares, and indicates mediums for bringing their merchandise to the attention of the farmer. Distributed free upon request.

BY THE CHILTON CLASS JOURNAL COMPANY, Philadelphia.—“Basic Facts on Automotive Distribution.” Contains groups of statistics combined in a practical and useful form for the purpose of allowing the automobile market possibilities of the entire country or any zone of it to be gaged. Free upon request.

BY THE METROPOLITAN LIFE INSURANCE COMPANY, New York. “Methods of Handling Salesmen’s Expenses.” A study of the various methods by which representative companies have successfully controlled, reduced and verified traveling expenses. A section is devoted to expenses incurred in the operation of automobiles by salesmen and charts are included in which the forms used by several companies are reproduced. Free upon request.

BY D. VAN NOSTRAND Co., New York.—“Trade-mark Profits and Protection,” by Harry A. Toulmin, Jr. This is a very readable and well arranged handbook on the rules and regulations of the trade-mark law and how they may be applied to the practical affairs of business. To illustrate points, the author uses the instances and anecdotes which he found most appealing to business men in his addresses to them throughout the United States. The method employed is to teach by practical example and actual instance. There is an index and large appendix. Illustrated. Price, \$4.

BY REFERENCE AND RATE SERVICE, INC., New York.—“Quarterly Book for the Foreign Language Press of America.” A careful study and consolidation of the data regarding the rates and circulations of the foreign language publications. Carefully arranged so that information concerning any foreign language publication may be readily obtained. Price \$10.00 yearly.

Position Wanted

A SALES PROMOTIONIST

With two years’ experience in 4-A Agency, and five years of planning, writing and producing direct-mail, publication, display and dealer advertising for two leading manufacturers. Highly successful editor of house magazines. A record of effective personal selling of advertising plans and ideas. For the manufacturer wishing a man to devise effective sales promotion and advertising plans and sell them to his organization and customers—or for the agency wishing a seasoned executive for plan, copy and contact, this man will bring a keen intelligence, ability to cooperate effectively and a wide experience. He is now employed as advertising manager but is more interested in the opportunity being unlimited than in a large initial income. He is married, 36 years old, college educated, Christian. For an interview address Box No. 416, c/o Advertising and Selling, 9 E. 38th St., New York City, N. Y.

WOMAN WRITER seeks position on publication specializing on subjects of interest to women; has edited woman’s page for prominent metropolitan newspaper; has served as feature writer for newspapers and magazines; has been fashion editor for well known fashion magazine. (Whole or part time.) Box No. 413, Advertising and Selling, 9 E. 38th St., New York City.

Newspaper Executive, experienced in all branches, now advertising and assistant business manager, seeks connection with owner or publisher who requires services of producer. Good reasons for change desired. Available October first. Exceptional references. Box 417, Advertising and Selling, 9 East 38th St., New York City.

Help Wanted

WANTED—Eastern publishers’ representatives for California Petroleum publication. Box No. 410, Advertising & Selling, 9 E. 38th St., New York City.

PUBLICITY PRODUCTS

Advertising Specialty Salesman, character, ability, address; all advertising specialties; prolific field; liberal commission, fullest cooperation free lance and side line men. Litchfield Corp., 25 Dey St., New York.

Help Wanted

**WANTED
ADVERTISING SERVICE EXECUTIVE**

By High-class, well-established advertising service corporation. This position offers an excellent opportunity for growth with a young, rapidly developing organization in the Middle West.

The man we desire is twenty-five to thirty-five years of age; college man with agency experience preferred; energetic, industrious, versatile, and able to produce a good volume of clever, punchy, attention-compelling copy.

Kindly submit full details of personality, experience and present earnings, with samples of work.

Applications treated with strict confidence and no investigation made without permission.

Address: Box 415, care of Advertising & Selling 9 E. 38th St., N. Y. C.

Business Opportunities

HARRY I. NEAMAN, successor to The Home-wood Pharnacal Co., Pittsburgh, Pa., manufacturer of **TODD’S TONIC**, is in the market for small ads, not to exceed one hundred words. This tonic is seasonable the four seasons of the year, and about ten advertisements for each season are desired. Will pay fifty cents per line for those accepted. For information as to ingredients and merits of this tonic, write to the above address.

Multigraphing

Quality and Quantity Multigraphing, Addressing, Filing In, Folding, Etc.
DEHAN CIRCULAR LETTER CO., INC.
120 W. 42nd St., New York City.
Telephone Wis. 5483

Miscellaneous

BINDERS

Use a binder to preserve your file of Advertising and Selling copies for reference. Stiff cloth covered covers, and die-stamped in gold lettering, each holding one volume (13 issues) \$1.85 including postage. Send your check to Advertising and Selling, 9 East 38th St., New York City.

“GIBBONS knows CANADA”

J. J. Gibbons Limited, Advertising Agents
TORONTO MONTREAL WINNIPEG

THE ERICKSON COMPANY

Advertising

381 FOURTH AVENUE, NEW YORK



*If you want to know about our work,
watch the advertising of the following:*

BON AMI
CONGOLEUM RUGS
VALSPAR VARNISH
GRINNELL SPRINKLERS
McCUTCHEON LINENS
PETER SCHUYLER CIGARS
ANSCO CAMERAS AND FILM
COLUMBIA WINDOW SHADES
TARVIA
DUZ
MILLER TIRES
WALLACE[®] SILVER
THE DICTAPHONE
BARRETT ROOFINGS
NAIRN INLAID LINOLEUM
COOPER HEWITT WORK-LIGHT
TAVANNES WATCHES
BONDED FLOORS
HAVOLINE OIL
NEW-SKIN

What we've done for others we can do for you.



*Member of the American Association of Advertising Agencies
Member of the Audit Bureau of Circulations
Member of the National Outdoor Advertising Bureau*

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Moderation

By James M. Campbell

ON a certain day in December, 1922, I was one of ten men who ate luncheon together in a private dining room in the principal hotel of a city in the Northwest.

With the exception of myself, these men were members of the local Chamber of Commerce. They had met to discuss a matter in which they and the city in which they lived were vitally interested. I attended the luncheon in the capacity of an "innocent bystander."

At the proper time, the Secretary of the Chamber of Commerce introduced the subject which was in everybody's mind. He did a good job—that is, he told his story briefly but in sufficient detail, and he stopped when he had nothing more to say.

"Now," said he, "I should like to know what you gentlemen have to suggest."

Seven of the gentlemen had nothing to suggest and said so in a great many words.

Finally, the Secretary turned to a man who was seated opposite him and said, "Mr. B., let's hear from you."

Mr. B., my guess is, was the oldest man in the room. And, guessing again, I should say that he had not had the benefit of a high-school, let alone a college education. Yet, in the course of a five minutes' talk he outlined a method of procedure which appealed to every man around the luncheon table. What impressed me most about his speech was the moderation of it. His manner was almost apologetic. His voice was so low that it was not always easy to hear what he said. Time and again, he hesitated as though trying to find a word that would express clearly the thought that was in his mind. Nevertheless, when he resumed his seat, I knew—and so did every man in the room—that the luncheon had been a success.

On my way back to the office of the man whose guest I was, I said to him, "Who is Mr. B.?"

He laughed. "He is almost the only man in this city who isn't broke," he answered. "A couple of years ago, he turned everything he owned into cash—said that prices were altogether too high to last. Said, too, he was a whole lot better off than he ever expected to be. About the time he got rid of his last piece of property, values crashed. The rest of us are holding the bag. B. is on Easy Street."

"Yes?" said I. "He impressed me as being the sort of man who would not overplay his hand."

"Right!" said my host. "That is why he is successful. When he buys a thing, he fixes the price at which he is willing to sell it. He does not make the mistake most of us make of hoisting his price every time he gets an offer that is anywhere near it. He is what you might call a man o' moderation."



THE FOUNDRY is pre-eminent. It is the only publication in the huge metal-casting industry. Ever since its first appearance 34 years ago, THE FOUNDRY has maintained this dominant position.

It has progressed with the industry. Recognized editorial merit makes THE FOUNDRY the one authority among plant executives, metallurgists, melters, molders, and patternmakers. It is used as a text book in technical schools.

Its excellence is proved by its far-reaching circulation. In the United States and Canada are 6280 foundries; in these metal-casting plants are 7289 regular subscribers to THE FOUNDRY who read it twice a month. In addition nearly 1400 copies of each number go to subscribers abroad.

"Wherever metals are cast, you'll find THE FOUNDRY"

THE FOUNDRY

A PENTON PUBLICATION

MEMBER A. B. C. and A. B. P.

Penton Building

Cleveland, Ohio



This is the fifth of a series of advertisements giving analyses of circulation in typical cities. If you missed the first four analyses, write for copies today!



In PROVIDENCE

— your sales objective is New England's second largest market. Here, in the smallest State in the Union, you find the greatest diversity of industrial production. A billion dollars' worth of textiles, rubber goods, fire extinguishers, jewelry, foundry and machine products, bank supplies, telephones, paint, automobile accessories, and other articles are produced annually by 200,000 industrial workers.

Selling to this market involves three groups of executives who hold the purse-strings of business. And here in Providence—buying center of Rhode Island—85.6% of the circulation of The MAGAZINE of BUSINESS SYSTEM goes to members of these three groups.

PROPRIETARY		Comptrollers, Auditors and Accountancy Executives	23
Owners	117	Purchasing Agents	21
Partners	27	Professional Men	20
CORPORATE OFFICIALS		Sales and Advertising Managers	19
Presidents	139	Financial Executives	10
Vice-Presidents	32	Office Managers	5
Treasurers	33	Credit Managers	5
Secretaries	27	Traffic Managers	1
Bank Cashiers	5	Efficiency Engineers	1
OPERATIVE EXECUTIVES		Sub-total (85.6%)	575
General Managers and Assistant General Managers	61	OPERATING AND MISCELLANEOUS	
Superintendents and General Foremen	29	Selling	39
		Office	34
		Miscellaneous	24
		Total (100%)	672

A most direct route to the buying power of Rhode Island is made available by the concentration of The MAGAZINE of BUSINESS SYSTEM circulation among business executives.

The NEWS DIGEST

A complete digest of the news of advertising and selling is here compiled for quick and convenient reference. The Editor will be glad to receive items of news for inclusion in this department. Address ADVERTISING AND SELLING, Number Nine East Thirty-eighth Street, New York City

CHANGES IN PERSONNEL

Name	Former Company and Position	Now Associated With	Position
A. R. Leininger.....	"Liberty," New York, <i>In Charge of New York City Div.</i>	Same Company	<i>Eastern Adv. Mgr.</i>
Howard H. Seward....	"Liberty," New York, <i>Sales Dept.</i>	Same Company	<i>In Charge of the New York City and Connecticut Div.</i>
M. V. Edds.....	"Liberty," New York, <i>Sales Dept.</i>	Same Company	<i>In Charge of the New York City and North Jersey Div.</i>
John T. Hoyle.....	Carnegie Institute of Technology, Pittsburgh, Pa., <i>Instructor of Advertising and Publishing.</i>	J. Jay Fuller, Buffalo, N. Y.	<i>Copy Chief</i>
George B. Whitson....	Rice, Stix Dry Goods Co., St. Louis, Mo., <i>Adv. Mgr.</i>	Elmer Richards Co., Chicago	<i>Adv. Mgr.</i>
D. Morris-Jones	Andrew Cone Gen. Adv. Agcy., New York, <i>Vice-Pres.</i>	Morris-Jones & Stewart, New York	<i>Pres.</i>
E. T. Stuart.....	Alfred N. Williams Co., New York	Morris-Jones & Stewart, New York	<i>Vice-Pres.</i>
F. C. Kenyon, Jr.....	Congoleum-Nairn, Inc., Phila.	George Batten Co., Inc., New York	<i>Acc't Executive</i>
Robert E. Kane.....	Chappelow Adv. Co., Inc., St. Louis, Mo.	Union Electric Light & Power Co., St. Louis	<i>Adv. Mgr.</i>
Waldo Hawxhurst....	Olmstead, Perrin & Leffingwell, Inc., New York	"Harper's Bazar," New York	<i>Eastern Adv. Staff</i>
Roy L. Rubel.....	"Daily News," Chicago, <i>Adv. Dept.</i>	Same Company	<i>Sales Pro. Mgr.</i>
F. E. Tracy.....	Val Blatz Brewing Co., Milwaukee, <i>Adv. Mgr.</i>	The Sterling Motor Truck Co., Milwaukee	<i>Adv. & Sales Pro. Mgr.</i>
M. Dale Ogden.....	Humphrey Co., Kalamazoo, Mich., <i>Adv. Mgr.</i>	Sutherland Paper Co., Kalamazoo	<i>Adv. Mgr.</i>
David Lampe	The Hub, Baltimore, Md., <i>Adv. Mgr.</i>	Lansburgh & Bro., Washington, D. C.	<i>In Charge of Adv. & Sales Pro.</i>
C. H. Smith.....	Westinghouse Union Battery Co., Swissvale, Pa., <i>Vice-Pres.</i>	Same Company	<i>Pres.</i>
J. L. Rupp.....	Westinghouse Union Battery Co., Swissvale, Pa., <i>Sales Mgr.</i>	Same Company	<i>Vice-Pres. of Engineering</i>
G. B. Cushing.....	Westinghouse Union Battery Co., Swissvale, Pa., <i>Ass't Sales Mgr.</i>	Same Company	<i>Sales Mgr.</i>
W. F. Peters.....	The White Co., Cleveland, Ohio	General Body Co., Defiance, Ohio	<i>Dir. of Sales</i>
Paul S. Weil	Frank Kiernan & Co., New York	Albert Frank & Co., New York	<i>In Charge of Radio Adv.</i>
C. B. Cabaniss	Frank Kiernan & Co., New York	Albert Frank & Co., New York	<i>Acc't Executive</i>
S. R. Jones	Nelson-Chesman, St. Louis, <i>Acc't Executive</i>	J. Jay Fuller, Buffalo, N. Y.	<i>Member of Staff</i>
Norton Forgie	Upson Co., Lockport, N. Y., <i>Sales Pro. Dept.</i>	J. Jay Fuller, Buffalo, N. Y.	<i>Member of Staff</i>
W. C. Sprong	"Bulletin of Pharmacy," New York <i>Adv. Rep.</i>	Topics Pub. Co., Inc., New York	<i>Sales Executive Staff</i>
Arthur A. Starin	Peck Adv. Agcy., New York	Topics Pub. Co., Inc., New York	<i>Service Mgr.</i>
Frank W. Bowen	American Telephone & Telegraph Co., New York	"Confectioners Gazette," New York	<i>Classified Adv. Mgr.</i>
Mark Casper	"The Radio Digest," New York	"Confectioners Gazette," New York	<i>Adv. Mgr.</i>
John Ryan	"Confectioners Gazette," Western <i>Adv. Rep.</i>	Same Company	<i>Western Adv. Mgr.</i>
Thomas J. Darcy	"Irish Confectioner," <i>Ass't Sales Mgr.</i>	"Confectioners Gazette," New York	<i>Business Mgr.</i>
J. R. McKinney	Van Name & Hills, Inc., New York	McLain-Simpers Organization, Phila.	<i>Art. Dir.</i>
Roger Wolcott	Brenninger & Wolcott, Inc., Boston	Wolcott & Holcomb, Inc., Boston	<i>Pres.</i>
Charles A. Holcomb.....	Smith Endicott Co., Boston	Wolcott & Holcomb, Inc., Boston	<i>Vice-Pres.</i>
Arthur W. Manuel.....	Safe-Cabinet Co., Marietta, Ohio, <i>Minneapolis District Mgr.</i>	The Manuel Lustrolite Co., Minneapolis	<i>Pres.</i>
A. B. Maston.....	General Outdoor Adv. Co.	G. C. Kirn Adv. Sign Co., St. Louis, Mo.	<i>Sales Staff</i>
George F. Nieberg	"Times," Washington, D. C., <i>Ass't Publisher</i>	"Capper's Weekly," New York Office	<i>Eastern Mgr.</i>
E. M. Perrin.....	General Motors Export Co., N. Y., <i>Adv. Div.</i>	Frank D. Webb Adv. Co., Baltimore, Md.	<i>In Charge of Copy & Prod</i>
Gerald A. Carew.....	Story, Brooks & Finlev, New York Office	Geo. B. David, Chicago Office	<i>Mgr.</i>
I. Raymond Spector.....	The Blue Book Publishing Corp., <i>Pres.</i>	Spector & Goldensky, Phila.	<i>Partner</i>
M. E. Goldensky	Music Master Corp., Phila., <i>Adv. Dept.</i>	Spector & Goldensky, Phila.	<i>Partner</i>
Edward S. Morse	Saks-Fifth Ave., New York, <i>Adv. Dir.</i>	Pacific Mills, New York Office	<i>Adv. and Sales Pro.</i>
C. A. Tucker	Union Tool Chest Co., Inc., Rochester, N. Y., <i>Mgr. of Sales Pro.</i>	Hickey-Freeman Co., Rochester, N. Y.	<i>Ass't Adv. Mgr.</i>
Wayne Smith	Vassar Swiss Underwear Co., Chicago, <i>Sales Mgr. in Chicago</i>	Same Company	<i>Eastern Sales Mgr.</i>
James Jennings	Wm. Rankin Co., New York, <i>Space Buyer</i>	Kelly-Smith Co., New York	<i>Solicitor</i>
Frank E. Rutledge.....	Brown & Bigelow, Inc., New York, <i>Brooklyn Sales Mgr.</i>	"New York Evening Graphic," New York	<i>Nat'l Adv. Dept.</i>



The Minuet And the Schottische

The Minuet with its beauty and dignity, the Schottische with its curtseying and pirouettes might still be popular dances if the choice had remained with the older generation. But for young people these dances were too slow. And now the Charleston, the peppiest dance of them all rapidly loses favor.

Aggressive youth has struck a new tempo. The old-fashioned girl who sat at home with her crocheting and fancy work has disappeared. Youth, coming into its own, buys freely those things that contribute to beauty, comfort, freedom and happiness.

Over half a million of these fun-loving young people read SMART SET every month. During the day they work in offices, in stores, in factories at a thousand different jobs to earn that they may spend. But night time is made for fun, for romance, for adventure. That means spending money, buying.

You will find that these are the type of people who read SMART SET. Furthermore, you can now buy a 500,000 circulation for the price of a net paid sale of 400,000 copies. This assures you of an exceedingly large circulation bonus.

Summing up, SMART SET offers you a large circulation at a low rate, made still lower by the amazing circulation bonus. And the bulk of this circulation is in the principal trading centers, your best marketing areas from which the bulk of your sales should come. But above all, SMART SET reaches—

The younger element, the buying element of today and of many to-morrows.

Evidence

An advertiser, using a SMART SET back cover, says: "It will interest you to know that of all the various national magazines and large metropolitan Sunday newspapers used, SMART SET led the list at the lowest cost per inquiry."

Illustrations occupied more than half the page. Copy space was largely taken up by a list of products. A small coupon offered a "Get Acquainted" package with a little booklet at a cost of twenty-five cents.

The younger element is the buying element.

SMART SET

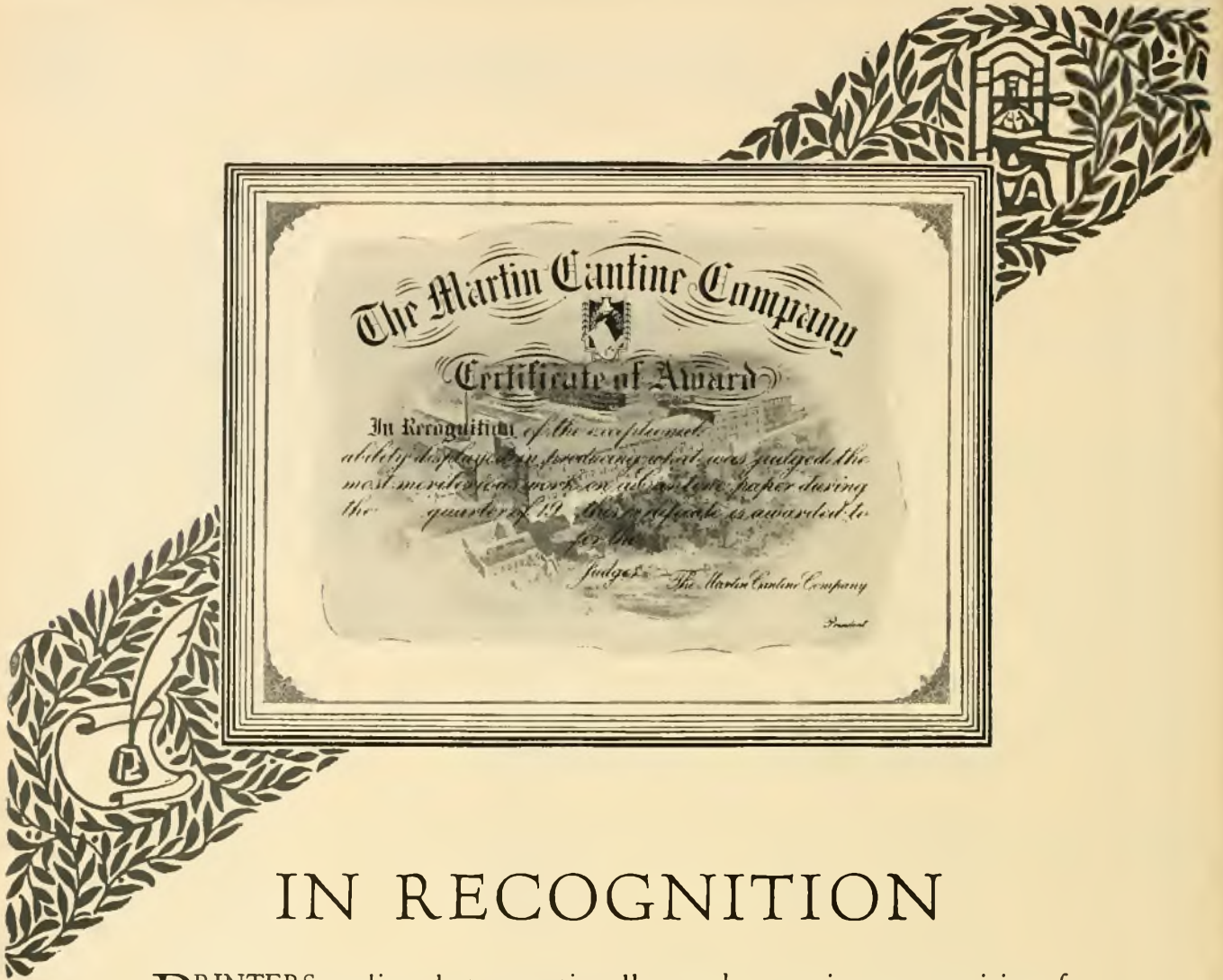
R. E. BERLIN, Business Manager
119 West 40th St., New York
Chicago Office, 360 N. Michigan Ave.

Advertising
& Selling**The NEWS DIGEST**Issue of
Sept. 8, 1926**CHANGES IN PERSONNEL (Continued)**

Name	Former Company and Position	Now Associated With	Position
Frank Berry	American Type Founders Co., New York Vice-Pres.	Same Company	Pres.
G. A. Beach	Condon-Crawford Corp., Dir. of Sales	Union Tool Chest Co., Rochester, N. Y.	Vice-Pres. in Charge of Sales
Arthur Roberts	The Curtis Publishing Co., Phila.	The Joseph Katz Co., Baltimore Md.	Executive Staff
Carl P. Penny	"New York World," New York	"Morning Telegraph," New York	Ass't Business Mgr.
Fred Mason	American Sugar Refining Co., New York Vice-Pres. in Charge of Sales	Spark-Lin-Ale, Inc., New York	Chairman of the Board
F. W. Schultz	Iron Age Publishing Co., New York Eastern Adv. Rep.	McGraw-Hill Catalog & Directory Co., Inc., New York	Marketing Counselor
W. B. Turner	George Batten Co., Inc., New York	Aitkin-Kynett Co., Phila.	In Charge of Prod.
A. C. Arnold	Frank D. Webb Co., Baltimore	Aitkin-Kynett Co., Phila.	Contact
S. E. Kiser	Frank Seaman, Inc., New York Acc't Executive	Edwards, Ewing & Jones, Inc., New York Office	In Charge of Copy
Elmer R. Seeley	Seeley & Co., Boston, Pres.	Criterion Adv. Co., Chicago Office	Western Vice-Pres.
H. M. McCargar	B. Kuppenheimer & Co., Chicago Adv. Mgr.	Resigned	
H. McMeans	Vassar Swiss Underwear Co., Chicago Eastern Sales Mgr.	Winship, Boit & Co., Wakefield, Mass.	Sales Mgr.
Robert J. Heuslein	Printing Machinery Co., Indianapolis Pres. & Gen. Mgr.	Russell Ernest Baum, Indianapolis	In Charge of Indiana Sales Territory
Barry N. Collins	Oldham & Farnham Co., Minneapolis Vice-Pres. & Mgr.	Tribune Job Printing Co., Minneapolis	Sales Staff
Elmer W. Leach	Champion Animal Food Co., Minneapolis Sales Mgr.	Same Company	Vice-Pres.
J. F. Koch	Champion Animal Food Co., Minneapolis Ass't Sales Mgr.	Same Company	Sales Mgr.
C. A. Darling	"Radio Manufacturers Monthly," Chicago, Business Mgr.	Same Company	Gen. Mgr.
Robert G. Stebbins	Wentworth Adv. Service, Minneapolis Sales Rep.	Stockland Road Machinery Co., Minneapolis	Adv. Mgr.
Fred'k D. Montgomery	Manz Corp., Chicago, Sec'y	Same Company	Pres.
Frank J. Bersbach	Manz Corp., Chicago, Vice-Pres.	Same Company	Gen. Mgr. and Executive Vice-Pres.
Paul Manz	Manz Corp., Chicago, Vice-Pres.	Same Company	Treas.
Kay M. Grier	The Blue Diamond Co., Los Angeles Adv. Mgr.	Same Company	Ass't to Pres.
L. J. Penney	"American," Chicago	Elias C. Lyndon, Inc., Charlotte, N. C.	Copy Chief
Howard Quinn	R. L. Polk & Co., Seattle, Wash., Mgr.	Same Company	Direct Mail Division
A. Isaacs	Reliance Picture Frame Co., New York Pro. Mgr.	Star Brush Mfg. Co., Brooklyn, N. Y.	Sales Pro. and Adv.
C. H. Sanborn	Russell-Miller Milling Co., Minneapolis Gen. Sales Mgr.	Same Company	Vice-Pres. in Charge of Sales
J. J. Messler	Emil Brisacher & Staff, San Francisco	Heintz & Robertson, Los Angeles	Plan and Copy Executive
Robert L. Windmuller	Harry L. Hussman Refrigerator Co., St. Louis, Mo., Gen. Sales Mgr.	General Refrigerator Co., Rockford, Ill., Office	Sales Mgr. Wholesale Div.

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
Charles Freshman Co.	New York	Radio Apparatus	Albert Frank & Co., New York
The Ownmore Co.	Mountain Lake, N. J.	Real Estate	Albert Frank & Co., New York
The Cord Meyer Development Co.	Forest Hills, L. I.	Real Estate	Wilson & Bristol, New York
The Verplex Co.	Bound Brook, N. J.	Lithographing Process	Wilson & Bristol, New York
Amrad Corp.	Medford Hillside, Mass.	Radios	Campbell-Ewald, Cincinnati Office
The Foxboro Co., Inc.	Foxboro, Mass.	Recording Instruments	Wolcott & Holcomb, Inc., Boston
Mitchell Mfg. Co.	Milwaukee, Wis.	Playground Apparatus	Editorial Service Co., Milwaukee
White Sewing Machine Co.	Cleveland	Sewing Machines	John S. King Co., Cleveland
Nome Mfg. Co.	New York	Ball Gum Vending Machines	The Evander Co., New York
The Amcoinc System, Inc.	Buffalo, N. Y.	Glass Coffee Urn	J. Jay Fuller, Buffalo, N. Y.
Denninson Mfg. Co.	Framingham, Mass.	Paper Products	The G. Lynn Sumner Co., Inc., New York
Hitchcock & Curtiss Knitting Co.	Hartford, Conn.	"Spartan" Golf Hose	J. D. Bates Adv. Agcy., Springfield, Mass.
American Radio Hardware Co.	New York	Radio Hardware Apparatus	The Evander Co., New York
The Wayco Oil Corp.	Detroit	Gasoline Distributors	The Warner Co., Detroit
The Hannan Real Estate Exchange	Detroit	Real Estate	The Warner Co., Detroit
The Visometer Corp.	Long Island City, N. Y.	"Visometer" Tubes	United Adv. Agcy., New York
Stylerom Shirt Co.	Chicago	Shirts	C. E. Brinckerhoff, Chicago
Eifel Flash Sales Corp.	Chicago	Wrenches	C. E. Brinckerhoff, Chicago



IN RECOGNITION

PRINTERS realize that exceptionally good paper is a prerequisite of exceptionally good—*impressive*—printing. Experienced creators of advertising realize it also.

To encourage the production of more impressive printing and direct advertising, the Cantine Awards were inaugurated some three years ago. Every three months, two-color, steel-engraved certificates are presented to the writer and printer of the best work done on a Cantine coated paper. In addition, the winning work is featured in our national advertising.

Competition of this kind has given many an example of unusual printing and advertising ability—and its producers—the valuable recognition they deserve.

The current contest closes December 30th. Between now and then, enter at least one example of your work. Details and sample papers sent on request. The Martin Cantine Company, Dept. 328, Saugerties, N. Y.

Cantine's

COATED PAPERS

CANFOLD
BUSINESS FOLDING
AND PRINTING QUALITY

ASHOKAN
NO. 1 ENAMEL BOOK

ESOPUS
REGULAR
NO. 2 ENAMEL BOOK

VELVETONE
SEMI DULL • Easy to Print

LITHO C.I.S.
COATED ONE SIDE

Advertising
& Selling

The NEWS DIGEST

Issue of
Sept. 8, 1926

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (Continued)

Name	Address	Product	Now Advertising Through
T. J. Bloomer Shoe Co.	Alton, Ill.	Shoes	C. E. Brinckerhoff, Chicago
Electrical Research Laboratories	Chicago	"Erla" Radios	Green, Fulton, Cunningham Co., Chicago
The Kent Hatcheries	Kent, Wash.	"Skookum" Chicks	Arnold-Kraft, Inc., Seattle
Vance Lumber Co.	Seattle	Lumber	Arnold-Kraft, Inc., Seattle
Brooklyn Nat'l Life Insurance Co.	Brooklyn, N. Y.	Insurance	Harold D. Menken Agency, New York
Liberty Mirror Works	Pittsburgh, Pa.	Mirrors	Ketchum, MacLeod & Grove, Inc., Pittsburgh
Little Giant Co.	Mankato, Minn.	Machinery	Adv. Corp., Minneapolis, Minn.
Wm. Harris & Co.	St. Paul, Minn.	Auto Accessories	Adv. Corp., Minneapolis, Minn.
Gripsit Corp.	Cambridge, Mass.	Safety Razor Blade	H. B. Humphrey Co., Boston
The Employer's Group	Boston	Sharpener	Doremus & Co., Boston
Hall & Ruckel, Inc.	Brooklyn, N. Y.	"X-Bazin" and "Sozo-dont" Toilet Requisites	Albert Frank & Co., New York
American Nokol Co.	Chicago	"Nokol" Oil Burners	Green, Fulton, Cunningham Co., Inc., Chicago
Robert Leonard Co.	Boston	Leather Specialties	Chambers & Wiswell, Inc., Boston
Winefrede Coal Co.	New York	Coal	The Caples Co., New York
Johnson Nut Co.	Minneapolis	Salted Nuts	W. Warren Anderson, Minneapolis
Fairfield Hatchery	Lancaster, Ohio	Hatchery	Frank B. White Co., Chicago
Shere Metal Products Co.	Oakland, Cal.	Auto Greasing Appliance	K. L. Hamman, Inc., Oakland, Cal.
Pacific Manifolding Book Co.	Oakland, Cal.	Sales Books	K. L. Hamman, Inc., Oakland, Cal.
American MonoRail Co.	Cleveland	Overhead Conveying System	Oliver M. Byerly, Cleveland
California Fig-Nut Co.	Orange, Cal.	Fig-Nuts	Henry E. Millar Co., Los Angeles, Cal.
Mortgage Insurance Corp.	Los Angeles, Cal.	Bonds	Henry E. Millar Co., Los Angeles, Cal.
Sanka Coffee Corp.	New York	"Sanka" Coffee	George Batten Co., New York
Insulite Co.	Minneapolis	Sheathing, Wall-Board, etc.	Fred M. Randall Co., Chicago
Bendfelt Ice Cream Co.	Milwaukee	Ice Cream	Fred M. Randall Co., Chicago
Merrimac Mills	Methuen, Mass.	"Traveltex" Worsted	The Arthur Hirshon Co., Inc., New York
Modern Kitchens, Inc.	New York	Electric Toasters	The Arthur Hirshon Co., Inc., New York
The Parsons Paper Co.	Holyoke, Mass.	Paper	Ajax Adv. Agcy., Inc., New York
George R. Swart & Co.	New York	Printing Mach'y and Supplies	Ajax Adv. Agcy., Inc., New York
The Industrial Alcohol Mfr.'s Ass'n.	New York	Alcohol	J. H. Newmark, Inc., New York
Mendelsohn Cigar Co.	Cleveland, Ohio	"Decision" Cigars	Richardson-Briggs Co., Cleveland
W. A. Russell	New York	"Warco" Radiator Valves	Tracy-Parry Co., New York

NEW PUBLICATIONS

Name	Published by	Address	First Issue	Issue	Page	Type	Size
"Money Making"	The Conrad Co.	53 Park Pl., New York	October	Monthly	8x5 1/2		

NEW ADVERTISING AGENCIES AND SERVICES, ETC.

Morris-Jones & Stuart	512 Fifth Ave., New York	Advertising Agency	D. Morris-Jones, Pres., and Edwin J. Stuart, Vice-Pres.
Gene L. Krause—Advertising	138 Watts St., New York	Copy	Gene L. Krause
Spector & Goldensky	Philadelphia	Advertising Agency	I. Raymond Spector & Milton E. Golden-sky
The Evander Co.	220 West 42d Street, New York	Advertising Agency	Mortimer Heineman, Director
The Manuel Lustrolite Co.	Minneapolis	Outdoor Electrical Advertising	Arthur W. Manuel, Pres.
Harrison-Tobias, Inc.	242 W. 55th St., New York	Advertising Agency	Lester Harrison and R. D. Tobias

PUBLICATION CHANGES AND APPOINTMENTS

"Daily Courier of the Oranges and Maplewood"	Appoints the New Jersey Newspapers, Inc., New York, as its National Advertising Representative
The Publishing Co. of the Oranges and Maplewood	Has been organized to take over the stock of the Courier Publishing Co. of the Oranges.
"Daily News," Passaic, N. J.	Appoints Kelly-Smith, New York, as its National Advertising Representative.
"Express," Easton, Pa.	Absorbed the "Free Press," Easton, Pa.
Popular Health Publishing Co.	Appoints E. C. Miles, Inc., New York, as its New England Advertising Representative.
"The Western Farmer"	Has ceased publication. Its subscription lists and good will have been taken over by "The Washington Farmer," "The Idaho Farmer" and "The Oregon Farmer"
"Tropical News" Ft. Myers, Fla.	Appoints The Geo. B. David Co., New York and Chicago, as its National Advertising Representative.

GOTHAM

Incomparable

When early manufacturing processes reached that stage of development when they were carried on by separate classes of individuals these groups began to take a definite pride in the quality of their work and to place upon it some symbol which designated it as their own.

We, too, take a definite pride in the quality of our work and on every engraving that comes from our plant—plate, block and proof—you will find the word Gotham. It is both a symbol of our confidence in it and a pledge to redeem it should it be unsatisfactory.

If ever our work should not be commensurate with your standards, you have before you, in our name, a reminder of our full responsibility for its shortcomings. When the work pleases you—and we are confident that it will be a rare instance when it does not—you have before you a reminder that Gotham has served you efficiently and well. Our name on your work is at once a contract and a guarantee.

We should appreciate an opportunity to acquaint you with the character of the work which bears this stamp.

The GOTHAM PHOTO-ENGRAVING CO., Inc.

229 West 28th Street

New York City

Telephone: Longacre 3595

Advertising
& Selling**The NEWS DIGEST**Issue of
Sept. 8, 1926**PUBLICATION CHANGES AND APPOINTMENTS (Continued)**

- "Wyoming County Times," Warsaw, N. Y. Has been purchased by Levi A. Cass, publisher of the "Western New Yorker," Warsaw, N. Y.
- "Gazette," Niagara Falls, N. Y. Appoints Kelly-Smith Co., New York, as its National Advertising Representative.
- "Daily Post" and "Daily Tribune," Have been merged into the "Post-Tribune," La Salle, La Salle, Ill.

MISCELLANEOUS

- The George B. David Co. Have opened their offices in Chicago for the exclusive representation of their newspapers. They will be located at 1900 Wrigley Building. Gerald A. Carew is manager
- Shepherd Advertising, Asheville, N. C. Has opened an office at Greensboro, N. C., with George D. Dermody in charge
- The Bock Bearing Co., Toledo, Ohio Has been sold to the Timkin Roller Bearing Co., Canton, Ohio, and its name will be changed to The Toledo Bearing Co.
- Crossley & Failing, Inc., Portland, Ore. Has become one of the affiliated members of the Hamman Advertising Organization, Inc., Oakland, Cal.
- The Cracker Jack Co., Chicago..... Has purchased the manufacturing rights to Shotwell's Candied Popcorn and the Popcorn Division of the Shotwell Manufacturing Company's business.
- "Liberty," New York..... Has opened an automotive division in Detroit with Henry L. Hornberger as manager
- The Lake Shore Poster Advertising Co., Has been sold to the Harry H. Packer Co., Cleveland Vermillion, Ohio

CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

Name	Business	From	To
The Field Advertising Service	Advertising Agency	129 East Market St., Indianapolis	518 No. Delaware St., Indianapolis
Walter Koch	Advertising Agency	1 Madison Avenue, New York	20 W. 15th St., New York
Thomas E. Basham Co.	Advertising Agency	Inter Southern Bldg., Louisville, Ky.	Our Home Life Bldg., Louisville
The Caples Co. (Florida Office)	Advertising Agency	1704 Grand Central Ave., Tampa, Fla.	The First National Bank Bldg., Tampa

CONVENTION CALENDAR

Organization	Place	Meeting	Date
Thirteenth Annual National Business Conference	Babson Park, Mass.	Annual	Sept. 11-19
Financial Advertisers Ass'n	Detroit (Statler Hotel)	Annual	Sept. 20-24
National Publishers Ass'n	Shawnee-on Delaware, Pa. (Buckwood Inn)	Annual	Sept. 21-23
Art-in-Trades Club	New York (Waldorf Astoria Hotel)	Annual	Sept. 28-Oct. 27 (Except Sundays)
Window Display Adv. Ass'n	New York (Pennsylvania Hotel)	Annual	Oct. 5-7
British Advertising Convention (Manufacturers Session)	Manchester, England	Annual	Oct. 6
The Seventh District Convention of the International Advertising Ass'n	Tulsa, Okla.	Annual	Oct. 10-12
The Eighth District Convention of the International Advertising Ass'n	Minneapolis, Minn. (New Nicolett Hotel)	Annual	Oct. 11-12
American Management Ass'n	Cleveland	Autumn	Oct. 11-13
Outdoor Adv. Ass'n of America (Posters & Painted Bulletins)	Atlanta, Ga. (Biltmore Hotel)	Annual	Oct. 18-22
Direct Mail Adv. Ass'n (International)	Detroit (New Masonic Temple)	Annual	Oct. 20-22
Audit Bureau of Circulations	Chicago (Hotel La Salle)	Annual	Oct. 21-22
Tenth District Convention of the International Advertising Ass'n	Beaumont, Texas	Annual	Oct. 24-26
American Ass'n Adv. Agencies	Washington, D. C. (Mayflower Hotel)	Annual	Oct. 27-28
Ass'n of National Advertisers, Inc.	Atlantic City (Hotel Ambassador)	Annual	Nov. 8-10
Associated Business Papers, Inc.	New York (Hotel Astor)	Annual	Nov. 8-10
International Adv. Ass'n	Denver, Colo.	Annual	June 5-10, 1927

DEATHS

Name	Position	Company	Date
Robert Froh	Art Director	Arnold Joerns Co., Inc., Chicago	Aug. 26, 1926
Walter S. Marson	Advertising Mgr.	"Star," Montreal, Can.	Aug. 27, 1926
William Reimer	Advertising Mgr.	"The Caterer & Hotel Proprietor's Gazette," New York	Aug. 29, 1926

.....The Business Survey of
The Chicago Tribune presents on this page
highlights and minutiae of zone marketing, the
Chicago Territory, and of The Chicago Tribune.

From the



Towering, watching, guarding, commanding.
A banner in stone, a symbol of might!

Burgling.... Funnels.... Simplification....
Nationalitis.... The Plimpsoil Mark....
Matters of Mere Publicity..... "The Sun-
dial of a Favored Territory"..... Lifts

TOWER

*"We are living in an age when,
overnight, accepted methods
and ideas are made obsolete,
yet we wonder why advertising
plans we used yesterday will
not work today."*

NEW ideas must ever burgle their way in. Transatlantic liners adopted the Diesel engine as a substitute for the steam engine. Bookings fell off. People refused to travel on vessels without those familiar signs of power—the funnels.

To compete with steamers, the oil-burning ships were equipped with two huge and useless smokestacks.... G. Lynn Sumner who delivered the remark quoted above, would relish that.

It seems a common failing to accept as the only procedure, methods that now have only tradition to recommend them.

* * *

The Plimpsoil Mark

IF five markets can consume with reasonable cultivation all the merchandise which a manufacturer can produce, there seems to be little need to seek others save with an eye to the future and with a plan of progressive cultivation. If one or two territories show the maximum profit and the Plimpsoil mark in volume at the smallest cost, marketing is simplified and distribution is relieved of many hazards and burdens.

Such markets do exist. Foremost among them is Zone 7—those five states of Illinois, Indiana, Iowa, Michigan and Wisconsin. Combining in exceptional manner, industry and agriculture they offer the manufacturer a rich field for immediate and continuous devel-

opment. In this small, compact area is one-fifth of the buying power and the buying of America.

If you are not getting at least one-fifth of your national total sales from Zone 7, then you need to go over your sales plans. On practically all figures of production, distribution and resources, Zone 7 has one-fifth of the national total. As it produces, so it consumes. For in this area are 18.6% of the nation's families, 22% of the country's manufactured products, 18.1% of the crop production, 23% of the bank debits, 20.7% of the income tax returns, 19.3% of the national wealth, and 21% of the homes in America.

* * *

Simplification

"This contemplates a comparatively new application of the theory of simplification in distribution economies. Heretofore, it has been in stocks of merchandise that simplification has been applied; but important economies have been found possible by applying the theory to the number of customers and to the area of sales' territory. For example, in one instance nine-tenths of a manufacturer's business was done with one-half of his customers; and the cost of doing business with the other half was entirely out of proportion to the total costs. The same rule is found to apply to territory served.... An accurate analysis of these factors would be of immeasurable benefit to manufacturers in determining the particular customers and the limits of territory which can be served economically."

—Committee on "EXPENSE OF DOING BUSINESS"
NATIONAL DISTRIBUTION CONFERENCE

* * *

FRANK PRESBREY was talking before a newspaper advertising staff. "The volume of our present business," he said, "has been turned from the magazine as a medium to newspapers because newspapers get quicker action and more intimate action, especially in matters of real sales and not matters of mere publicity."

The Gambill Motor Company, distributors of Hupmobile cars in the Chicago territory, subscribe heartily to that judgment. November and December are usually slack months

in the automobile trade. Some executives might slow down selling activity as a result. But, instead of cutting their advertising, Hupmobile decided to increase it and to use full page advertisements in The Chicago Tribune.

Two full pages and a half page were run in November 1925. Three full pages were run in December. Results were immediate. From \$487,819, the volume for the same two months in the previous year, sales rose to \$1,091,869. An increase of \$604,050—123%!

Let a Tribune salesman tell you how it was done and how you can build profits here also.

* * *

THE TRIBUNE TOWER is the upthrust evidence of territorial virility, the vigorous symbol of promise and fertility of the Chicago Market. Rearing out of what was once a swamp by an inland lake, it marks a significant market. A local institution, bursting through traditions by its enterprise and energy, summarizes in unique manner the prosperity of the territory.

The dominance of the circulation of The Chicago Tribune is a memorable conquest of five states. It is by invitation. Blood relationship is the quiddity of it. An alliance of interests engenders a reciprocal nepotism.

The shaft of steel and stone and light is the spirit of the territory and the proof of its parentage. The Tribune Tower is a testimonial to the prosperity of The Chicago Territory. It is built from the dollars of the people; it is the fruit of the spirit and sweat and energy and well-being of the people whom The Tribune serves, of the people who support The Tribune. It is the sundial of a favored territory, showing in the bright light the early hours of success. It is the creation of unusually fortunate circumstances, representing the prosperity and economic growth, the current culture, the actualized aspirations and standards of The Tribune's audience.

There is more than hushed beauty in its lines. In them are the reflection of the busy millions who read it, buy through it and and through their well-being endow The Tribune with leaping power.

The unsuspecting dealer who stocks up on some advertising representations must later feel like the guest in an European hotel, which provides elevator service to take him upstairs but expects him to walk down.

POR TOOP

W. R. Hotchkin is again

NATIONALITIS

too!

"Most salesmen look upon their thickly tacked distribution maps with large chorches of joy. With their heels on the glass tops of their mahogany desks, and amid clouds of pungent smoke from their Havana perfectos or imperials, they lean back in their chairs to indulge the pipe-dream of a job well done, because the map on the wall now looks like a sheet of sticky flypaper on a humid August afternoon. In no part of their dream-picture is there any suggestion that those multitudinous thumb-tacks are largely tombstones that mark the spots where salesmen need not go again, until the store's present ample stocks of the manufacturer's goods are sold to the consumers. Nowhere in that beautiful dream is there any realization that half of those thumb-tacks inevitably mark the locations of stores that are stuck with goods that are glued down in shelves and stock-rooms as hopelessly as are the files on the grocer's sticky paper. That rosy dream shows no darkened shadow at the point where a dealer is stuck, and a manufacturer's outlet is plugged up tight—perhaps for all time."

W. R. HOTCHKIN in
"Advertising and Selling."