

Advertising & Selling

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In this issue:

"Uncapitalized Habits" By S. H. GIELLERUP; "Making the Factory a Tool of Production" By W. R. BASSET; "Why Don't the Cotton Growers Combine and Advertise?" By W. R. HOTCHKIN; "Shout 'Hey' With Your Copy" By ARTHUR B. RUBICAM; "The 'Why' of a Freight Traffic Manager"



Member of The 109,000
Group of American
Cities

Fortunes Founded on Confidence

The great fortune of John Murray Forbes, the famous merchant and investment banker of Boston, was founded largely on the confidence of two Chinese merchants whose acquaintance he made while traveling in the Far East. Such was the confidence which these oriental gentlemen reposed in Mr. Forbes that they gladly permitted him to invest large sums of their money in American securities which proved profitable to all concerned.

Hundreds of thousands of Chicago citizens repose much the same confidence in the advertising in *The Chicago Daily News* as the Chinese merchants placed in Mr. Forbes. As Chicago's home newspaper, with more than 400,000 average daily circulation, *The Daily News* is the customary buying guide of the great majority of Chicagoans.

*Advertising space in The Daily News
is an investment in confidence.*

Total Display Advertising, First Ten Months of 1926

The Chicago Daily News	14,186,783	agate lines
The next daily paper	12,090,035	agate lines

THE CHICAGO DAILY NEWS

First in Chicago

Advertising
Representatives:

NEW YORK
J. R. Woodward
110 E. 12d St.

CHICAGO
Woodward & Kelly
360 N. Michigan Ave.

DETROIT
Woodward & Kelly
Fine Arts Building

SAN FRANCISCO
C. Geo. Krogness
253 First National Bank Bldg.



When you get right down to fundamentals

All Product Advertising Is Retail Advertising At Heart

EVERY advertisement that achieves the ultimate purpose for which it was created must do so at the point of purchase, where Mr., Mrs. and Miss Consumer exchange their money for the product at retail.

By the very mechanics of distribution, all product advertising is retail advertising at heart. Its results are tallied by the cash register. That's why newspapers, and particularly the leading retail advertising medium in every city, are pre-eminently the medium for advertising to make sales. "National" and "Local" are mere trade designations. Fundamentally all advertising has to stand or fall on sales per dollar of cost.

For 57 years, The Indianapolis News has towered above its field in every advertising classification. And in advertising results. It makes sales for manufacturers, distributors and retailers at the place where sales are made—the retail store.

*Exclusive Indianapolis Member
100,000 Group of American Cities, Inc.*

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

LET'S have a visit with Dr. McCollum. He is the fellow who discovered vitamins, and who probably has done more to advance our knowledge concerning human diet than anyone living today. Like many others, I have been interested in the subject of correct eating for several years. But it was only after I dropped off the train in Baltimore one day and went up to Johns Hopkins to see McCollum's 2000 rats, used in his diet experiments, that this food problem shaped up in my mind as a matter of vital importance.

Our diet specialists, who are somewhat at odds with the medical fraternity, have announced that success in dieting depends not on merely providing the right quantity of calories, but rather on combining at one meal only those foods that will not fight or ferment in the stomach. Dr. McCollum is not so severe in his formula, and therefore his philosophy should appeal to people who object, as they say, to having "the joy taken out of life."

He asserts that appetite is no safe guide to the selection of foods. The appetite may call for sweets, alcohol, tobacco or drugs. He also points out that we are now engaged in a great diet experiment, due to the introduction of city life which has provided us with the problem of transporting, preserving and storing large quantities of foods. It has given us white bread because the whole grain bread does not keep so well. It has also given us refined foods in immense quantity and canned products of every description. Therefore, the diet situation is far different from that of our forefathers. They ate eleven pounds of sugar, per person; a year; we eat 100 pounds.

There are five vitamins, all of which are essential to the maintenance of vigorous health. But Dr. McCollum feels sure that no one will suffer from a lack of vitamins if he consumes plenty of whole, fresh milk, green vegetables and fruits. The threat of the present day arises from a diet of lean meat, white bread, cooked starches and sugars. Many people today die at forty, although they are not buried until they are eighty. Forty years of ill health is the price they pay for diet ignorance.

Here are just a few of his statements that provide food for thought: First he emphasizes that a wide variety in diet does not necessarily assure safety in nutrition. The leaves of many plants come nearest to constituting a complete food. Certain species of animals have subsisted for centuries solely upon the leaves of grass. Meat-eating tribes such as the Esquimo, the Aborigines of Patagonia, the Laplanders of Northern Scandinavia, and certain tribes of North American



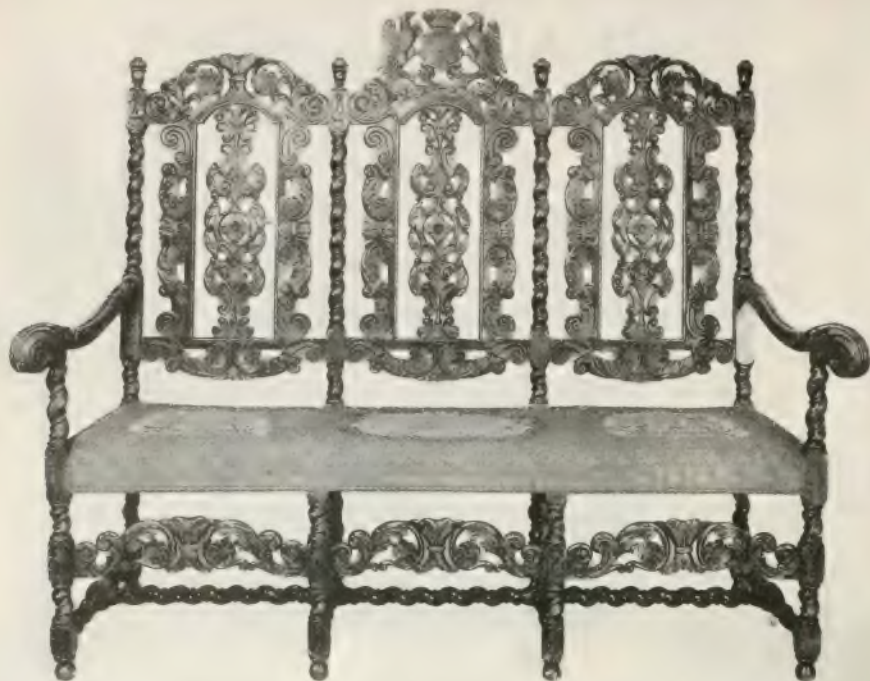
Indians, maintained themselves in health by supplementing their protein diet with berries, milk, fish, leaves and bark. Most eaters and carnivorous animals consume the glandular organs of their victims. These internal organs, such as liver, kidney, sweetbread, etc., are fairly rich in vitamins, and help provide health insurance.

Nuts are so rich in protein and fat that they should not be eaten in large quantities. Bran is a good corrective for constipation, but it is rather harsh and irritates the intestines, so people suffering from colitis should leave it alone. One of Dr. McCollum's favorite suggestions to those bothered with constipation is that they take a quart of water at about body temperature and dissolve in it two level teaspoonfuls of common table salt. This makes a solution having practically the same concentration of salt in it as is contained in the blood. Take a part or all of this salt water an hour or more before breakfast and then lie down for about half an hour.

McCollum favors sour milk. He thinks that the five-cent ice-cream cone is fine for kids if the product is pure. He asserts that the nutritive value of the cheap cuts of meat compares favorably with the more expensive cuts. As for the idea of many that white meats are more suitable than red meats for invalids, there is no scientific evidence now available to support this view. Sea fish is as good as meat with the possible added advantage that it contains vitamins A and B and iodine. We eat more meat and fish than we should, says the doctor, and he blames this on the fact that when meats are not used greater culinary skill is necessary to make uniformly satisfying menus.

He points out that fear, anger and pain disturb digestion. Let the parent wait for an hour after mealtime before severely scolding children. Some dyspeptics make food injurious to themselves by fearing it or holding a prejudice against it. One great rule to help digestion is to stop worrying.

He also believes that salts and all vegetable cathartics are injurious. Yeast is very good for many. Excess weight is generally due to over-eating, a lack of exercise and a "sweet tooth." We spend a half billion dollars annually for candy. A person fifty pounds overweight at the age of fifty has only half the expectation of life of the man of normal weight. Reducing nostrums are dangerous. Too rapid reduction of weight is certain to bring on acidosis, and all of its dire consequences. It is not necessary to exercise violently or to perspire excessively in order to get the weight back to normal. The proper way to reduce is to do it entirely by a thoughtful selection of foods.



ENGLISH EIGHTEENTH CENTURY WALNUT SETTEE PURCHASED AT THE DAWSON SALE FOR \$1,300 BY CALLINGHAM-LLOYD

for Collectors and
Connoisseurs



INTERNATIONAL
STUDIO

119 WEST 40TH STREET
 NEW YORK

WHETHER it be dealing with the paintings of a contemporary or an old master, whether the subject be Chinese porcelains or English pottery, whether it be treating of old Italian laces or modern sculpture, International Studio speaks with authority.

In its printing, its typography and its illustrations, nothing will so convince you of the perfection of its technic as a personal examination of any recent issue.

WHEN you have examined a single copy, we believe you will recognize at once that International Studio is an individual factor to be considered when making up a list of class mediums to reach ultra-class purchasers.

ADVERTISERS who critically examine it for the first time confess to the same thrill that is experienced by the reader. Here is a magazine, they say, which is creating a new and undeveloped unit of circulation, representing both culture and wealth.

*on farms—in mines and mills—
 and in the corner grocery store—*

Business Booms In Birmingham

*These Newspaper Excerpts tell
 the story:—*

HEAVY '27 ORDERS WILL KEEP STEEL MILLS BUSY HERE

**Railroads Buy Rails; Cement
 Plant Almost Done; Coal
 Orders Are Heavy**

BY LEON W. FRIEDMAN
 Industrial Editor The Birmingham News

Several hundred thousand tons of steel products have been sold for delivery during 1927, books have been opened for the first three months delivery of pig iron, coal orders are in hand and other orders are being offered which will warrant steady operation of mines for several months to come, while coke producers and independent coke makers have many contracts in hand, and other business is in sight.

This is but a casual survey of the situation as the new year approaches, the end of this year being a month and 10 days off yet.

ALABAMA CROPS LARGEST MADE IN LAST TEN YEARS

**Thanksgiving Season In State
 Finds Farmers' Pantries
 Full Of Good Eats**

BY P. O. DAVIS
 Extension Service A. E. I. Auburn

For good yields of every important crop which they grow Alabama farmers will give thanks this year. With the exception of peanuts, the present Thanksgiving season finds them with larger harvests of every crop than was made last year, a condition which is unusual. Ordinarily, when the production of one crop is up others are down, but high acre-yields of all crops were made this year. The reduction in peanuts was due to a reduction in acreage planted.

Although not the largest crop ever made in Alabama, the present crop is the largest in ten years. Corn is about a 10-year average. Along with these, Irish potatoes, sweet potatoes, sugarcane syrup, sorghum and the smaller crops, such as dried peas and beans, have yielded well, with the result that more farmers than usual have pantries full of good things to eat this Thanksgiving season.

*Choose Your Market Where
 Prosperity Lowers Sales Resistance*

The Birmingham News

The South's Greatest Newspaper

NATIONAL REPRESENTATIVES
 KELLY-SMITH CO.

New York

Chicago

Boston

Philadelphia

J. C. HARRIS, JR., Atlanta



Buy
Christmas
Seals

What, no
river there?
Dredge one!

JOVE thundered. And forests were felled or rivers changed in their course for the building of a railroad or a power plant. (Or at least so runs the legend told about those strong exultant Titans of American business who once drove their unfettered wills over the virgin fields of American industry and commerce.)

But today it is no longer the landscape of the countryside, but the landscape of business that is changing.

New forces, huge and impersonal, a

new and far more complex order in business, have brought a new type of Titan into control: the engineer of the new forces.

It is these new forces which Nation's Business measures and interprets.

240,000 business men, alert and sensitive to the new trends and currents in business, subscribe for and read this magazine. The intensity of their interest may be measured by their growth in numbers—doubled in the past 3 years, tripled in the past 5 years.

NATION'S BUSINESS

MERLE THORPE, *Editor*

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

Sell to the Electrically Equipped Homes in the Northern Nine Counties of New Jersey

Homes electrically equipped are always the best prospects for superior merchandise of every kind—whether it be for more electrical appliances or for foods or furnishings.

Judge, then, the desirability of the Northern 9 Counties as a market for your sales by these facts:

517,650 of the 580,000 families in the Northern 9 Counties are domestic lighting customers—89 per cent.

Although 26 per cent of the residents in the Metropolitan District live in the Northern 9 Counties of New Jersey, 40 per cent of the Metropolitan users of electrical appliances reside in the Northern 9 Counties.

The Northern 9 Counties comprise, therefore, the richest market for electrical appliances in the entire Metropolitan District—itsself the richest market in the United States.

No matter what you sell—if it be quality merchandise—expect nearly double the ratio of your sales in the Northern 9 Counties to what you expect the country over. Isn't it worthwhile to double up on selling effort where every prospect is nearly twice as good a customer for you as you will find elsewhere?

Charm, The magazine of New Jersey Home Interests, is predominant in this richest of Metropolitan markets. It covers 81,237 of the finest homes of Northern New Jersey. It is eagerly read and readily responded to—a rich perfected instrument for the promotion of sales.



CHARM

*The Magazine of
New Jersey Home Interests*

Office of the Advertising Manager, 28 West 44th Street, New York

Buffalo the Wonder City of America

First Ten Months of 1926 Show a Gain of Nearly a Million Lines

1925 was the biggest year in the history of the Buffalo Evening News—both in advertising and circulation.

1926 is showing even greater growth.

Paid advertising published in the Buffalo Evening News during the first ten months of 1926 amounted to

13,071,596 Lines

a gain of 909,980 lines over the same period in 1925

The net paid circulation of the Buffalo Evening News for October was

147,891

a gain of 12,858 over October, 1925

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.

20,000 more for 2 cents

IF you charge \$10,000 for 36,000 units of your product you would charge about \$15,000 for 56,000 units or 57% more, wouldn't you?

The Akron Beacon Journal is selling 56,261 circulation now for the same price that it charged for 36,788 circulation four years ago.

On January 1, 1927, the rate will be increased two cents a line on R. O. P. space, making an increase of 20% in rate to

take care of a raise of 57% in circulation. This is disproportionate, but quite favorable to the space buyer.

This additional rate buys also the growth in numbers and in buying power of the Akron Market which has just been revealed by Federal and industrial surveys.

This growth will continue to increase the effectiveness of your advertising appropriation in Akron just as if it were placed on interest to be compounded monthly.

35,788
38,176
39,193
40,558
42,209
45,727
47,254
51,925
56,261

Circulation by six month periods from October 1, 1922, to October 1, 1926.

AKRON BEACON JOURNAL

Member of The 100,000 Group of American Cities

[STORY, BROOKS & FINLEY, Representatives]
New York San Francisco
Philadelphia Chicago St. Louis Los Angeles

1st in Ohio—8th in U. S. in advertising linage among six-day evening newspapers.

CONTEST WINNER

This remarkable 1847 Rogers Bros. portfolio won the Cantine contest for exceptional printing and advertising ability which closed Sept. 30th. Prepared by Lennen & Mitchell, 17 E. 45th St., New York City. Printed by Currier-Way Company, Meriden, Conn.



INVINCIBLE!

It is only natural. Those who have an impressive printing job to be done specify an impressive paper for it.

They don't jeopardize their large investment in art work, cuts and typography by a last-minute impulse to keep the cost down—with a cheaper paper. Cost is determined by the results obtained and in no other way.

The International Silver Company had a wonderful story to tell its trade. It was presented in a startling portfolio of 24 1/2" by 18 1/2" page size. It called for exceptionally fine halftone printing—attainable only on an exceptionally fine paper. Cantine's Ashokan, 100 lbs. was used. And the job measured up to the high expectations set for it—in appearance and effectiveness.

The true economy of Cantine's Coated Papers was again demonstrated!

A handsome steel-engraved certificate is awarded each quarter to the producers of the most meritorious job of printing on any Cantine paper. Write for details, book of sample Cantine papers and name of nearest distributor. The Martin Cantine Company, Dept. 331 Saugerties, N. Y.

Cantine's COATED PAPERS

- | | | | | |
|---------|---------|--------|-----------|------------|
| CANFOLD | ASHOKAN | ESOPUS | VELVETONE | LITHO C 15 |
|---------|---------|--------|-----------|------------|

Canfold used for this Reprint

May we show you to Boston's

“What's the matter with the Boston district?” the sales manager asks. “Why can't we get the results from our advertising there that we get elsewhere?”

TO many manufacturers Boston is a difficult market to sell because the population is so scattered. But if you examine Boston closely you will find that like other districts, it has its key market. And one of the best known principles of salesmanship is this:

“Concentrate your sales and advertising effort upon the key market first. Outlying markets will soon fall into line.”

Draw a circle with a 12-mile radius around Boston. Enclosed within this circle is the city's real trading area. Here are the reasons:

Boston's department stores make 74% of their package deliveries to customers living in this 12-mile area. One of the foremost department stores obtains 64% of all its charge accounts in this area.

The population of this 12-mile trading area, numbering 1,567,257, forms almost two-thirds of all the population living within 30 miles of Boston. This popu-

lation is rich—with an average per capita wealth of about \$2,000.

How the Globe concentrates on this key market

Here, within this 12-mile area, the Globe has the largest circulation of any Boston Sunday newspaper. And here the circulation of the daily Globe exceeds that of Sunday. This is the Globe's market.

Because of this uniform seven-day concentration upon Boston's key market the Sunday Globe carries as much department

store lineage as the other three Boston Sunday papers combined. And in the daily Globe the department stores use more space than in any other daily paper.

There is a very definite reason for this. The department stores know their local market. They have a daily check on the results of their advertising. They use the Globe first because the Globe's concentration

Of the 30-mile radius around Boston the 12-mile Trading Area contains: —

- 74% of all department store package deliveries
- 64% of a leading department store's charge accounts
- 61% of all grocery stores
- 60% of all hardware stores
- 57% of all drug stores
- 57% of all dry goods stores
- 55% of all furniture stores
- 46% of all auto dealers and garages

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

The Boston Globe



From the pages of **Delineator**
to the dinner tables of
well-to-do *AMERICA*

It's but a step, a short step, from the pages
of **Delineator**—
to the dinner tables of well-to-do America.

It's a step many thousands of women are taking, and more and
more thousands each month, with—

Mildred Maddocks Bentley

Director of Delineator Home Institute.

From the use of an electric range to the preparation and serving
of a formal Christmas dinner [this latter of course in
the December issue] Mrs. Bentley is
offering suggestions both practical and delightful, to thousands
and thousands of American women eager to receive them.

You, the advertiser, are invited to take this step with Delineator—

Directly from its pages to the dinner tables of well-to-do America.

[[The Delineator Home Institute is part of Delineator's
plan to further the Art of Gracious Living]]

Delineator

Established 1868

THE BUTTERICK PUBLISHING COMPANY

S. R. LATSHAW, *President*

Advertising & Selling

VOLUME EIGHT—NUMBER THREE

December 1, 1926

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THE foundation—often unrecognized by the manufacturer—of many successful businesses is the tendency of the public to form habits of buying packaged goods. The average man selected from any typical group or assembly of his peers will be found to stick to one brand for a long time simply because he always has in the past. Moreover, it will be discovered that he is wedded to the product itself rather than to the trademark or name. Mr. Giellerup has secured reports from several thousand people regarding their methods of buying, and in this issue he makes public the interesting conclusions he has drawn as a result of his investigation.

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. BARPOUR
Peoples Gas Bldg.; Wabash 4000

NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

CLEVELAND:
A. E. LINDQUIST
405 Sweetland 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

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We advertise:

- | | | | | |
|-------------------|--------------------|-------------------|------------------|------------------|
| Alaska | Commercial Banks | Hair Tonic | Motor Trucks | Santa Barbara, |
| Almonds | Compounds | Hair Groom | Motorized Fire | California |
| Apples | Condensed Milk | Harness Oil | Apparatus | Sauerkraut |
| Apple Butter | Corn | Harrowtooth | Municipal Water | Savings Bank |
| Apple Sauce | Corner Beads | Clamps | Service | Seats |
| Animal Spray | Crayons | Harvester Oil | Mustard | Securities |
| Antiseptics | Cranberry Sauce | Hats (women's) | | Separator Oil |
| Apricots | Crank Cases | Hawaiian Islands | Noodles | Shelled Walnuts |
| Artichokes | Cream Separator | Highlands of | | Shoe Store |
| Asparagus | Cylinder Oil | Ontario | | Sliced Bacon |
| Asphalt | Crow Repellant | Hominy | Oil Cookstoves | Sliced Beef |
| Axle Grease | Crushed Pineapple | Honey | Oil Heaters | Sliced Pineapple |
| | Cultivator Parts | Hoot Oil | Ointment | Soap Chips |
| | Cup Grease | Hosiery | Olives | Spaghetti |
| Basement Windows | | Housing Covers | Ovens | Spices |
| Beans | Dish Washing | Household | Paraffine Wax | Spinach |
| Beets | Powder | Lubricant | (Refined) | Sprouts |
| Belt Dressing | Disinfectant | Hotels | Peaches | Squash |
| Berkshire County, | Drains | Hub Flanges | Peanut Butter | State of Maine |
| Mass. | Dry Milk | | Pears | Stationery |
| Blackberries | Drygoods Store | Industrial Car | Peas | Steep Hangers |
| Books | | Wheels | Peanut Jellies | Steel Budging |
| Borax | Electric Light | Insecticide | Phoenix, Arizona | Steel Platforms |
| Boric Acid | Service | Ironing Wax | Pickles | Strawberries |
| Boric Talcum | Electric Power | | Pimientos | String Beans |
| Powder | Service | Jams | Pipe Joints | Stucco Mesh |
| Brake Drums | Electric Railway | Jasper National | Platform Boxes | Sweet Potatoes |
| Breakfast Food | Service | Park | Plows | |
| | El Paso, Texas | Jellies | Plumbers' Thread | Tank and Barrel |
| California | Erie, Pennsylvania | Joist Pin Anchors | Cutting Oil | Heads |
| Camphor Ice | Evaporated Milk | | Plums | Tea |
| Camphorated | Expanded Metal | Kerosene | Pork and Beans | Throat Spray |
| Cream | | | Poultry House | Tool Boxes |
| Candles | Factory Sites | Land Roller Heads | Spray | Tomatoes |
| Candle Holders | Farms | Lever Latches | Power | Tomato Sauce |
| Candy | Fibre Grease | Life Truck | Preserved Milk | Tours |
| Caramels | Floor Dressing | Platforms | Preserves | Trains |
| Carrots | Fly Spray | Live Stock Oil | Pressed Steel | Transit Service |
| Carriage Oil | Fuel Oil | Loganberries | Prunes | Tree Spray |
| Catsup | Furnace Oil | Macaroni | Pumpkin | Trust Service |
| Channels | Furniture Polish | Machine Guard | | Tuna Fish |
| Cheese Coating | Floor Wax | & Factory Parti- | Radio Broad- | |
| Cherries | Fruit Drops | tion Material | casting Stations | Vanishing Cream |
| Cheewing Gum | Furrow and Gong | Magazine | Radio Store | Vegetable |
| Chili Peppers | Wheels | Malted Milk | Radiator Shells | Shortening |
| Chili Sauce | | Malto Cocoa | Railways | Vermicelli |
| Chocolate | Gasoline | Maritime | Raisins | |
| Chocolate Bars | Gasoline Engine | Provinces | Raspberries | Walnuts |
| Cigars | Oil | Marmalades | Water Heaters | |
| Clamps | Gasoline Rail Cars | Merchant Marine | Washing Machines | |
| Cleaning Pads | Gas Ranges | Metal Lathing | Washing Machine | |
| Clutch Discs | Glenwood Springs, | Milketts | Soap | |
| Coal Doors | Colorado | Milking Machines | Weight Boxes | |
| Coffee | Grapes | Mineral Oil | Wheel Discs | |
| Cold Formed | Graphite Lubricant | Mints | Wicks | |
| Channels and | Grease | Motor Buses | | |
| Angles | Haberdashery | Motor Oil | Salad Oil | |
| Cold Cream | | | San Diego, | |
| | | | California | Yosemite Park |

THE H. K. McCANN COMPANY

Advertising

New York
Chicago

Cleveland
Los Angeles



San Francisco
Denver

Montreal
Toronto

DECEMBER 1, 1926

Advertising & Selling

FREDERICK C. KENDALL, *Editor*

Contributing Editors: EARNEST ELMO CALKINS ROBERT R. UPDEGRAFF MARSH K. POWERS
CHARLES AUSTIN BATES FLOYD W. PARSONS KENNETH M. GOODE G. LYNN SUMNER
R. BIGELOW LOCKWOOD JAMES M. CAMPBELL FRANK HOUGH, *Associate Editor*

Uncapitalized Habits

The Books of Most Package Goods Advertisers Fail to Show
a Very Tangible Asset

By S. H. Giellerup

TWELVE years ago something (impossible to remember what) induced me to try a Prophylactic tooth brush. Ten years ago I bought my first tube of Palmolive. Eight years ago I squeezed my first Kolynos onto the brush, and two years ago an atomizer full of Glyco-Thymoline took its place on my bathroom shelf.

And so some habits were born. Regularly, ever since. I have replenished my supply with the same brands. As a result of those first purchases, I have bought dozens—scores—of packages. I will go on buying the same brands, I suppose, for the rest of my life unless some manufacturer offers me a better product and is clever enough to get me to try it.

Habits, in buying package goods, seem to be the rule. The canned soup of the famous label standing on our kitchen shelf is a habit formed at least eight years ago. It happens that the brand of soap powder my wife has used ever since we began housekeeping is the same brand that my mother used to send me for when

I was a boy. The soap, the breakfast food, the sugar, the salt, the biscuits—each one is of a brand that has long since become a habit.

Peculiar? Not a bit of it! This sticking-to-one-brand-for-a-long-time is the way most of us buy. You have only to consider the package products in your own home. Recall the temporary changes you have made and the frequency with which

you returned to your previous choice. I have secured reports from several thousand people regarding their methods of buying and these reports show that you and I are not different from the average American: We select a brand and then buy it over and over again until it becomes a well established custom.

This habit-forming tendency of the public is of vital consequence to the manufacturer. It is the foundation of every successful package business whether the owner realizes it or not. So far I do not believe that many of them do. At least their fiscal policies give no evidence of it. They fail to capitalize the habits which at great expense they have persuaded the consumer to adopt. The average package goods manufacturer assigns no value to Good Will as one of his tangible assets. He enters it not at all, or perhaps as worth \$1, just to show he has not forgotten it.

There are slight variations, but the bulk of the big advertisers act alike. The Bristol-Myers Company (Ipana, Gastrogen,



EVEN if you were to cancel every line of advertising for these famous brands and do absolutely nothing to promote their use from now on, millions of people would continue to buy them; sales would go on for years before the zero point was ultimately reached

Sal Hepatica) credit Good Will only for registration fees and legal services in copyrighting and registering trademarks. Other companies proceed similarly. Only a minority—about twenty-five per cent—credit Good Will with any substantial amount, and some of them, as for instance the Borden Sales Company, are content, bit by bit, writing that amount off the books.

Good Will, however, has its Bulls as well as Bears, and some advertisers are bullish enough to suit even Mr. Clarence Dillon. Whether their high valuations are based upon buying habits, I do not know. It is probable that their conception is the general one: a famous name and the momentum derived from years of extensive promotion. Not so long ago Cluett-Peabody valued Good Will at \$18,000,000, Coca Cola at \$25,000,000 and American Tobacco at \$54,000,000. Today Procter & Gamble place it at a nominal figure in

the neighborhood of \$3,000,000 and declare: "To attempt to establish an actual value of the good will for such brands as Chipso, P. & G. Naptha, Crisco and Ivory Soap would be extremely difficult."

Yes, it *would* be difficult to determine the actual value—the full value—of Good Will. No doubt *part* of it is quite intangible and may only be guessed at. On the other hand, the habit-forming tendency of buyers need not be guessed at. It can be measured. It is a part of Good Will that deserves a place in the balance sheet.

Most of the companies which carry no Good Will account consider their Good Will immensely valuable. Perhaps they have sensed the effect of buying habits without being aware of the cause. Kraft Cheese Company says, "We value good will as a great asset"; while one of the world's greatest advertisers, the Campbell Soup Company, goes on

record that "the name Campbell's Soups and the reputation it has attained is one of the biggest, if not the biggest, asset which we have."

Another advertiser declares: "If someone purchased the Marmola Company it would cost them several hundred thousand dollars. They would receive mostly good will. In explanation, we have spent millions in advertising Marmola which created this good will."

According to the Fuller Brush Company: "Good will is worth more than the physical assets of the company. Our stock shows a value all out of proportion to our physical assets, and we can only assume that the public estimate of our good will covers the difference."

The policy of The Mennen Company seems almost to acknowledge the existence of buying habits. "We charge off advertising each year as a selling expense. If, after a term

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An Outline of Advertising

By Earnest Elmo Calkins

PATENT medicines . . . before and after taking . . . Dr. Munyon . . . Tody Hamilton . . . blind ads . . . from Greenland's icy mountains to Hostetter's Stomach Bitters . . . \$3 Douglas . . . *Printers' Ink* . . . George P. Rowell . . . gold mark bull's eye newspapers . . . the old line advertising agency . . . the new service agency . . . 10% commission . . . split commission . . . Sphinx Club . . . Page-Davis Correspondence School . . . Artemas Ward . . . Fame . . . Sapolio . . . John O. Powers . . . Macbeth Lamp Chimneys . . . Charles Austin Bates . . . direct advertising . . . mail series . . . fac-simile letters . . . slogans . . . you press the button . . . jingles . . . Spotless Town . . . Sunny Jim . . . Phoebe Snow . . . Atlantic Coast Lists . . . special agents . . . M. Lee Starke . . . Caslon type . . . replies . . . keyed ads . . . Ralph Tilton . . . coupons . . . coined names . . . Uneeda . . . Kodak . . . Thomas Balmer . . . S. R. A. . . . Seymour Eaton . . . A. N. A. . . . Mapes contract . . . guaranteed circulations . . . A. B. C. . . . the Curtis code . . . 15% commission . . . Quoin Club . . . censorship . . . right-hand position . . . psychology . . . Walter Dill Scott . . . Professor Munsterberg . . . Elbert Hubbard . . . Message to Garcia . . . George Daniels . . . Brock Mathewson . . . John E. Kennedy . . . reason why copy . . . acrostic . . . Nabisco . . . Tepeco . . . Bunco . . . art . . . signed pictures . . . Tom Hall . . . art director . . . visualizer

. . . layout . . . typography . . . Benjamin Sherbow . . . double-page spreads . . . color . . . the beer that made Milwaukee famous . . . Smiling Joe Kathrens . . . Boyce's Big Weeklies . . . Jimmie Collins . . . Joe Mitchell Chapple . . . W. M. Ostrander . . . Colonel Hunter of Frozen Dog . . . Uncle Henry Wilson . . . Agate Club . . . Cheltenham type . . . substitution . . . dealer influence . . . merchandising the advertising . . . contact . . . account handler . . . sales resistance . . . consumer acceptance . . . market investigation . . . research . . . statistics . . . Professor Parlin . . . million-dollar appropriations . . . 4 A's . . . Associated Advertising Clubs of the World . . . institutional advertising . . . B. P. A. . . . war . . . propaganda . . . inflation . . . advertising to beat the excess profits tax . . . deflation . . . scientific advertising . . . taking the guess out of advertising . . . \$1,000 a week copy writers . . . narrative or story telling copy . . . *Advertising Fortnightly* . . . Art Directors Club . . . movies . . . milline measurements . . . public relations counsel . . . Harvard Business School . . . Bok awards . . . Federal Trade Commission . . . Vigilance Committee . . . Better Business Bureau . . . testimonials . . . addresses and society women's endorsements . . . radio . . . Five million dollar appropriations . . . advertising becomes a major industry . . . President of the United States endorses advertising.

Are You Making Your Product Too Cheap?

If So, Perhaps the Experiences of the Dress Industries Will Help Correct Your Viewpoint

By *David N. Mosessohn*

Executive Chairman, Associated Dress Industries of America

IMPORTANT advances in merchandising practice are nowadays accomplished by cooperation. Consequently, the general feeling among distributors and even manufacturers is that the consumer is right, for a "trading-up" development in selling is now crystallized into a well-defined movement which is spreading throughout the women's ready-to-wear field and bids fair to change merchandising practice in general.

What is this "trading-up" movement? It is nothing less than a realization, which has actually been forced upon distributors by consumers themselves, that the American woman today desires and can pay for a better quality of merchandise. It is also a realization by leaders in the field of manufacturing and retailing that the tendency which has been marked in past years to "trade-down" must be reversed because it is unsound. A large number of retail stores, prominent among whom are certain department stores, have made the serious mistake of endeavoring to see how cheaply they can sell in order to attain volume and turn-over. There is a definite temptation in this effort to sell low quality goods which belongs to the past history of American merchandising, when the public wanted cheap merchandise for various reasons, chief of which was lack of understanding of true quality economy, and also a lack of money to buy it.

A great many buyers of merchandise for retail sale, during the last six or eight years, have failed to note a quite different attitude on the part of the public. In the first place, general purchasing power through-



out the nation has increased; and in the second place, the general education of the American consumer has rapidly advanced, and a greater degree of intelligence is used in purchasing than ever before. The American woman, the typical buyer of family goods, is no longer compelled by the narrowness of her purse to compromise with good quality, nor does she suffer from the general ignorance of real values which in former years marked the average consumer. The tremendous volume of American advertising, which nearly always tells a quality story and preaches the quality moral, has not been in vain. Cheapness of design, backwardness in style, makeshift workmanship, flashy but unbeautiful material, no longer have the tremendous following they once had. The United States, due to our very active means of communication,

greater degree of travel and spread of metropolitan standards, makes the average American woman in Oskaloosa remarkably up-to-date and discriminating in her taste. The local stores in Oskaloosa once sold the merchandise of a couple of seasons back, the out-moded and rejected goods of the New York market; but not today.

It is a surprising fact, but one generally admitted, that the consumer has been ahead of the retail distributor in this respect, and that a great many stores have had to suffer serious losses in order to have the truth brought home to them. Since 1920, it is admitted that the average unit sale has been decreasing in amount in department stores, and that better grade merchandise has come more and more to be purchased in specialty stores rather than in general stores. On a recent trip to Chicago, I was astounded to see, on the first floor of one of Chicago's leading department stores, a dress priced at \$5.98. It is unbelievable that a merchandise manager of a supposedly first-rate store should so misread the temper and nurse of the American woman, and be willing to tag his store in the minds of consumers with such a standard. Yet it is only a sample of what many such stores have done in their effort to sell on price rather than on quality. Department stores everywhere are now realizing this mistake and endeavoring to get back the business which has flowed away from them into the specialty stores. The reaction against cheap merchandise is so marked that even some of New York's very high-class stores have definitely been feeling it, for

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Making the Factory a Tool of Production

By *William R. Basset*

Miller, Franklin, Basset & Company

UNTOUCHED by human hands" is the slogan of many food product manufacturers. Although it is a boast of the excellent sanitary conditions which exist in the factory, it is no less an indication of the skilful manufacturing methods employed.

It is an ideal which manufacturers in any line would do well to set up as a goal. It may not be possible fully to achieve that perfection, but the less handling there is in a plant, no matter what the product, the more efficient that factory is as a tool.

It is strange that so many otherwise intelligent men fail to grasp the conception that a factory is or should be a tool: highly complex, perhaps, and made up of many parts, but nevertheless a tool. Some look upon their plants as monuments; others as show places. One considers his merely as an excuse for gambling in raw materials: cotton, wheat, or what not. Another may look upon his as a laboratory with which to delve into the inner recesses of human beings by means of intelligence tests.

But only a very few so far—and they are highly successful—insist that their plants should be well designed, smooth running tools, without unnecessary parts, for the turning of apparently useless raw materials into something which we will consider useful—and do it in the least possible time and at the lowest cost in money and in human effort.

Probably the most common defect which keeps factories from being perfect tools is the handling of materials by man-power when they could be moved by machine power. "Can the factory handle this order if we get it?" is not merely a figure of speech. If the material did not have to be handled so inordinately much, the order could undoubtedly be "handled."

Flour mills were among the very first even to approach being perfect



tools of production. For fifty years at least, perhaps longer, there has been no handling of flour from the wheat in the freight car to the sack. Elevating conveyors and gravity conveyors carried the material from each operation to the next, right to the point where the sacks were filled by nearly automatic machines. Millers had achieved a notable approach to continuous automatic production. But they stopped short of perfection, in that until a few years ago the filled sacks were trucked by hand from the sacking machines to the freight car, or warehouse. *There* was an obvious place to use conveyors and achieve the perfect tool.

BUT at that the millers were decades ahead of other manufacturers in appreciating that a factory should be a tool—as automatic as possible and designed to do one certain thing in the best possible way.

Typical of the factories I have seen, which far from being tools for production are mere sheds covering an ill-assorted collection of ill-suited devices of one sort and another, is a certain salt factory.

In one department a man held a

bag under a spout until it was full. He then wrestled it onto a hand truck which another shoved to a scale. Another slightly intelligent beast of burden lifted the bag to the scale platform and added or took out salt until the exact weight was achieved. Still another removed the sack from the scale, carried it to a sewing machine, sewed it shut and shifted it by sheer muscle to another truck.

A single semi-automatic machine tended by one man could have filled the bags, weighed them, sewed them and delivered them to a conveyor to be taken away.

That plant was under the management of men who apparently felt that their sole purpose in life was to give employment to as many of their less fortunate fellows as possible. Wherever a machine was used, the aim seemed to be to search out the least logical place for it so that as much trucking and other handling as possible would be necessary. Materials roamed hither and yon, retracing their courses, crossing their own paths, causing congestions and, on the whole, traveling miles when they might have moved feet.

THAT factory was not a tool; it was a maze. An efficient tool is one specially adapted or designed for the work to be done. The big underlying reasons why so few factories are efficient tools is because the management is seldom certain as to exactly what work is to be done. Instead of being one-purpose tools for making some special product they are essentially—too many of them—magnified tinkers' wagons, with the tinker's policy of welcoming a job of sharpening scissors or a razor, of mending an umbrella or of putting a new handle on Mrs. Smith's old dish-pan.

So many times have I seen an underwear mill take orders for sweaters and bathing suits, a paper mill take small lots of special papers, and a table factory undertake to

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You can go where you please with WEEDS
Don't go touring without them

It won't be a half day's drive when a mountain road is all around you at all. It only takes a few hours to get to a better road in a better place than the one you are on. It won't be a half day's drive when a happy family starts advertising.

That's a happy WEED Chain. With WEEDS as your guide you can go where you please—any place you like—anywhere you want to go. You can go where you please—any place you like—anywhere you want to go. You can go where you please—any place you like—anywhere you want to go.

Get a WEED Chain for your car today—before you are thinking of it. You'll soon be happy when there is no more danger, road signs and accidents.

There are many reasons why you should get a WEED Chain for your car. It is the most reliable and most durable of all chains. It is made of the finest materials and is built to last. It is the only chain that will hold you steady on any road. It is the only chain that will hold you steady on any road. It is the only chain that will hold you steady on any road.

WEED CHAINS

"You can put them on in a moment"

The best fishing—the most beautiful scenery are at the end of a WEED CHAIN road



There can be no compromise with Safety

Wet Rubber Slips—



WEED CHAINS Grip

THESE two examples of Weed Chain advertising might well be labeled "Before and After"—or vice versa. The one on the left is representative of the period when the company tried out the positive appeal. It appeared in 1925. The one on the right appeared in September of this year and is typical of the "scare" advertising for which Weed was long noted. This company is selling more than non-skid chains; it is selling safety. The contrast here presented shows only too vividly why the negative appeal has been invoked once more after a respite of more than a year to put across the idea and incidentally the product

"Wet Rubber Slips"

The American Chain Company Proves That Safety Can Be Sold Only by Negative Appeal Advertising

By Frank Hough

ONE of the perennial blind alleys of advertising discussion has always been the topic of positive versus negative appeal. Ever since the well-known "profession" became psychology-conscious, readers of advertising text books, philosophies and discussions have been the butt of sanguinary thrusts by every pedant from the indigent intellectual who has been driven into "trade," to the pseudo-intellectual near-confidence man whose primary school education has been augmented by the irrefutable fact that he has made good in what the irreverent

are inclined to refer to as "the advertising game." Theories abound. Negative appeal is described, illustrated, lampooned, thundered against by the righteous, and finally clubbed into rhetorical submission. And the net result is that nobody appears to know a great deal about the subject from any of the several angles of observation.

In spite of the general viewing with alarm, many of the commentators admit that they are broad-minded on the subject. Certainly negative advertising is of some use in this world of ours, they say; and

from there set about to point out to the reader just how little that use is. They contrast examples, draw up elaborate preachments, split hairs, and end up by convincing themselves and—theoretically at least—their readers that, while negative advertising is worth something, certainly it is not worth much. Advertisers, nevertheless, go right on using it, and as yet there has been no cataclysm.

This article, however, holds no brief, either pro or con. It is simply the little story of a big company which used the negative appeal for

a good many years, switched to the positive appeal and then, a year or so later, went whole-heartedly back to the old negative stuff. The writer is not a great psychologist. His knowledge of "impulses," "reflexes," and the other items in the jargon of that pseudo science is what might be described as negligible. But there happens to be one impulse in the so-called "buying impulse" which seems to be rather intimately interwoven with the plan for any advertising program, and it is upon this premise that the American Chain Company, manufacturers of Weed Tire Chains for automobiles, is contemplating seriously making its forthcoming advertising even more "negative" in appeal than it has been in the past.

Weed Chain advertising is quite familiar to most of us. It has been running since the time that automobiles were "horseless carriages" and has been of such nature as to attract our attention. Mention the name of the product, and immediately we think of an automobile skidding on chainless tires, so closely have the two become associated in our minds through the advertising. And anyone who has ever been in a skidding accident will probably react immediately to a "gone" feeling in the pit of his stomach. This is exactly what the advertiser desires. The copy is out-and-out scare copy; the pictures are out-and-out scare pictures. They make no pretense of being other than they are. In fact, officials of the company have gone so far as to remark that "Weed Chains made scare copy famous and vice versa."

Now, pseudo-psychologists and other gentry who write books—and articles of the trade publications—have thundered against Weed along with all the other scare copy concerns. In fact, Weed advertising became the old reliable text upon which any such sermon might be based.

But scare copy is like any other copy; it can be good or bad or merely negative, and the obvious success of the American Chain Company eventually brought from most the reluctant admission that Weed Chain advertising probably did fall on the near side of the hazy line of de-

marcation beyond which scare copy scares the prospect completely out of the idea of buying at all.

However, as the years rolled by the company decided to try something different for a change—something fundamentally different. Somewhat over a year ago a new campaign was worked out which used positive appeal entirely. There was no more shouting of "Safety! Safety! Safety! Use non-skid chains and take no chances!" Rather, the appeal be-

the memory of its readers satisfactorily. Some people right in the company offices did not even know what advertisement might happen to be running during any given month if they did not receive reprints of it. Outsiders questioned in the painfully offhand manner of the advertising man making a consumer research, readily admitted familiarity with the company's advertising, and promptly proceeded to demonstrate this "familiarity" by

describing and quoting old scare advertisements which had run from one to three years previously. In short, the positive appeal campaign was a dud so far as appearances could indicate. And when the company set to work and investigated the situation further in all its details, it was brought very forcibly face to face with a great fundamental truth which affects vitally their particular business. That a continual dinning of the danger theme is necessary before man's indolent imagination can be piqued to the extent of taking precautions against a constant menace—a reality that exacts a frightful toll in human lives and human suffering year in and year out.

Stated in its simplest terms, the Weed problem today is exactly what it was at the beginning of the product's existence—

only more so. It is the problem of overcoming man's indifference toward danger; toward a danger which is always imminent but which strikes home to the individual so rarely as to make him inclined to ignore its presence. Even if he owns chains, he is reluctant to take the trouble to use them, even on the most slippery days. "I will drive slowly and very carefully," he says, and generally he means it. Often he does as he says. But, even so, there is the ever-present danger of what the other fellow is going to do and the danger of unwary pedestrians and small children stepping in front of his car which calls for a sudden application of brakes which are helpless if chains are not on the tires to give friction between the wet rubber tires and pavement. Thus many motorists believe that the danger is less imminent, but on every side it continues to threaten.

Weed, in other words, is selling

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Wet rubber slips—WEED CHAINS grip



Wet rubber slips—WEED CHAINS grip



Wet rubber slips—WEED CHAINS grip



Wet rubber slips—WEED CHAINS grip



Wet rubber slips—WEED CHAINS grip

THERE CAN BE NO COMPROMISE WITH SAFETY

Illustrations are in various forms of standard. This book is made in the U.S.A. and is the property of The American Chain Company, Inc. It is sold by all dealers and is not to be used for any other purpose.

came "Use Weed Chains." The improvements in the new chain were stressed. It was easier to adjust, more reliable than ever before, and greatly improved generally. The copy spoke of the peace of mind which accompanied the driver's knowledge that his chains made the most slippery pavement as safe as the driest road surface. The illustrations featured smiles from contented drivers, born of the certainty that, since they had Weed Chains and used them, when there was skidding to be done, some one else would do it. It was very nice advertising. It was mild—"kid gloved," yet it satisfied—or seemed to. At least, it made a few hundred neurasthenics a little less miserable.

WELL, that campaign has gone the way of all flesh for reasons which the company considered quite adequate. In the first place, it did not attract the attention and retain

Why Don't the Cotton Growers Combine and Advertise?

By *W. R. Hotchkin*

ONE of the greatest primary industries in America is today panic-stricken by reason of a six per cent over-production!

And in the same newspaper in which we read the threat that a million bales of cotton may be destroyed to save the cotton growers we also read a report from the Atlantic City Convention of the Association of National Advertisers that advertising had increased the sale of commodities sold by those advertisers by from forty to sixty per cent.

Destruction of property is always a crime; and always unnecessary. It is the recourse of the ignorant or panic-stricken. Where Nature over-produces perishable products, she takes her own course of elimination; but where a product is as sound as cotton, no such alternative is necessary.

One safe course would naturally be to withdraw several millions of bales of cotton from this coming year's market and reduce the planting by double the surplus. But that would be the policy of the lazy steward of the parable, who buried his talent in a napkin.

Any man, organization or national association who understood and realized the powers of advertising would engage those powers to increase the public demand for the commodity that had to be sold, and thus not only turn the prodigality of nature into wealth but also increase the general prosperity of that entire industry.

Every student of advertising knows that, rightly done, advertising always increases public demand for the commodity advertised. But "rightly done" advertising does not mean a barrage of newspaper and magazine pages reading "Use More Cotton and Save the South!"

The yeast of advertising is brains with imagination.

Advertising, as Mr. Coolidge recently pointed out again, has frequently "changed the habits of the Nation." Wheat, oats and corn are great primary products, like cotton, and some years ago it might have been said that each had reached the point of public saturation, that the annual consumption would not vary, except for the small yearly increase required by the growth of population. But what happened when advertising took up those primary products?

WHO cannot remember the days when ham and eggs, and sausage and scrapple composed the great American breakfast? Was it some laddie from Scotland who had been raised on oatmeal, or was it a man who had been brought back to health in a cereal-serving sanitarium, whose creative imagination saw the vision of a nation that might be brought into the habit of eating cereals for breakfast and so vastly increased the public consumption of wheat, oats and corn? The one fact that stands out is that advertising raised tremendously the point of public saturation in the consumption of

those three primary agricultural products, after most of the wise ones would have said that no such increase was possible.

To think or say that 18,000,000 bales of cotton is beyond the point of profitable public consumption denotes a total lack of consideration of the utility of advertising.

Suppose we ask the association of ribbon manufacturers what was done, about ten years ago, when the ribbon industry was threatened with almost total annihilation by reason of the lack of public demand for ribbons. The cure of that condition was childishly simple. An American fashion authority was engaged to make a trip to Paris. On board the steamer, as she went abroad, she "permitted" herself to be interviewed as to what she thought the coming season would bring forth. Her answer was that she looked for a charming revival of ribbons, because they fitted so eminently with other features being forecast; and the reporters radioed the news to New York publications. Then she sent messages from the steamer to a dozen Paris dressmakers that she was coming to buy a large collection

of model gowns, and was chiefly interested in styles that used ribbons, as she anticipated a ribbon revival as the most striking feature of the new modes, because women always favored ribbons for their general beauty and becomingness.

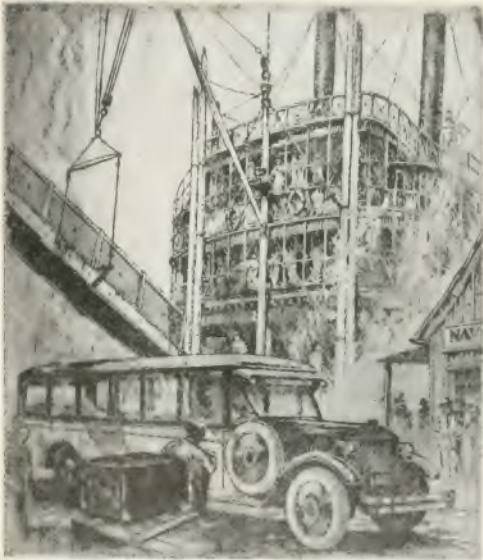
Paris dressmakers were quick to respond to this idea and had scores of gowns trimmed with ribbons for the fashion expert to see when she arrived. They also showed them to their other patrons. Then the expert permitted herself to be interviewed again as to what she had found most beautiful and original among the Paris creations, and her answer was in one word, "Rib-



© Brown Bros.

COTTON once was hailed as "king," but now there are indications that recent years have brought evil times to a formerly thriving commodity. Mr. Hotchkin suggests that advertising, intelligently used, would solve the growers' problem.

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THE art of the etcher is an old one; but, curiously enough, it has not often been applied to advertising. Members of the "profession" know well the potent effects of connotation, and the word "etching" may have worked unsuspected on their collective subconscious; suggesting dilettantes, vague nothings, and pale somethings. If that is the case, the gentlemen who have long ignored this medium for graphic expression have lived in error. Sensitive, capable of the most tenuous subtlety, it also, in the hands of a master, can express the most rugged power and dramatic grandeur. Rembrandt, Brangwyn, Walcot have proved that. Kelly-Springfield and O. Kuhler have shown on this side of the water that with its wide range of moods etching can effectively be adapted to the needs of commerce without losing any of its qualities

More of Frank Trufax's Letters to His Salesmen

By A. Joseph Newman

General Sales Manager, Bayuk Cigars, Inc., Philadelphia

Make an Effort

To My Salesmen:

Sometimes I buy my evening paper from the newsboy in front of our office and sometimes I don't. When do I and when don't I?

Sometimes, as I am walking down the steps, he comes over to me and says, "Paper, Mr. Trufax?"—and I buy.

Sometimes he doesn't, and I don't buy.

Well, what about it? Where's there a selling thought in that thrilling tale?

A big selling lesson, my boys—a whopper of an illustration of how sales are made and why sales are lost!

Get this: He sells me when he makes an *effort* and he loses me when he doesn't!

You've got to make an *effort* if you want to make a *sale*!

Wait a minute! I hear you say, "Why, doggone it, Mr. Trufax, that's a lot of abc stuff—of course, you can't put over a sale unless you put up an *effort*."

Right as right can be but that's not my point and then again it is my point. It's not a question as to whether or not you have to make an *effort* so much as *do you make an effort*?

And what is it you call an *effort*?

That newsboy might tell you he always makes an *effort* to sell whereas he just *happens* to sell!

How many sales do we just *happen* to make and how many do we lose 'cause we don't exert a real energetic *effort*?

I was out with one of our boys the other day. I kept quiet and put a listening ear to his "selling" talk. After a turn-down in a particularly good store he said to me, "Well, Mr. Boss, I didn't *happen* to sell him, did I?"

"No, says I—and that's why you didn't. You just expect too much to *happen*. You didn't put pressure in your *effort* and therefore you didn't put an order in your book."

Asking a dealer, "How's your stock?" "Got enough of my brands?" "Need anything today?"—may cause an order to *happen* your way and than again, it may not. That's hit or miss chance-selling; not do or die effort-selling!

Do you remember, boys, who was top man on last Sales Contest for Increased Distribution? Of course, you do. It was Johnny Wokeup, and ever since the Contest, he is always one of the high men of the whole force in sales.

He used to be a "wantanythingtoday" salesman but he took the cure! He dug up, you'll recall, thirty-seven good new accounts in one week—this was about thirty-four more new accounts than he had corralled in the previous six months. How come he to do this?

Did he take the "monkey-gland" treatment? Did these thirty-seven new accounts just spring into recent existence? Did he have any special offer for new accounts? No-No-No! What took place?

Let Johnny tongueelize it, "Well, I'll tell you. I've fussed around trying to get new customers in the past but, honestly, I never really went after them with determination to get 'em. 'Fussed' around is just what I mean. When the Contest was announced, I went out to get 'em and I got 'em. I didn't wish for new accounts; I *worked* for them. I don't believe I'm any taller, leaner or fatter mentally or physically than I was before but I sure did make more use of what ability was stored up in me."

Johnny has a license to make that long speech, but four words will cover his whole story: *He made an effort!*

You can't unearth the Treasure Chest with a spade and a pick; you've got to *dig!*

You can't pull sales with an order book and a pencil; you've got to *exert!*

You can't shirk work!

Yours, withuallways,
FRANK TRUFAX.

A Simple Sales Plan

To My Salesmen:

I was out with one of our boys, Will Advance, last week, working the trade, and he pulled a promotional selling stunt that to me is a real humdinger.

We were in Sam Goodfellow's store when this little episode came off.

Our man was edging Goodfellow up to give him bigger business on Bayuk Brands when Sam said, "Now, listen, old man, I'd like to sell more Bayuk Brands. I like their cigars. I like your house, and would say so even if your Boss wasn't with you, and I like you, too. I'd like to give you a nice juicy order every time you come in but they don't move that fast.

"See, Will, you've got the best case location, too. I want you to feel that I'm doing all I can to sell more Bayuk Brands."

Now, our man in reply did not say: "Well, that's mighty nice of you, Mr. Goodfellow, and I appreciate it. Maybe, on my next visit, you can do a little better." No, he didn't say that.

Here's what he said. "Mr. Goodfellow, I certainly appreciate your remarks about liking Bayuk Brands, liking my house, and liking me, too. My house and myself will always try to earn your continued good-will, but let me say that Bayuk Brands positively deserve the assistance that will cause them to make more money for you.

"To the extent that you wouldn't knowingly recommend inferior cigars, to the same degree do you willingly want to please your customers by suggesting superior cigars like Bayuk Brands.

"When you say you'd like to give me bigger business, I know you mean it.

"You wouldn't bull me any more so than I'd think of bullying you.

"Now, between the two of us, Mr. Goodfellow, can't we really do some one additional concrete thing to put

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The "Why" of a Freight Traffic Manager for the Shipper

By Albert H. Meredith

IT has become axiomatic that one source of profits lies in reduced costs. Elimination of waste and useless expense items has been forced on every competitive business. The only reason that costs are too high is that managements have not been able to give continuous scrutiny to minor elements of the business. Waste is present that must be eliminated, and expense that is useless may be unearthed chiefly because the firm's experts are primarily inventive geniuses, production "hounds" or outstanding salesmen. Other experts are summoned as needed: an auditor once a year, an attorney when trouble threatens, an advertising agent when publicity is wanted, but a freight rate expert last of all.

That last statement is an exaggeration. Thousands of concerns do, of course, employ traffic managers. Other thousands, and tens of thousands, do not. A "good bookkeeper" they have, and an efficient stenographic department, and a well-organized janitor service, but, altogether too often no more supervision is given to rates for freight in and out than is "wasted" on what the customer does with what he buys.

Within two years a fifty-year-old firm in New York City was shown one item in the railroad tariffs which promises to save them \$40,000 a year. The item had been in the printed tariffs of the railroads for more years than anyone can remember, available and open to all shippers, but the New York concern has been so intent on its own affairs that no one visualized the significance of what the railroads were offering.

An Ohio coal mining company had been selling coal to a Toronto customer for twenty-two years, the price being determined by Toronto market quotations (mine-mouth cost plus freight and plus duty). Then, one day, someone discovered a clause in the freight tariffs that cut the rate forty cents a ton—that forty cents being four times the normal

profit on a ton of coal. In Paterson, N. J., one of the paper manufacturers discovered that by spending

for overcharges whose size hardly pays the postage for the correspondence. Beyond such concerns, freight rates are scarcely checked in this country. When it comes to having any employees whose duty it is to study tariffs and rules, to apply them constructively to the business, most concerns have done nothing. Ordinary managements are barely conscious of the opportunity.

"The most wasteful of all our American extravagances," spoke an important shipper at one of the distribution conferences, "is the custom of f.o.b. shipping. Eighty per cent of commercial merchandise goes to people who have not the facilities to check the freight bill. If the factory or the distributor had to assume the transportation cost, his traffic manager would watch the rate."

This fact is forced home by the well-known instance of oil and meat. Half a cent a gallon for petroleum "is an ample manufacturing profit." The scandal of the oil freight rates was wholly due to the possibility of multiplying this margin many, many fold by juggling of the freight. The meat packers, as shown in court records, reaped tens of millions through their skill in "the freight game."

For it is a "game." Human ingenuity is arrayed to outwit the railroads. The shipper has at command voluminous "classifications and rules" to be scanned, hundreds of thousands of tariffs to be analyzed, an amazing complexity of routes to be shifted and juggled. Under the law, railroad regulations and tariffs are much like a hand dealt at cards. The railroads distribute the cards. The shipper may play as he chooses. The law permits shipments to be made on the basis of the lowest lawful rate, or the lowest combination of lawful rates. The shipper, accordingly, plays his hand by rearranging the cards as dealt, watching all the time for some oversight or loophole on the part of the railroads. He plays best who becomes most proficient "at the traffic game."



Courtesy New York Central Lines

seven to eight cents per 100-lb., the freight rate to Chicago and all points beyond could be cut sixty-eight cents, a clear saving of sixty cents on each 100 pounds of product; which, one would conjecture, is greater than the manufacturing profit.

Nor are these instances isolated. They are striking, possibly, but by no means overdrawn. Large factories and important wholesalers have a regularly organized traffic department that quarrels with the carriers for fractional cents in the rate, not hesitating to file a "claim"

[CONTINUED ON PAGE 50]

THE · EDITORIAL · PAGE

This Matter of the Cash Discount

THERE has developed in the past few months a movement to which it would be well for all the interests involved to give thoughtful consideration. We refer to the action by one newspaper after another in discontinuing the practice of allowing a cash discount.

What started as the individual action of a few publishers seems to be leading to a situation not without some serious aspects.

The cash discount is almost as old as commerce and is used in practically every kind of business. It was natural that it should have been adopted by publishers in the early days of advertising, and the question now presents itself: Is it wise to abandon it?

So long as only a handful of publishers cut off the cash discount it was of no particular moment, for the consequences were confined to those few, but if the movement spreads as it now threatens to do, there may be added a special hazard to the normal risk of the publishing and advertising businesses.

There are three factors which should be weighed carefully at this juncture. One is that the cash discount, in addition to making it possible for the publisher to do business on a smaller capital, has given a definite check on the advertiser's financial status, whether he dealt with the advertiser direct or through an advertising agency. With any well-ordered business able to borrow money at five to six per cent, the failure to take the cash discount has at once signaled danger. In many instances it has been this warning that has saved both agencies and publishers from suffering serious losses.

The second is that if the abolishing of the cash discount becomes general, it may be necessary to enlist some form of credit insurance. Not only would this be exceedingly expensive but, as we understand it, no amount of credit insurance would entirely eliminate the additional credit risk; for as such policies are written there is a minimum initial loss—by which is meant the percentage of bad debts regarded as normal in the industry, as against which the insurance company will not grant protection—unless each individual account is insured, which of course would be prohibitively expensive.

The third is that, while in times of prosperity the danger of loss is confined to isolated businesses whose affairs may get into bad shape, in case of general business depressions—which are inevitable from time to time—the advertising and publishing industries will be in danger of sudden and very heavy losses, because of the lack of warning that the cash discount now affords, and of the fact that unlike most manufacturing businesses, there is no salvage value to the publisher's space once it has been printed on, even though it may not have been "shipped."

Taking these three factors into account, it would seem as if the question of cash discount or no cash discount has come to be a matter of importance to the publisher, the advertising agent, and even the advertiser.

ADVERTISING & SELLING invites the discussion of every angle of this question in its columns.

Filling in Sales Valleys

FEW indeed are the businesses which do not have a sales valley some month or season of the year. Such valleys take the edge off of the year's profits, yet all too often they are allowed to continue as valleys year after year.

The filling in of valleys is likely to be more a matter of applied imagination than of investment in sales or advertising expenses. Whereas the developing of a broad market to take care of the valley may be impossible or impracticable, there may be some simple move that depends merely on someone thinking of it. A case in point is the one referred to by Dr. Julius Klein of the Department of Commerce in a recent address before a group of New England manufacturers. A certain shoe manufacturer suffered from a semi-annual valley for years, only to wake suddenly to the discovery that all these years he might have been filling them with Government shoe contracts. This he is now doing, to the benefit of his entire year's business.

Other manufacturers have found it possible to keep their equipment and operating forces busy by turning out special items for ten-cent and other chain stores, by making special items for export, by connecting with some large department store or mail order house and making some specialty for it, and by other means and methods too numerous to mention.

Frequently the lack of imagination lies in failing to see that it is not necessary to fill in the valleys with the identical products that form the regular line; filling valleys with them may be entirely out of the question. But once the manufacturer or his sales manager gets the conception that his problem is to sell the potentialities of his plant and machinery in *some form*, his imagination is likely to leap to a number of ways he might fill in the valleys. Or if the question is not so easily solved, at least it is nearer solution by virtue of the broadening of the field of possibilities, and sooner or later the solution is very likely to emerge.



A Promise

AT the recent meeting of the Financial Advertisers Association at Detroit, Dr. W. F. Gephart of St. Louis called attention to an important fact that it seems all too easy for advertising men to overlook: that "advertising is a promise, not a performance."



The Trading Life of a Customer

SPECIFIC facts regarding the "intangibles" of advertising are difficult to obtain. We therefore submit to our readers this information which comes to us from the Jewel Tea Company: The average "trading life" of their customers is two and one-half years. Since advertising in the newspapers in certain Ohio territories to improve the popular acceptance of house-to-house selling, the average trading life of customers in those territories has been increased to three and one-half years.



Your Health, Sir

THE applause hushed, the famous Cuban publisher raised his glass with Latin grace and ceremony. "Salud," he said; and then, "Salud y Pesetas." The old Spanish toast of "Health and Money" covers two of the three great interests of most men, and the next morning the two agency men who had been at the banquet vividly remembered the scene. They were to run a campaign for Sal Hepatica among the Spanish speaking peoples of the world, and so far they were without a convincing motif. "What is the stuff for?" finally remarked one. "It's for us," said the other, "for the 'morning after.'" "Then why not play up the idea? I have it! the toast! Remember the effect of that man last night, the upraised glass?"

And so, as they say on the tarnished silver screen, it came about. A draughtsman drew some figures with raised glasses; actual Spaniards suggested famous toasts indignant to their tongue; and Porto Rico was designated as the first country to commence upon a new era in which one might have a few moments of a Morn-

ing After but never a whole day. The scheme, to express it *pianissimo*, was a success. Wherever a glass was raised—and in Porto Rico glasses are very often raised—everybody thought of Sal Hepatica. Many of the jocular glass raisers went a step beyond thinking and actually tried some. Then sales boomed, and in the home offices, after a time, the advertisements were thought to be a success.

In New York it was decided to make more of the pictures, and a very good man eventually executed the final series. Conrado Messaguer,

well-known Cuban publisher and caricaturist, was in "the States" at the time where, among other activities, he was making a caricature of President Coolidge, which that notable himself thought a good one.

Diplomacy, unlike virtue, is usually more than its own reward, and Messaguer in person drew a number of Latin-American types, all in the act of uttering suitable toasts: the radical politician, the stand-pat politician, the business man, the college boy; each noticeably cheerful with the certainty of a morrow that would dawn free of care and regret.

Consequently, where formerly a concern ordered a single gross of the beneficent powder, it now began ordering sixty.

All over the Spanish-speaking world glasses are constantly being raised, repeatedly being raised; and whenever one went up, people chuckled and murmured "Sal Hepatica." For your Latin-American woman eats rich and sticky foods and your Latin-American man consumes rich and slippery drinks. Therefore a new word was coined: "acidosis," which appeared with explana-

**Brindis Famosos
¡Por Ellas!**

POR ellas, con frecuencia, perdemos el apetito y nos volvemos biliosos, agrios de carácter y hasta dispépticos. Pero la SAL HEPÁTICA, laxante por excelencia, normaliza la digestión y nos da fuerzas para resistir. . . cuantos desengaños vengan.

Por Ellas . . . y por Ud.
tome SAL HEPÁTICA.



"ACIDOSIS"

Distal Padua Co. Esta Medicina Milanesa

SAL HEPÁTICA

Fabricada por los fabricantes de la Pasta Dental I.P.A.N.

WITH these lively drawings an American firm appealed to the national sense of humor of its far-off Latin-American customers and thus proved the financial advantages to be gained from successfully avoiding the common fault of insularity

BRUCE BARTON

ROY S. DURSTINE

ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

*A*N advertising agency of about two hundred 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
Louis F. Grant
Gilson Gray
E. Dorothy Greig
Girard Hammond

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
Wm. C. Magee
Carolyn T. March
Elmer Mason
Frank J. McCullough
Frank W. McGuirk
Allyn B. McIntire
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

Is the Trend of Advertising Art Toward Over-Sophistication?

By Milton Towne

President, Joseph Richards Company, Inc.

A FEW days ago I was looking over a copy of a well-known woman's magazine. The cover caught my eye. A cat, a saucer and a patch of rag rug. As naive and starkly simple, and—I was going to say—sophisticated, as anything you would see in one of the precious upstairs galleries in Fifty-seventh Street, or on upper Fifth Avenue, where they show so-called "modern" art. Now I happened to know that about thirty per cent of this magazine's circulation is represented by newsstand sales. I said to myself: "Can it be that women will pick up this copy on the newsstand thinking it is devoted to modern art, or do its readers really like this sort of thing?"

Then I thumbed over a few pages and bang—a story illustration hit me right between the eyes. Cubistic—simon pure and undiluted. The first example of cubism for illustration purposes, so far as I know, ever to appear in a woman's magazine.

Now this publication is representative of a group that circulate very largely in small cities and towns. On an average, they give the advertiser about thirty-five per cent of the circulation in towns of under 2500 population, and about fifteen per cent in towns between 2500 and 10,000 population. About half their circulation goes to communities certainly too small to support art galleries.

Is it possible that while we New Yorkers are buying up Currier & Ives prints and Godey Book illustrations in Lexington Avenue shops, the small-town "cognoscenti" are going in for the latest thing in modern art? Are small-town people "just folks" or "intelligentsia"? Evidently one editor thinks the latter.

So do some advertisers. A spread in color from the same magazine ad-



© Underwood & Underwood, N. Y.

vertises bread. Evidently this advertiser feels that his small-town audience does not live by bread alone, or else he is disregarding this audience. In this instance, I think he is "playing safe," for one of the illustrations is either by Jessie Willcox Smith or after that style—conventional in treatment. Another illustration on this double-page spread might be by Richard Miller or even Renoir. I picked up another woman's magazine and found another spread on bread, the top right-hand illustration of which suggests Walter Biggs or Chambers, while the lower one at the left on the same page is reminiscent of Robert Henri or even Manet. Has this advertiser asked himself the question I have taken for my subject? Is he hedging?

Going through several current issues of women's publications, I came across one advertisement after another displaying modern art. Of course, the sophisticated, the artificial note in an illustration in an advertisement of perfumes and cos-

metics is more readily accepted as appropriate. But bread, cooking fats, cereals! An illustration for a cereal advertisement smacks of salt air and cottage studios of Provincetown or Nantucket. It even suggests Cézanne.

Is this type of advertising "over the heads" of the "folks" in the small towns and cities? Does it produce a smile of amusement or a gleam of interest? Are the small-town folks "up to" this new art, and if so, how do they get that way?

Remember these ads I have mentioned are taken from three publications that circulate, on the average, about fifty per cent in towns under 10,000 population. About thirty per cent of their readers have incomes of under \$2,000, and about eighty per cent have incomes under \$5,000. Nobody would advertise caviar to this market. Certainly it represents few print collectors. But there it is—half of the audience reached by these magazines.

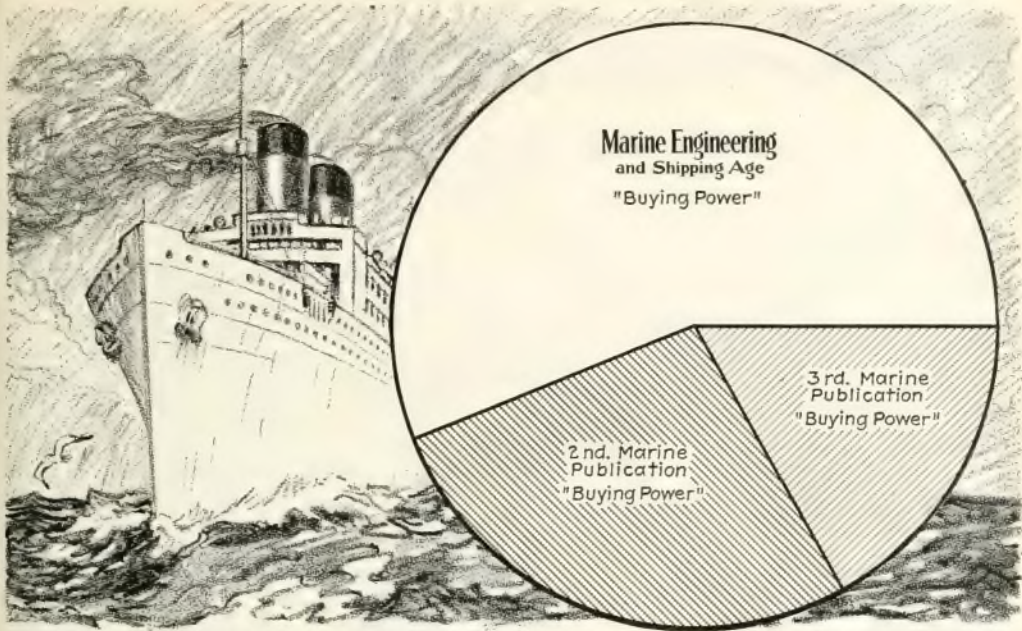
A manufacturer of men's neckties will tell you that the restrained design in beautifully blended colors which you admire is a poor seller. The big seller is the kind you would pick out for a Christmas present to Ben Turpin, the cross-eyed movie actor.

The wallpaper manufacturer shows you a pattern that would be just right for a Keystone Comedy interior, and tells you that it is the big seller. It "goes" in the small-town market.

I mention these two instances because I have them at first-hand. Doubtless there are many others.

Are the manufacturers responsible for this, and are they endeavoring to bring up the standard of taste by introducing an esthetic, sophisticated note in their advertising? Or are the art directors of advertising agencies unconsciously moulding advertising art nearer to their hearts' desires?

Portions of an address delivered before the League of Advertising Women, at the Advertising Club, N. Y.



The Subscribers Who Count Are Those Who Represent Buying Power

THE leadership of *Marine Engineering and Shipping Age* stands pre-eminent in the marine industry regardless of the yardstick used. This publication comes closer to 100% coverage of the buying power of the marine industry than is shown by the published circulation statement of any other marine publication in this country.

Your 1927 sales program should include an adequate advertising campaign in *Marine Engineering*

and *Shipping Age*, thus placing your message each month before the men who are the buying power in the three branches of the marine industry—ship operation, shipbuilding and ship repair.

And your sales staff should have the benefit of the timely information regarding bids, contracts awarded and marine projects planned, contained in the Bulletin of Advance Information, published weekly and mailed each Friday to advertisers only.

Simmons-Boardman Publishing Company, 30 Church St., New York

"The House of Transportation"

Chicago: 608 S. Dearborn Street Cleveland: 6007 Euclid Avenue Washington, D. C.: 17th and H Streets, N.W.
New Orleans: Mandeville, La. San Francisco: 74 New Montgomery Street London: 34 Victoria Street, S.W.1.

Marine Engineering and Shipping Age

A Member of the Audit Bureau of Circulations and the Associated Business Papers, Inc.

The Trials of a President

By M. D. B.

I AM going to try to put on paper some of those things which are exceedingly vital to manufacturing success, but which cannot, for obvious reasons, be put down over the signature of any official.

To those who are not intimately familiar with the details of an active manufacturing corporation in the United States, and who have merely second-hand contact with its officials, the president of a company is popularly regarded as the ultimate boss and "man higher up." Advertising agents, representatives of media, and salesmen for various "big propositions" feel that they have reached the final authority if they secure *entrée* to the president. It is because of the importance to all selling interests of knowing the precise status of the average president of a corporation that I write this, not only with the hope of being helpful to salesmen but also with the still larger hope of bringing about a better situation in the general theory of organization.

In brief, the president of a company has a serious problem to face in the difficulty of obtaining decisions on important policies. Much of the backwardness of many American corporations can be traced to it and much, also, of the indecision of policy of which complaints are frequently made.

Your average president of an American manufacturing corporation is a "live wire," unless he is an inheritance, a relic, or a political appointee. In the main he is a man who has come up from the ranks; for in the last decade or two bankers have had enough costly experience to learn the vital importance of putting a real man in the president's chair. The difficulty is not, therefore, the lack of a live president. Nor is it, as is sometimes stated, the control of banker-directors.

The difficulty is almost entirely in the system, which is still widely prevalent, of management by boards of directors or executive committees.



The president is vested with authority and responsibility, but the custom of putting important decisions up to the board of directors is not only an old one but undoubtedly a sound one. The mix-up arises from a purely human situation which is involved. Let me make this graphic from personal experience.

I will assume that a most important plan for my company has gone through all the processes of inception, detailed consideration and decision so far as the executive staff is concerned. Let us say that the idea arose in the brain of a sales executive, the details have all been drafted, the matter has passed the general manager and myself; and so far as the organization is concerned, everything is "set."

THEN there comes a mysterious delay, an uncertainty. The enthusiasm of my own staff and of those who are to assist us in the carrying out of the idea slowly ebbs, and after months of this state of affairs we are obliged to pass word along that the matter is "all off."

What has happened behind the scenes? I will paint the picture as the president sees it.

My board of directors is composed of men in various businesses, and we hold monthly directors' meetings.

At the first board meeting, after I have made up my mind that the plan is a good one, I put it up to the board of directors. Don't accuse me of being unacquainted with human nature in this regard. Knowing that we often have no quorum, I get very busy on the telephone, by personal call, to make certain that we have a quorum. This, I assure you, is no small matter. Mr. Thomas Jones, one of our directors, peevishly asks why our directors' meetings always fall on a day when he has important affairs to look after. Director William Brown says he is not sure that he can come but he will try to be there for part of the time anyhow. Troubled by this and knowing the seriousness of the plan, I visit one or two of the most able directors at their own offices, or lunch with them, and discuss the plan in order that I may be sure to have the advice of at least a few of our most important people. But even this does not work, for I am then chided for trying to run the serious affairs of the business in "star chamber session" with a few directors over the lunch table.

Very well, the board meeting comes off, and I put the plan before it in the best manner possible. I have used both extremes of two methods of presentation! I have, on occasion, filled the board room with maps and charts, and have brought five or six other people there to make talks in order to present the scheme thoroughly; and I have gone to the opposite extreme of very quietly but succinctly stating the proposition in a few simple words without elaboration.

But whichever method I adopt, invariably I am confronted with this human situation: I find my board of directors *unwilling*, and some directors really *unable*, to make decisions. What is more, its members seem almost to resent being asked to make important decisions, although one or two are such chronic hunch deciders that they have a ready, off-hand decision for everything—but are quick to change their minds. On

[CONTINUED ON PAGE 70]

A Page from The Christian Science Monitor

THE CHRISTIAN SCIENCE MONITOR, BOSTON, WEDNESDAY, NOVEMBER 3, 1926

MANY ARRESTS OCCUR IN ITALY

Fascist Grand Council to Take Measures to Prevent Attacks on Mussolini

Rome, Nov. 3.—The Fascist grand council has been organized and will meet on Friday to consider the measures which are being taken to prevent attacks on Mussolini. The council will also discuss the measures to be taken to prevent attacks on the government.

KEMAL REVIEWS TURKEY'S POLICY

President Delivers Annual Statement—Fires Future With Complete Confidence

Ankara, Nov. 3.—President Kemal Ataturk delivered his annual statement to the Grand National Assembly today, in which he reviewed Turkey's policy and expressed complete confidence in the future.

SPAIN TAKES PART IN LEAGUE BUSINESS

Representatives to Session on Technical Questions

Madrid, Nov. 3.—Spain has decided to take part in the League of Nations business, and its representatives will attend the session on technical questions.

Ancients of Famous Literati Abound in New Athenium Book

Interesting Side-light on Hated Figures Are Expected in Max Regan's Reminiscences of 42 Years' Service in Institution's Library

London, Nov. 3.—A new book, 'The Athenium', by Max Regan, provides an interesting side-light on the lives of famous literati who were associated with the institution's library.

QUEEN WATCHES ELECTION CROWD

Royal Party First to View of Honorary in Franchise on Spoken Day

London, Nov. 3.—The Queen watched the election crowd today, and the royal party was the first to view the honorary franchise on spoken day.

PRESQUE ISLE HAS CELEBRATION

Councils Join in Honoring Nationalism

Presque Isle, Nov. 3.—The Councils of the island joined in a celebration to honor nationalism today.

BID FOR ARIZONA PAPER REPORTED

Conservative Adv. Wanted for Profit Center for His Publisher Trusting

Phoenix, Ariz., Nov. 3.—A bid for the Arizona paper is reported, with a conservative advertisement wanted for profit center by the publisher's trust.

Three Advertisements

Three advertisements on this page—each one typical of the high class of advertising and the high order of typography which characterize The Christian Science Monitor. Clean news, selected advertising, uniformly satisfactory results—that is the story in a few words.

THE CHRISTIAN SCIENCE MONITOR is a daily newspaper published in Boston, Massachusetts. It is owned and published by the Christian Science Society, a non-profit organization. The paper is known for its high quality journalism and its focus on news and advertising.

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LABOR WINS IN SCOTCH FISHINGS
Glasgow, Nov. 3.—The Scottish fishery commission has announced that it will grant a 10% increase in the wages of fishery workers.

RECEIVED FROM THE
The Christian Science Monitor has received a large sum of money from the sale of its shares.

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The Christian Science Monitor has received a large sum of money from the sale of its shares.

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The Christian Science Monitor has received a large sum of money from the sale of its shares.

EXPORT OF CANADIAN RAW LOGS STOPPED
Ottawa, Nov. 3.—The Canadian government has announced that it will stop the export of raw logs from Canada.

RECEIVED FROM THE
The Christian Science Monitor has received a large sum of money from the sale of its shares.

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The Christian Science Monitor has received a large sum of money from the sale of its shares.

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The Christian Science Monitor has received a large sum of money from the sale of its shares.



"The Sunshine Belt to the Orient"

\$750 to Honolulu, Japan, China Manila and Return

There are the most interesting Oriental ports—Hankow, Yokohama, Kobe, Shanghai, Hong Kong and Manila. Several times a week during the winter. Of course, you will also visit the other ports of the Orient.

Fast from San Francisco to Manila, via Hong Kong and Swatow, in a 21-day round trip, including meals and accommodations. The price is \$750.00. For more information, apply to the Adeline Clark Agency, 100 Broadway, New York City.

The rates of the steamer are the lowest, the schedule is the most regular, the service is the best. The steamer is the most comfortable and the most reliable.

A sailing every fortnight from Boston and New York for the Orient via Hawaii, Panama and California, leaving every Saturday from San Francisco.

Dollar Steamship Line
217 State Street, Boston, Mass.



Office Furniture

Planning a new office? This free folder will help you.

If thousands of our Masterpiece Desks and drawers have been made for government and business organizations. These Desks are built to last, and are made of the finest materials. They are the most comfortable and the most reliable.

Doren Dunton Desk Co.
32 Franklin St. Boston

new experiences await you Series

MARMON 75

+ + still greater in every sense

New price **3195**

Power to excess—absolute smoothness—quicker access to high speed than you have ever known—even greater vitality and alertness + important new adaptations of known engineering principles have developed in this new Marmon 75 a car that surpasses all known precedent + for example, the new Marmon Modulator, in combination with Marmon's exclusive system of double-fue ignition, produces an evenness of power-flow never before experienced. The new Steering Stabilizer, exclusive with Marmon, in combination with a new type of self-energizing four-wheel brakes, gives a steadiness and ease of steering at any speed which until now has never been possible with balloon tires + these, and other important advancements in a car already noted for its speed, its safety and its brilliant road quality now strongly reinforce one line of standard and custom-built cars in the advanced model—price \$ 3,195—factories—cars may be purchased, if desired, on convenient credit plan, guaranteed against theft by Police National auto numbering system.

MARMON BOSTON COMPANY
890 Cambridge Street, Boston

The Series 75 is also on view in holiday Marmon Showrooms throughout the country.

MARMON MOTOR CAR COMPANY, INDIANAPOLIS, INDIANA

Shout "Hey" With Your Copy

How to Avoid "Slow-Motion" Start-Offs

By Arthur B. Rubicam

H"HEY!" Shout that across the pavement, and immediately ten within earshot stop thinking about whatever they were thinking about and give "Hey!" some attention.

It may be that change was forgotten, or a handkerchief dropped. None of the ten knows—but "Hey!" is so unmistakably "You, Mister," and not somebody else uptown, that ten lethargic brains shunt over from "Nothin' Much" to "What's This?"

If the old law of advertising is correct, which says that copy must inject itself into a stream of thoughts for attention, then this attention getting solution can be applied to advertising.

The problem is to bounce the "headline reader" from the caption into the copy. Too many of the "Two Million Readers" are content to thumb through captions and pictures without realizing the copy means *them* and not the others who have more money, or more time to read.

"Hey" start-offs do not mean a brass band effect that savors of "fly-by-night," or cheaply forced phrases flung to insult a reader's intelligence. But in this day of shorter reading hours and four-color plates; when newspapers find entertaining scandals and daylight gun fights, an advertisement must start on the theory that it has only a *fair* chance of being seen; that its caption *might* get read; and that, if it is lucky, the first half of the first paragraph *may* catch an impatient glance.

The fact presented should be startling enough to wake a brain that is getting ready to take a nap. It should read fast enough to hold the reader from the urge to "turn-over," and it should slide him into the interesting facts one often finds safely entrenched behind "slow-

motion" starts that deaden interest.

Particularly is this necessary with a product selling in a market of fellow products where each serves a similar purpose, requiring much the same selling appeals with overlapping features and prices.

Let's see how some "Hey" start-offs sound.

Here are two different advertisements of musical instruments. The first paragraph of one approaches solemnly in a stove pipe hat and delivers:

Romance knows neither time nor season—it was, is and ever shall be with us, fanning the flame of hope "the prophets of the utterly absurd" yet the well-beloved, lacking which color itself would be. . . .

There is more of it, but one of the "circulation" is already two pages beyond; very likely coming to life in the first paragraph of a second advertisement which sweeps him into the copy with:

Anybody under twenty will tell you music isn't music unless you can sing to it, dance to it—or play it yourself. Youth wants to do things.

That is something of a new angle on music.

Manufacturers selling mechanical equipment are too likely to go to dark cubby-holes in the old fashioned desk, dust off assurances of "reliability," "efficiency," "perfec-

tion," "workmanship," "precision" and "troubleproof" and pin them on the front end of an advertisement. No wonder the rural end of the "circulation" decides to go to bed a "little earlier," until his sleepy eye gets pulled into the middle of pump copy which starts with:

No more pumping, lifting, carrying. No more back-breaking work at the well. Complete sanitation, refreshing baths and all the conveniences that go with running water in the home. . . .

Is it surprising that a coupon gets signed and put in an envelope before bed-time?

Even when a product has an exclusive and somewhat startling feature that sets it away from competition, the principle still holds good. People won't learn about that feature if they won't read.

A dull lecturer could put you to sleep with the sonorous:

Surely, there is no better proof of performance and perfection in a product than when great experts place upon it their stamp of unqualified approval. Surely, there is no better guide than to follow authoritative advice—when it is possible to get such guidance.

But leave it to a crack pen salesman who knows people won't wait to find out "what it's all about," and you'll get some interesting facts fed to you fast with:

How would you like to own the radio receiver the broadcasting stations use to judge the quality of their own programs? What tone it must have, to do justice to the music of their great artists. What selectivity, to tune out a station in the same building and listen to others far away for purposes of comparison.

"Hey" start-offs aren't so hard to write once the person responsible understands the principle—which dates back to ordinary conversation.

Before he starts a pen, he can visualize two typical people. One is a bit of a bore, a trifle lazy, not a fast thinker, not an enthusiastic talker. He approaches you dressed in an unpressed suit, from the left-hand side of the desk, and starts to tell you of a product you know very little about.

[CONTINUED ON PAGE 48]



Courtesy P. L. St. Matthews



The Woman-Who-Sews Has The Newer Clothes is the interrupting copy thought which has helped distribute over three million books designed to increase home sewing—and consequently, the sales of Clark's O.N.T. and J. & P. Coats Thread.... This advertising, based on the Interrupting Idea principle, is prepared for the Spool Cotton Company by the Federal Advertising Agency, Inc., 6 East 39th Street, New York.

Who Shall Interview the Publication Representative?

FROM one little editorial in our issue of November 3 has come a response which has been nearly nation-wide in scope. The subject is one which hits a number of the most vital elements in the advertising field: publishers, advertisers and—somewhat less directly—agencies. The discussion we have received has touched upon practically every angle of the subject and the resultant deductions, when they shall be drawn, should prove highly enlightening.

The matter which follows on this page and subsequent columns consists entirely of communications which we have received since our previous issue went to press. The cause of all the tumult—a letter by C. M. Lemperly of The Sherwin-Williams Company to that concern's advertising agency—is quoted here to refresh the memories of our readers:

HENRI, HURST & McDONALD,
58 East Washington Street,
Chicago, Illinois.

Gentlemen:

As our advertising agents for both Sherwin-Williams and Rogers Brushing Lacquer, we wish to advise you that we find the advertising solicitations of publications' representatives have become so burdensome as to make a real obstacle in the conduct of the work of our Advertising Department. We are seeking your assistance.

It is not our policy to want to refrain from seeing those who call, but if these calls continue as they have recently, it will be necessary to close the Advertising Department for business.

Our suggestion is that you advise the publication representatives that this is the situation and that we authorized you, at our last conference, to make the recommendations to us as we cannot continue the important work of the department and see one-tenth of the representatives who besiege us.

Mr. Schuele and others in the Advertising Department, including the writer, have a high personal regard for all these representatives, but now that the direct work of our department is being seriously interfered with and handicapped to the extent that there is *no time left even to make up a list should we want to*, believe it is only fair to advise our friends that from now on our contact must be through you rather than direct, except in cases where we want some special information which we will ask for through you.

Will thank you to reproduce this letter and forward it to the representatives so they will know our position is not one of a hard-boiled attitude.

Thanking you, I am

Very truly yours,

THE SHERWIN-WILLIAMS CO.
C. M. Lemperly,
Director Sales Development.

It is our plan to deal thoroughly with this highly controversial subject. All the material pertaining to the discussion will be assembled, tabulated and studied. This study, together with such tendencies and suggestions as may be inferred from it, will be formed into an article which will appear in an early issue. Meanwhile, further comments and suggestions from our readers will be welcomed.

Be Selective.

THIS is the problem as I really see it, though my answer isn't the popular stuff.

The job of giving attention to the increasing group of publishers' and other advertising representatives is a tremendous and vexatious one—to advertising agencies as well as to advertisers. I believe that most men in agency work are anxious to do the fair thing—to learn all that they can learn that is pertinent to their clients' interests. But if the man in charge of an account gives a free ear to every caller

who thinks he has an "ear-full" for him, he would have to work both day and night at times, or give up an account. Why shouldn't he be selective, so to speak?

The real truth is that probably not one-fourth of the representatives who call have anything pertinent on the account that the agency man is laying out. Most of them are out merely to "sell the publication generally" or to impress their own personality. Personality is one of the things that we have to guard against continually.

I say that the general merits of the publications ought to be "sold" through

advertising in the business magazines and in other ways. I can see no reason for an expensive call on an advertising agency to impart the news that the publication represented has gained 18,000 circulation since last April, that 20.4 per cent of its readers are in the \$10,000 income class or better, that a prominent feature of the winter numbers will be Professor Somebody's articles on Rural Buying or Foreign Markets.

As an advertising agent doing business in a small city, I am compelled to see almost every caller or I hurt feelings. The result is that I often have to listen to a considerable amount of general talk and showing of recent numbers of publications (also details about many special and convention numbers in which I am not in the slightest interested) without any compensation except that I have tried to do the proper thing. I often wonder what is wrong with the advertising department of a magazine or newspaper when it has to send some one to present orally general information that could be given effectively in either a business-magazine page or a letter. When a man really has anything bearing directly on an account I am of course eager to learn it. S. ROLAND HALL,
Easton, Pa.

Classify the Publications

MR. LEMPERLY'S letter starts a discussion which I hope will grow to sizable proportions and result in definite and constructive criticisms and suggestions.

Having found myself in the past five years on both sides of the advertising manager's desk some of my reactions may perhaps prove of interest.

It is just a year since I started to sell space rather than purchase it. Since my experience as an advertising manager for a manufacturer has shown me the other side of the picture, we have tried as far as possible to avoid persistent calls where they seemed unnecessary, and by the use of a "tickler" system have still managed to follow up prospects at the psychological moment without waste of effort and with as little annoyance as possible to the advertiser.

Where the advertising manager has told us the story clearly in the first call we have endeavored by mail to keep him informed of the *Journal's* progress and not again visit him until he is ready and anxious to know more about possible new media.

Some of the arguments against too



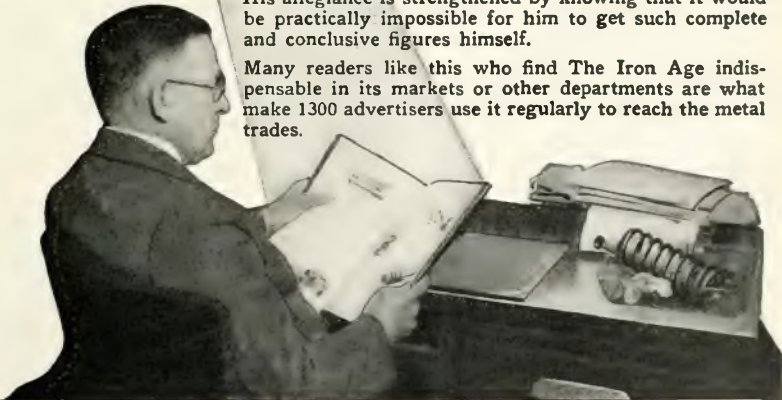
Fifteen Men Work a Week to Give Purchasing Agent Jones the Correct Market Price of Scrap

A total of 300 calls every week goes into Iron Age price figures. Whether Jones buys pig iron or No. 28 black sheets, he finds most satisfaction in the knowledge that these figures are the result of tapping sources, sounding the big markets—that they are based upon the statements of manufacturers and dealers handling 80% of the country's output.

That's why he reads THE IRON AGE

His allegiance is strengthened by knowing that it would be practically impossible for him to get such complete and conclusive figures himself.

Many readers like this who find The Iron Age indispensable in its markets or other departments are what make 1300 advertisers use it regularly to reach the metal trades.



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

infrequent calls may be that a salesman sells a great deal on personality, and that in constantly calling he grows closer to the prospect. But surely calling less frequently and keeping up a mail contact should prove just as effective if the salesman is able to register his personality in the first call—and it seems to me that he should.

Accounts with large appropriations are frequently solicited by publications which have little or no chance ever to secure any business, and a frank statement of policy on the part of the advertiser should eliminate that advertiser from the publication's prospect list, thereby freeing the advertiser from superfluous calls which help to increase the annoyance of publications' solicitations and render more efficient the publications' efforts by giving them a smaller and more selected list on which to concentrate.

Would it not help matters if all large advertisers established file folders for each publication, the folders to be of standard size and supplied by each publication? This feature might be supplemented by an intelligent young man breaking into the advertising business, who would interview publication representatives and add sufficiently important data to that publication's folder. Then when consideration of the list is under discussion the folders could be brought out and all information would be available.

ALDEN B. BAXTER, *Eastern Adv. Man., American Bankers Assoc. Journal.*
New York City.

See the Agency First

LIKE every advertising manager, I sympathize with Mr. Lemperry in his problem. Unlike him, we are not ready to pass the entire responsibility of publisher contact to our agency, in spite of the high regard we have for its ability.

Rather, we seek a solution by helping the publisher to make his contact with us of a character to supplement his contact with our agency instead of to duplicate it: i. e., we have made it understood that the publishers' representatives must learn from the agency the nature of our advertising problem and must justify to the agency the place of their media in programs designed to meet that problem. The agency, it is understood, makes its recommendations for our lists with its supporting evidence. On our part we wish simply to understand the major considerations offered by the media so as to place ourselves in a position to exercise judgment of approval or non-approval of the agency's recommendations.

Now, such being the function of the advertising manager as we conceive it, the publisher, if he is wise, will automatically regulate his approaches direct to the advertising agency so as to eliminate much of the time ordinarily lost in magazine and newspaper solicitation. We have eliminated the calls of the cub salesman equipped with

a rate card and a list of advertisers who are not in his book. We have eliminated the well-intended visits of the publication research man who wants to get a line on our products, the channels of distribution, etc. These gentlemen can get that information from our agency. We have likewise eliminated the advertising solicitor who comes with a story of an impending rate increase. We look to our agency to safeguard our interests in the matter of rates and location.

We are always ready, however, to see the representative who has well considered our problem and who has convictions that the use of his medium will help us in its solution. We very much prefer to have him come to see us *after* he has presented the matter to the agency and upon its recommendation that this is a story we should have. We are quite willing, however, to see him if he has failed to convince the agency and feels that for any reason his story there has not been given adequate weight. From the visit of a representative thus equipped the advertising manager can learn much.

P. L. THOMSON, *Publicity Manager*
Western Electric Company, Inc.,
New York.

Our Suggestion to Mr. Lemperry

1. Tell the publishing world to adopt a standard physical form and a standard topical outline for those *essential facts* about a publication and its market which are not covered by A. B. C. reports and the standard rate card.
2. File these reports as religiously as the architect files building material literature which conforms to the A. I. A. standards in form and indexing.
3. Don't let publication representatives waste their time and yours merely repeating dope that should be in print and on file.
4. Confine personal presentations of solicitors to one of two classes:
 - a. In season, concrete and well-organized presentations showing the *specific application* of given mediums to current problems previously outlined, preferably by the agency.
 - b. Out of season, equally well organized, once-and-for-all presentations of publication history, aims and excuse for existence.
5. Spend no time trying to argue the salesman down. Can't be done. You pick the list and let him frame the alibi.

LYNN ELLIS,
Lynn Ellis, Inc.,
New York.

Direct Them to the Agent

THE Sherwin-Williams Company's statement of the case is very conservative, based on our experience. If we were to interview all of the advertising solicitors who would call on us, were our policy of directing them to

our agency unknown to them, we would get little else done.

We attach a sample of the notices which we have had prepared to meet this situation, and which are handed by our information desk to solicitors calling on us.

TO ADVERTISING SOLICITORS—

We respectfully ask that representatives of advertising media make their solicitations direct to our advertising agents, The H. K. McCann Company, 451 Montgomery Street, San Francisco, who conduct all our negotiations for advertising space.

We appreciate the interest of representatives in calling upon us, but you can realize that time does not permit us to attend to each of these calls personally, nor are we in a position to give these matters as careful attention as should result by communicating directly with our agents.

PROMOTION DEPARTMENT
CALIFORNIA PACKING CORPORATION

This plan has been in effect with us for several years. Most of the publication representatives are familiar with the policy now, and we have little occasion to use these cards, as practically all solicitation is made through the agency.

W. P. ROGERS, *Advertising Manager,*
California Packing Corp.,
San Francisco, Cal.

A Suggestion for the Interview Problem

I HAVE just read your issue of Nov. 3 and while many of the articles raise questions that should have further discussion, there is one that I would like to give you my opinion on right now.

Mr. Lemperry has hit upon a real problem. It does take a great deal of time to see even a small portion of the many advertising solicitors who call at this office. Not very long ago, our concern thought it might be wise to adopt the Sherwin-Williams' policy. A large concern in this city has recently done that. However, I don't think such a policy is wholly correct. Having a direct contact with publishers enables you to know better what you are buying and I always want to know.

I wonder if the following suggestion wouldn't help matters to some extent. Publishers should instruct their representatives not to take the time of the advertiser unless they have reason to believe their magazine could fit in with his plans. Representatives should find out about the advertiser's plans from the agency and *that should definitely* guide them. When they are sure their magazine does fit they should go to the advertiser with some *real facts* applied to *his problem*, not just with "hot air."

This may sound like a very indefinite and ineffective suggestion. If our business is in anyway typical, however, there are many solicitors who call on us who ought to know that their magazine does not fit in with our present plans. I believe that unless some such plan as this is followed, more and more advertisers' doors will be shut to publishers' representatives.

C. E. NELSON,
The Stanley Works,
New Britain, Conn.

[CONTINUED ON PAGE 66]

Once More!

—and Yet Again



**You Can't Cover the
National Farm Market
Without Capper's Farmer**

*—You need its coverage
in the most trade-ful
states of the Union.*

*—But more than that
you need its influence,
no matter what else
you use.*

FOR the Sixth Successive Year, without offering "bargains" or putting on "drives" Capper's Farmer has made gratifying gains

- in Advertising Lineage
- in Circulation
- in Pages Printed
- in Influence and Prestige

There's a reason for this—there are a hundred reasons—but the sum of them is this:

Careful advertisers have proved that Capper's Farmer is profitable to them. It is peculiarly close to its readers; jobbers and retailers know and value it—and it pays.

We're not boasting, but watch us in 1927.

Capper's Farmer

Published at Topeka, Kansas — by Arthur Capper

NEW YORK CHICAGO DETROIT CLEVELAND ST. LOUIS KANSAS CITY SAN FRANCISCO

The 8pt. Page

by

Odds Bodkins

IN this morning's mail comes a letter from T. H. Butterworth, of Herbert Greaves, Ltd., Manchester, England, and clipped to the letter a To Be Let advertisement of 1790.

"The attached cutting makes its bow to your predilection for things both humorous and curious in the world of publicity," writes T. H. B. "Never, I believe, have you published anything like it, especially of such early vintage." (Quite right.)

TO BE LET

To an Oppidan, a Ruricolest, or a Cosmopolitan, and may be entered upon immediately, the House in Stone Row, lately possessed by Captain Siree. To avoid verbosity, the proprietor with compendiosity will give a perfunctory description of the premises, in the compagination of which he has sedulously studied the convenience of the occupant—it is free from Opacity, Tenebrosity, Fumidity, and Injucundity, and no building can have greater Pellucidity or Translucency—in short its Diaphanety even in the Crepuscule makes it like a Pharos, and without Land, for its Agglutination and Amenity, it is a most Delectable Commorance; and whoever lives in it, will find that the Neighbours have none of the Truculence, the Immanity, the Torrity, the Spinosity, the Putidness, the Pugnacity, nor the Fugacity observable in other parts of the town, the Propinquity and Lonsanguinity occasion Jucundity and Pudicity—from which and the Redolence of the place (even in the dog days) they are remarkable for Longevity.

"Would any of your dynamic American realtors, I wonder, dare to use that word 'commorance'?" queries my correspondent. "Have any of them capitalized the lack of 'Putidness, Torrity(?), Immanity, Fugacity and Spinosity' among the tenants of adjoining properties—even in simpler English? The modern 'select neighborhood' phrasing seems weak and futile in comparison."

"It is a pity that we have no record of this announcement's success; whether an eventual sale came from the saintliness of the neighborhood or its Redolence, whether freedom from Opacity and Injucundity or the Diaphanety of the Crepuscule sold the goods, and whether these found favor in the eyes of an Oppidan (a student of Eton College) or a Ruricolest. And if he, as a tenant, appreciated to the full the great Pellucidity and Translucency of the building. . . . Yet I believe the agent served a definite purpose in wording his offer so tediously."

Indeed he did, for only the right kind of a prospect could even read the advertisement!

—8-pt—

"If you mail late how can we deliver early?" asks this year's poster on the sides of the U. S. Mail trucks. Much the best piece of "mail early"

copy that the P. O. Department has used for years, to my way of thinking. —8-pt.—

Several of my commuting companions have called my attention to the car card Barron Collier is running currently in suburban trains. It reads:

HOW IS ADVERTISING EDUCATIONAL?

In telling of new products and of new uses for old products, and in showing how they aid and serve.

Rather better copy than any I have seen used in this way before. It has a simplicity that gives it both dignity and force.

—8-pt—

Some weeks ago Bernard Lichtenberg sent me a copy of the book, "Advertising Campaign," recently published by Alexander Hamilton Institute. It has been lying on my desk for some time patiently waiting to be opened.

Last night I opened it, and it happened to be at page 337. This paragraph greeted me:

The keen imagination of the American public is the fertile field in which the seed of all American advertising is sown—it is the background of every story of successful advertising in the country. An advertising idea transmitted into the hustle and bustle of American life finds millions of receptive minds. If it is not a success, it is the advertiser's fault—not the public's.

Mighty fine gospel, that, to be preaching to the student of advertising. Indeed, the last two sentences are recommended for required reading by students and veterans alike. It always is the advertiser's fault rather than the public's.

Incidentally, I should like to send a marked copy of this volume to the Mayor of Philadelphia!

—8-pt—

Rhythm, repetition and simplicity combined artfully as the cover of Barney's Cabaret announcement:

Don't forget to remember twenty-first of September



All three desirable qualities, to be striven for in advertising.



Frank Connolley sends me a page torn from a Chicago theater program which interests me greatly. It features "The Man-Eating Lions of Tsavo" and is sponsored by the Field Museum of Natural History. It is a bid for visitors.

Why should not a great museum advertise its attractions in an amusement program? It is a sign of the times—and worthy of the progressiveness of Chicago. Public libraries, museums, parks, art galleries, all represent large investments of the public funds, and it is beginning to be recognized that with the expenditure of a modest sum annually in advertising to keep the public informed and reminded, the community benefits in greatly increased measure from its investment in these institutions.

—8-pt—

In his book, "Ben Kendim," Aubrey Herbert says, "No man who knows a language perfectly can be whole-hearted in his desire for the destruction of the people of that language."

Which is by way of saying a stickful in a sentence.

—8-pt—

With some trepidation I rise to testify—to make a confession, almost. And in spite of that Applause article in a recent issue of this publication.

I purchased a fire extinguisher—and DURING FIRE PREVENTION WEEK!

I have tried to argue myself into admitting that I would have bought it anyway—for I detest these "weeks"—but I can't make my arguing stick. Of course, I have known for a long time that there should be a fire extinguisher just north of the cellar door in the butler's pantry, but I didn't buy one. And then this darn "week" came along. I tried to put off the purchase until early the Monday morning following the "week," but I got so nervous finally that on Thursday I fell, "Send me a Pyrene," I told the man at the hardware store.

So the secret is out: it was I who caused that arching of the sales line during Fire Prevention Week!



Would Your Product Be "At Home" in This House ?

Would it contribute to proper construction, equipment or embellishment? Would it enhance interior decoration or furnishings, or lend beauty to the lawn and grounds? This attractive home with its livable atmosphere and impression of well-being is typical of the 80,000 homes (and more) into which The House Beautiful goes on its twelve monthly visits each year.

And it is in such homes as this that master and mistress take that interest in plan, construction and ornament which is, in fact, a sustained and alert curiosity in what makes for the best in correctly appointed housing.

With its ever-increasing circulation in homes of character, The House Beautiful not only affords the advertiser a thoroughly sympathetic contact but, in addition, gives an excess circulation above its rebated guarantee of 80,000 (A.B.C. figures).

Shall we submit rate card by mail or personal representative?

THE HOUSE BEAUTIFUL

8 Arlington Street

Boston, Massachusetts



Growth of The House Beautiful

Uncapitalized Habits

[CONTINUED FROM PAGE 20]

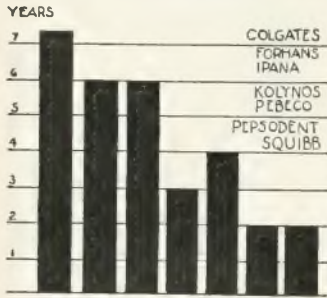
of years, sales and earnings increase on same invested capital we set up a higher good will value. When starting a new article, no good will value is set up until said article is a demonstrated success."

What is the value of a famous name? On packages, probably not as much as the manufacturer would like to believe. Financial men and investors discount Good Will heavily and a standard textbook on investments tells students not to consider it. Why? Probably because the Good Will represented by buying habits has not yet been realized and the Good Will represented by the trade name is actually of no great value.

It is the product back of the name that really carries the Good Will. Separate name and product, and the name loses its force. An article may achieve great success and its name become famous; yet apply the same name to another article and failure may result. It is the thing itself, not the name that counts.

The manufacturer of many a famous and widely advertised article finds his name of little effect in promoting other items. In their respective fields, Prophylactic Tooth Brush and Pebecco Tooth Paste are among the leaders, while Prophylactic Tooth Powder and Pebecco Tooth Brush are among the tail-enders.

There is further evidence that the public places its trust not in names,



THE above chart (based on the reports of more than 1700 people) represents the average period during which the customers of each of the seven leading dentifrices have been buying the same brand. The brands are purposely not listed in the order charted

Proportion of Housewives Using Same Brand of Butter for Varying Periods of Time

Period	Percentage of Housewives
6 Months or Less	17
1 1/2 to 1 1/2 Years	20
1 1/2 to 2 1/2 Years	15
2 1/2 to 5 Years	26
5 to 10 Years	14
10 Years and Over	8
	100%

Quoted from a Bulletin of the U. S. Department of Agriculture, Bureau of Agricultural Economics.

but in products. A recent inquiry brings to light the surprising fact that for every hundred consumers who are familiar with certain labels, only two or three ever buy the goods. Competing goods, by no means so well known, enjoy a greater sale.

SOMETIMES the very familiarity of consumers makes a name not an advantage but a handicap. Postum, for instance, is an old story to a large portion of the public. Display that name in advertisements and readers pass them by. A prospect who *thinks* he knows what you are going to say will not listen. Most Postum advertisements, therefore, do not feature the name.

The real Good Will is to be found in the established habits of users. Without further selling effort by the manufacturer, thousands, perhaps millions, of these users will continue for a period to purchase his brand of goods. The advertiser of package goods sells a habit—not a package. His advertisements must create *customers*; it is the repeat business which makes the advertising of small unit sales possible at all. Customers do not have to be re-sold every time they buy. Suppose an advertisement induces you to try a certain shaving cream and having tried it you are quite satisfied with it. Must you see *another* advertisement before you buy another package?

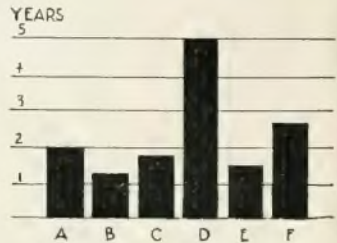
The effect of even one advertisement lasts a long time, but may not be noticed. The effect of several years of advertising is too great to be overlooked. I know of at least one product that continued to sell for years after all promotive effort had ceased. Although no new customers were being gained, the old customers held to their accustomed brand for a while. Then as some died and others were weaned away to competing brands, sales gradually fell off. The money spent to advertise this product *bought customers*. All package goods advertising has the

same result. Too often, however, that advertising is credited only with the packages sold during the year it appeared. Yet some of the customers it has made will continue buying as long as they live.

Consequently the money spent to advertise a package product is a long term investment. Only in rare instances does it show a profit the first year. Sometimes it is three years before you are out of the red. Then come the years of plenty unless by that time you have become discouraged and quit—as so many others have.

On this page public habits in buying dentifrices are charted. Seven leading brands account for seventy-five per cent of all consumers. Customers stick to a certain one of these brands for an average of more than seven years. I wonder whether the maker of this brand knows how much habit affects his business. I wonder whether he gives advertisements which secure seven-year customers the credit for seven years of sales. I wonder whether he discards an advertising idea on the basis of the year's total sales, or on the other hand, enthusiastically adopts it—on the same basis. Would he do this if he knew that by the end of the year his new customers had had little chance to buy? That less than one-seventh of their ultimate purchases had been made—*aye, much less than one-seventh!*

This situation merits reflection. Most advertisers of package goods do look upon the year's sales as a measure of that year's advertising results. If, as usually happens, only a small fraction of the results show up in the sales figures of that particular year, the advertiser is liable to be consider-



AMONG the six most popular *A*rouses the length of the customer's life shows great variation. Note that the average customer of one of these brands has been purchasing it consistently for five years

These books list the
members of five exclusive
New York Clubs



Yale
Harvard
Racquet
Union
Bankers

To 2,500 of these men, 500 in each club, we wrote simply "Do you read Judge?" Of all who replied

68.7% read Judge

Several hundred took the trouble to write at greater length how much and why they liked Judge.

If your article has the qualities for this kind of an audience it will pay you to advertise it in Judge.

Judge

Management of

E. R. Crowe and Company, Inc.

New York

Established 1922

Chicago

THE CARE
AND FEEDING OF
PROSPECTS



Actual size of our little booklet on balanced sales diet

YOU want your Prospects to grow up to be big, steady Customers. That takes time. This little book, however, may guide you in feeding them well so that they will soon reach full maturity. If your Prospects need a change of diet, a copy will be gladly sent you on request.

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

ably misled. If the advertiser doubles his appropriation he is likely to expect almost double the sales *that same year*. He does not do so. He is disappointed. He does not see that the results from the extra effort will be spread over several years. Nor does he consider that each year's sales are due mostly to advertising done in the previous years. This common misconception operates to the disadvantage of advertising. It prevents merit from being appreciated. It credits inefficient campaigns with results with which they had nothing to do. It affects the whole structure of the advertiser's business.

THE advertiser can easily determine the length of time which his average customer continues to buy. He should then judge each year's advertising on the basis of customers secured, instead of packages sold. There are ways of counting the number of customers secured if he will but experiment a little. He can at least calculate the number of customers buying from him during any given year. He can apply the period during which they will continue to buy and then arrive at the dollar and cents value of those customers. They are very tangible assets and as such should be recorded on the books, the logical place to enter their value being under the heading, Good Will.

If you spend \$1,000 to get a group of customers and if, at the time the books are balanced, these customers have made only a fraction of their ultimate purchases, are you not entitled to an entry on the credit side of your ledger equivalent to the profit on the anticipated sales?

The anticipated sales can be calculated with a fair degree of accuracy. Follow the practice of insurance companies. Every policy is based upon an anticipated event. How do they know how long 1000 men *will* live? Because they know how long 1000 men *have* lived. The huge business which they carry on successfully proves the soundness of their methods. By the same methods, the maker of package goods may figure out how long 1000 customers have stayed with him in the past, and so predict how long 1000 will stay with him in the future.

Of course, you cannot be certain of your anticipated sales. A war may come. Your product may develop weakness. Abnormally severe competition may upset your estimate. In spite of these possibilities, Good Will should be given its tangible value. Not to do so would be to discriminate. Many of the items which appear regularly on balance sheets can be given only approximate values. Depreciation, for instance, is charged against plant at a fixed yearly rate. Yet everyone admits that at a forced sale a one-year-old plant would bring little more than a plant ten years old. Inventory is taken once a quarter, half or full year. Between times material values fluctuate. One month after the

WANTED

2 YOUNG Copy Men

THE PLACE: New York City.

THE FIRM: One of the largest and most important publications in the United States. Growing so fast we never catch up to it. Outraces every program we have ever made. Prosperous, growing in power and properly proud—but forever dissatisfied because there is still so much to do. Full of wide open spaces for men of ideas, initiative, courage, creative accomplishment. Dam few traditions—nobody has had time to figure them out. A little careless about clean desks, office titles, executive dignities, but deadly on deadlines. A young organization. Five years make you an old timer. And perceptibly appreciative; they say it with checks. An organization you'll like and like to stay with. And one you can stay with—*indefinitely.*

THE JOB: mostly copy, but all kinds. By copy, we mean straight thinking, distilled, fact founded; suitably convincing and, if possible, originally expressed. Better stuff than most people in our business are doing—which is far from superlative! There are all sorts of assignments, from tiny little reader notices to books that take a year of sweating; and trade paper, newspaper and direct-mail advertisements. Some pieces will be fifteen-minute jobs; others may take fifteen months. Most of our copy is intended to sell advertising, addressed to the national advertiser and the advertising agency. It must be good advertising, because it has to pass in review before the people who are responsible for the best in advertising. Craftsman's copy, but not over the head of Alex W. Umph, the tight-fisted treasurer of the stove works, the gent who says "that's

all there is," when the advertising manager asks for appropriations. Copy that will continue to keep our reputation and make a better one for you.

THE MEN: they must be young, preferably under thirty, so the gang around here won't call them Grandpa. They must be college men or darn good equivalents. By college men we don't mean the boys who slipped fast ones over on the faculty in the Commerce and Administration courses, but who dug up the mode and tense and person of the first verb in the first of Mr. Cicero's contemnations against Cataline; who knew a little more Greek than the best frats required, who have done more reading than the English courses called for and had enough Math and Science and History not to confuse an engineer with an anthropologist. They mixed in all sorts of college activities, wrote for the college papers and the lit. mag., debated a few or possibly buried Caesar in the annual Thespian tragedy. Perhaps have played with teams or had to sell the fellow students on coughing up a buck fifty for a game ticket or served on committees to ask Prexy for the extra day off and there wasn't a chance.

If they worked in the summer, travelled around, met all kinds of people enough to understand some of them—so much the better. Since leaving college they have written something or other—made a living at it. They know something of selling. And they have spent three or four years doing copy for some first-grade agency—and have proofs to show for it. These jobs are not for cubs, but for men whose apprenticeships are pretty well passed, competent citizens with white space who know something about layout

and composition, can buy art for their own stuff if they have to, who never use Cheltenham Bold and know why. They must be evangelists of ideas, able to sell themselves and others any worth-while ideas.

We want men who are honest enough to have discovered that there is a lot more pride and satisfaction in doing advertising copy to order than there is in trying to peddle fiction fabricated to order. We want men who, within a couple of years, will be able to turn out copy that the top twenty in the agency crust won't be able to laugh off or overlook.

These men aren't stars yet, but will be. They can make reputations here more rapidly than they can elsewhere. They can earn as much money here as they can elsewhere, and more in the future. The starting salaries will be adequate.

DRAWBACKS: It is only fair to say that our offices are something terrible—crowded, and will be that way for a couple of years. The boys who have to have the cloistered calm, the early American furnishings and the cheville underfoot won't care for this place one bit. We're kinda careless about hours, too. A lot of our stuff is marked rush—and is. And if the salesmen around here think you are any good they take up an awful lot of time telling you their troubles and asking for help.

RECIPE: Write us a letter about yourself. Make it complete and comprehensive but as charitably brief as possible. Your confidence will be sacredly kept. Don't send samples until requested. This advertisement is not run by your firm or you'd know about it.

and 1 Production Man

Young, experienced. Fast. Accurate. With a memory better than a pawnbroker's. Must know reproduction processes, typography, printing, paper stock, how to order art and make rough working layouts. Able to keep a raft of jobs on his calendar—and keep them moving. Best pal and severest critic of the folks we work with. He is now working in some good agency or has had good agency training. The kind of a chap that can promise proofs for 5:00 o'clock and produce them—or make you feel that it's worth while waiting when he doesn't come through. All the future here that he can fill. Write us the worst the first time.

ADDRESS BOX 430, ADVERTISING & SELLING FORTNIGHTLY

P. S. Most of our advertisements are better—and briefer—than this.



s e e d s

AFTER the flood of migration has passed, after the woods and fields seem empty of our feathered friends—a few sturdy hearts linger, braving freezing weather and food shortage. The odds are against them. The only reason they survive in the bared country is the secrecy of their nests—which each year produce new generations.

The wise little owl places his nest in hollow tree, or other hidden spot, where his bid for the future will be surrounded with all the security he can give it.

The business man must make his bid for the future equally safeguarded whether the seasons be favorable or otherwise.

Publicity, not secrecy, is his method.

Proper illustrations, their value enhanced by proper photo-engravings, are usually used by wise merchandisers.

Gatchel & Manning, Inc.

C. A. STINSON, *President*

[Member of the American Photo Engravers Association]

Photo Engravers

West Washington Square 230 South 7th St.

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

entry was made it may represent an utterly false valuation.

So count your customers. Find out how long they buy and, in addition, how much. Then you can give Good Will its due on your books. Enter its *tangible value* at least. There are pitfalls to be avoided, of course. Such calculations are by no means simple—but then neither is double entry book-keeping. The study of customer habits involved will be vastly worth while. You will increase your understanding of how advertising works, gain a clearer insight into marketing problems, and put yourself on the road to an immense improvement in the character of your advertising.

Shout "Hey" with Your Copy

[CONTINUED FROM PAGE 36]

You have met him before and you know how long it ordinarily takes him to get around to a subject, so you don't pay too much attention. His description rambles a bit; he makes a lecture out of it; he doesn't tell you anything you haven't heard before. The whole thing sounds dull and weary, so you shuffle your papers and show you have no further time to waste.

The other comes over from the right with a quick step and a friendly eye. The first thing he gives you is a fact you didn't know before. His enthusiasm starts him off with "Hey, did you know . . . ?" Maybe he is too refined actually to say "Hey," but the atmosphere is there, and automatically forces him to follow with the most interesting thing he knows about his product—which gets your interest. No matter how sour-faced a prospect you may be, learning something new or something startling is going to have you thinking: "By Jove, I never knew that . . ." or "This sounds like something pretty good."

Perhaps if more advertising writers made companions of these two men—one for the example of his bad habits, and the other because of his catching enthusiasm—and had each come to the office and make a call just two minutes before an advertisement started life on paper, more eyes might get into the manufacturers' copy and more feet into the dealers' stores.

Convention Calendar

FEBRUARY 26-28, 1927—Eleventh District Convention of the International Advertising Association, Greeley, Colo.

JUNE 26-30, 1927—Fourth District Convention of the International Advertising Association, Daytona Beach, Fla.

OCTOBER 19-21, 1927—Direct Mail Advertising Association, Chicago.

1927 (dates not yet decided) — Outdoor Advertising Association of America, Atlantic City, N. J.

When Large Wholesalers or Retailers
Say to Manufacturers :

**“We Want Newspaper
advertising in our territory”**

They *get* the Newspaper advertising be-
cause their accounts are important.

And they *ask* for Newspaper advertising
because they *understand* its value from a
practical sales angle.

Two of the strongest possible reasons why
manufacturers should include national
Newspaper advertising in their *sales policy*.

All of which is worth re-reading.

Invest in Newspaper Advertising

E. Katz Special Advertising Agency

Established 1888

Publishers' Representatives

Detroit
Atlanta

New York
Chicago

Kansas City
San Francisco



FREE HOLIDAY STAMPING OFFER

Until January 1, 1927, we will stamp your name, or a friend's name, in gold on the front cover of any McGraw-Hill book without additional charge. Orders for stamped books should be accompanied by price and, of course, stamped copies are not returnable.

Hall— THEORY AND PRACTICE OF ADVERTISING

686 pages, 6 x 9, 250 illustrations, \$5.00

A carefully planned treatment of the development of advertising, its fundamental principles and the methods of representative advertisers. The latest book on the subject.

Larned— ILLUSTRATION IN ADVERTISING

319 pages, 6 x 9, 212 illustrations, \$4.00

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.

Pratt— SELLING BY MAIL

428 pages, 5 x 8, illustrated, \$4.00 net, post-paid

The author has drawn on his long experience in this work for definite, concrete facts about mail-order possibilities, market analysis, campaign preparations, mailing lists, mail-order appeals, mail-order copy, layout, illustration, booklet and catalog making, sales letters, order blanks, follow-up, credit and collection practice—every element that enters into the successful capture of a mail market.

Strong— PSYCHOLOGY OF SELLING AND ADVERTISING

461 pages, 5 x 8, illustrated, \$4.00

This book presents a sound discussion of the practical application of psychological principles to sales and advertising methods. It gives you a practical guide with which you can analyze your own selling and advertising problems and follow the line of least resistance in overcoming obstacles.

Long— PUBLIC RELATIONS

248 pages, 5 x 8, illustrated, \$3.00

How to present the "news" of a business—a valuable part of every advertising man's equipment.

FREE HOLIDAY COUPON

McGraw-Hill Book Co., Inc.

370 Seventh Avenue, N. Y.

* Send me the books checked with name stamped in gold on front cover. I enclose proper remittance and understand that stamped books are not returnable.

(Name to be stamped.)

- ..Hall—Theory and Practice of Advertising, \$5
..Larned—Illustration in Advertising, \$4
..Pratt—Selling by Mail, \$4
..Strong—Psychology, \$4
..Long—Public Relations, \$3

Name

Address

City

State

The "Why" of a Freight Traffic Manager

[CONTINUED FROM PAGE 28]

The freight rate, expressed in cents, is not, moreover, the whole of the game. Many services or facilities are worth to the shipper as much as a direct refund in cash. The published rules of fer endless "free" things, included as integral parts of the "rate."

HERE, to be concrete, is found a further reason for employing an expert as traffic manager. The railroads are obliged to publish all rates and regulations, after filing them with the proper national and State commissions, to hold them available to all comers without charge "and without requiring the inquirer to assign reason for his inquiry." The "filing" and the "canceling" goes on at the rate of thousands each month. The maze is as confounding as the proceedings of Congress; all there, all in print, all to be had for the asking, but who has time to waddle through?

When, each spring, the circuses map out their summer schedules, each goes to the railroads over which the special trains will move as they criss-cross from town to town. The railroads are given opportunity to name a price for transportation, with the special facilities demanded for a circus train. If one road demands too much, the circus shifts its schedule, either so as to omit towns or so as to reach them over competing rails. When the "rate" has been agreed upon, the railroads go through the formality of "filing" tariffs to cover the contract, each tariff being scheduled to become effective the day the circus first touches the rails of that particular railroad, and to be cancelled the day it is moved to a connecting carrier.

The rate thus published is "special." It is not "secret." Should Sells Brothers elect to follow Barnum & Bailey's schedule, within the prescribed time and with similar equipment, they are free to do so.

When the village of Anywhere votes to erect a stone schoolhouse, the stone quarries of Bedford (to construct an imaginary case) bargain with the railroads for "rate," duly and lawfully filed and published. All quarrymen of the Bedford district are free to use this rate in quoting for the contract. It is incumbent on the quarrymen of Berea (Ohio) to secure a rate equally favorable. To do so they must have a traffic expert, qualified to "talk the traffic language with freight officials" of the railroads and fitted, also, to learn before it is too late the sort of "rate" to become available for the competing Bedford quarrymen. That

"rate" is more than the mere "cents per 100-lb. of stone." It covers the "free" allowances for unloading, for switching, for serial delivery of shipments, for use of unloading cranes, for storing on right-of-way or yards, for "special equipment," for tare, for minimum car-load weights, for a dozen apparently meaningless but highly important allowances which amount to discriminations. All mean costs added to one shipper while his rival may be relieved of them.

For the Anywhere schoolhouse, the foundry at Kansas City must set its traffic expert to the task of assuring himself that Richmond (Ind.) boiler makers, or the rival makers at Buffalo, do not "get the edge on competition" through the "rate."

So it goes through all our commerce. The unknown town of Dalton, near Chicago, in one of the famous traffic abuses, was accorded a favoring rate on oil to an equally inconspicuous hamlet of Tennessee. All was "lawfully" filed and published, but just the same a single refinery seemed to know the rate, it being shown afterward that "\$70,000 a year was saved by this device, and all competition from others was eliminated" within a certain territory.

When Buick builds a better automobile, when Gimbel slashes a price, when Macmillan issues a new edition, the facts are broadcast. The benefit is advertised to the public. Not so with freight rates. The law requires most meticulous formality from the railroads in order that rates shall be "lawfully on file." It goes no farther. The shipper is assured the benefit of the lowest lawful rate or combination of such rates ("rate" including all effective "rules and classifications"). It is, however, the shipper's job to find the rate. The carriers do not advertise the current rates, nor do they issue nicely prepared pamphlets or "instruction books" to aid befuddled shippers.

IF merchandise were for sale, advertising would be the first thought of the seller. But with the highly intricate question of how to ship freight from Kalamazoo so as to reach a specific steamship at Seattle or Baltimore, the shipper is left to his own devices. A Detroit factory "cut down our exporting expenses \$20,000 a month," in the words of its president, by taking advantage of a single "rule" in the tariffs. The rule had been there since 1917, but it had been no one's responsibility to find it. Railroad tariffs are too complicated, with a daily shifting of details, for the shipper unless he employs

an expert or a specialist to follow them.

Tariffs are "lawfully filed" and "published." They are open to all alike who elect to claim their benefits. They are scrupulously examined by the railroad commissions for technical and legal shortcomings. But they are not advertised. To "publish" in the law is not the same as to "make known to the public," as more than one business man has discovered; to "publish" means, rather, to "make available to the public in so far as they choose to inquire."

If the shipper goes to his local freight station he will find bulletins posted to the effect that the agent and his clerks will give all "reasonable assistance." It is manifestly not reasonable for freight house employees to supply the wealth of expert information needed by the shipper for constructive shipping policies. Specific questions will be answered, but, in this connection, it is well for the inquirer to read those clauses of the tariffs (and of the law) which are contrary to business custom.

IF the employee of a business concern quotes a price or makes an agreement, the employer is bound. Whether that agreement be within the employee's power or not, whether in excess of his instructions or not, matters little. An honorable concern "stands behind its men." Not so with the railroads; too much rebating arose. For the protection of its public, Congress enacted special legislation which provides, among other features, that any quotation of rates or promise by an employee of a railroad is binding only if, and only when, it conforms to some tariff "lawfully on file" and in effect.

If the freight house clerk (or manager, for that matter) quotes a rate of fifty-two cents, while the lawfully-filed rate is \$2.52, the larger rate will be collected. The shipper has no recourse other than to pay. That he would not have shipped at the higher rate, had he known it, is no defense. The clerk's error entails no liability on the railroad. That a distinct loss results to the shipper, due to the railroad clerk's error, makes no difference. All that counts in the adjudication of such disputes is that the law provides that the rate "lawfully on file" is the legal rate. That law was enacted for the protection of the public from underhand and secret favoritism; the public must abide by that law.

The answer to this complicated situation is simple. Business concerns, even small ones, will benefit by employing a traffic expert. His services should perceptibly reduce costs through the elimination of expensive wastes and through taking advantage of privileges "free," but available only to those who demand them. Railroads do not advertise their tariff privileges. Neither do railroad employees, nor freight solicitors make it their concern to point out these privileges. It remains for the shipper, by expert scrutiny of lawful tariffs, to discover them for himself.

**we hope
that our sales
representatives have
the courage
to reject schedules
by which
advertisers expect
to cover
the Greater Detroit
Area through use of the
Detroit Times
alone—
no single newspaper
can do that
job in a field of
a million
and a half people.**

Star Cartoonists Available

WE will be pleased to have Art Directors and others who are interested, retain this list of popular cartoonists whose services can be profitably used in connection with various forms of advertising.

Bruce Bairnsfather
Ralph Barton
Reginald Birch
Clare Briggs
Gene Byrnes
Lang Campbell
Percy Crosby
Fontaine Fox
Chester I. Garde
Rube Goldberg
Don Herold
Ellison Hoover
C. B. Inwood
Merle Johnson
Eldon Kelley
Winsor McCay
Ray Rohn
Herb Roth
Dick Spencer
H. T. Webster
Walter Wellman
Gluyas Williams
Crawford Young

Cartoons have become a factor in modern advertising since the public has cultivated a sense of humor through the constant viewing of newspaper and magazine "comics."

To employ the services of cartoonists whose styles and signatures are immediately recognized by readers will assure a receptive audience for your advertising.

We will cooperate in adapting these services to your requirements or in offering suggestions from a price and technique standpoint.

Fred A. Wish
INCORPORATED
12 EAST 41ST STREET
NEW YORK CITY

Also Representing a Group of
Well Known Writers for
Advertising Purposes.

The Trend of Advertising Art

[CONTINUED FROM PAGE 32]

To my mind, the answer to both questions is "No." I think these excursions into the field of modern art—some tentative, some bold—represent an accurate sensing by advertisers and by editors of the new interest, new standards, new discriminations of a new generation. Sophistication is the shibboleth of this new generation. I think you will agree that artificiality is not an adequate definition for the word "sophistication" in this application. A new definition is writing itself.

THERE are and have been many influences at work in this generation; far-reaching influences that penetrate to the small towns throughout the country.

Last Thursday night I listened to an Armistice Day program over the radio. The Royal Typewriter Hour was "on the air" from a dozen broadcasting stations. Many millions listened in. A symphony orchestra played an orchestral piece by Schelling called "Victory Ball"—as modern and sophisticated as Stravinsky. Yet this program was undoubtedly planned to please millions.

Ten years ago the "Poet and Peasant" or the "William Tell" Overture was the outer boundary of the village-square band concert classical repertoire. Today, they know down in the Blue Ridge Mountains that the name of the composer of "Humoresque" does not rhyme with "pack"—that the name of the composer of the "Meditation" intermezzo from "Thais" does not rhyme with bassinet. The announcer's French pronunciation is getting better and better.

Read or listen to the request program during the final week of our Lewisohn Stadium Concerts, voted on by the audience. They want Strauss, Debussy, Tchaikowsky. Less than ten years ago a mere handful of music lovers attended these concerts. This year, 12,000 (if my memory serves me) attended the opening performance. If you prefer symphonic music to the opera, you "rate" higher in musical appreciation than the opera-lover. It is supposed to be a bit more sophisticated. A few years ago you could check the cities supporting symphony orchestras on the fingers of one hand. Today there are probably a score.

What has enlarged this sophisticated taste? The phonograph, surely, but latterly, the radio.

But what has this to do with art, especially advertising art? The advertiser appeals to the eye—not the ear. Has there been any notable lifting of the public's standard of appreciation of art? I think so. There have

been influences at work to that end. The development of color-printing in the magazines, newspaper rotogravure, the high standard attained in advertising art, and most important of all, perhaps, the movies.

I am told that the so-called "futuristic" pictures that have been coming over from Germany, which created a furore in New York, have done well on the road. This may or may not indicate the development of a sophisticated taste in movies. But the educational effect of the better type of movie is apparent. It is not only creating a higher standard of taste in dress, in home furnishings, interior decoration, and so on, it is giving the new generation a liberal education in the New Sophistication.

The flapper and her boy friend come back for the holidays from the State university. A generation back of them is the immigrant homesteader. The family goes to the movies. "There, Pa!" says the daughter. "That's the kind of furniture we ought to have. We don't want a parlor; we want a living-room. Look, Ma, at those window drapes. And see, perfectly nice ladies smoke cigarettes."

There is a new generation; that is a biological fact. But there is also a new sophistication and a higher standard of taste abroad in the land. Phonograph, radio, movie, magazine, newspaper, the motor car and the State universities have all had a hand in it. Publishers and art editors recognize it. Advertisers and art directors must recognize it. Too much of our advertising today is below the level of the editorial pages in layout and art treatment.

IF there is a higher standard of appreciation of things artistic, how shall we employ advertising art to meet it? Not with extremes, surely. There are only a few who will bid into the thousands for a Gauguin sketch painted on the door of a South Sea Island hut. Many thousands still send in the coupon for a "pretty girl" calendar.

But advertising art is after all subject to the same canons as any other kind of art. Good art remains good art. There has been little change in the recognized essentials from the time of Rembrandt to Sargent. Less change in fact than we have seen in popular taste within a generation. The literal, photographic, "tight" kind of picture such as Meissonier was famous for has gone out. His pictures are greatly reduced in value. The old-time genre picture as, for example, the newsboy subjects of J. G. Brown, are no longer in demand. Personally, I do not be-

...ent to be had. I say they are
 harder to get.
 The fact is that something has
 happened since 1920. Some adver-
 tisers know what it is, have adjusted
 themselves to it and are profiting by
 it. Some have not. Among them
 are those who are most concerned
 about the rising cost of inquiries.
 What has happened since 1920 is
 this: The American people, the in-
 dividuals we do business with, have
 struck a change of pace.
ORDINARILY we think of 1920
 as ultra-modern, but the fact is

From an article by G. Lynn Sumner in *Advertising and Selling*

Thanks, Mr. Sumner!

MR. SUMNER goes on to say, "Advertising had found a form in 1920? So did clothes have style in 1920, but today that style is obsolete."

Look no further than the current magazines. In copy appeal, art work, typography and layout the eye meets page after page which six years ago would have seemed fatally radical—often indecorous.

If advertisements have changed, magazines have changed more. Few great publications, successful in 1920 and still successful today, have not taken measures to meet the unusual tastes of new readers, new buyers of merchandise created by post-war prosperity.

Many magazines are bidding for these people—young, keen, acquisitive, unjaded in their buying appetites. None has, or can win their attention and their support so successfully as the new **SMART SET**, *their own magazine*, the most vital "something" that has happened in publishing since 1920.

Advertisers say **SMART SET** brings inquiries at the lowest cost. Rapid growth has been partly responsible. A far greater factor is the natural curiosity in this unglimped world of advertised merchandise on the part of those first becoming habitual magazine-readers.

"The American people have struck a change of pace." Yes, and advertisers have struck a new, rich field in **SMART SET** which sets the old familiar magazine fiction to a new rhythm—the rhythm of young America in 1926.



SMART SET

R. E. BERLIN, *Business Manager*
 119 West 40th St., New York
 Chicago Office, 360 N. Michigan Ave.



Contact — the Dealer with his Local Market

The retailer, like the manufacturer, has his problems of competition.

Shoes or radio, groceries or electrical refrigerators, drugs or automobiles, the dealer is everlastingly confronted with a contest for the retail trade of his community.

He must compete in store appearance, service, price, courtesy, location, and—

In advertising . . . in keeping his name constantly before his likely market.

For most retailers Direct Mail is the ONLY logical medium of outside-the-store advertising . . . sales promotion.

Electrograph specializes in dealer-to-consumer Direct Mail . . . to the consumer . . . through the dealer . . . for the factory. Electrograph creates, prepares produces and distributes.

The dealer receives regularly from Electrograph packages of carefully prepared Direct Mail, imprinted for him, addressed to his local consumers, sealed, stamped . . . *all ready to drop in the mail box.*

Electrograph brings to the service of manufacturers the study, application and equipment that makes an exact science of what was formerly haphazard experiment.

Electrograph dealer-to-consumer Direct Mail completes locally—around your dealer's store—the advertising you start nationally.

THE ELECTROGRAPH COMPANY
Home Office: 725 West Grand Boulevard Detroit, Michigan

Electrograph

Created **DIRECT-MAIL** Localized
Individualized
Distributed

In Illinois, Electrograph - Advertising Service, Inc.,
Chicago, is licensed to operate under Electrograph name.

lieve that this means the passing of a fad. I think it means a growing recognition of better art.

In one of the early novels by Robert W. Chambers, the artist-father was fond of saying to his daughters that "art to be art must be artless." To my mind, that is worth remembering. And on that basis, I do not think there is any real danger of over-sophistication in advertising art. The bizarre and the extreme consciously used for the sake of mere attention-getting will not do. For art is no longer an esoteric subject. The thing to remember is that the public at large has been "let in on it."

The alert advertiser of style products long ago recognized this. He was perhaps the pioneer in the trend toward sophistication in advertising art. Today we see the trend broadened to include practically the whole field of advertising from breadstuffs to motor cars. It represents something more than a mere desire to be different or "smart." It is talking to the new generation in their own terms. There is a new generation, a new standard of taste, a new sophistication. The shrewd advertiser is "cashing in" on it.

Making the Factory a Tool of Production

[CONTINUED FROM PAGE 22]

make talking machine cases, that I shall not register astonishment if and when I encounter an order of lace doilies going through a steel mill.

Some four years ago the H. B. Rosenthal-Ettlinger Co. decided that its factory could not be an entirely efficient tool so long as it was expected to make mackinaw jackets, young men's suits, odd trousers, overcoats, boys' suits and children's clothes. They had figures which showed them just how far the plant was falling below perfection under those conditions. They determined to make of the factory the most efficient kind of a one-purpose tool, adapted to making boys' suits of eight models and nothing else. The necessary changes in machinery and arrangement were made. Costs at once dropped thirty per cent and seasonal operation was eliminated.

Considering a factory as a tool, the workers are important cogs. The most effective cog is that which has but one thing to do. These clothing manufacturers knew this; it was one of the considerations that led them to change their manufacturing policy.

Under the old plan workers would be on suits for a few weeks and then would change to overcoats, pants or mackinaws. For several weeks after the change their production would be less than half the standard. Merely to change the size of a button which an operator is sewing on a garment will cause her output to drop from twenty-

Now *OVER*

500,000

Effective November 24, The Weekly Kansas City Star will take over the circulation of the Weekly Globe-Democrat west of the Mississippi River.

WITH the addition of 115,000 subscribers, due to the purchase of the Weekly Globe-Democrat's mail list west of the Mississippi, The Weekly Kansas City Star now offers advertisers a total circulation of more than 500,000 paid copies each issue—the largest farm weekly in the world!

More than half a million circulation in the richest agricultural section of America!

No Increase in Advertising Rate

Five hundred thousand circulation at an advertising rate scaling from \$1.25 a line down to 75 cents a line.

The supremacy of The Weekly Kansas City Star in Missouri and Kansas has been augmented particularly. The Missouri circulation now totals nearly 200,000 subscribers; the Kansas circulation more than 100,000 subscribers—300,000 subscribers in the two states!

See the revised circulation by states in the column to the left. It tells the story of amazing sales opportunity in an aggressive, progressive territory where two-thirds of the entire population is rural.

Make reservations now for winter and spring. Get your share of business from this three thousand million dollar market.

CIRCULATION

By States

Missouri	194,601
Kansas	100,870
Oklahoma	56,616
Arkansas	47,867
Iowa	44,488
Nebraska	26,073
Colorado	14,163
Other States	44,139
TOTAL	528,817

The Weekly Kansas City Star.

Over 500,000 Paid-in-advance Circulation

Chicago Office, 1418 Century Bldg.

New York Office, 15 East 40th St.

Change places with the



SIT in the chair of the real buyer in Industry. See Industry through his eyes. Study the things which influence him. Run down the sources of his information.

No matter how else he may keep contact with the developments and trends in his Industry, he is almost certain to place great reliance on the McGraw-Hill publication which speaks for the Industry of which he is a part.

What is back of that confidence? Editorial integrity is the foundation of it. Editorial alertness, editorial accuracy, editorial initiative, editorial helpfulness are contributing factors.

When the naval ammunition depot exploded at Lake Denmark, sacrificing lives and millions of dollars of property, two McGraw-Hill publications pointed to fundamental engineering faults which magnified the destruction. Public safety is the first consideration of the engineer and conscientious editors cannot be indifferent to practices that fail to recognize this fundamental.

When Miami was staggering from the effects

of a devastating storm, and wild stories were spread of the structural damage done, a McGraw-Hill engineering editor was dispatched to the scene for an accurate report and for lessons in construction which the storm revealed.

When a non-technical business man was appointed Director of the U. S. Reclamation Service, a McGraw-Hill publication gathered and compiled information that proved the need for an experienced engineer in that important position. Other agencies took up the cudgels and an engineer again heads the Reclamation Service.

Another McGraw-Hill publication is stimu-

INDUSTRIAL BUYER

—for a while

lating enthusiasm and furnishing helpful suggestions to the electric railway industry which is helping itself by recognizing the modern demand for more attractive and more comfortable street car service. Witness, since this co-operative campaign was inaugurated, the staging in Cleveland of the largest and most enthusiastic electric railway convention held in the history of the industry.

With the radio the nation's plaything, and a conflict of the air imminent, a McGraw-Hill publication has made a thorough study of the bills before Congress for control of the air. Out of this study has come staunch support of the one bill which, with amendments, will insure to the radio public continuance of the high-class broadcasting which has made the radio a national benefaction and created a new industry.

Fearless, alert, thorough, accurate, often prophetic, these publications voice the sound

thinking of their industries. Men of industry welcome them and read them.

* * * *

On the other hand, it is the same sort of initiative and helpfulness that McGraw-Hill Marketing Counselors manifest in pointing out the need for and the formula by which elimination of waste in selling to industry can be accomplished. This formula, now widely known as the McGraw-Hill Four Principles of Industrial Marketing, embraces the following fundamentals:

- 1—Determination of worthwhile markets
- 2—Analysis of their buying habits
- 3—Determination of direct channels of approach
- 4—Study of effective sales appeals

Any manufacturer may, with benefit, apply these principles to his own selling. Help and data are freely and fully available through the nearest McGraw-Hill office.

Editorial Reader Interest

108 McGraw-Hill staff editors, drawn from industry and trade, know the needs and trends of the fields served by McGraw-Hill Publications.

These editors are located at 9 strategic centers and travel 700,000 miles a year through industry.

In addition more than 3,000 industrial specialists regularly contribute editorial articles on progress and developments in their special fields.

A staff of 467 special news correspondents rounds out a complete editorial service to McGraw-Hill subscribers.

Advertising Reader Interest

105 advertising salesmen, whose first function is to advise on marketing problems, interpret buying habits and buying problems of industry to McGraw-Hill advertisers.

36 seasoned advertising planners and writers and 20 artists, trained in the appeals and mechanics of industrial advertising, co-operate with manufacturers and advertising agencies in making the advertising pages of McGraw-Hill Publications interesting and appealing to the industrial buyer.

McGraw-Hill Publishing Company, Inc., New York, Chicago, Philadelphia, Cleveland, St. Louis, San Francisco, London

McGraw-Hill Publications

45,000 Advertising Pages used Annually by 3,000 manufacturers to help Industry buy more effectively.

CONSTRUCTION & CIVIL ENGINEERING
ENGINEERING NEWS-RECORD
SUCCESSFUL CONSTRUCTION METHODS

ELECTRICAL
ELECTRICAL WORLD JOURNAL OF ELECTRICITY
ELECTRICAL MERCHANDISING

INDUSTRIAL
AMERICAN MACHINIST INDUSTRIAL ENGINEER
CHEMICAL & METALLURGICAL ENGINEERING
POWER

MINING
ENGINEERING & MINING JOURNAL
COAL AGE

TRANSPORTATION
ELECTRIC RAILWAY JOURNAL
BUS TRANSPORTATION

OVERSEAS
INGENIERIA INTERNACIONAL
AMERICAN MACHINIST
(European Edition)

RADIO
RADIO RETAILING
CATALOGS & DIRECTORIES
ELECTRICAL TRADE CATALOG
ELECTRICAL ENGINEERING CATALOG
(Coal Edition)
RADIO TRADE CATALOG
KEYSTONE CATALOG KEYSTONE CATALOG
(Steel Edition) (Metal-Quartz Edition)
COAL CATALOG CENTRAL STATION DIRECTORY
ELECTRIC RAILWAY DIRECTORY
COAL FIELD DIRECTORY
ANALYSIS OF METALLIC AND NON-METALLIC
MINING, QUARRYING AND CEMENT INDUSTRIES

Planned Advertising

The test of a sound advertising plan

WHEN a plan for your advertising is submitted by an advertising agency, how can you be sure that its recommendations are sound?

If those recommendations are in the form of advance ideas submitted on speculation, they are usually only opinions or "desk inspirations." The agency does not do a thorough job because it is working on speculation.

Under our Plan method you are certain of a thorough job. Before we reach any conclusions or make any recommendations we conduct a thorough investigation of every factor bearing upon your advertising.

What do consumers and distributors say?

GROUPS of consumers are interviewed to ascertain every possible selling point about your product direct from the people who use it. Retailers and jobbers are approached for outside viewpoints on your trade policies.

Then, with a first-hand understanding of your product and your selling problems, we build your plan. When we present our recommendations we present the essential facts of our investigation and study.

Those facts form the test by which you can determine the soundness of the plan. You can judge intelligently whether our copy ideas will meet the viewpoints and attract the interest of the consumer. You can see clearly whether our merchandising suggestions fit in with the attitude of the trade toward your product and your advertising.

The plan must convince you

For the plan you pay us a nominal fee, which is agreed upon in advance. Beyond that there is no obligation. You need not engage us to do your advertising unless the plan convinces you that it is sound, logical and based upon the actual market facts.

"May we send you without obligation a copy of 'The Preparation of a Marketing Plan,' by Mr. Hoyt?"

CHARLES W. HOYT COMPANY
Incorporated

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

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

five to fifty per cent. She becomes accustomed to handling one size, but for several days after a change of size she fumbles and loses her dexterity. By the time she gets back her customary skill a new lot of garments comes along and she has to begin all over again. Under the new plan the button sewer sticks to one size and kind of button indefinitely, and gets the high speed and smooth operation that any part of a good machine must have. And what is more, the "monotony," if you choose to call it that, is actually pleasing to her. A worker likes to be skillful—fumbling and bungling is distasteful—and besides it cuts into her piece-work earnings.

THE American Radiator Co. has found that it pays to have separate plants for special products. For one thing, few production executives are such supermen that they can master all of the details of manufacturing widely different products. There is too much to know about any one product if it is to be truly skillfully made. Therefore the American Radiator Co. makes boilers for heating plants in a factory which makes nothing else. It even has separate factories for making various styles and sizes of radiators. Thus each factory is a tool designed to do only one thing, but to do that to the best possible advantage.

Sometimes there are advantages to be had from a big plant, but care must then be taken to see that each product, if there is more than one, shall be made in a factory especially designed to make it.

Take the Electrical Refrigeration Co., a recent consolidation of the Nizer Co., which makes electrical refrigerating plants for soda fountains, etc.; the Kelvinator Co., which makes household electrical refrigerators; and the Leonard Co., which makes the actual ice boxes in which the Kelvinator equipment is installed.

The concern is erecting in Detroit a large crop of plants. But because there is a difference between the equipment used in the Nizer and the Kelvinator product, each is made in a plant which is completely separated from the other. Both are electrical refrigerators, and to the layman the products would seem to resemble each other sufficiently to warrant the same workmen and executives handling both.

Yet there is enough difference to make it desirable to keep them under separate roofs. In this way each group of men learns to do a limited number of things exceedingly well. The machinery and equipment is designed to work on one particular thing to the best advantage, and is not, as it would otherwise have to be, a compromise which suits neither product perfectly.

The ice boxes are made in a factory at Grand Rapids, the town which specializes in wood-working, where competent workmen are available. This

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 Purpose?

THE H. R. HUNTING CO.
Worthington Street
SPRINGFIELD, MASS.



This Yellow Box Is a Mark of Progress

The picture shows the home of A. P. Besser on the Elkhart road eighteen miles north-east of Des Moines. In front stands one of The Register and Tribune *Yellow Boxes* . . . a milestone of progress, one of the things that has drawn rural life into closer contact with city life and made farm residences less isolated.

The telephone, the automobile, the R. F. D. and the *Yellow Box* make farm homes within 50 to 60 miles of Des Moines almost part of the city itself.

The *Yellow Box* is used exclusively for the delivery of The Register and Tribune. The paper is dropped into these *Yellow Boxes* almost as soon as it is delivered in Des Moines—delivered by exclusive Register and Tribune motor carriers whose sole business is to get the papers to farm homes as soon as they come from the presses.

Every *Yellow Box* is in front of a wide-awake farmer's home—a farmer who knows what is going on in the world as soon as his city neighbors.

The daily circulation of The Register and Tribune now exceeds 190,000 . . . larger than the combined circulations of all the nineteen other daily newspapers published in the center two-thirds of Iowa.

Des Moines Register and Tribune

**Away over
the top!**

30,000 MASONS MOBILIZED!
Grand Master Marshals the Craft in Great Concerted
Valiant Effort to Place Official Magazine in the
Hands of 100,000 Brethren—Dates Set Are October

Campaign Organized in Annuals of
Magazine Includes Every
Mason Lodge in State
WILL REACH EVERY MAN
*Most urgent immediate
to be...

Final returns not yet in, but after
starting with 53,000 subscri-
bers, 150,000 are already as-
sured, each at \$2 for two years.

**What a testimonial
of reader interest!
—all of them MEN**

- MEN of high average character
- MEN of high average intelligence
- MEN of high average means
- MEN who can, and do, buy goods of the highest grade, especially goods advertised in

The Magazine They Own

—a magazine which they themselves built—the best written, best edited, and best illustrated Masonic magazine ever produced—the Official Magazine of their own Grand Lodge.

60% in Metropolitan New York

The other subscribers, outside the Greater City, reside in New York State, except for a small number of non-resident members of New York Lodges.

New Advertising Rates

are less than \$3 per page per thousand of paid circulation. Wise advertisers will get the present rate card and order 1927 space now, thereby protecting themselves against a possible increase in rates which the final returns of the campaign may make imperative.

The New York Masonic Outlook

71 West 23rd Street New York City
Shepard G. Barclay, Business Manager Gramercy 4865

plant makes nothing but ice boxes. The ice boxes are shipped to the Detroit factory, where the electrical and other equipment is installed. One reason for not making the boxes at Detroit is that Grand Rapids is near the source of the raw material, wood, and it is cheaper to ship finished boxes than sawdust.

If they were made at Detroit, a large part of the lumber on which freight would have to be paid would end as sawdust.

What do we learn from all this?

In every industry there are a few progressive concerns which realize that a factory must be designed from every angle to be a perfect tool, specializing on doing a single thing as well as it can be done.

No compromise, Jack-of-all-trades aggregation of machines and men will do, they know.

These concerns are able to manufacture cheaply and well. It is only a question of whether the others will choose to get in line or to get out of the business.

Are You Making Your Product Too Cheap?

[CONTINUED FROM PAGE 21]

their lower-priced merchandise has moved more slowly than last year in comparison with the better grade goods. Actual distrust of low-priced merchandise has been developing among consumers, with the result that trade-marked goods has secured the benefit. The proportion of trade-marked women's garments is now higher than it ever was, and the average dress sale represents a higher amount than ever before.

The store-wide sale, featuring merchandise at lower prices, is being publicly deplored and deprecated, and this is also a sign which way the wind blows. Department stores see the necessity of developing a reputation for standard quality goods all the year around, rather than the encouragement of the bargain sale spirit among consumers. Such bargain sales, based on "distress merchandise," are also under fire; and, as a matter of fact, job lots of merchandise are less available today than ever, since they, too, are an unsound factor in merchandising. The high mark-up in the beginning of the season and the selling out at cost or below at the end of the season, is a system of merchandising which cannot bear critical analysis. Some of the industries which seem to be having trouble might well look into this matter of mark-up, for the retail distributors in some of these lines use a much higher mark-up than is sound or logical. Public confidence is not encouraged by such practice, and consumption is not widened, as it is when

AUTHORITY

Books have been an authoritative medium of instruction for centuries.

Mechanical Advertising Books

by virtue of their action combine this quality with attraction. They sell merchandise.

4 Pages

1 Leaf Turning

\$71.50

8 Pages

3 Leaves Turning

F. O. St. Factory

\$125.00

Write for descriptive circular and quantity discounts

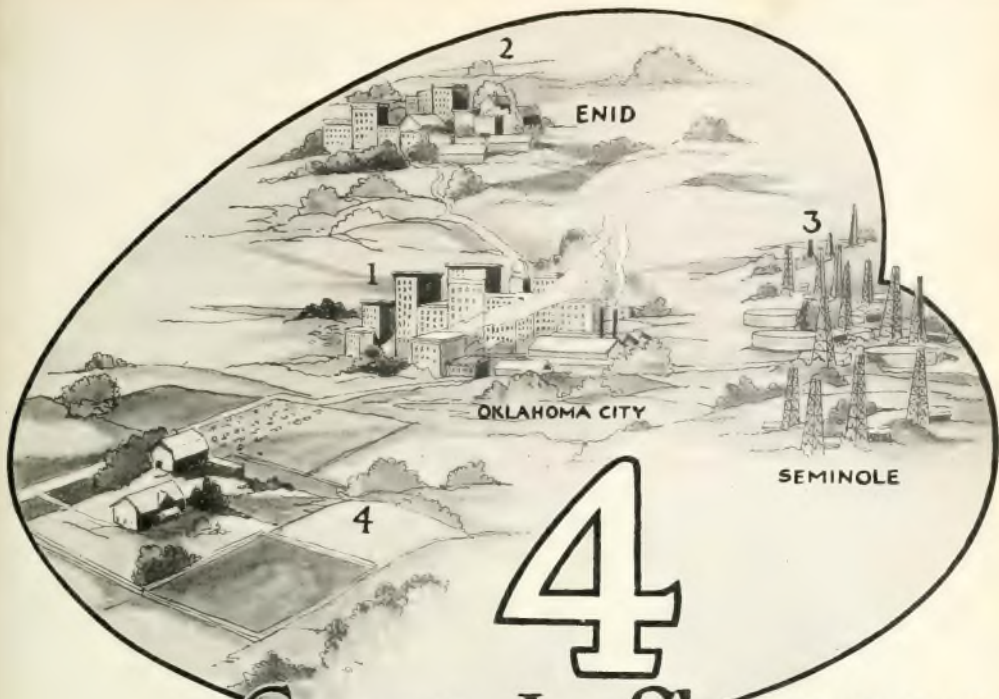
CHESTER MECHANICAL CO., Inc.
MECHANICAL ADVERTISING
430 West 45th St. New York, N. Y.

SOME set type to fill in space. Some set type to keep busy. Some set type to have a job. We set type to sell goods—and it costs no more!

Write for booklet

**E. M.
Diamant
Typographic Service**

195 Lex. Ave. CALedonia 6741



Great Influences *are boosting Oklahoma sales*

- 1 Oklahoma City, geographical, financial, jobbing center of Oklahoma, is teeming with activity. Building activity is intense. Manufacturing employment averages 8% above last year—payrolls 10% higher. All of Oklahoma's diversified activities are making business good in Oklahoma City.
- 2 Enid, Oklahoma, one of the cities of Oklahoma City's A. B. C. trading territory, is pronounced by Babson the "best business city in the United States." Enid is feeling directly the benefits of Oklahoma's greatest wheat crop, second to only one other state.
- 3 Oklahoma City, long the geographical center of the mid-continent oil fields, now is activated by the largest producing oil field in the state. Seminole—Earlsboro—fifty-two miles east of Oklahoma City, are pouring millions of dollars in new wealth into the Oklahoma City market.
- 4 Meanwhile, Oklahoma's farmers have produced a crop \$27,000,000 greater in value than that of last year, guaranteeing intensive buying throughout the agricultural regions of the state, and making doubly sure the productivity of advertising in the Oklahoman and Times, which thoroughly and alone cover this great central area.

Circulation
Daily
146,000

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

Circulation
Sunday
88,000

Represented by E. KATZ SPECIAL ADVERTISING AGENCY

New York Chicago Kansas City Detroit Atlanta San Francisco

Check-Lists Count for Half the Battle

Here's where we echo Mr. Shaw

Ten years ago Mr. A. W. Shaw, of "System," wrote a book outlining the functional approach as the logical road to solving any business problem. This systematic approach he split into four steps (the description is ours, not quoted):

1. Forgetting personal likes and dislikes—never minding whether logical changes might upset comfortable habits—looking only at the greatest good of the greatest number.
2. Cutting each big problem into all the little ones that make it big—making a check-list.
3. Listing "pros and cons" at every point.
4. Standing off and taking a fresh, impartial look in preparation for a detached, well-balanced judgment.

Our sentiments, exactly, and the only method we know how to use in tackling problems in advertising relations and management. Twenty-three years ago, as a freshman agricultural student, Lynn Ellis had the check-list system wished on him and he has never been able to get away from it.

A blind man *feels* the elephant at one point and immediately knows all about it. But your expert livestock judge *sees* his animal from many viewpoints before he reaches a conclusion.

He cuts his subject first into major essentials—trueness to breed or type, conformation and soundness, condition, temperament and so on. He splits these into minor points, assigns a proper weight to each and builds up a composite judgment step by step according to a predetermined score card.

Fortunately for the student and for the welfare of the livestock industry, master judges long ago agreed on standard points and weights for almost every breed and block type. The beginner has had his check-lists to begin on.

Quite as unfortunately, both the student and the business of advertising have been shy on check-lists. Personal likes and dislikes have settled many a problem for want of a handy way of applying the second and third steps of Mr. Shaw's outline.

Lynn Ellis, Inc., can't *enforce* the detached state of mind but can *supply* it, and in "Check-List Contracts for Advertising Service" it offers a whole bookful of handy lists on which to build the service agreement, the service organization and both cost and filing systems.

What Craig's "Judging Livestock" was to the animal husbandry world of twenty years ago, "Check-List Contracts" is to the advertising business-profession of today, the one book that should be in every desk from that of yearling cub to general manager.

Mr. Shaw presents the proper *plan* of attack—our book presents the concrete working forms. Whether or not you render unto him the order that should be his, send ten dollars today for "Check-List Contracts."

LYNN ELLIS, Inc.

Advertising Relations
and Management
NEW YORK

Room 346, Desk C-9
One Madison Avenue



House Organs

We are the producers of some of the oldest and most successful house organs in the country. Write for copy of THE WILLIAM FEATHER MAGAZINE.

The William Feather Company
605 Caxton Building :: Cleveland, Ohio



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

quality goods are sold uniformly at the standard mark-up. The "trading-up" movement is, therefore, thoroughly worthy of encouragement in many fields and is constantly receiving new supporters.

THE trading-up movement is a very timely accompaniment to the American principle of mass production and low price, because there is a tendency to grade down when price no longer is the main buying incentive. In discussion of this subject with me recently, a research man brought out the interesting example of the Ford car, which appears to be entering a trading-down phase, to its own detriment. Whereas Ford once had 52 per cent of the automobile volume, it is expected he will drop below 40 per cent by the end of 1926; while the General Motors Corporation, on the other hand, moves up to a higher proportion than ever. The reason is obvious: The public wants a better car, and other automobile manufacturers are providing it; the power of price reductions alone to sell cars has now reached a stalemate. People want the best price possible, of course, but there has been a wide spreading of the great merchandising truth, known for centuries by discriminating buyers, that an article may be dear at one dollar and cheap at five dollars, when quality, satisfaction, length of service, style, beauty and design are considered.

The deciding factor has been a larger margin of money to spend by the average woman. Young wives and mothers are today more sophisticated, more metropolitan, more up-to-the-minute. This is demonstrated by the complete renovation and grading-up in the past decade of two or three of the largest women's magazines. Whereas once they catered to the "middle class" woman, who was supposed to be more conservative, less willing to follow snappy style and smart ideas, the discovery was made that a magazine for this supposed class of women cannot hold its place, for this class has distinctly moved up in smartness, wealth and outlook on life. So the editors have had to "trade-up" their editorial goods: their articles, pictures, fashions and point of view.

They would be laughed off the newsstands if they printed the kind of household hints once published in their pages; pinching ideas of economy, homely makeshifts, rococo design and mediocre or low quality standards.

It cannot be done today—not alone by magazines. It can be done neither by the advertisers in those magazines nor by the distributors who actually sell the goods.

We are in a different era, and it seems difficult to wake some people up to it.

We must, all of us, trade up, set new standards; for the economic world has moved ahead more notches in the past six or seven years than it probably ever moved in ten times that period in the past.



AD ASTRA PER ASPERA

(To the Stars in Spite of Everything)

"Keep her headed for that star," said the captain to a green hand at the wheel, pointing to the North Star. "I am going below to get some sleep." By and by he was awakened by a pounding on the door.

"Captain, come up quick, and give me a new star. I've passed that one."

Sometimes a manufacturer, with a definite objective all set for his advertising, is diverted imperceptibly and unconsciously by various influences until he is going in the opposite direction and wants a new star. When, what he needs is to get back on the course again, and drive steadily for the old star.

Whatever the North Star of a business may be, the only way to get near it is to keep the advertising headed doggedly in that direction. There is little chance of passing it, but much chance of straying from the course in pursuit of less desirable immediate markets.

CALKINS & HOLDEN, INC.

2 4 7 PARK AVENUE · NEW YORK CITY

The OPEN FORUM

Individual Views Frankly Expressed

Two Letters; Two Viewpoints

PAGE twenty-six of the Nov. 17 issue of your publication exceeds the bounds of good taste, in my opinion. Had this wise crack been credited to one of your contributors some of the sting might have gone out of it.

I have no interest in any of the advertisers whose advertisements are reproduced. Both the Cheney Brothers and the Black, Starr & Frost advertisements involve advertising principles which have been used off and on for twenty years to my recollection.

HARRISON J. COWAN, Advertising,
735 Park Avenue, New York.

THERE is so much going on in this advertising business which smacks of thinking of the other fellow's stuff, that it is a relief to see it spotlighted without fear or favor.

Now if the imitating parties would just take these pages and show them to their clients who, perhaps, said, "You know I like that blank advertising—why don't we do something like that?"—then the circle of correction would be complete.

Do some more things like this.

LARRY SHENFIELD
Pedlar & Ryan, New York.

The article to which these two letters refer was a short feature entitled, "As Jimmie Said to Oscar." Several recent advertisements were reproduced, various members of which seemed to show marked similarity to other members in layout, illustration or copy motif. The writer's implication, obviously, had to do with the inspiration of the later insertions.—EDITOR.

The Problem of the Future

THE interesting article by W. R. Hotchkin in your Nov. 3 issue certainly suggests some pretty sober thinking in the matter of the ultimate future of space advertising. I feel sympathetic to the suggestion of Mr. Hotchkin that one of the tendencies to offset higher advertising rates will be smaller space units. However, it would seem as though that were only a partial answer to the problem of the future.

The basis for much advertising copy today is an explanation, or argument, or reason why, and it is readily conceivable that such copy oftentimes could not be condensed into the smaller space units. Obviously, that presents new difficulties for some advertisers.

Again we might visualize the future tendencies to be a more effective and intensive use of direct advertising with an improved development of the poster type of advertising (billboards or car

cards, etc.) and particularly window displays at the point of purchase.

Certainly, one point stands out, and Mr. Hotchkin has clearly indicated it—the use of the advertising space, as rates increase, will have to be more effective than ever and perhaps the premium for preferred position will become greater than ever.

LEE H. BRISTOL,
Bristol-Myers Company, New York.

Price Cutting Legislation

IN reference to the price-cutting war between E. R. Squibb & Sons and the Owl Drug Company, no doubt it surprised many of your readers to learn in your November 3 issue how very acute price-cutting can become.

To those who have been studying this price-cutting situation it is not surprising, as this particular instance is just part of a price-cutting war that is going on all over the country with advertised, branded articles. This instance is just a case where the price-cutter is getting bolder and bolder—and why not? The Federal Trade Commission, together with the court decisions, have about stripped the manufacturers of any rights or protection in maintaining a resale price on advertised, branded articles, so they have become the football and bait of retailers who want to build a reputation as price-cutters.

It must be evident to those who read your articles that Squibb, in fighting the Owl Company by having independent retailers under-cut, such a method can only be used by a financially very strong company, and even then there could be a limit to that, no matter how strong it is. There are other phases to this method of fighting price-cutters that are fundamentally and psychologically wrong, but it does not seem wise to discuss this side of the case.

Isn't it time the publishers, advertising agents and advertising men in general woke up to the very grave danger of this situation, for it would seem obvious from this individual situation that manufacturers of advertised, branded articles are having their business structures cut from under them.

With the rights of contract between buyer and seller actually taken away, with chaotic legal decisions on the subject staring us in the face, what can we turn to for protection?

So far as the writer is concerned, there is only one thing left and that is to get the Capper-Kelly Bill passed as

soon as possible by Congress. This means untiring effort, for "when men have ceased to be prepared to fight, if necessary, then the Government's greatest incentive to try to do right is removed."

If you want to know more about the Capper-Kelly Bill, write to Congressman Clyde Kelly for his speech made before Congress in June, 1923—everybody interested in the sale of branded, advertised articles should read this speech, as it is a masterpiece on price-cutting and advertising, and everybody should get posted, then get into this fight intelligently. W. A. ANSLEY,

Chairman Cooperation Com.,
American Fair Trade Assoc.,
New York.

Competition in Space

YOU are to be congratulated on the article, "Higher Advertising Rates—Smaller Space Units," by W. R. Hotchkin, that appeared in your Nov. 3 issue.

Mr. Hotchkin hits the nail on the head when he calls attention to the competition among advertisers for dominance through space volume. Should this present tendency be carried too far, it is reasonable to predict that many boards of directors will not be as willing to vote the vast sums required to continue the space competition beyond a certain point. All advertising interests may well study the problem presented by Mr. Hotchkin because all of us are in the same boat, whether we own publications, run agencies or are manufacturers using advertising to promote sales.

E. T. HALL, Vice-President,
Ralston Purina Company,
St. Louis, Mo.

Advertisement Writing

LYNN SUMNER is on sound and safe territory in his article on copy writing.

Advertisements are novelettes of trade and there should be no difference between the appeal in advertising copy and that of other forms of persuasive literature.

I believe that the trained advertising writer, however, is quicker to absorb data than the unlearned in advertising practice. The average person with small facility for writing labors excessively and cannot achieve the production necessary to earn a livelihood in this liveliest of the arts.

JAMES WALLEN,
New York.



Their Shopping Radius Was About 15 Miles *~ but that was years ago*

"I AM going to attempt to view the situation from the standpoint of a salesman facing conditions a decade ago. What was the general situation? There was the business center with its various industries and great varieties of things to be chosen from. There were smaller centers further up and here is what the buyer had to face: If he lived in the country, he probably had to hitch up his horse and drive to town. If he wished to come to a center like St. Louis, he had to catch the train at the convenience of the train schedule. If his horse could make an average of seven miles an hour, it was doing first rate. If he wished to come to a small center, after driving in from the country, he might not be able to get just exactly the kind of things he wanted in the local store. His wife might know that the styles were not up to date, but on account of the trouble of catching the train into, say St. Louis, where they could get the things they would rather have, they had to take what was on the local merchant's shelf.

"The improvement of transportation has made of a territory, not a city with sub-centers and a country, but the whole territory a city. Mr. Leurent has brought to you very vividly the close relationship between an outlying territory and a center through the interurban. Transportation has been developed by the railroad to a point where deliveries are immediate. It was very interesting to hear the statement that if an order is received by 9:00 o'clock it can be filled in St. Louis the same day. That is true of shoes, clothes, hats and all of the other commodities in which we are interested. The railroads and the interurbans are delivering those things practically as ordered and when needed. Then again, there are the bus lines. A man can take that bus line a half a mile from his door and come into a center. ". . . . A man can get into his ma-

—Today

As William McChesney Martin, chairman of the Board of the Federal Reserve Bank of St. Louis, has said:

"The improvement of transportation has made of a territory, not a city with sub-centers and a country, but the whole territory a city."



—and here

is the familiar map of just such a "city plus." This is St. Louis' market—known as The 49th State. Highways and railroads and interurbans have extended the radius to 150 miles.

chine, and just as fast as the speed limit permits, can go to a center and return home in a short space of time. . . All of these things work together to bring about a great change in conditions the salesman must face."

The foregoing is quoted from an address made on October 1, 1926, before the Sales Managers Bureau by William McChesney Martin, Chairman of the Board of the Federal Reserve Bank of St. Louis, serving the Eighth Federal Reserve District.

Mr. Martin's contrast between the markets of yesterday and today demonstrates in a striking way the development of our own St. Louis markets.

Here is the picture:

The 49th State with its radius of 150 miles, as against the limited markets of horse-and- buggy days.

Railroads, interurbans, highways, busses bringing The 49th State towns to the St. Louis City Limits.

And what does this outlying territory in The 49th State offer?

4,206,516 people. . . . Five times as many as in St. Louis.

\$11,666,375,000 purchasing power to supplement St. Louis' \$3,949,726,000.

And we know that more than a million of these people are coming into St. Louis every month on shopping trips and pleasure trips.

What wonder that St. Louis merchants are developing this out-of-town trade! Here is The Globe-Democrat, reaching out, as no other medium can, to bring this trade to St. Louis. . . . A newspaper which has kept pace with this development—indeed, has been a primary factor in bringing it about.

. . . . This, certainly, is the logical medium for the advertiser who looks beyond the "horse-and-buggy" trade boundaries.

St Louis Globe-Democrat

The Newspaper Which Has Developed The 49th State

F. St. J. Richards New York
 Guy S. Osborn Chicago
 C. Geo. Krogness San Francisco
 Dorland Agency, Ltd. London
 Jos. R. Sealero Detroit



Owens Staple-Tied Brush Company have doubled their Oral Hygiene schedule for 1927 because of the volume of enquiries received from O. H. in 1926, say Chas. F. Dowd, Inc., their advertising agents.

ORAL HYGIENE

Every dentist every month

1118 Wolfendale Street, N. S.
PITTSBURGH, PA.

CHICAGO: W. B. Conant, Peoples Gas Bldg., Harrison 8448
NEW YORK: Stuart M. Stanley, 62 West 45th St., Vanderbilt 3758
ST. LOUIS: A. D. McKinney, Syndicate Trust Bldg., Olive 43
SAN FRANCISCO: Roger A. Johnstone, 155 Montgomery St., Kearny 8086

Interviewing Solicitors

[CONTINUED FROM PAGE 40]

Telephone In Advance

WE naturally have a great many callers at this plant, men representing a great variety of publications. Insofar as it is possible we arrange to see each man promptly. If we are unable for any reason to see a man, we endeavor to make another appointment for him.

Our feeling is that we hope that our sales representatives will have a chance to tell their story to the people on whom they call and for that reason we hope to extend to every representative who calls upon us a like privilege. There is much to be gained through contact with representatives and perhaps it is a sort of enlightened selfishness to want to see all of them because every man can profit by the information which the other fellow has.

A good salesman does not make a nuisance of himself in relation to his calls. If he does he isn't a good salesman.

We have found that by recommending to representatives that they telephone in advance and arrange for appointments the whole situation is considerably improved. It has not been our experience that the representatives of legitimate publications take up an undue amount of time. It is the fellow who is trying to get advertising for programs and for special issues of more or less undesirable publications and others of that kind who takes up a lot of unnecessary time.

C. E. T. SHARPS, *Dir. of Adv.*
Chrysler Sales Corporation,
Detroit, Mich.

Solicitors Should Be Seen

WHEN a man engaged in any line of work is busy at anything, it is only natural that he doesn't like to be interrupted by frequent calls of anybody. If he is busy (and most advertising men are), he must find time to attend to the duties of his department; otherwise he will not function properly. But to tell advertising solicitors that it will be necessary to close the Advertising Department for business if they continue their calls is not any solution of the problem. What a bad thing it would be for business in general if all business adopted such a ruling. Think what it would mean in our business, with 1600 representatives in the field.

I think the trouble often lies with the advertising manager himself. My experience has been that the average man doesn't know how to deal with the solicitor quickly, honestly and with the minimum of effort. The average advertising manager hates to say "No." He puts the solicitor off with some such expression as "Call again the next time you are in this vicinity," or "It will be

thirty days before we can give you an answer." The time of an advertising solicitor is just as valuable as that of the advertising manager. Many a visitor can be handled over the telephone if the advertising manager only uses a little common horse-sense and courtesy.

I have seen advertising managers keep solicitors in the hall-way waiting for fifteen minutes, half an hour, even an hour. What right has an advertising manager to put himself on a pedestal where he can feel that because he is handing out advertising he can treat visitors as discourteously as some men treat them? I have always had the belief that advertising solicitors can teach me something; that, if I miss seeing one, I might miss some good idea or some valuable information.

Now it is true that advertising solicitors themselves are to be blamed in many cases for wasting the time of advertising managers or of their assistants. They themselves could cut down their calls to a few minutes instead of stretching them out.

I am heartily in sympathy with Mr. Lemperry, of the Sherwin-Williams Company. My remarks do not apply to him. I know just what he goes through and I certainly do not pretend to advise him how to run his business any more than he would think of advising me how to run my job. If a man is going to do his job right, he has to have time in which to do it. In my position I do not have as many representatives call as would a concern dealing in some every-day commodity. But there are plenty of them that do call, and I always try to give them a welcome and a hearty handshake, even though it may be necessary to say, "I though it may be necessary to say, 'I want you to excuse me. Sorry I cannot give you an order,' etc.

E. D. GIBBS, *Advertising Director*
The National Cash Register Company,
Dayton, Ohio.

Set a Certain Period

THE problem described in my friend, Lemperry's letter, is a real one. We have not gone so far as to leave entirely to our agency the interviewing of publishers' representatives, because we feel that a good representative contributes to our own education. We have tried to systematize that part of our work, however, by limiting calls to the afternoon and by insisting that interviews be business-like, well organized, and as brief as possible.

The chief advantage in setting a certain period for calls is that work requiring concentration is then uninterrupted.

O. C. HARN, *Advertising Manager*
National Lead Company,
New York.

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

for instance take Ohio



THE steady growth of Power as a selling force is well illustrated by Ohio.

Three years ago, Power had 1795 subscribers in Ohio, distributed in 996 industrial plants and central stations.

Today, Power has 2312 subscribers in Ohio, distributed in 1422 units. In other words, with an increase of only 517 subscribers, we have increased Power coverage in Ohio by 428 units—an increase of over 40%.

Machinery plants, automotive plants, street rail-ways, textile mills and food factories on our Ohio subscription list have all more than doubled in this period. Power covers every active steel mill in Ohio, every central station of any importance.

But that is not all the story. In this same period, we have increased the number of executives on

the Power subscription list in Ohio from 320 to 429; technically trained engineers from 186 to 226; chief and operating engineers from 862 to 1363. That is, in increasing the number of units covered, the job has been done where the buying power lies.

For Power—in common with all other McGraw-Hill papers—has this sole aim in subscription getting—the *responsible man and the responsible man only*, the man who has the power of decision and purchase, in the maximum number of worthwhile buying units of the field.

And note, this growth of Power in Ohio is not the result of any special drive here. Nor is it exceptional. It is typical of the growth of Power in every State of the Union.

This nation-wide growth keeps Power constantly in the lead as the most powerful printed ally in selling to the power-field.

POWER

A McGraw-Hill Publication

Tenth Avenue at 36th Street, New York

ΗΜΑΣ

Τὸ INDUSTRIAL POWER ἔχει
πολλὰ ἰσχυρὰ χαρακτηριστικά.

Ἰδρῆθη ἐπὶ ἀνθρώπων ἔχοντας δέ-
κα ἔτων πείραν εἰς ἓν ἐκ τῶν ση-
μαντικωτέρων ἐκδομιζόμενων περιοδι-
κῶν.

Ἡ πείρα αὐτῆ τὸν ἐδίδαξεν ὅτι ἐν
περιοδικῶν ἐπιχειρήσεων μεγέθους, ἐλ-
κυστικῶν καὶ ἀναγκασίμων θὰ κατέ-
χτα τὸ ἀναγνωστικὸν ἐνδιαφέρον ἀξι-
ολόγων ἀνθρώπων. Τότε, ἂν τοῦτο
ἦτο ἀλῆθές, τὸ μόνον πρόβλημα ἦτο
νὰ βῆσι τὸ περιοδικὸν εἰς χεῖρας τοι-
σῶτων ἀνθρώπων, μὲ τὸ ὑλαγώτερον
δυνατὸν ἔξοδον καὶ περιολογίαν.

Δυσρεῖν κυκλοφορία ἦτο ἡ ἀπάντη-
σις εἰς τὸ ἀπατοῦμενον τοῦτο. Ἡ
πείρα τὸν ἐν τῷ ἄλλῳ περιοδικῷ εἶχε
καταδείξει ὅτι ἡ πληρωμένη κυκλο-
φορία δὲν εἶναι δυνατὸν νὰ ἔξασφα-
λισθῇ εἰμὴ μὲ ἔξοδα μεγαλιότητος τῶν
ἔσοδων, τῶν προσοχομένων ἐκ τῶν
σημάντων τιμῶν συνδρομῶν, ἀ ὁ-
ποια ἐπικρατοῦν τώρα.

Τὸ INDUSTRIAL POWER, ὅθεν,
λειτουργεῖ ἐπὶ σχεδὸν καθωρισμένης
δυσρεῖν κυκλοφορίας. Ἐν ἀντιπῶτον
διὰ κάθε κατάσταση, μὲ πατενταρι-
σμένον φύλλον δημοσίωσιον, προσε-
κολλήμενον εἰς τὸ ἐμπροσθέν ἐξω-
φύλλον κάθε ἀντιτύπου. Ἡ μέθοδος
αὕτη ἀποφύγει τὴν σπατάλην καὶ τὸν
διπλασιασμόν.

Τὸ INDUSTRIAL POWER ἐκδι-
δεται ἐπιτυχῶς ὑπὲρ τὰ ἔξ καὶ ἡμισυ
ἔτη. Τὸ ἔτος τοῦτο ἐπὶ τὸ τῆς μεγι-
στης καὶ ἀρίστης ἐπιτυχίας του.

Ἐχει ἐπιτυχίαν, διότι αἱ ἀρχαί, ἐπὶ
τῶν ὁποίων ἰδρῆθη, εἶναι ἡγεῖσι καὶ
ἔχει δώσει καλὴν ἀξίαν εἰς τοὺς πε-
λάτας του.

Περιέρχεται εἰς χεῖρας ἐνδιαφερο-
μένων ἀνθρώπων, ἔχοντας ἔξοδα
νὰ ἀγοράζωσιν, εἰς 42,000 καταστη-
ματα. Πρὸς 150 δολ. κατὰ σελίδα
ἀναλόγει 3.58 δολ. κατὰ σελίδα διὰ
κάθε χιλιάδα καταστημάτων εἰς τὰ
ὅποια πηγαίνει. Πράγματι προσολε-
μιμαί τιμαί.

Ἡ γῶρας δὲν μᾶς ἐπιτρέπει νὰ ἀπο-
δείξωμεν ἔδω τοὺς ἰσχυρισμοὺς μας,
ἀλλ' ἂν ἐληθῆτε τοῦτο, θὰ σὰς στεί-
λωμεν πιστικὸν ὄργαν ὑποδείξων.

Ἐνδιερώσεθε;

A. R. Maujer.

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

The foregoing may be "all Greek" to
some of our readers. We realize that,
except in some restaurant circles, Greek
isn't employed as much as it used to be.
So, if you have difficulty in deciphering
the above interesting text, drop us a line
and we will send you an unexpurgated
literal translation in plain untarnished
English.



Pre-War Prices

En route from Washington to New
York, recently, I had dinner aboard a
B. & O. dining car. I ordered what was
listed on the bill of fare as a "club
plate dinner." This is what I got:

Ham.....	half	portion
Potatoes.....	ditto	
Peas.....	ditto	
Spaghetti.....	ditto	
Lettuqe Salad.....	ditto	
Olives.....	(two)	
Corn Muffins.....	(two)	
Ice Cream.....	Demi-tasse	

Very good cooking. Very good ser-
vice. All for seventy-five cents. Made
me think of the days when a dollar was
a dollar, and not sixty-three cents, as
now.

Political Advertising

Along about election time, the mails
are jammed with what is called "cam-
paign literature." Every Tom, Dick
and Harry who runs for office addresses
the voters as "Dear Friend" and as-
sures them that his highest wish is
"to be of every assistance" to them.
And the mail men stagger under the
load of imitation type-written letters
and badly printed circulars which go
forth from every campaign headquar-
ters.

I wonder if the effort is worth what
it costs. In my case, it is not. For
every piece of campaign literature
which reaches me is chucked into the
waste-basket, unread.

It seems to me, though, that the last
election saw a somewhat higher stan-
dard of newspaper advertising than
previous elections. Much of the Mills
copy was excellent. And the advertise-
ment over Senator Wadsworth's signa-
ture which appeared the day before
Election Day was good enough to make
me switch my vote. I liked the "tone"
of it. Wadsworth came out, flat-footed
and told just where he stood. That, in
politics, is so unusual that it is re-
freshing.

Smith won, as everybody knows. But
it was not because his "publicity" was
better than that of his opponent.

Score One for the Railroads

A friend of mine, who now lives in
New York but who was, until a few
months ago, a resident of Seattle, re-
cently shipped his household effects
from the Pacific Coast to the Atlantic
seaboard. They came through in less
than three weeks, without a scratch.

The run from Seattle to Chicago—a
distance of about 2200 miles—was
made in six days; not a great deal
longer than it takes to make the trip
by passenger train.

It is this sort of thing—a vastly im-
proved freight service—which makes
hand-to-mouth buying possible. Mer-
chants can now order goods with the
practical certainty that they will move
at a speed which was undreamed of
twelve or fifteen years ago.

Most of us can recall the time when
the movement of freight was one of
those things that nobody seemed to
know anything about. I remember a
talk I had, years ago, with a man who
had shipped a carload of eggs to Kansas
City. It had been eight weeks on the
road; and nobody had any idea where
it was. "I suppose," he told me, "I'll
have a fine flock of spring chickens on
my hands, when that car gets to Kan-
sas City."

Do You Know?

"Really, I don't know," said I, in
response to the salesman's inquiry as
to what size glove I wear.

"Well," said he, "if you did know,
you would be the exception. Most men
know what size collar they wear. They
almost always know what size hat will
fit them. But gloves—only about one
man in ten can tell, off-hand whether
his size is 7½, 8 or 8½."

I imagine this is true of shoes as
well as gloves. I have no idea whether
I wear an 8, 8½ or 9. Do you?

The Sesqui

I spent a Saturday afternoon and
evening, recently, at the Sesqui-Centennial. As a demonstration of what
American energy can do, it is an amaz-
ing achievement. As an exposition pur-
porting to commemorate the one hun-
dred and fiftieth anniversary of Ameri-
can independence, it is a dismal fail-
ure.

As every reader of ADVERTISING &
SELLING knows, the Sesqui has been
criticized unmercifully because it
"hasn't been advertised properly." My
own belief is that it should not have
been advertised at all—that is to say,
it should not have been held this year;
perhaps not even in 1927.

The Sesqui is merely another illustra-
tion of the folly of doing things in a
hurry. It was conceived in a hurry,
built in a hurry, opened in a hurry.

Right at hand were the greatest ex-
ploitation machine and the largest ad-
vertising agency in the country. The
fact that neither seems to have been
utilized by the Exposition authorities
is evidence of the lack of planning,
which appears to have characterized
the Sesqui from start to finish. The
failure of the Exposition is no reflection
on advertising. Quite the contrary.

JAMOC.

Large Sales to Regular Customers

WITH some people, beliefs are founded on whims; judgments are based on momentary fancies. Among them, opinions fluctuate with the shifting of the wind, and the popularity of any product has the life of a soap bubble.

There are others whose beliefs are tempered with sound judgment. They command respect. Their opinions on dress, food, housefurnishings, motor cars are honored—and copied—as readily as their ideas on the kind of plumbing to go in the new public library, or the advisability of widening the village street.

When their approval is earned it is by real merit only. But their approval is not the deferential nod of a passing fancy; it is the sane judgment of stability.

Always and inevitably the character of the weekly contents of The Literary Digest determines the kind of individual who reads it.

Its readers belong to one great class of people—the intelligent, thinking individuals in every stratum of society, at

every income level, in every city and hamlet—those who are alert and keen to keep abreast of the times.

They are telephone subscribers. The Digest reaches regularly more of the 9,809,063 families in the United States who have telephones in their homes than any other magazine. Furthermore, they are thinkers. Their opinions are convictions, not whims.

The Literary Digest readers not only think—they act. *We know they respond to printed advertising, for their subscriptions for The Digest are secured only through printed matter.* We employ no canvassers. Renewal subscribers pay us \$4.00 per year, without premiums or inducements of any kind.

There are families who have subscribed for The Digest for thirty years, and we are proud of the unusually high percentage of renewals that we can show from year to year.

The approval of these 1,400,000 intelligent, thinking, responsive families establishes a product—assures it large sales and regular customers.

The Literary Digest

ADVERTISING OFFICES:

BOSTON
Park Square Bldg.

CLEVELAND
Union Trust Bldg.

NEW YORK
354-360 Fourth Ave.

DETROIT
General Motors Bldg.

CHICAGO
Peoples Gas Bldg.

CHARACTER

The Indispensable Foundation

Now we maintain that newspaper advertising is something more than a degree of pressure applied to an area of paper.

We maintain that the value of a newspaper's advertising space is in direct ratio to the value of its other printed matter.

That if its reading-col-

umns are cheaply filled its reader-value and resultfulness are lowered; but if the high character of its contents is earnestly and jealously upheld its advertisers reap redoubled harvests.

That to be a great effective advertising medium means, first of all, to be a great newspaper.

And so The News builds, from deep foundations upward, a publication that shall stand the tests of strength, integrity and completeness; surpassing all others in its field in the substance of its offerings to its readers; accepting every opportunity to attain a still broader and richer usefulness.

The Dallas Morning News

Texas Old Distinguished Newspaper

Statistics

We have available more kinds of business statistics; more important figures on business from every angle than probably has ever been assembled in one place.

Call on us.

The Business Bourse

J. GEORGE FREDERICK, PRES.
15 W. 37th St. (Wisconsin 5067) New York
In London, Business Research Services, Ltd.

If it beats previous displays "all hollow" it's an
EINSON-FREEMAN WINDOW DISPLAY

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



The Trials of a President

[CONTINUED FROM PAGE 34]

the whole, the board seems to prefer, at a board meeting, to smoke a cigar, chat and, in a mild kind of stupor, listen to a statement of earnings. It has no real wish to make keen mental analyses of problems and render individual judgments based on logic. One director, if the first called for an opinion, excuses himself because he is not confident of his own judgment and is for delay until the next board meetings. Of course I know why: He wants a chance to consult personally with one of the other directors so that he may be helped to make up his mind. The result is that we postpone action until the next meeting.

At that time some have forgotten the matter, or have not had time to confer and make up their minds, and others are still in their habitual state of indecision. This indecision is not to be taken lightly. It is a great defect in the whole system of management by a board of directors. Not only do you have to deal with the considerable proportion of men in business who are by temperament not inclined to make decisions consciously, but you also have to face the much more understandable factor of lack of knowledge of what is to be decided. Let me again be graphic.

One of my directors, Thomas Jones, is the head of a large lumber company. He deals with builders and contractors, on the one hand, and great wholesale associations on the other. What do you suppose must very naturally be his state of mind when suddenly, on a bright Thursday afternoon, he is asked to decide whether my company, which sells household articles, should undertake a half-million dollar selling campaign along certain prescribed lines. He does not do much advertising in his own business, he has no contact with dealers or consumers and no conception, except a hazy one, of distribution difficulties such as we encounter.

THEN there is William Brown, who is a manufacturer of chemicals. He, too, has not, from his own line of business, the slightest opportunity to grasp what we are talking about. There is only one man on my board who is in any business comparable to ours; and there are two men on the board who have been inactive in business for twenty years. They are interested in golf and society, but little else.

It does not take much insight to see what these men suffer psychologically when I advise them of the necessity of making a decision which, it is easy for them to fear, may be disastrous or unprofitable. Its very size automatically strikes fear into them. The seasonal requirements impel me to argue for an immediate decision. But they do not want to decide and, in

WHERE ROMANCE WAITS YOUR COMING

Pick up any of the sixteen magazines comprising the ALL-FICTION FIELD and you are at the entrance to a new world—a magic world of brave romance.

You may be the most practical of men with a head filled with the gross of this and the net of that but try as you will you can't resist the swing and go of good fiction.

This human love for story-telling gives to the modern advertiser a compelling hold upon vast audiences of alert Americans. It is being used effectively by many of the country's foremost advertisers. They use the All-Fiction Field to reach the most readily responsive group of readers in the nation today.

2,780,000

Members Audit Bureau of Circulations

All-Fiction Field

Magazines of Clean Fiction

NEW YORK

CHICAGO

BOSTON

SAN FRANCISCO



THE gas industry spends more than five hundred million dollars annually for the enlargement of its facilities. This continual expansion is necessitated by the increasing pressure of public demand for gas to serve new industrial and domestic purposes.

The industry, therefore, in preparing for the future, buys the best of equipment in immense quantities. And as the future of the industry is unlimited, so is the purchasing power of the market which the preparation for this future opens to manufacturers whose products are adaptable to use with gas.

In any consideration of outlets for your products you cannot afford to overlook this desirable market, and you can find no better medium for reaching it than Gas Age-Record, for it has 99.47% coverage of the gas industry.

We will be pleased to advise you concerning the possibilities for your product in this market.

Gas Age-Record

A. B. C.

A. B. P.

"The Spokesman of the Gas Industry"

9 East 38th Street New York

We also publish Brown's Directory of American Gas Companies and the Gas Engineering and Appliance Catalogue.

point of fact, they cannot decide in the manner that decisions should really be made. They duck and dodge decision. They actually register resentment at being asked to decide. They stall for time. They put on a front of off-hand decision; and they develop prejudices, and take a safe, inactive position.

AT the close of the board meeting at which I have hoped to get my plan approved, I find myself in the position of stalemate. During the next month I work on the thirteen members of the board individually. At the next meeting I hope for a decision, and get a deadlock; not numerical, for that could be avoided naturally by our odd number. But a deadlock is just as real if it is brought about by the violent opposition of a minority of three or four. It throws doubt on the whole issue, and makes the others feel that the matter should be delayed. Again a month goes by, and at the third meeting I am obliged to tell them that the season is on and that we have already missed part of our opportunity—at which the easy path of retreat opens, and my directors say that, after all, perhaps we had better not attempt such a radical departure, and in any event should wait until the next year.

Here you have a picture of what happens on a matter of importance. What about subjects of less importance? If I habitually decide such matters for myself, I develop among the board a restive feeling that I am assuming too much responsibility. If during the month I talk things over with individual members of the board to get corroboration of my judgment, I develop antagonism against what is termed "star chamber" management. If I hold the matter until the next board meeting, business is slowed up by the delay. I am, therefore, in a box, whichever way I take.

Now, I am sure somebody is going to say that the formation of an executive committee of the board is the solution. But I have tried that also. An executive committee has all the defects of committees in general. It vitiates a president's initiative, and becomes a burden and a drag on decisions. Such a committee is in most cases either negligent or over-officious, and in neither event is there correct functioning.

As I do not wish to present anything but a negative picture here, you might reasonably ask me what is my solution. It is not so easy to answer, for a general panacea does not exist. In some concerns, very obviously, it is a smaller and more carefully picked board of directors, of men who understand the business to a fair degree; men who really have a basis for making decisions and therefore do not run from them. In other cases more frequent meetings of the board would solve the problem. My own solution so far has been to push ahead the time of presentation of important projects. I tell my board of directors at the November



“A horse, a horse . . .”

When is a Horse worth a Kingdom?

YOU can buy a good saddle horse today for about three hundred dollars. In Shakespeare's time a horse was worth even less.

Yet there have been moments in history when a monarch thought it shrewd bargaining to barter his throne for a fresh mount.

There are monarchs of merchandising today who would gladly barter part of an empire's wealth for an advertising and selling *idea*. For it is hard to name an advertising success without naming an advertising and selling idea behind that success.

The advertising triumphs of recent years are those which have given the public a new conception of the product, its purchase and its use. At least this is true of long-established merchandise.

Many advertised articles occupy pedestals because of supe-

rior qualities. But there are, unquestionably, advertised goods of large sale which seem, on casual inspection, to possess no qualities not also found in articles of smaller sale.

If your goods have obvious and demonstrable features that give them a decided edge on competition, we should be glad to discuss their advertising with you. Such advertising should offer few difficulties.

If, as is usually the situation, the problem is to discover a hitherto unseen advantage, either in the manufacture or in the application of your goods, then we shall be doubly delighted to talk to you.

For such an advertising problem offers opportunity for the creation of a Pegasus worth a Kingdom.

GEORGE BATTEN COMPANY, Inc.

Advertising



GEORGE BATTEN COMPANY, INC.

NEW YORK
383 Madison Avenue

CHICAGO
McCormick Building

BOSTON
10 State Street



Constant Point-of-Purchase Advertising

Not one or two issues a week—but forceful, low cost, every-day-and-night advertising at your dealers, where your prospects can see and buy your product.

The *Flexlume electric day-and-night sign*—with your trade name or mark in raised, snow-white glass—is that kind of advertising, read by an ever-changing audience of pedestrians and motorists.

Bold by day, brilliant by night—Flexlume attracts and guides to your dealers those interested through your national publicity. It also influences the purchases of many who have not read your magazine advertising.

Let us mail you proven plans for getting enthusiastic dealer cooperation in putting this sales stimulating force into operation.

We also build exposed lamp and other types of electric signs for those who prefer or require them.

FLEXLUME CORPORATION

1460 Military Road



Buffalo, N. Y.

The Mark of Quality

"I'm a good deal impressed," said the architect, "by the commanding professional circulation of the Record—28% more, I believe, than its nearest competitor. This means a lot when you realize that there are only a few thousand architects in America and building construction runs to about six billion dollars annually."

On request—latest A.B.C. Auditor's Report—now 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.

meeting that at the December meeting I am going to lay before them an important project. I tell them the outline of it in brief; I tell them that I am in favor of it; and I ask that every man be prepared to come to the December meeting to render a real decision. I offer to call on the directors individually at their offices, and go into the details so far as they have been developed. I find this works fairly well, but is, of course, dependent on my ability to shape projects sufficiently in advance to allow for a period of digestion by the board. Of course, this is only occasionally possible.

I am convinced that the board of director system of governing American corporations needs to be modernized, and I present my own experiences in order to help the cause.

More of Frank Trufax's Letters

[CONTINUED FROM PAGE 27]

Bayuk brands over in a bigger way in your store—can't we two salesmen, you and I, work a plan to sell more Bayuk brands to your good customers?

"Tell you what let's do. I'll put this poster on your window. For the next five days, when a smoker comes in, will you offer and sell him a Bayuk brand with your own personal recommendation of its goodness? Will you do that to at least two customers a day for the next five days? You said you wanted to sell more Bayuk brands; you said you wanted to do 'all' you can to give bigger orders. Will you just make up your mind to do just what I request? Forget about doing all you can; just do what I said."

There was a selling talk, I thought. No glittering generalities like "Give my brands a push"; "Get back of them a little harder," but instead a real concrete plan that simply had to pull results unless the dealer was kidding about his friendliness, and I don't think he was.

There's such dealers in your territory, my men. Dealers who can benefit themselves and benefit you by doing as Sam Goodfellow was taught to do.

Ten smokers in Goodfellow's store will be made acquainted with the superior goodness of Bayuk brands. Suppose five of them stick. That means a minimum increase of 5000 cigars a year for us. Suppose we could line up 1000 dealers to do likewise for us; that would mean a minimum increase of 5,000,000 cigars a year. Discount it by fifty per cent and it would mean a minimum increase of 2,500,000 a year; an increase not to be sneezed at, my boys!

Discount it again by fifty per cent and there's an increase of 1,250,000 cigars obtained by a selling talk that reflects more credit to you than the hackneyed, meaningless harangue to

As long as the sap keeps rising

A BOTANIST was asked the question, "When does a tree stop growing?" His answer was, "When the sap no longer rises to the top."

A SUCCESSFUL newspaper must be rooted deep in the confidence of its readers. It gains its strength from the public. To continue to grow and widen its sphere of usefulness, it must draw from this public the sap of editorial vigor, and that sap must rise to the very top of the editorial structure. News editors, managing editor, editor-in-chief, and publisher, all must be in intimate, living contact with the public served, or the newspaper will not grow and will begin to atrophy.



IN RECOGNITION of this principle of nature and of newspaperdom, Scripps-Howard newspapers are edited not from distant offices, but from the very life of the communities in which they are published. Further, these newspapers are edited by young men—men who are drawn from



SCRIPPS-HOWARD

the Scripps-Howard forces.

THAT is one of the chief reasons why these newspapers have been growing steadily since their founding in 1879. Not only are they deeply rooted in the confidence of the public, but they are also continually

revitalized by the vigor of young men.

CONSEQUENTLY, the Scripps-Howard newspapers command the respect and confidence of more than a million and a half families, which constitute their readers.

SCRIPPS-HOWARD NEWSPAPERS

MEMBERS AUDIT BUREAU OF CIRCULATIONS

MEMBERS OF THE UNITED PRESS

Cleveland (Ohio) PRESS	Denver (Colo.) EXPRESS	Youngstown (Ohio) TELEGRAM	Terre Haute (Ind.) POST
Baltimore (Md.) POST	Toledo (Ohio) NEWS-BEE	Ft. Worth (Texas) PRESS	Covington (Ky.)
Pittsburgh (Pa.) PRESS	Columbus (Ohio) CITIZEN	Oklahoma City (Okla.) NEWS	KENTUCKY POST*
San Francisco (Calif.) NEWS	Akron (Ohio) TIMES-PRESS	Evansville (Ind.) PRESS	Albuquerque (N. Mex.)
Washington (D. C.) NEWS	Birmingham (Ala.) POST	Knoxville (Tenn.) NEWS	STATE TRIBUNE
Cincinnati (Ohio) POST	Memphis (Tenn.) PRESS	El Paso (Texas) POST	
Indianapolis (Ind.) TIMES	Houston (Texas) PRESS	San Diego (Calif.) SUN	

*Kentucky edition of the Cincinnati Post.

ALLIED NEWSPAPERS, INC., National Representatives, 250 Park Avenue, New York, N. Y., Chicago, Seattle, Cleveland, San Francisco, Detroit, Los Angeles



The INDUSTRIAL GROUP Moves to New Offices

The INDUSTRIAL GROUP announce the removal of their general offices from 120 West 32nd Street to 381 Fourth Avenue.

This gives us greatly enlarged facilities to accommodate our unusual growth in personnel and in business volume.

We cordially extend an invitation to our many friends to make The INDUSTRIAL GROUP offices their headquarters when in this city.



The INDUSTRIAL GROUP
INDUSTRIAL MANAGEMENT — INDUSTRY ILLUSTRATED
381—Fourth Avenue, New York

REPEAT ORDERS!

The consistently good results that the Market Place has given advertisers is evidenced by the firms who return when an exceptional business man is again needed.

Use this Service when you next need a reliable and conscientious man.

Look at Page 80 in this issue.

"Give my brands a shove, will you?"
I say the plan will increase business.
What do you say?

Yours, forthedailytwo
FRANK TRUFAX.

The "Question Box"

To My Salesmen:

Well, boys, you certainly made good use of the "Question Box" during the past few weeks.

It's crammed full of whys and whats. I can't answer all of them in this sales letter; in fact, I'll be going some if I make a brief come-back to half of them.

Let's go!

1. What is distribution? Distribution is the opportunity you give your product to sell.

2. Why does a salesman usually ask a dealer: "Well, how's my brand selling?" This is a trick question. A good salesman doesn't ask that question.

3. What is advertising? Generally speaking, advertising represents the money your manufacturer wagers that his product will sell if you give it the opportunity to sell.

4. What does a dealer mean when he says: "Your brand sells big as it is—I don't have to display it"? It means if your brand didn't sell big that he'd tell you he can't display slow-moving brands.

5. What is a window poster? A window poster is a good salesman's selling assistant; it's a silent salesman that helps move out of the store the product you put in the store.

6. What is a good day's work? A good day's work is an honest day's effort.

7. What is a "Gimme" buyer? A "Gimme" buyer is the ten-minute egg who wants easy graft on your product because you didn't sell him the right goodness of your product.

8. What is meant when a dealer says: "I'll buy when you start to advertise"? Eleven times out of ten, it means he'll have another alibi if you do advertise.

9. What is the explanation of the phrase: "I didn't land him"? Fishing for an order equipped with a short pole of preparation; a knotted line of sales talk and not enough "show-me" bait.

10. What is a "Milk Route"? Saving postage for the sure-thing buyers and passing up the tough birds.

11. What is the definition of a "star salesman"? A regular ordinary human being in love with his job, who works for orders instead of wishing for them.

12. What is a "hard competitor"? A fellow-salesman with whom you have an even break unless he beats you to it.

13. I couldn't get up a poster on Will B. Uptodate's store. What was wrong? Evidently, you had no poster.

14. Do you believe in a "gratis deal"? Yes sir—every sale should be



SELLING IN THE FORUM

THE pages of Advertising & Selling constitute a Forum in which it has dared to open for discussion some of the "sacred" issues of advertising.

It has, in its fight for a more serious and open consideration of the science of advertising, welcomed into its columns the opinions of the deans of the profession as well as those of the gifted young rebels.

To this Forum come those most intelligently interested in the matters at issue. Sales and advertising managers, company officers, buyers of space and prospective clients of agencies and advertising service.

They are all human beings, of course, and at other times may be thinking of wives, children, baseball, fishing or politics. But in this Forum they are thinking of advertising and its application to their own business problems.

The opportune moment, the excellent place, for publication or agency to remind these men of its existence and usefulness seems to be right here in this Forum, at a time when their minds are ripe for such information.

They may *see* your advertisements elsewhere. They will notice—think over—and probably *act upon* your advertisements in Advertising & Selling.

A Market of 600,000 Women

Every month the *Womans Press* is read by 600,000 alert, independent young women who know good merchandise and have the ability to buy it. It is also the publication with which the executives who are responsible for the expenditure of the \$23,500,000 Y. W. C. A. budget are most intimately concerned. When you advertise in the *Womans Press* you are taking the direct road to the attention of these people.

Write for rates and sample copy.

WOMANS PRESS

600 Lexington Ave.
New York, N. Y.

made with 100 per cent supreme service and solid satisfaction free.

15. What should you say to a dealer who is always hollering for "lower prices"? In a diplomatic manner, tell him to stop kidding himself; he doesn't really want "lower prices"—he wants higher profits.

16. Is a dealer really in earnest when he says he will "buy some other time"? No—he is gambling you won't come around "some other time." Today is already yesterday to the salesman who is going to get that order tomorrow.

17. Is it my fault when a dealer says: "I can't pay my old bill this trip"? Yes. When you took his initial order, you didn't sell him your terms along with your goods.

18. What is usually the chief reason a dealer refuses to buy? Maybe you talked to him in buying lingo instead of selling language. He fires more "No" excuses for not buying your product than you can flash "Yes" reasons why he should sell your product.

19. What are the six most essential qualifications of a successful salesman? Knowledge, enthusiasm, confidence, work, work and work.

The old question mark on our type-writer is starting to wiggle with weariness. Let's stop.

Don't hesitate to shoot in some more queries. We can all learn from each other.

Yours, readytohelp,
FRANK TRUFAX.

"Wet Rubber Slips"

[CONTINUED FROM PAGE 24]

safety. This scare copy—negative appeal advertising—is to a large extent institutional. Just as safety is the cause for the existence of the non-skid chain, so is safety the cause and justification for the type of Weed advertising. "Wet rubber slips," declares the American Chain Company, and scientific tests amplify this bald declaration with the statement that wet rubber is the most slippery material in the world, even as dry rubber is the least slippery. Logically, then, the more people to use tire chains in wet weather, the fewer skidding accidents there will be—which is, perhaps, the reason that an American Chain advertisement which featured skidding and did not once mention the name Weed proved more satisfactory to the company than any of the positive appeal insertions that featured Weed altogether. (Incidentally, statistics prove that there is a larger percentage of skidding accidents in summer than in winter. Here is another general misconception which Weed is endeavoring to destroy: the slipperiness of wet rubber tires rather than snow and ice present the greatest danger.)

So the American Chain Company has returned to the negative appeal. The advertising has been tested in every way that has proved practical to test

Sweater News
and
Knitted Outerwear
1926-1927

Underwear & Hosiery
The
Review
1926-1927

Tie-up

Your Consumer Campaign
with Trade Publicity

for Sample Copies address:
KNIT GOODS PUBLISHING CORP.
23 Worth Street New York City

KEEP YOUR COPIES

At the conclusion of each volume an index will be published and mailed to you.

EUREKA
Baby Ruth

Indian
PROMISSES & BONDS

**Every Child
A Booster!**

GET the kids, old and young, hollering for you. Every child loves balloons — they bring their parents to your store's door to get them.

National advertisers are using millions every month—reading in their papers for use in sales promotion campaigns of all kinds.

Write us for list of big national advertisers using "Puffs" balloons. We furnish literature and plans for promoting their sale to your store.

PERFECT RUBBER CO.
62 Wayne St., Mansfield, O.

HOTEL ST. JAMES
105-113 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. 5 minutes' walk to 40 theatres and all best shops.

Rates and booklet on application.
W. JOHNSON QUINN

**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

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

Jewish Daily Forward, New York

Jewish Daily Forward is the world's largest Jewish daily. A H.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 unduplicated merit. Carries the largest volume of local and national advertising. Renders effective merchandising service. Rates on request.

Do Mill Men Read Textile Papers ?

1,047 managers of textile mills replied to a question submitted by Ernst & Ernst as follows:

QUESTION—

Do you keep in touch with improvements and recent developments in machinery and mill equipment through the textile pages?

ANSWER—

	NORTH	SOUTH	WEST	TOTAL	PER CENT
Yes	652	268	42	962	91.9
No	70	12	3	85	8.1
	<u>722</u>	<u>280</u>	<u>45</u>	<u>1047</u>	

Analyzed as to size, the 962 Yes answers are from executives controlling over 99% of the machinery represented in the total number of replies.

Textile World

Largest net paid circulation and at the highest subscription price in the textile field
334 FOURTH AVE., NEW YORK

Member
Audit Bureau of
Circulations



Member
Associated Business
Papers, Inc.



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.

Multigraphing

Quality and Quantity Multigraphing, Addressing, Filing In, Folding, Etc.
DEHAAN CIRCULAR LETTER CO. INC.
 120 W. 42nd St., New York City
 Telephone Wis. 5483

Position Wanted

A TRADE PAPER SALES EXECUTIVE AVAILABLE

A managing sales executive of an established and highly successful group of Trade Papers is available January 1st. This man has been a successful advertising manager, sales manager and advertising agent—for the last four years he has built up an enviable reputation as a salesman of Business Paper Space. Broad gauged, enthusiastic, experienced, he is looking for a big job, bigger than he has now. Address Box No. 428, Advertising and Selling, 9 East 38th St., New York City.

Help Wanted—Salesmen

If you can SELL—here's your big chance!

The Middishade Company, Inc., world's largest "sergical specialists, operating on blue serge suits only" need a capable representative for open territory. We want to turn this territory over to a man who thinks enough of it to live in it. It matters not what he sold before—battleships or beans—just so he can SELL. If he can, the opportunity is important enough to tempt a man who can earn real money. Give age, territory covered, and anything else that will allow us to size you up. All information will be held in strict confidence.

THE MIDDISHADE COMPANY, INC.
 MIDDISHADE BLOCK—DICKINSON,
 SOUTH 30th, REED & SOUTH 31st STS.,
 PHILADELPHIA, PA.

Position Wanted

Young Advertising Assistant seeks better connection. Even tempered and thorough. Available January 1st. Address Box No. 431, Advertising and Selling, 9 East 38th St., New York City.

Press Clippings

ASSOCIATED CLIPPING BUREAUS offers reliable National or regional newspaper reading service—General offices, One Terrace Buffalo, N. Y.

Representatives

SOME MAGAZINE PUBLISHER NEEDS OUR SERVICE

Systematic and intensive work combined with a large acquaintance among advertisers and agencies is required to secure business for the best magazines. We are prepared to do such work for a good growing publication. Address Box No. 415, Advertising and Selling, 9 East 38th St., New York City.

Business Opportunities

New Bulletin of Publishing Properties for Sale just out. Send for your copy. Harris-Dibble Company, 345 Madison Avenue, New York City.

Miscellaneous

BOUND VOLUMES

A bound volume of Advertising and Selling makes a handsome and valuable addition to your library. They are bound in black cloth and die-stamped in gold lettering. Each volume is complete with index, cross-filed under title of article and name of author making it valuable for reference purposes. The cost (which includes postage) is \$5.00 per volume. Send your check to Advertising and Selling, 9 East 38th St., New York City.

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 approximately 9 issues, \$1.85 including postage. Send your check to Advertising and Selling, 9 East 38th St., New York City.

copy of this nature, and the results have satisfied the officials that they are pursuing the right course. The more the advertising pictures the consequences of skidding, the better the result—within certain limitations, of course, for there can be no denying that the negative appeal can be grossly abused. Weed is selling safety and the whole non-skid chain industry incidentally. At least one competitor has recently come out with an advertisement along the same general lines, and Weed rises to welcome it. The more advertising of this sort put out, the more chains will be used in wet weather or when roads are covered with snow and ice, instead of being left under seats and in garages where they cannot perform their vital mission.

Yes, the simple proof is that scarce copy is the only kind of copy that jars some of us out of our complacent self-sufficiency, our fixed habits of carelessness, our blind delusions that we will get through somehow, our disposition to take gamblers' risks. Wet rubber slips and will continue to slip, psychological theories notwithstanding.

Why Don't the Cotton Growers Advertise?

[CONTINUED FROM PAGE 25]

bons"; gorgeous and glorious ribbons that had brought back a new charm to feminine apparel. So the *Paris Herald* exploited the news, and the cables carried the propaganda of ribbons to every American publication, and ribbons became the leading feature of the new season. Ribbon counters, which had shrunk into tiny corners in stores, bloomed out into great open spaces and main aisle displays, and ribbon looms ran at full time in American mills—all because "creative brains," backed by clever publicity and advertising, had been requisitioned to save a dormant industry.

One cannot sit at a typewriter and say whether the way to sell twenty million bales of cotton during the coming year is to create a style furore, or a design development, that will bring about a new fashion stamped for cottons, or whether some other public desire shall be developed. It might be found that the big way to success was through a chemist's laboratory, and the invention of some commodity, made of raw cotton, that would be of general public demand, used in every home, or on every automobile, as soon as advertising told the big news.

But, in view of the common knowledge of the power of advertising to create public desire for things, and to change and multiply public habits of buying and using them, it seems rather weak and futile on the part of business men, farm publications, cotton growers and legislators to give consideration to destruction by arson, or the stagnation of hoarding a surplus, when the one great open road to profitable and

Advertisers' Index



DISPLAY advertising forms of Advertising and Selling close 12 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 Dec. 15th issue must reach us not later than Dec. 4th. Classified advertisements will be accepted up to Saturday, Dec. 11th.

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Textile World 79

[w]

Wall Street Magazine 90
 West Virginia Paper and Pulp Co.
 Insert bet. 50-51
 Wish, Fred A. 52
 Womans Press 78

"—has proved to be just what the men wanted—"

Berry Brothers



The Pyramid Sales Portfolio is "opening more new accounts and selling more to the old customers," writes Berry Brothers. Better still, read for yourself the letter written by Mr. C. L. Forgey, Advertising Manager:

"The Pyramid Sales Portfolio you built for us was demonstrated at our recent sales convention and has proved to be just what the men wanted. Now that the men are back on their territories, we are hearing from them as to the results, and they surely are opening new accounts and more, they are selling more of our line to their old customers.

"This, of course, is brought about thru the fact that they have a complete story visualized which strengthens the old house in the minds of those who already thought well of it.

"To work without a demonstration such as this portfolio is like playing ball without a ball.

"In these days of intense selling such a thing is absolutely necessary.

"We want to thank you again for your very good cooperation in planning and bringing this sales presentation to a reality."

"Ask the man who uses one."
Complete information will be gladly furnished upon request.

Pyramid Sales Portfolio

U. S. Patent No. 1577697



Book-art super-finish, loose-leaf sales portfolios for Sales Presentation.

Michigan Book Binding Company

Schmidt Power Bldg., Detroit, Michigan

prompt distribution of the entire cotton crop is through advertising.

It would seem strange that business men and legislators would be ignorant of advertising possibilities. Perhaps many of them do not realize that the advertising guild draws to it, by a law of natural affinity, men and women who possess brains of creative imagination, to whom problems of this nature are the natural day's work.

Advertising today is not a mere matter of writing lurid copy to be combined with spectacular pictures and published in double pages all over the continent—as some people seem to think it is. The advertising expert who should be chosen for this vital assignment would call to him a group of experts covering all angles of the field, from producers', distributors' and consumers' points of view. He would start with a thorough survey of all conditions.

Whether cotton would be suggested for fence posts, wall boards, writing paper of a new kind, furniture, rugs, automobile seats, wheels, road beds, car bumpers, a new fashion in draperies or a style would depend upon the results of the survey and study by a wide board of experts.

And the cost? Only such as every successful national advertiser appropriates as a normal cost of doing business.

Your Health, Sir

[CONTINUED FROM PAGE 30]

tory copy under each drawing. With the name of the product there was always included the brownie and fairy that had long figured in Bristol-Myers advertising, and now gave the proper continuity for those with long but not agile memories who might otherwise be puzzled by the new dress of an old friend. The copy under each toast was written by a former publisher of Mexico City, driven out by the Carranza régime to become the leading writer of Spanish cinema captions for the American studios. He worked in immediate conjunction with Messager, and the product of typewriter and pencil was consequently happily synchronized.

And the Moral? Well, if there must be one it can be had. The exporter who heeds the well-worn aphorism that one must cater to the native spirit of one's far-off customers will reap a rich reward even before he gets to heaven.

Baltimore Better Business Bureau Holds Elections

At its annual elections, the Baltimore Better Business Bureau elected the following for office during the coming year: Frederick P. Stieff, president; E. Lester Muller, vice-president, and Norman Parrott, secretary-treasurer. Robert W. Test and W. T. Bohannan are managing director and assistant managing director of the bureau, respectively.

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
80 Malden Lane New York City

LUMBERMEN

offer power plant equipment and mill accessory firms; building material and truck manufacturers a big sales field. For surveys ask

American Lumberman
Est. 1873 CHICAGO, ILL.

BAKERS' HELPER

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.

Folded Edge Duckline and Fibre Signs Cloth and Paraffine Signs Lithographed Outdoor and Indoor Displays

THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

SELLING AID

Send 10c for proofs 500 cuts and plans for making your ads pay better.

SELLING AID
616 N. Michigan Ave., Chicago

AJD 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 C. COMPANY Ltd.
Reford Bldg. TORONTO.

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.

Don't miss an issue of Advertising & Selling. Send in your old and new address one week before the change is to take effect.

MOVING

A Real
Christmas
Gift for
Customers



Every
Executive
Needs
One

Personal Record Book for Sales Executives

"You seem to have incorporated about everything that the ordinary business man would want to know in this book." J. L. Lawrence, Tampa Hardware Co., Tampa, Florida.

"We have received quite a number of compliments about it from the executives to whom we presented it last Christmas." Laurence Riker, Ostead, Perrin & Leddingwell, Inc.

"We take this opportunity of complimenting you on this Record Book. It certainly is a dandy." W. R. Patterson, Pabst Corp.

"I have found the information in your Personal Record Book to be of great value, especially the list of railroad fares, pullman rates, and the index to county buying power. The latter has been very helpful in planning our sales work and in the routing of our representatives." R. S. Ware, Fifth Avenue Corset Co.

"We received very many favorable comments on this book, as a gift, from many of our customers." R. P. Winnery, Mueller Brass Co.

"This was the first time I had seen one of your Personal Record Books and I was amazed at the volume of valuable data you had compiled and the concise form in which it appeared. Please accept my congratulations on the very splendid accomplishment." S. M. Chambers, St. Louis Post Dispatch.

THIS beautiful, sheepskin bound, gold edge and stamped book brings together a wide variety of information and tabulated data that is useful to any busy executive all through the year. It provides also a group of well organized pages that enable the executive to keep a perfect record of his daily engagements, income tax deductions, business accomplishments, insurance and other personal records. Most useful book ever developed for sales executives.

Partial List of Contents

Hour by Hour Record of Engagements
 Mileage between Important Cities—also telegraph rates, telephone rates, fares, etc.
 Realized Record of Income
 Record of Deductions from Income Tax
 Months When Business is Best in Principal Cities
 Record of Monthly Expense as Compared with Budget
 Peak Seasons in Different Lines of Business
 Record of Life Insurance Policies and Payments
 Best Hotels, with number of rooms in 300 cities
 Two Year Comparative Sales Totals by Items
 State Laws Relating to Collections and Chattel Mortgages

Federal Income Tax Chart and Digest of Tax Laws
 Price Range of Leading Stocks With Earning Records
 Digest of State Trade-Mark Laws; Copyright Laws; Legal Protection of Ideas; Foreign Trade-Mark Laws, etc.
 State Count of Dealers and Jobbers in Principal Fields
 Comparative Costs of Doing Business in Various Lines
 Population and Index Buying Power of All Countries in U. S.
 Table of Selling Prices Based on Costs in Get Net Profit

In Special Christmas Shipping Cartons, \$5.
 One Dozen or More, \$4.50 each; 100 or More, \$4.
 Name Stamped in gold on black sheepskin cover 35c extra

THE DARTNELL CORPORATION

Publishers of Sales Management Magazine and Monthly Service for Sales Executives

4664 Ravenswood Ave.
 CHICAGO

New York

Toronto



Dartnell Building which houses the main editorial and sales offices and printing plant.

Other Dartnell Activities

The Dartnell Corporation will serve more than 50,000 sales executives during 1926 through such productions as reports on sales management subjects, surveys, manuals for salesmen, the Dartnell Service for sales executives, Sales Management Magazine, investigations of special sales subjects, monthly campaigns and contests for increasing sales, salesmen's data books, special summer sales campaigns, and other Dartnell productions. Ask for catalog.

How Advertising Men Keep Posted

NO longer is it necessary to consult many sources for the news of advertising.

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THE NEWS DIGEST
Changes in Personnel
New Advertising Accounts
Publication Appointments
Changes in Advertising Accounts
Changes in Address
Are all reported in
The News Digest

The News Digest bound as a separate section at the back of this issue will keep you up to date on all changes.

If you are not receiving Advertising and Selling regularly the attached coupon makes it an easy matter for you to get each issue.

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(Including the News Digest)
\$3.00

ADVERTISING AND SELLING
9 East 38th St., New York

Please enter my subscription for one year at \$3.00.

Check Enclosed Send Bill

Name

Position

Company

Address

City

State

Canada \$3.50

Foreign \$4.00

A-S-12-1

Consider Both Sides in "Publication Discussion"

By Harry E. Taylor

of The Economist Group

MR. LEMPERLY is trying to solve a problem which confronts thousands of other men who want to give courteous consideration to those who call and who would like to maintain contacts that might possibly be valuable, but whose time is largely taken up by solicitors' "calls," leaving little of it left for the real work that their job calls for. Undoubtedly he has weighed the assets and the liabilities involved in his policy, and probably he has made the announcement with reluctance and even misgiving. I don't think he has found the answer and I doubt if he himself feels sure that he has.

Publishers and their representatives should see in Mr. Lemperly's announcement a grave reflection upon themselves—and these reflections should not be charged to Mr. Lemperly but rather to themselves. The business man cannot afford to waste his time even to maintain a reputation for courtesy. On the other hand, the business man does not consider his time wasted with the man who gives him a *quid pro quo*. The advertising manager does not, as a rule, look upon it as a waste of time if the publisher's representative can contribute to his worth-while information, or help in his analysis of his trade or his industry, or help in the solution of his advertising and merchandising plans, or suggest trains of thought that have practical bearing.

I know of many representatives in the trade and industrial fields, who are constantly contributing much to the development of advertising successes in their respective industries, who are welcomed by manufacturers and advertising agents alike; and who probably do their best work with the manufacturer whose language they know and who in turn understands the business paper better than his advertising agent does.

I may be mistaken, but I am inclined to believe that certain representatives will still continue to see Mr. Lemperly as they always have because he has doubtless found among his "callers" at least a few such men as I have above referred to. If that is correct, I wish the announcement had been made on some such basis because *such* an announcement would have been of profit to The Sherwin-Williams Company, of help to Henri, Hurst & McDonald, of encouragement to constructive publishers, and of benefit to the entire advertising world.

For any man to shut himself off from

direct contacts with those men whose entire lives are spent in his industry or its relationships, men who have more chances than he has to see the developments that are taking place, men whose editorial divisions behind them are real motivating forces in their industries, to do that is a mistake and it is an injustice to the publisher because we do after all have certain mutual obligations that go along with our industrial relationships.

THE business publisher particularly is in that position where the manufacturer and producer better understands him, his functions, and his place in the advertising world as well as the merchandising world than does the advertising agent, with very few exceptions. This I say with no reflections on any agent. The advertising agent is organized to do certain specific things; he is constantly organizing to do more and more of the things needful for sales promotion; but the very nature of his work and his organization precludes the possibility of that specialized thought or industrial background or merchandising concept in a given line that is natural to the manufacturer and to the business paper publisher in that field. A triangular relationship between an advertiser and his agent and worth-while business publishers of his field would be far more productive than if one of these links were cut.

However fine may be the relationship between the business publisher and the advertising agent and however thoroughly each may undertake to understand and to interpret the other and to work together, there is still a lost opportunity for the manufacturer if the business paper representative may not have contact with him—provided of course that the publisher is giving something and not merely holding out his hand to get something.

In the textile field, with which I am particularly concerned, I recall few cases where the advertising agent has not welcomed our contact with the manufacturer. In some cases the agent has himself established for us that contact with the manufacturer who had taken somewhat the same position taken by Mr. Lemperly.

I do not believe that any who may thoughtlessly follow The Sherwin-Williams Company's announced policy will continue to do so long; and I write this letter as a "Stop, Look and Listen" sign to those who may be thinking of putting up "Verboten." There are two sides to every wall.



COMPLETE SERVICE

In answer to the increasing number of inquiries concerning the scope of our work—and in the hope that many similar unasked questions will be answered at the same time—we list herewith our complete service:

Engravings in Black and White, and Color.
Drawings and Retouching.
Ben Day Plates.
Matrices, Wet and Dry.
Electrotypes, Stereotypes, etc.
Typography.
Printing.

All of this service, with exception of the art work, is available twenty-four hours a day. Gotham is the only photo-engraving establishment in New York which has complete facilities at your disposal any hour of the day or night.

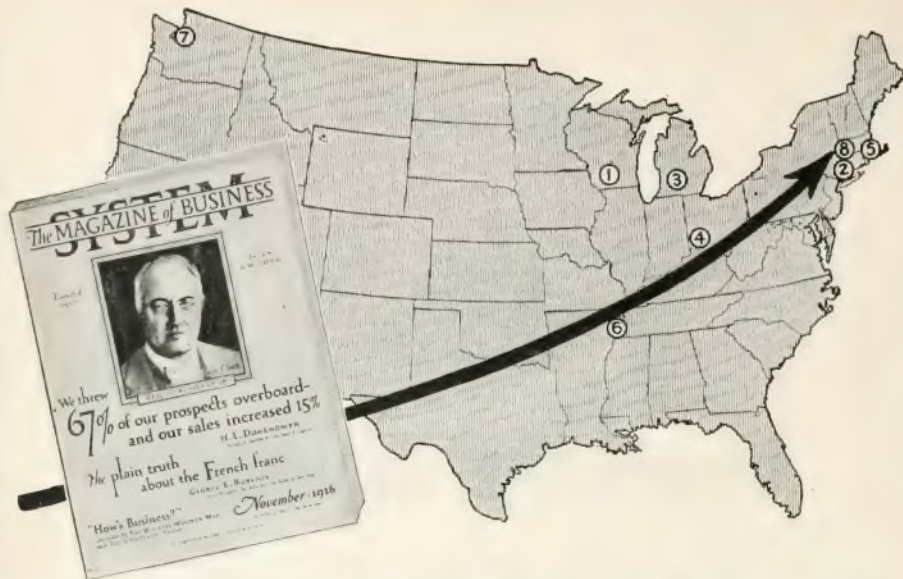
May we respectfully enter a claim to your consideration?

The GOTHAM PHOTO-ENGRAVING CO., Inc.

229 West 28th St.

New York City

Telephone: Longacre 3595



In SPRINGFIELD

— we find the buying center for the industries of western Massachusetts. Within a 15-mile radius are half a dozen manufacturing communities whose products have world-wide distribution. Business executives in the Springfield market direct the operations of 800 factories, producing material-handling and storage equipment, automobiles, motor-cycles, magnetos, motors, firearms, furnaces, wire, tools, and other products valued at over \$325,000,000 annually.

And 81.8% of the entire Springfield circulation of THE MAGAZINE of BUSINESS SYSTEM is among the executives who dictate policies and approve purchases.

PROPRIETARY		Superintendents and General Foremen	14
Owners	63	Professional Men	14
Partners	24	Comptrollers, Auditors and	
CORPORATE OFFICIALS		Accountancy Executives	11
Presidents	67	Purchasing Agents	8
Vice-Presidents	24	Financial Executives	2
Treasurers	29	Credit Managers	1
Secretaries of Corporations	1	Traffic Managers	1
Bank Cashiers	1	Secretaries—Chamber of Commerce	1
		Sub-total (81.8%)	339
OPERATIVE EXECUTIVES		OPERATING AND MISCELLANEOUS	
General Managers and Assistant		Salesmen	28
General Managers	48	Office Employees	10
Office Managers	16	Miscellaneous	37
Sales and Advertising Managers	14	Total (100%)	414

Because its circulation is concentrated on the buying points of business, THE MAGAZINE of BUSINESS SYSTEM offers advertisers an ideal key to any business market.

CHICAGO

THE MAGAZINE of BUSINESS SYSTEM

NEW YORK

This is the eighth of a series of analyses of circulation in typical cities. If you missed the first seven analyses, write for copies today!

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
Fred C. Selby	Timmons Radio Products Corp., Philadelphia, Adv. Mgr.	Tracy-Parry Co., Phila.	Acc't Executive
Paul Cornell	Hommann, Tarcher & Cornell, Inc., New York, Vice-Pres.	Resigned	
Frank P. Loomis	Albert Frank & Co., Chicago, In Charge of Adv. Dept.	The Grizzard System of America	In Charge of Adv.
R. W. Porter	Splitdorf Electrical Co., Newark, N. J., Radio Sales Mgr.	Same Company	Gen. Sales Mgr.
W. S. Epply	Hammermill Paper Co., Erie, Pa., Sales Mgr.	Resigned	
C. B. Chabot	Hammermill Paper Co., Erie, Pa., Adv. Mgr.	Same Company	Adv. Mgr. & Dir of Distribution
A. L. McNamara	Robinson-Eschner Agency, Erie, Pa.	Topics Pub. Co., New York	Adv. Mgr.
V. J. Rogers	Topics Pub. Co., New York, Adv. Mgr.	Same Company	Sales Mgr.
C. V. Welch	Moser & Cotins, Utica, N. Y., Contract & Order Dept.	Same Company	Space Buyer
Philip O. Deitsch	Better Business Bureau, Mgr., Trade Relations Dept.	Johnson Motor Co., So. Bend, Ind.	Vice-Pres. & Dir. of Sales
R. F. Shults	General Outdoor Adv. Co., Mgr., Rochester, N. Y. Branch	Joseph Richards Co., Inc.	In Charge of Outdoor Adv.
A. J. Gerlach	Kearney & Trecker, Milwaukee, Adv. Mgr.	Sterling Motor Truck Co., Milwaukee	Adv. & Sales Pro. Mgr.
Edward S. Morse	Pacific Mills, New York, Adv. & Sales Pro. Staff	Same Company	Ass't in Charge of Adv.
E. Kent Mitchel	H. E. Lesan Adv. Co., New York, Acc't Executive	Pacific Mills, New York	Ass't in Charge of Field Service
Gordon Alexander	Tom H. Bartel Co., Detroit, Pro. Mgr.	Grenell Adv. Agency, Detroit	Member of Staff
Douglas A. Patterson	Lee Tire & Rubber Co., Adv. Mgr.	Health Products Corp., Newark, N. J.	Adv. Mgr.
Charles S. Robbins	Wadsworth, Howland & Co., Inc., Boston, Mass., Ass't Treas. & Pur. Agent	Same Company	Sec'y & Ass't Gen. Mgr.
A. P. Hittl	Wadsworth, Howland & Co., Inc., Boston, Mass., Ass't Sales Mgr.	Same Company	Sales Mgr.
William E. Brooks	Wadsworth, Howland & Co., Inc., Boston, Mass., Traveling Sales Mgr.	Same Company	Industrial Sales Mgr.
Seymour Soule	Wadsworth, Howland & Co., Inc., Boston, Mass., Adv. Mgr.	Same Company	Sales Development Mgr.
T. J. Macfarlane	Mitchell Specialty Co., Philadelphia	Wholesale Direct Tailors, Buffalo	Ass't Adv. Mgr.
E. L. Hill	"Globe-Democrat," St. Louis	General Outdoor Adv. Co., Chicago	Sales Staff
Norman C. Marshall	"Journal," Shreveport, La., Adv. Mgr.	"News," Camden, Ark.	In Charge of Adv. Dept.
D. E. Caesar	H. E. Lesan Adv. Agency, Chicago	Ruthrauff & Ryan, Inc., Chicago	Member of Staff
Charles Daniel	New York Review Publishing Co., New York, Business Mgr.	Seligberg Co., New York	Mgr. Times Square Office
L. L. Roddy	The Dayton Pump & Mfg. Co., Dayton, Ohio, Adv. Mgr.	The Robbins & Pearson Co., Columbus	Member of Staff
G. S. Crane	Collins-Kirk, Inc., Chicago, Space Buyer	Campbell-Ewald Co., Detroit	Space Buyer
E. M. Lucas	"Herald," Grand Rapids, Mich.	"Michigan Tradesman," Grand Rapids	Adv. Staff
John Leisk Tait	"Discoverer," Columbus, Miss., Mgr. Editor	D'Arcy Adv. Co., St. Louis	Copy
George H. Sheldon	The Corman Co., New York	Same Company	Vice-Pres.
Edwin H. Cheney	Wagner Electric Corp., St. Louis, Chicago District Mgr.	Same Company	Sales Mgr.
M. Grace Elder	Henri, Hurst & McDonald, Chicago, Copy	R. E. Sandmeyer & Co., Chicago	Member of Staff
Ralph A. Sayres	Grant & Wadsworth, Inc., New York	Same Company	Vice-Pres.
Roy Rogers	"Chronicle," San Francisco, Adv. Dir.	"News," Medford, Ore.	Adv. Mgr.
Leon E. Haynes	DeForest-Porter Advertising Service, Inc., Buffalo, N. Y.	Buffalo Forge Co., Buffalo, N. Y.	Ass't Adv. Mgr.
George C. Van de Carr	The Arthur Crosby Service, New York	A. De Pinna Co., New York	Adv. Mgr.
H. G. Willnus	The Intertype Corp., New York, Sec'y.	Same Company	Vice-Pres.
John R. Knipping	Ohio State University, History Dept.	Albert Frank & Co., New York	Copy
* Vincent D. Ely	Benjamin & Kentnor, Chicago	Macfadden Publications, Inc., Chicago, "True Story Magazine"	Western Adv. Mgr.

*Charles Shattuck remains in charge of the Chicago office of the Macfadden Publications.

QUALITY in The New York Times circulation means —

- a newspaper strictly non-returnable;
- a circulation gained without prizes, without forcing, without dependence on any single feature;
- a circulation without pre-dated editions, daily or Sunday;
- a circulation steadily acquired by an unrivaled news service appealing only to the intelligent, alert citizenship;
- a circulation unequaled in buying power in the richest market in the world;
- readers strong in confidence in The Times carefully censored advertising columns, responsive, discriminating.

The New York Times circulation daily and Sunday is now at the highest point in its history. Net paid sale daily more than 370,000 copies; Sundays, more than 625,000.

The New York Times

Advertisers who wish to know where this highest quality circulation is distributed in the New York metropolitan district should send for "A Study of the New York Market"—ten pages of statistics of the city and 300 suburban towns, population, retail outlets, etc. Address ADVERTISING DEPARTMENT, The New York Times.

Advertising
& Selling

The NEWS DIGEST

Issue of
Dec. 1, 1926

CHANGES IN PERSONNEL (Continued)

Name	Former Company and Position	Now Associated With	Position
Marion Holbrook	D. Gus Schnieder, Providence, R. I.	Macfadden Publications, Inc., New York	Adv. Pro. Dept. "True Story Magazine"
C. R. Lawson	Warner Industries, Ottawa, Kan.	Potts-Turnbull Adv. Co., Kansas City, Mo.	Acc't Executive
Murray Saunders	Olds Motor Works, Detroit	Louis C. Boone, Detroit	Member of Staff
J. H. Wilson	Jarnac et Cie, Inc., Chicago	Resigned (Effective Jan. 1)	
Ralph W. Hobbs	Northern Pacific Railroad, St. Paul	Armour & Co., Chicago	Regional Sales Mgr.
Paul T. Irvin	Greenfield Tap & Die Corp., Greenfield, Mass.	Bemis & Call, Springfield, Mass.	In Charge of Sales
George E. Felton	Wadsworth, Howland & Co., Boston	Norfolk Paint & Varnish Co., Boston	Pres.
Edward Kimball	"Guard," Eugene, Ore.	M. C. Mogensen & Co., Inc., San Francisco	Ass't to Gen. Mgr.
A. G. Whaley	Macfadden Publications, Inc., New York	Mathewson & Sinclair, New York	Space Buyer
F. A. Colton	Bell & Howell Co., Chicago	Same Company	Eastern Mgr. New York
Philip A. Conne	Saks & Co., New York	Resigned	
C. A. Jones	Seiherling Rubber Co., Akron, Ohio	Same Company	Ass't to Sales Mgr.
Thomas Irwin	J. Walter Thompson Co., Chicago	Fuller & Smith, Cleveland	Art Dir.
A. C. Partridge	Firestone Tire & Rubber Co., Akron, Ohio	The Goodyear Tire & Rubber Co., Akron	Sales Dept.
J. W. Kinney	The Butterick Pub. Co., New York	"Pictorial Review," New York	Adv. Staff
W. H. Graham	Progressive Composition Co., New York	The Condé Nast Press, Greenwich, Conn.	Pro. Mgr.
B. A. Hansen	Hansen & Co., San Francisco	Batsford-Constantine Co., Seattle	Pro. Mgr.
Harrison R. Baldwin	Hammermill Paper Co., Erie, Pa.	Same Company	Sales Mgr.
Marie M. Braken	Dorland Agency, New York	Albert Frank & Co., New York	Copy
Henry C. Little	Lord & Thomas and Logan, Los Angeles	Same Company, San Francisco	Art Dir.
B. J. Abraham	"Independent," San Diego, Calif.	"Record," Los Angeles	Classified Adv. Mgr.
B. Welfare	"Twin-City Sentinel," Salem, N. C.	"Journal-Star," Winston-Salem	Cir. Mgr.
George R. Poole	Fuller & Smith, Cleveland	Manning & Greene, Inc., Cleveland	Service Dept.
C. W. Gaskell	The Intertype Corp., New York	R. Hoe & Co., New York	Vice-Pres.
Laurence R. Melton	"Globe-News," Amarillo, Tex.	J. S. Nugent, Amarillo	Vice-Pres. & Dir. of Sales
Richard Milton	Campbell-Ewald Co., Chicago	Brinkerhoff, Inc., Chicago	Member of Staff
Kenneth Ring	Chas. H. Touzalin Agency, Chicago	Brinkerhoff, Inc., Chicago	Member of Staff
Robert S. Clary	Curtis Publishing Co., Philadelphia	Associated Adv. Agency, Jacksonville, Fla.	Sales Pro. Mgr.

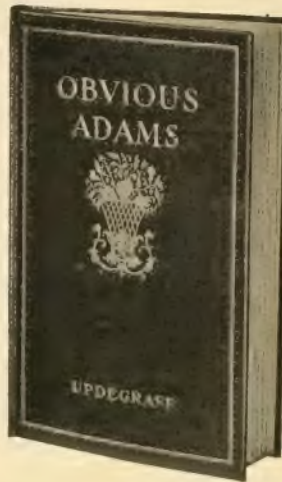
CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
The National Conveyor Co.	Findlay, Ohio	Coal Storage Equipment	The Nichols-Evans Co., Cleveland
McKesson & Robbins, Inc.	New York	"Calox" Tooth Powder "Analax" Liquid Alcoholene and other "McK & R." Preparations	The Erickson Co., Inc., New York
Furness Bermuda Line	New York	Transportation to Islands in Caribbean Sea	Lord and Thomas & Logan, New York
Gits Bros. Mfg. Co.	Chicago	Oil Caps & Automatic Oiling Systems for Automobiles	Hurja-Johnson-Huwen, Inc., Chicago
The Port Chester Restaurant	New York	Restaurant	World Wide Adv. Corp., New York
Utica Heater Co.	Utica, N. Y.	"Imperial Super Smokeless Boiler" & "Superior Furnace"	Moser & Cotins, Utica
Plymouth Mfg. Co.	Chicago	Gas Saving Devices for Automobiles	Hurja-Johnson-Huwen, Inc., Chicago

When Fletcher Montgomery

President of the Knox Hat Company

Read "Obvious Adams"



—He immediately ordered 50 copies
to distribute to business associates

MANY thousands of copies of this "little book with a big business message," written by Robert R. Updegraff, have been bought by business executives during the ten years since it appeared in *The Saturday Evening Post*. They have placed them in the hands of every one of their executives, branch managers, department heads, salesmen, and even their office workers, because this simple story crystallizes one of the most important principles in business—makes it graphic, inescapable, usable in the day's work all through a business.

There is inspiration in the story of Obvious Adams. Young men read it and catch a picture that makes them want to knuckle down to more effective work. Older men read it

and it somehow clears their vision and gives them a fresh urge to accomplishment.

"Obvious Adams" is a pocket size book bound in cloth with gold-stamped title—an exceedingly attractive little volume suitable for presentation purposes, yet it is sold in quantities at prices that make possible its broad distribution. It offers an ideal solution to the problem of a Christmas gift for the members of an organization, autographed by the head of the business or department.

Quantity Price List

500 copies or more,	40c per copy
100 copies or more,	44c per copy
50 copies or more,	46c per copy
25 copies or more,	48c per copy
10 copies or more,	50c per copy
Single copies,	75c postpaid

KELLOGG PUBLISHING COMPANY

39 Lyman St.

Springfield, Mass.



Advertising
& Selling

The NEWS DIGEST

Issue of
Dec. 1, 1926



CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (Continued)

Name	Address	Product	Now Advertising Through
Direct Control Light Corp.	New York	"Lazar" Operating Lights for Dentists, Surgeons, etc.	Fred'k A. Spolane Co., New York
American Sales Book Co., Ltd.	Elmira, N. Y.	Sales Books, WIZ Registers and Inter-fold Forms	Fuller & Smith, Cleveland
The Acme Mfg. Co.	Forest Park, Ill.	Acme Pig Coal	Wade Adv. Agcy., Chicago
National Refrigerating Co.	New Haven, Conn.	"Ice-o-lator" Refrigerators	O. S. Tyson & Co., Inc., New York
Cornish Wire Works.	New York	Radio Wire	Albert Frank & Co., New York
Grecian Health Corset Co.	Chicago	Corsets	Brinckerhoff, Inc., Chicago
A. K. Trout Co.	New York	"Kling-Klip" Shaving Brush Holder	J. X. Netter, Inc., New York
The Egyptian Lacquer Mfg. Co.	New York	"Egyptian Lacquer"	The Corman Co., New York
The Moser Fur Co.	St. Louis	Raw Furs	Bergen Adv. Co., St. Louis
The Shotwell Mfg. Co.	Chicago	"Red Grange" Candles	Reincke-Ellis Co., Chicago
The Allis-Chalmers Mfg. Co.	Milwaukee	Industrial Machinery	Merrill, Price & Taylor, Chicago
Atiyeh Bros.	Seattle	Oriental Rugs	Milne-Ryan-Gibson, Inc., Seattle
The Mendel-Drucker Co.	Cincinnati	"Mendel-Trunx"	Porter-Eastman-Byrne Co., St. Louis (Effective Jan. 1)
The Atlantic Gypsum Products Co.	Boston	Gypsum Wall Board	Wolcott & Holcomb, Inc., Boston
Hotel Missouri	St. Louis, Mo.	Hotel	The John Ring Adv. Co., St. Louis
The Ruberoid Co.	New York	"Ruberoid" Weather-proof Goods	Griffin, Johnson & Mann, Inc., New York
The Electric Specialty Co.	Stamford, Conn.	Electrical Apparatus	The Arthur Hirshon Co., Inc., New York
The Ponce de Leon Springs Syndicate	Chicago	Real Estate	Roger M. Newcomb, Deland, Fla.
The Simmons Co.	New York	Beds & Bedding	J. Walter Thompson Co., New York (Effective Jan. 1, 1927)
The Mennen Co.	Newark, N. J.	Toilet Preparations	F. Wallis Armstrong Co., Phila.
The Becker Provision Co.	Little Rock, Ark.	Hams & Bacon	Burton E. Vaughan, Little Rock
The Ambecor Corp.	New York	"Eagle-Grip" Shoe Buckles	G. Howard Harmon, Inc., New York
The American Silver Sheet Co.	St. Louis, Mo.	"Silversheet" Motion Picture Screens	The John Ring Adv. Co., St. Louis
The Times Square Trust Co.	New York	Finance	Edwin Bird Wilson, Inc., New York
The Vermont Machine Co.	Bellows Falls, Vt.	Washing Machines & Cream Separators	Doremus & Co., Boston
The Evaporated Milk Ass'n	Chicago	Evaporated Milk	N. W. Ayer & Son, Chicago
The Red Arrow Mfg. Co.	Seattle, Wash.	Toys	Carl W. Art Adv. Agcy., Seattle
The R. H. Schwartz Rim Flap Mfg. Co.	Cleveland	Rim Flaps	The Harm White Co., Cleveland
O. O. Scroggin Co.	Little Rock	Cotton Shoes	Burton E. Vaughan, Little Rock
The Chicago Theatrical Shoe Co.	Chicago	Shoes	The Frederick-Ellis Co., Inc., Chicago
Hincher Mfg. Co.	Washington, Ind.	Garment Hangers	A. R. Johnson Organization, Chicago
The Horn Engineering Co.	Detroit	Grinders	Taylor-Eby Adv. Co., Detroit
Nippon Yusen Kaisha S. S. Line	New York	Transportation	Smith, Sturgis & Moore, Inc., New York
Skiler's Laboratories	Philadelphia	"Skiler's Antiseptic"	Charles C. Green Adv. Agcy., Phila.
Greene-Brown Mfg. Co.	Chicago	Brown "B" Super Power Unit for Radios	Merrill, Price & Taylor, Chicago
The Morgan Gage Co.	Rockaway, N. J.	Liquid Gages	O. S. Tyson & Co., Inc., New York
The Browning Drake Corp.	Brighton, Mass.	Radio Receivers	Frank Kiernan & Co., New York
Ford Radio & Mica Corp.	New York	Radio Accessories	Albert Frank & Co., New York

NEW PUBLICATIONS

Name	Published by	Address	First Issue	Issuance	Page	Type	Size
"The Sportsman"	The Sportsman Publishing Co.	50 East 42d St., New York and 10 Arlington St., Boston	Jan. 1, 1927.	Monthly	8	5/16 x 11/4	

NEW ADVERTISING AGENCIES AND SERVICES, ETC.

Advertising Statistics Co.	105 Lexington Ave., New York City	Statistical Service	William J. Punch
Mail Advertising, Inc.	Detroit	Direct-Mail Service	William S. Gribble, Pres
Olsen Advertising Agency	Transportation Bldg., Los Angeles, Cal.	Advertising	A. J. Olsen

PUBLICATION CHANGES AND APPOINTMENTS

"The Gift & Art Shop," New York.....Has been elected to membership in the Associated Business Papers, Inc., New York.
 "Rocky Mountain News" & "Denver Times".....Have been purchased by the Scripps-Howard Organization. The "Times" has been consolidated with the Denver "Express," into the Denver "Evening News"
 Denver, Colo.
 The "Knoxville Sentinel," Knoxville, Tenn.....Has been purchased by the Scripps-Howard Organization and consolidated with the Knoxville "News." The new paper will be called the "News-Sentinel"

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 30 point.

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

MERGENTHALER LINOTYPE COMPANY

DEPARTMENT OF LINOTYPE TYPOGRAPHY, 461 EIGHTH AVENUE, NEW YORK

880 29.9-N

TRADE **LINOTYPE** MARK



Advertising
& Selling

The NEWS DIGEST

Issue of
Dec. 1, 1926



PUBLICATION CHANGES AND APPOINTMENTS (Continued)

- "Gazette," Inglewood, Cal. Has changed from a bi-weekly to a morning daily
- "News and Courier," Charleston, S. C. Appoints the John Budd Co., New York, as its National Advertising Representatives.
- "Adirondack Enterprise," Saranac, N. Y. Is being issued daily. It was formerly a tri-weekly.
- "Record," Salida, Colorado Has suspended publication.
- "Kansas City Star Weekly" Has taken over all the circulation of the "Weekly Globe-Democrat," St. Louis, west of the Mississippi River.
- "Weekly Globe-Democrat," St. Louis, Mo. Has suspended publication.
- "Guide," Des Moines, Iowa Has suspended publication.
- "Star," Kansas City, Mo. Appoints Doty & Stypes, Inc., as its Pacific Coast Advertising Representative.
- The "Pacific Coast Architect," San Francisco Has appointed Doty & Stypes as its Northwest and British Columbia Advertising Representative.
- The "Press," Memphis, Tenn. Has absorbed the "News-Scimitar," Memphis, in a consolidation of the two papers.
- "Herald," Mt. Vernon, Washington Has been purchased by H. B. Averill, owner of the "Mineral-Echo," Cle Elum.
- "Tribune," Melleite, S. D. Has been sold by Paul Zerbe to E. J. Myers.
- "Chronicle," Augusta, Ga. Appoints Bryant, Griffith & Brunson, Inc., Atlanta, as its National Advertising Representative.
- "Motor World Wholesale," Philadelphia Has changed from weekly to monthly issuance.
- "Tribune," Waterloo, Iowa. Appoints the G. Logan Payne Co., Chicago, as its National Advertising Representative

MISCELLANEOUS

- McKesson & Robbins, Inc., New York. Have consolidated with Girard & Co., Inc., Bridgeport, Conn.
- The Union Carbide & Carbon Corp. Has purchased the assets of the U. S. Vanadium Co., Rifle, Colo. The company's sales will be handled by the Electro Metallurgical Sales Corp., a subsidiary
- Johnson-Woolley, Associated, Chicago. Has been reorganized and its name changed to The A. R. Johnson Organization
- Hommann-Tarcher & Cornell, Inc., New York. Name changed to Hommann & Tarcher, Inc.
- The Firestone Aspley Rubber Co., Hudson, Mass. Name changed to the Firestone Footwear Company.
- The Ralph L. Dombrower Advertising Agency, Richmond, Va. Has purchased the entire effects and good-will of the Freeman Advertising Agency of the same city.
- The L. R. Uhlenhart Adv. Agency, and the M. G. Jonas Adv. Service, Los Angeles. Have consolidated under the name of The Jonas-Uhlenhart Adv. Agency.

CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

Name	Business	From	To
The Hanff-Metzger Co.	Advertising	95 Madison Ave., New York City	Paramount Bldg., 43d St. & Broadway, New York City
"Power Plant Engineering"	Publication	537 So. Dearborn St., Chicago	53 West Jackson Blvd., Chicago
Bresiser & Co.	Advertising	331 Walnut St., Philadelphia	1607 Sansom St., Philadelphia

DEATHS

Name	Position	Company	Date
Charles H. Bunting	Vice-President	Walter B. Snow & Staff, Inc., Boston	Nov. 14, 1926
James O. Winslow	President	"Statesman," Yonkers, N. Y.	Nov. 14, 1926
Thomas Cusack	Former President	The Thomas Cusack Company	Nov. 19, 1926
C. P. J. Mooney	Publisher	"Commercial-Appeal," Memphis, Tenn.	Nov. 23, 1926
Henry Schott	Former Vice-Pres.	Montgomery Ward & Co., Chicago	Nov. 27, 1926

NEWS and comment about The Chicago Tribune, zone marketing, advertising, and Chicagoland . . . prepared by the Business Survey of The Chicago Tribune.

From the

"Formerly it was axiom that competition was the life of trade. Under the methods of the present day, it would seem to be more appropriate to say that advertising is the life of trade."

PRESIDENT CALVIN COOLIDGE

PAPER AND INK

OCCASIONALLY some of our friends accuse us of immodesty when we proclaim ourselves "The World's Greatest Newspaper." There are a lot of things that enter into the question of such supremacy—editorial excellence, volume and character of advertising, cartoons and features, organization, public service, editorials, mechanical perfection, advancement of newspaper science.

Take paper and ink. The Chicago Tribune uses more paper and ink than any other newspaper in the world. Editor and Publisher has compiled some figures on it. The Tribune consumes 140,000 tons of paper a year. More than 5,000,000 pounds of ink become news, ads, cartoons, editorials in The Tribune each year.

The New York Times consumes 80,115 tons of paper and 3,324,933 pounds of ink. The Evening World uses 79,500 tons of paper and 2,450,000 pounds of ink. The Chicago Daily News uses 52,684 tons of paper and 1,503,094 pounds of ink; the Detroit News 56,600 tons of paper and 1,620,000 pounds of ink.

Speaking of paper, reminds us that The Tribune led the way for American newspapers in eliminating waste through shipping. A few years ago, our losses enroute from mill to press-room were 1% of all paper shipped—millions of pounds of paper a year. Now the losses are infinitesimal—less than one-half pound to a ton. Bolts and beams in cars are covered; only newly inspected cars are loaded; no leaking roofs; the hump in switching has been eliminated.

The Tribune controls its raw materials. It manufactures its own paper at Thorold, Ontario, and at Tonawanda, New York, and much of its own ink in Chicago.

France—Canada—Chicago

CONSIDER if you will, Pierre Jacques Lafitte. Pierre is out of France by Canada. He stands the accepted six feet tall—other in his lumbermen's socks—all wool and about an inch thick. Pierre wields a wicked axe. His consuming ambition is to prove himself *de bes'* tam fine woodsman in all The Tribune timberlands. Not a small order, that, because those timberlands embrace some 2500 square miles of the Province of Quebec. And there are any number of Pierre's friends and cousins—in the 5th degree—all eager to knock Pierre's rep as a woodsman for a row of cant hooks.

Pierre has spent most of his life in the wilderness. And a good many winters have been



Carved Stone Screen Over entrance to Tribune Tower

Michigan Avenue and Tribune Tower from the north



spent working for The Chicago Tribune. The Chicago Tribune is a newspaper printed in a far off city that Pierre has never seen, and printed in a language which, for the most part, Pierre does not read.

Every time Pierre gets in some of his flashy artistry on a pulp log, away up there in the Tribune timberlands, he's helping to make Tribune paper—Tribune paper that will probably carry some advertiser's message to the Tribune millions of Chicagoland, where centuries ago Pierre's fellow countrymen, Marquette and Joliet, were carrying the white man's message to the Indians. . . . Interesting thought. . . . Wonder if it ever occurred to Pierre? . . . Probably not.

RADIO and CIRCULATION

Does broadcasting news affect newspaper circulation? And does it hurt it or help it?

On election night, Station W-G-N (World's Greatest Newspaper) broadcast election returns every half hour until midnight. The next morning the circulation of The Tribune was 856,868. A few weeks before, Station W-G-N broadcast the Dempsey-Lunney fight—every blow, almost. You remember Major White—"He's not the Dempsey we're accustomed to" and "This is what happens to a fighter who doesn't fight"—a flow of words like water over Niagara. And the next morning 905,408 persons bought The Chicago Tribune—the high water mark to date.

Do your own moralizing on the figures.

"Advertising is not an expense."

S. W. STRAUS

S. W. Straus and Co. invested \$2,929 in advertising in The Chicago Tribune in 1912. They have purchased an increasing amount every year since. Last year The Chicago Tribune lineage bought by S. W. Straus and Co. totaled \$54,626.

"The first advertisement to be published over the



S. W. Straus

By the President . . . Paper and Ink
France, Canada and Chicago . . . Senators and
Prizefighters . . . No Expense . . . Parking
Privileges . . . Personalia . . . Circulation

TOWER

signature of S. W. Straus and Company was printed in The Chicago Tribune in 1895," said S. W. Straus, head of the firm which now has branches in 50 cities,

"We invested a larger amount of money 1st year in The Chicago Tribune than in any other publication—newspaper or magazine. Inquiries from The Chicago Tribune come, not only from Chicago and its environs, but in great numbers from all that rich mid-west territory which The Chicago Tribune blankets."

Ten Billions—Without Parking Privileges

Government statisticians figure that America spends ten billions a year for the fun and convenience of owning a car. That is about one-seventh of the country's entire income. Five hundred dollars per car, per year, for 20,000,000 cars!

One-fifth of the automobile registrations of the country are in The Chicago Territory. That means two billions spent for automobiles. A rich territory, this, fortunately supported by both industry and agriculture.

Single issues of the Sunday Tribune, reaching an average of 60% of the families in 1151 towns in Chicagoland, carry more automobile advertising than full week's issues of any other Chicago newspaper.

Personalia

JOHN CORNYN, reporting the recent Yaqui uprising in Mexico, hails from Tennessee, but he's been 35 years south of the Rio Grande. . . . We'll say he knows his stuff! . . . Arthur Sears Henning, veteran head of our Washington (D. C.) bureau, was in town early last month, casting an eagle eye over the local senatorial tangle. . . . The 1926 linebook, R. H. L.'s annual anthology of verse and prose from The Line, is announced for the first week in December. . . . Add bookstore riots. . . . W-G-N, the Tribune radio station on the Drake Hotel established history-making precedent by declaring war in the courts against an interfering station. . . . Carey Orr, Tribune political cartoonist, has entered the ranks of authors. . . . "Borrowed Glory," a serial story of love, war and West Point, illustrated by the writer, is Carey's literary offering.

LARGEST IN HISTORY

October circulation was the largest in the history of The Tribune. The average net paid circulation was 768,991 daily; 1,157,635 Sunday.

Pop Toop



The Free Press, therefore, is neither a man's nor a woman's newspaper, but an *interesting* newspaper, and, as such, gets itself across at the breakfast table to the whole family, which means, men, women and children.



By being thorough, alert, sensible, authentic and complete, The Free Press wins the approval of a major portion of the *steady buying* homes in America's Fourth City . . . in America's Third Market.



Today, women are as much interested in the fall of the franc or the elimination of "one half of one per cent" as the men. She can sock a golf ball for a par score, swim English Channels or what have you, draw a bead on the wildest mallard, with any man . . . they're good scouts too, and you, the advertiser, can soundly use a newspaper like The Free Press that in its editorial content feeds the mentalities and tickles the vanities of both the Adams and the Eves of present day existence.

SOMEWHERE, somehow, sometime, somebody started . . . like the myth tacked on to George Washington's cherry tree . . . a statistical statistic to the effect that women do 85%, or whatever the number was, of the buying.



Now we'll grant you that women spend a lot of money, but we cannot consistently relegate man to the 15% class. So, unlike some newspapers, The Free Press doesn't claim to be a woman's medium pure and undefiled, from front page "ears" to the back page cut-off rule. Nor does it base its agate line solicitation upon the fact that it will sell with equal ardor and verve, vanity cases or shotgun shells to one hundred per cent of the population by appealing to fifty per cent of it.

The Detroit Free Press

VERREE &
National



CONKLIN, Inc.
Representatives

New York

Chicago

Detroit

San Francisco



You can almost smell the oil!

ILLUSTRATION
 Above (from recent issue of *N. P. N.*): oil-drenched crew of Rio Bravo Oil Co. working to bring under control well flowing at rate of 10,000 barrels of crude oil daily.

WHEN you read a copy of *National Petroleum News* you can almost "smell oil," so vividly is the oil industry reproduced in words and photographs. *National Petroleum News* has none of the dry and dusty atmosphere of a paper edited only from an office. Instead, it's full of the life, action and speed of the industry itself because its news is written where the things that make news are happening. It is edited from the derrick floor, the refinery yard, the distributing warehouse, the tank truck and the filling station. The result?—*first in Reader Interest.*

LET us send you a sample copy so that you can see for yourself that these things are so.

NATIONAL PETROLEUM NEWS

Published from 812 Huron Road, CLEVELAND

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 379 N. Michigan Ave.

NEW YORK
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