

224  
Price 15 cents

Kansas City, Mo.

# Advertising & Selling

Published Fortnightly



Photograph by Scandlin

March 21<sup>st</sup>  
1928

Kansas City, Mo.



## A GREATER MARKET THAN SEVEN GREAT MARKETS

**A**CCORDING to the Federal Census of Distribution the total of retail sales of the City of Chicago for 1926 was \$1,980,846,000, 11 per cent more than the total retail sales for Baltimore, San Francisco, Seattle, Kansas City, Denver, Atlanta and Syracuse combined.

Retail trade is the index of cities. In Chicago the retailer has built a market greater than seven great markets . . . a two-billion dollar sales area so compact that it may be covered by one sales and merchandising force, thor-

oughly penetrated by one advertising medium.

Retail advertising practice is an index to media, too. In Chicago retail advertisers, representative of the builders of this great market, place more advertising in *The Daily News* than in any other Chicago daily newspaper, a valuable guide for every advertising campaign.

For the best results from every merchandising effort in 1928 concentrate in Chicago. For the best returns for every advertising dollar concentrate in *The Chicago Daily News*.

## THE CHICAGO DAILY NEWS

*Chicago's Home Newspaper*

—ADVERTISING REPRESENTATIVES—

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

CHICAGO  
Woodward & Kelly  
360 N. Michigan Ave.

DETROIT  
Woodward & Kelly  
108 Fine Arts Bldg.

SAN FRANCISCO  
C. Geo. Krogness  
253 1st Nat'l Bank Bldg.

MEMBER OF THE 100,000 GROUP OF AMERICAN CITIES

# “Preferred Position” on the Air

CITIES Service, Palmolive and Radio Corporation of America are notable examples of large national advertisers who are successfully using radio broadcasting as an adjunct to other and older forms of advertising.

Their sales problems differ greatly.

The Cities Service Company is a holding corporation, interested in many public utilities and petroleum companies marketing a wide range of products and services. It has an army of security owners, and a much greater army of daily customers.

The Palmolive-Peet Company is primarily concerned with the expansion of the market for its internationally known household products, and maintaining the prestige of its trade-name.

The Radio Corporation of America, as the leading factor in the radio industry itself, and the world's largest distributor of radio instruments, has problems of public and trade relations, as well as merchandising, which are peculiar to itself.

Each of these large industrial enterprises is

making a very substantial investment in weekly broadcast programs over the networks of the National Broadcasting Company, because their executives and ours are convinced of the value of this new method of reaching the American market.

The programs of these three advertisers are as different as the advertising aims which these programs are designed to serve. And they are unlike any other programs on the air. Each has obtained a large national audience whose response is such that the effectiveness of the program can be checked every week.

These advertisers have found in radio broadcasting a means of stimulating dealers, building consumer acceptance and good will, and increasing the power of their printed advertising.

As an integral part of a wisely balanced sales plan, broadcasting offers certain evident advantages never before available to national advertisers. It is because of these peculiar advantages that so many advertisers, experienced in the use of all other media, are now seeking “preferred position” on the air.



## LORD & THOMAS AND LOGAN ADVERTISING

CHICAGO  
400 North Michigan Avenue

LOS ANGELES  
1151 South Broadway

NEW YORK  
247 Park Avenue

WASHINGTON  
400 Hibbs Building

LONDON  
Victoria Embankment

SAN FRANCISCO  
225 Bush Street

*Each Lord & Thomas and Logan establishment is a complete advertising agency, self contained; collaborating with other Lord & Thomas and Logan units to the client's interest.*

## Get on the 1928 "Pay-Roll" of This Rich, Responsive Market

**T**HE 2,000,000 population Indianapolis Radius is one of the nation's richest and most responsive markets for aggressive advertising and sales effort.

Here, in a compact 70-mile radius, under the powerful influence of a single metropolitan city, are 2,000,000 progressive, industrious, intelligent Americans (over 92% native born white). High standards of living and buying. Prosperity is stabilized by thorough diversification in industry and agriculture.

Get on the 1928 "pay-roll" of this rich market by adequate advertising *concentrated* in Indiana's greatest newspaper—The INDIANAPOLIS NEWS. Last year The NEWS carried more National Advertising and more Local Display Advertising than all other Indianapolis newspapers *combined*. 447 National advertisers used The NEWS *exclusively* in Indianapolis.



# The INDIANAPOLIS NEWS

*sells The Indianapolis Radius*

DON BRIDGE, *Advertising Manager*

NEW YORK: DAN A. CARROLL  
110 East 42nd Street

CHICAGO: J. E. LUTZ  
The Tower Building

NEWS 1927 CIRCULATION WAS LARGEST IN NEWS 58-YEAR HISTORY

# EVERYBODY'S BUSINESS

FLOYD W. PARSONS

## New Problems, New Answers

**W**HEN Henry Hudson sailed away from Amsterdam, Holland, more than 300 years ago seeking a new route to India, he sailed west for six months before finally dropping anchor in what is now the harbor of New York. The other day the president of The Netherlands Chamber of Commerce in New York City lifted the receiver of his telephone from the hook and was in instant communication with the chairman of the Holland Chamber of Commerce in Amsterdam. Science has transformed months into minutes, so far as communication is concerned.

In order to really understand the full significance of the tremendous change that has taken place in human environment, one must pause a moment and recall the early days when it was indeed a short life and not a very merry one. One baby out of every five died before it was a year old. The expectancy of life at birth was only 28 years. Such things as protected water supplies, sewage disposal and safe milk were unknown. Typhoid fever, diphtheria, small pox, tuberculosis and diarrhoeal diseases were a constant menace. Cancer was not so much of a threat because the majority of people did not live long enough to reach the cancer age. The average citizen labored for long hours with little diversion and was beset with fears and obsessions.

Those were the days when kerosene provided our "bright lights"; when hoopskirts, bustles, pill-box hats and cameo brooches were all the style; when men wore padded cravats, spring-bottom trousers and derby hats with linings so elaborate they would have done credit to the handiwork of an expert casket trimmer; when every house had a fence around it and the streets were lined with hitching-posts and trees; when church bells rang on

Sunday and the lady of fashion preserved her modesty by mounting stepping-stones at the curb in order to get into her Victoria; when sodas were a nickel and even "Ma" rode a "bike"; and when watermelons were round rather than oblong.

Little Johnny wore copper-toed boots designed to fit either foot, and around his neck hung an "assifidity" bag calculated to protect against the evils of disease. Father came home for his midday meal, and after working hours he could get drunk for a dime or dead drunk for a quarter. The host offered you a pinch of snuff instead of a cigarette, and the swain who possessed a horse and buggy and could drum a guitar had the chief qualifications of a village sheik. No home was complete without tidies, gaudy mottoes on the walls, coffee cups having mustache guards, and at least one squeaky chair that rocked on stationary runners.

Fredericksburg, Va., passed the first speed law which imposed punishment by fine upon anyone who galloped his horse on Main Street.

A factory owner in Massachusetts posted some rules, among which were the following:

The mill will be put in operation 10 minutes before sunrise at all seasons of the year, and the gate will be shut 30 minutes past eight each evening.

Anyone damaging machinery or impeding the progress of work must pay for the losses incurred.

Anyone employed for a specified period of time must make up lost hours before receiving his pay.

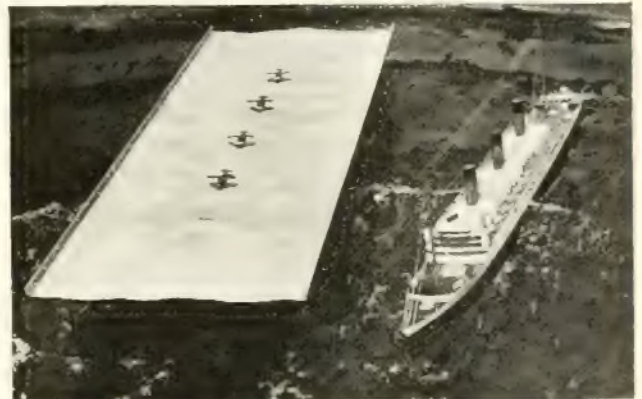
Anyone who quits without giving a month's notice forfeits four weeks' wages.

From September till March, 25 minutes will be allowed for breakfast, 30 minutes for dinner, and 25 minutes for supper, and no more.

During the summer months all employees must have their breakfast before going to work.

Public opinion of that day was largely opposed to baby carriages because they made it possible for the mother to wander too far away from her home. The first talk about women's rights, female "doctresses," and co-education brought forth tirades about "unsexed" women, "the shrieking sisterhood," and "he-girls." Ladies of good repute were not expected to walk alone on the streets, or go to the theater unescorted. There was much excitement over the first lady acrobats, and *Harper's Bazar* was severely criticized in the late 60's for exhibiting women's faces in public prints.

Up until 1883 we did not even have an accurate time-keeping method. Trains operating between large cities started on one time system and arrived at their destination on another. Train-dispatching was in its infancy. Hours were reckoned from sunrise to sunset, and many people set their watches by the noon shadow on the sun-dial. Few



© Wide World Photos.

FLOATING LANDING FIELDS WILL DOT THE OCEANS

complained if a train was no more than an hour off its schedule. New York, Boston, Montreal, Hartford and Albany all differed in time, and yet no one of these cities was willing to yield a single minute to any other.

This condition brought no end of chaos. One railroad system published a time-table listing 87 cities in each of which the time differed from that of Washington and of all other communities. [Continued on page 44]

# Freight Rate Adjustments

have opened *the* Oklahoma City Market *to* Every Manufacturer

## New rates effective May 16, '28

ALL roads to Oklahoma's agricultural, oil, and industrial wealth have been opened wide to every manufacturer.

The Interstate Commerce Commission has handed down its decision in the General Southwestern Cases, which were filed by the Corporation Commission of Oklahoma in 1922. This decision prescribes a new non-discriminatory basis of freight rates for Oklahoma and the entire Southwest, which will be effective May 16, 1928.

Oklahoma is now on a freight rate parity with every neighboring state and, mile for mile, both incoming and outgoing shipments will be handled on an equalized basis at rates from 20% to 25% lower than those now in effect.

This means that manufacturers can now ship into Oklahoma from any point in the United States without being penalized.

Manufacturers locating branch offices in Oklahoma City can now feel that a permanent freight rate structure, conducive to best stability, has become a fact in Oklahoma.

Write for Booklet  
"F. O. B."

At your request we will make a special investigation and give you a complete report on rates and business possibilities in the Southwest, including a list of wholesale and retail outlets in Oklahoma. Our booklet, "F. O. B." is yours for the asking. You will incur no obligation by asking for our help.

# The Oklahoma Publishing Co.

E. KATZ, *Special Advertising Agency*  
National Representatives

[ THE DAILY OKLAHOMAN  
OKLAHOMA CITY TIMES  
The OKLAHOMA FARMER-STOCKMAN ]

New York, Chicago, Detroit  
Kansas City  
Atlanta, San Francisco

# When a Production-minded Man Goes to Market

A MEMBER of our staff was telling of a conference he had with several of the officials of a large New England manufacturing organization. These men were wondering why their sales were standing still. "Our products are every bit as good as our competitors'," they lamented.

"The trouble with those people," said our staff member, "is that they are 100 per cent production-minded. Their advertising talks manufacturing: the quality of their materials, the age of their company, its size, and how sturdily the things they make are built. All their selling policies revolve about their plant instead of around their markets.

"Their whole attitude may be summed up something like this: 'Here! We make this and that, and a thousand and one other items. Now advertise 'em. Go out and sell 'em.'

"They never stop to find out much of anything about the tastes, desires and needs of the people in their markets. They don't know whether people think their products are modern or old-fashioned. Although they know all there is to know about every motor, lathe and pulley in their plant, they have the vaguest kind of notions about their markets. Their whole viewpoint is warped: it is centered on production."

♦ ♦

*For market-visioned but production-minded men, Newcomb service holds great utility.*

*We supply the marketing eyes for men who, of necessity, must focus primarily on the production end of things.*

*It is our business to point out to you how—and why—you can sell the products of your plant at maximum net profits.*

♦ ♦

JAMES F. NEWCOMB & CO. INC.

*Advertising & Merchandising*

330 SEVENTH AVENUE, NEW YORK, N. Y.

*Telephone PENnsylvania 7200*

*The Achievement may well be termed*

# Spectacular

---

**W**HEN newsdealers were told that with the March issue Delineator would sell at 10c per copy instead of 25c, some doubled, some tripled, some quadrupled their orders.

Actually, three times as many copies of March Delineator were distributed to newsdealers compared with immediately preceding issues.

And now, fifteen days after sale [*This is written*  
[*March Fifteenth*]

**a 95% sale is reported**

and a 95% sale in the trade is known as a sell-out. Test this statement yourself. Go to your nearest newsdealer and ask for a copy of March Delineator.

Certainly down here at the Butterick Building we haven't a copy left for re-orders.

*Accordingly, the print order for the APRIL Delineator has been increased to 1,900,000.*

*And the net paid circulation guarantee will be increased to 1,600,000 with the November issue . . . with advertising rates adjusted accordingly*

---

EVERY MONTH NOW  
DELINEATOR MAY BE COUNTED UPON TO CARRY ITS MESSAGE  
OF THE ART OF GRACIOUS LIVING TO MORE  
AND MORE MODERN AMERICAN HOMES

---

# Delineator

Established 1868

THE BUTTERICK PUBLISHING COMPANY





**W**HY did you stop to read this ad?  
 First, because it attracted your attention. Second, because of the **SINCERITY** of these faces.

These are the first two duties of any advertising.

I don't know a lot about photography. Some photographers know much more about effects, lights, composition and what not.

I know **PEOPLE** and how to make them tell your story **SINCERELY**. Photos made to your order or chosen from our large list of "Ready-to-Use" pictures. Write and ask for samples.

**ANNE SHRIBER**  
 DRAMATIZED PHOTOGRAPHY  
 358 Fifth Avenue New York City





## ARE YOUR BEST IDEAS THROWN NAKED TO THE STREET?

Your Story  
in Picture  
Leaves Nothing  
Untold

YOU recognize the merit of your good ideas because you see them. Your public is visual minded too. Don't make it easy for the crowd to miss your point by rushing your ideas out before they are effectively clothed. Define their meaning with pictorial dress. Then your good ideas are no longer naked orphans. In magazines, newspapers—in all of your printed sales efforts—your good ideas can be made effective ideas with the intelligent use of photo-engravings. 'Phone the nearest member of the American Photo-Engravers Association today. He can help give your worth-while ideas effective graphic appeal in print.



No. 3 of a series illustrating the versatility of the zinc etching

# AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO

*Modern livableness in the atmosphere of the English Renaissance. A living-room designed, built and furnished by Good Housekeeping's Studio of Furnishings and Decorations with products of American manufacture.*



## SELLING GOOD FURNITURE

*The New Retail Merchandising Service of  
Good Housekeeping's Studio of Furnishings and Decorations*

**F**URNISHED with the products of American manufacturers, the rooms which Good Housekeeping's Studio of Furnishings and Decorations builds each month have long been a source of inspiration to GOOD HOUSEKEEPING'S 1,500,000 and more readers. Now the Studio is fast becoming of equal importance to retailers of furniture and furnishings.

Every month Good Housekeeping's Studio is mailing to a carefully chosen list of furniture and department stores an illustrated bulletin which describes in detail the rooms which the Studio will later show in the pages of GOOD HOUSEKEEPING. These bulletins interpret for retailers the wants of discriminating women everywhere, learned from the thousands of letters which the Studio receives. It helps these merchants to select merchandise in growing demand.

By extending its influence in this way, GOOD HOUSEKEEPING hopes to be of still greater service to its advertisers of furniture and furnishings, more of whom use its pages than any other woman's magazine of large circulation. We would be glad to send you a copy and give you the details of the Studio's Retail Merchandising Service.

# GOOD HOUSEKEEPING

CHICAGO

BOSTON

NEW YORK

DETROIT

SAN FRANCISCO



## A Contented Detrouiter

**H**E HAS his copy of The Detroit News. If he wants to know what's on the air The News will tell him. If he's interested in Oskaloosa Can preferred The News will give him the closing quotation six hours before any other Detroit paper. The standing of his favorite hockey team is in The News as well as gossip of the base ball camps. And when it comes to the pageant of news events he couldn't think of being without The News, for it is the only evening newspaper in Detroit having Associated Press service and the only Detroit newspaper to have its own correspondents in New York, Washington, London and Paris. Small wonder that four out of every five Detroit householders taking any English newspaper sit down before their hearths every evening with a copy of

# The Detroit News

370,000 Sunday  
CIRCULATION

The HOME newspaper

350,000 Weekday  
CIRCULATION

New York Office:  
I. A. KLEIN, 50 E. 42nd St.

Chicago Office:  
J. E. LUTZ, 6 North Michigan

Within a week after publication of this book, the salesmanagers of seven large concerns purchased copies for each of their salesmen. Here, indeed, is a practical, working manual that enables the salesman to talk intelligently and authoritatively about this vital force in selling.

# WINDOW DISPLAY ADVERTISING

The first complete, practical and authentic book on the subject

By **CARL PERCY**

**W**INDOW display is an advertising medium the power of which cannot be denied. It is as important a medium to the manufacturer and manufacturer's salesman as it is to the retailer. Yet, strangely, it is little understood. Thorough research during the past years is constantly making the art of display more systematic and practical. But until now no one has tried to present the facts gathered from research in a form useful to the individual. Such is the purpose of this book.

### Do You Know

The selling power of display?  
The "circulation" of a display?  
How the retailer feels about it?

### Can You Tell

How to distribute display material?  
How the salesman should "sell" it?  
How to get the right buying appeal in a display?



*The New York Times says:*

"Mr. Carl Percy has discovered a long-felt want and has proceeded to provide it—exceedingly well."

Here is a keen, sound analysis of the numerous problems that enter into the making of a successful display campaign, written by the leading authority on the subject.

Photographs of successful and typical displays are closely related to the text. The aims of this book are to interest manufacturers, traveling salesmen, advertising agencies and retail merchants—to give them a better understanding of a medium they dare not reject and to establish its relation to other forms of advertising in cost productiveness and practicability. A book that pays for itself over and over.

\$3.50 at all bookstores or from

THE JOHN DAY COMPANY, INC. • 25 West 45th Street • New York

# What Constitutes Waste-Free Selling in the Civil Engineering and Construction Field?



## *The question of coverage*

How can you obtain efficient advertising coverage of the buyers and buying influences in the Civil Engineering and Construction Field?

The men you must sell are, through the nature of their work, constantly on the move. They bid for jobs in all parts of the country. They may be building bridges today and paving streets next month. Vocational records show further that they move around freely from one organization to another.

Certainly this is a real problem in "coverage." But a logical answer lies in an appreciation of the fact that all these men need a business paper service which covers their field editorially *as a whole*. When you address your selling to the 62,000 readers of *Engineering News-Record* and *Construction Methods* you address the men who form the very backbone of Civil Engineering and Construction *in all its branches everywhere*.

Here is your "coverage," with practically no waste!

### CONSTRUCTION METHODS

Monthly to 32,000

### ENGINEERING NEWS-RECORD

Weekly to 30,000

# When Great Automobile Manufacturers advertise in **B O S T O N**

**M**ORE newspaper lineage is used by automobile manufacturers than any other group of foreign advertisers in Boston.

Here is a class of product that must be sold to people with at least a fair degree of buying power. Certainly the study of how these manufacturers locate their market is of interest and value to all who seek sales volume in the Boston territory.

*The Globe is first in automobile advertising*

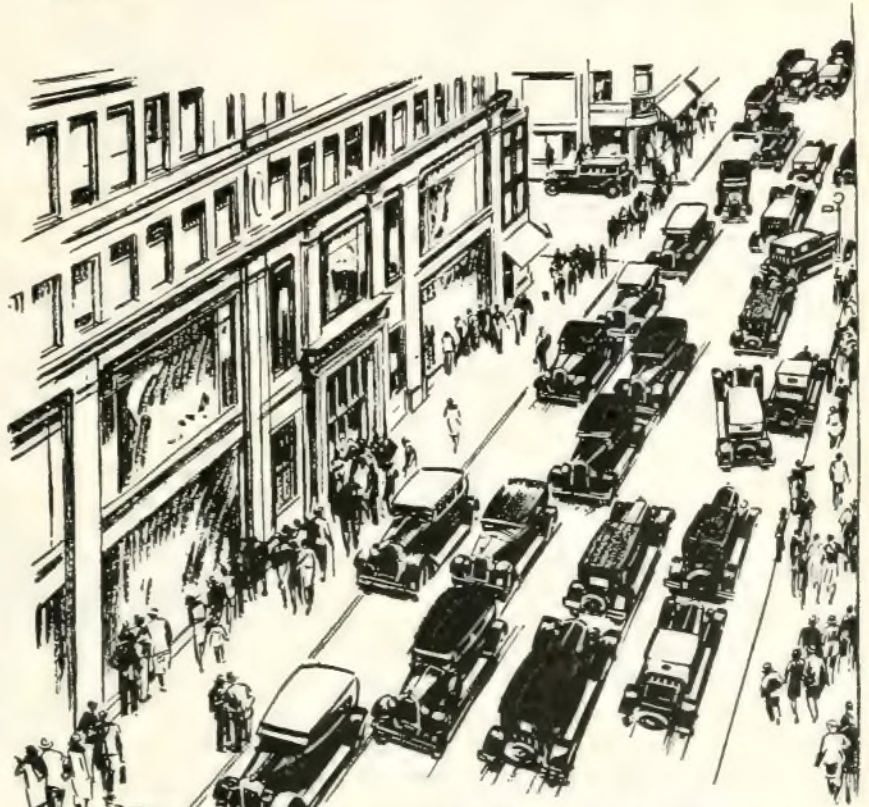
In the year 1927—as in 1926—the Globe led all other Boston papers in automotive advertising—both display and classified as well as total.

What is the reason for this leadership? Simply that the Globe dominates the richest section of the Boston market—the 12-mile trading area consisting of the heaviest concentration of people and wealth in New England.

The principle found in the automotive group applies to other products as well. It is a fact of high significance that Boston department stores place more advertising in the Globe, both daily and Sunday, than in any other Boston papers.

**T**HE GLOBE has built up this great record because of its strong hold upon its readers. To men the Globe's freedom from bias or favoritism in politics, sports or editorials, brings wide popularity. Among women the Globe's special features, including the widely known Household Department, make it the daily counselor in New England homes.

To reach the heart of Boston's Buying Group you must use the Globe first.



*The Globe concentrates its circulation in Boston's 12-mile trading area*

This key market contains:

- 74% of all department store package deliveries
- 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

## The Boston Globe

*The Globe sells Boston's Buying Group*

Publisher's Statement Net Paid Circulation for Six Months ending September 30, 1927

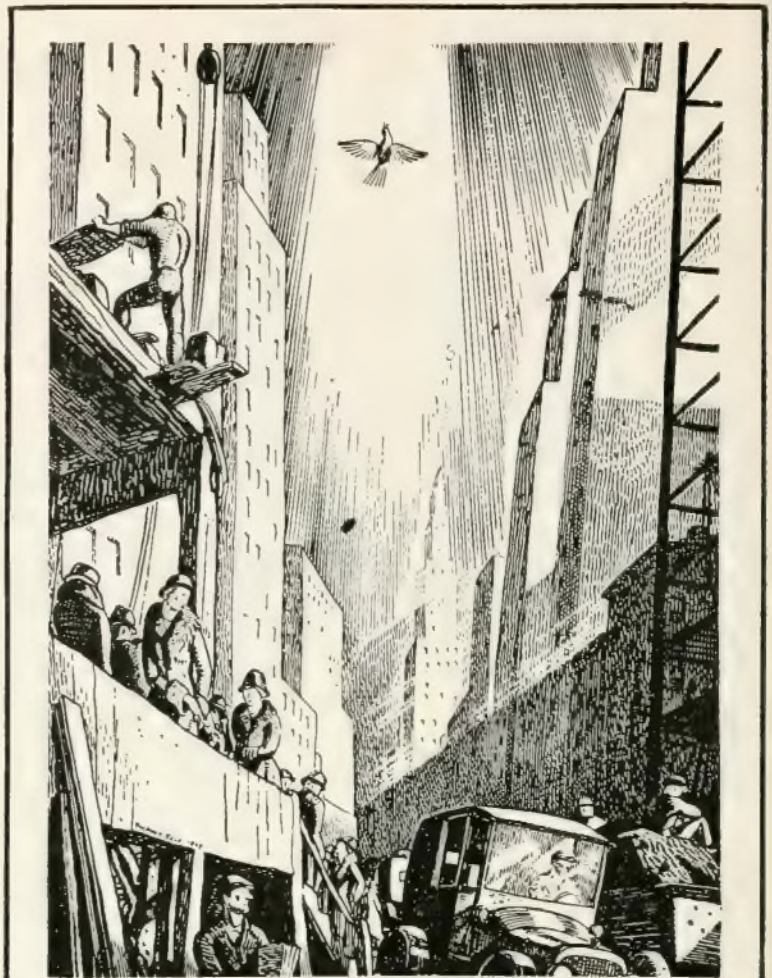
Daily 293,482 - - Sunday 329,518

## "THE MUSIC OF WHAT HAPPENS"

**L**IFE, the Great Conductor, raises his baton and from four corners of the earth comes the great symphony of What Happens. . . .

A thousand eyes and a thousand ears could not see and hear what the World's Greatest Newspaper brings to you in print every day. Hundreds, news-hungry, unflagging, patrol the thoroughfares of the universe. Ships, trains, motor cars and planes transport them where history is being made. Photographs and word-pictures are flashed to Tribune foreign offices to be hurried across space to the Tribune Tower, monolith of the world's most efficient agency. Wherever a significant chord is struck, you will find Tribune people recording every note of it . . . The Music of What Happens.

The World's Greatest Newspaper is so highly regarded by other publishers that 29 leading American newspapers maintain special leased wires into The Tribune office so they may share in Tribune scoops. Some 402 other papers regularly buy Tribune features, art and articles. To get world news



Drawn by Rockwell Kent for The Chicago Tribune

Under the riveting hammer's machine-gun crescendo beats the sombre dirge of the ram battering down the greatness of Yesterday . . . aloft is the optimistic pizzicato of Tomorrow's promise . . . and the great Director's baton weaves them all into a narrative symphony, starting with the crash of the dawn and ending with the lullaby of the sunset. Every day this symphony is new—it is The Music of What Happens!

first, to read it while the echoes of events are still sounding, more than 794,895 people buy The Chicago Tribune each week-day—1,169,178 buy their Tribune every Sunday.

Forceful, frankly written, The Daily Tribune has more circulation in Chicago and suburbs alone than the total circulation of any other Chicago week-day newspaper. In addition, The Tribune is the preferred newspaper of 20%

to 90% of the families in 1312 cities and towns throughout the Chicago territory. Because The Tribune does the world's greatest news-gathering job, it is of incalculable value as a newspaper and an advertising medium. The confidence which The Tribune has built in itself is shared by its advertisers. Supreme in its field, The Tribune has always offered the high quality of its advertising columns at a quantity price.

# Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

February Circulation: Daily 794,895; Sunday 1,169,178





# Advertising & Selling

MORE THAN 10,000 CIRCULATION

VOLUME X

March 21, 1928

NUMBER 11

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CERTAIN luxury industries started generations ago with advertising. They grew up with an advertising tradition. And they emerged, naturally and gracefully, into a modern advertising program.

Yet luxury circles, as a whole, held in disdainful aloofness from advertising until after the war. Most of them were suffering from the dignity and exclusiveness complex.

Today luxury advertising has established a definite place for itself. It is no longer “inhibited” with the idea that the higher dignity is to be found only in silence. The conditions that have brought about this change and the leading tendencies in present-day luxury advertising are discussed by Henry Eckhardt in the leading article in this issue, “Luxury Advertising Is Developing Its Own Technique.”

M. C. ROBBINS, *President*

F. C. KENDALL, *Publisher*

J. H. MOORE, *Secretary*

9 EAST 38TH STREET, NEW YORK CITY

Telephone: Caledonia 9770

New York: F. K. KRETSCHMAR, Eastern Manager. H. C. LATIMER, 9 East 38th Street. Caledonia 9770.

Chicago: JUSTIN F. BARBOUR, Western Manager. 410 North Michigan Boulevard. Superior 3016.

Cleveland: A. E. LINDQUIST, Middle Western Manager. 405 Sweetland Bldg. Superior 1817.

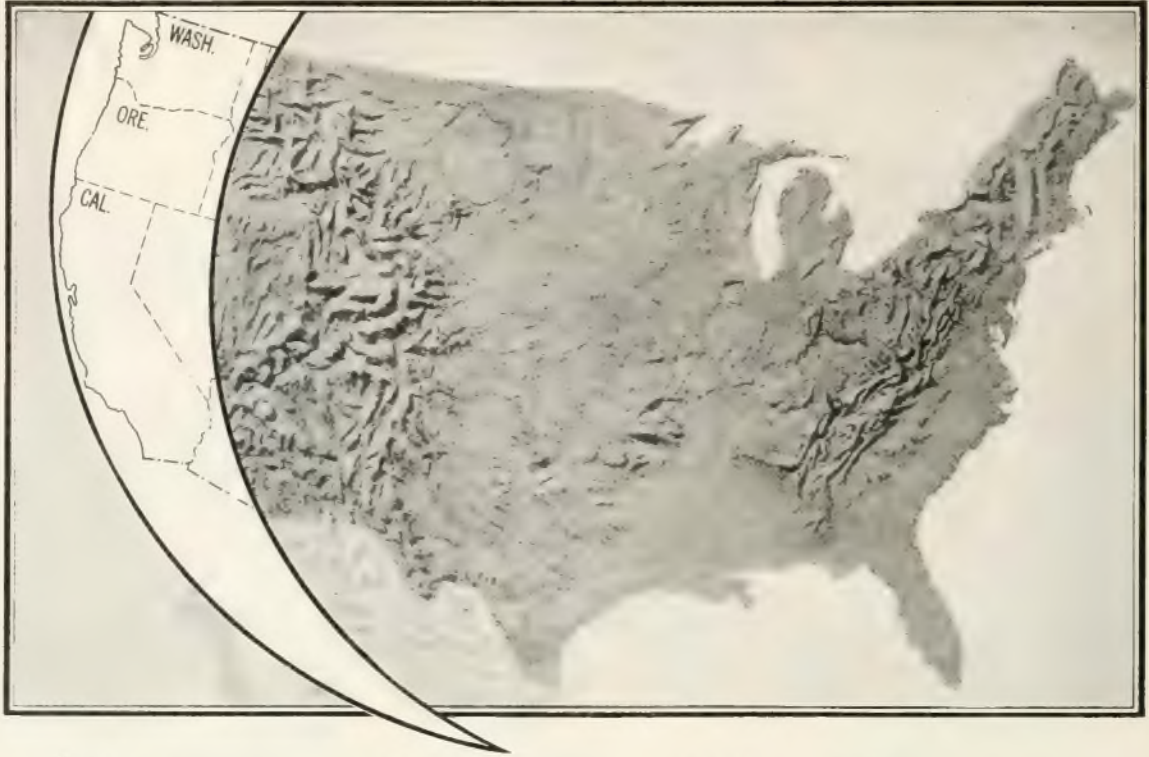
Subscription Prices: U. S. A. and Possessions and Canada \$3.00.

Foreign \$4.00 a year.

15 cents a copy.

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

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## Along the Pacific Coast—

MUCH newspaper advertising is of course seasonal in duration. Among the clients of an agency, first one pushes his product, then another. Notwithstanding this, it is interesting to observe the result of a recent check-up among the advertisers served by The H. K. McCann Company. At the time, it was noted that our various clients were represented in these three states by newspaper campaigns in 439 different cities. This is not the count of the newspapers, of course, nor the separate campaigns—simply the cities. It is not difficult to visualize the merchandising power of this effort.

## THE H. K. McCANN COMPANY

*Advertising*

NEW YORK  
CHICAGO

CLEVELAND  
LOS ANGELES



SAN FRANCISCO

SEATTLE  
MONTREAL

DENVER  
TORONTO

# Advertising & Selling

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VOLUME X

MARCH 21, 1928

NUMBER 11

## "Luxury" Advertising Is Developing Its Own Technique

HENRY ECKHARDT

**T**HE social and moral revolution that took place after the war revised many national notions. Among them were the notions of dignity and exclusiveness. Also, the national estimate of formality and high-hat.

Society and fashion became worlds of interesting human activities . . . through the rapidly developing fashion-society magazines. They became worlds of ludicrous happenings . . . and inspired the creation of a certain now famous New York weekly. The aristocracy gave up full-dress, and the bourgeoisie adopted dinner-coats. The four hundred expanded and became forty thousand.

It was discovered by merchants that all rich people are not aristocracy and that all aristocracy is not rich. Every year raised a new group of big income tax payers and a new crop of independent-minded débutantes.

And then came over-production.

Luxury advertising, willy nilly, just had to come.



Photo by Worsinger Window Service for Richard Hudnut

In 1920, the money spent in magazine advertising for silverware was \$750,000. Of this, the amount spent on sterling was nil. By 1926, the silverware classification in magazines had built up to \$1,500,000, and sterling accounted for close to \$500,000.

Luxury advertising seems to have arrived. The last and strongest stronghold of the non-advertising and the non-advertisable has succumbed. Today, luxury advertising is not only a fact; it is already a technique.

And now that it is here, we have had unfolded before us such astounding ing procedures as these:

The Sherry-Netherland using na-

tional magazines and big circulation dealers to fill 126 apartments in the highest priced apartment hotel in New York.

Gorham using newspapers to advertise a 36-piece solid silver service for \$3,600, and giving the price.

Rolls-Royce taking full pages explaining why no Rolls-Royce ever wears out.

Art galleries, interior decorators, antique dealers, using space as they never have before.

And the whole high-hat, high-price-world, thinking in terms of advertising.

Luxury advertising is now developing its own technique. It is discovering its own what-to-do and what-not-to-do.

Here are a few of the discoveries and tendencies which Luxury advertising is following:

In brief, the modern technique is resolving itself into these four steps:

1. Know what to say.
2. Say it with facts.
3. Say it in good taste.
4. Keep on saying it.

## I

*Know What to Say*

**W**ILL you tell the public your name, your address, your business, and let it go at that? Will you repeat this "card" until Mr. and Mrs. Publick have it drummed into their callous ears?

That plan has plenty of good precedent. It is the most ancient and most respected of formulas. It has all the safety and dignity which lie in saying nothing in an assured manner. But, like all 100 per cent safe things, how deadly . . . how monotonous . . . in this alert world.



KURZMAN

Or, will you dazzle Mr. and Mrs. Publick into appreciation?

That plan is adopted by some beginners in luxury advertising. And soon they discover that 5-cent soap is the real grand dame of our magazines; that dollar boxes of candy have appropriated all the grand language that rightfully belongs to the two dollar box. There are no dazzles left for the poor luxury advertiser.

The luxury advertiser should really start "behind" advertising.

Start with a study, of analysis, of what you can and should say. Discover exactly what you can offer that your competitors can't offer. Reduce this, if you can, to one single idea.

If you can thus arrive at something very tangible, such as Canadian-Pacific's position as the world's greatest

travel system . . . great! Your advertising is well started. Perhaps, though, it will be a real yet subtle superiority in style, such as Cheney has in silks. Perhaps it will be a real, yet hidden superiority, in quality, such as in Oshkosh Trunks. Or, perhaps, only a superior packaging or style of service. Whatever it is, find it; hold on to it; reduce it to as definite and simple terms as possible. It is the cornerstone of your plan.

Then discover who buys! Do wives get the desire and husbands do the shopping, as in cruises? Do women decide the question of style and men the investment, as in fine motor cars? Is it the woman of fashion, or of intellect? Is it the man trying to please a woman, and who is the woman?

Reduce the buyer to as definite terms as possible. That decides your media, keeps you from wasting money on the wrong set; and, knowing whom you are talking to, you can better gauge your talk.

Then discover why people buy—or don't buy! Discover both the apparent reasons and the real reasons. People buy wedding gifts at Ovington's because it is smart to do so—and also because the gifts are so original, so desirable. Which is the stronger reason?

People send Sherry's Candy because it is impressive and also because it is the dainty, exclusive French type of candy. Is the "impression" a stronger appeal than the candy itself? What



BLACK, STARR &amp; FROST

do people think of the candy itself? It's important to know.

Again, what are people thinking? How are they trending? How generally is it said that Tiffany is "mid-Victorian," that Cartier is "fabulously expensive," or that Bergdorf-Goodman has style-leadership and the Twentieth Century Limited is the choice of people who matter? Are winter-vacationists finding the daily change of scenery on a cruise more attractive than the unchanging vista of a Florida resort?

Such are the questions which determine all the tactics of your selling. Get the answers, even if it costs a lot of money. Then, and then only, will you know exactly what your advertising should do, and what it should say.

## II

*Say It with Facts*

**A**S a luxury advertiser, there are additional temptations you must resist—right here and now.

You must resist the impulse to speak "ritzily." You see, any one can do that, whether entitled to or not. Thus, Finchley and Tripler look, ad-



W. &amp; J. SLOANE

Courtesy "The New Yorker"

Initial drawing on next page  
Courtesy "The New Yorker."

vertisingly, much more exclusive than Sulka and Budd. Saks-Fifth Avenue looks more the style-leader than Bergdorf-Goodman.

And, you must resist the quite proper urge to assert quality. What "best" or "finest" is left for Packard to say after Chevrolet, Hudson, Buick and Chrysler have paraded their "bests" and "finests?"

Above all, you must not assert luxury. The Hotel St. Regis talked about its gold door-knobs—and was promptly branded as grossly millionairish.

Americans do not shun luxury. In fact, they lap it up. But nevertheless, the conscience of the nation is still New Englishish. Your man of wealth

wants to rationalize every luxury purchase on the basis of investment and usefulness. His wife delights in spending frivolously in some directions, but she rationalizes too. Fashion and taste are her pet excuses.

So don't say your say with glittering generalities that mean nothing, nor with a luxury emphasis which proclaims, "Come all ye with more money than brains."

Say it with straight facts. Use these facts either as (1) news; or (2) rationalization.

If you can announce, like Schumacher, geometric design in decorative fabrics, what further emphasis could you possibly give to style leader-

ship, to exclusiveness? The simple news is enough; and it has the virtue of involving no claims, of demanding no superlatives, of being interesting.

The second method, rationalization, is far subtler but none the less effective. It can be used in either of two situations: (1) where the purchase motive is snobbery or luxury and you wish to cover it up with



DRAWING BY "ZÉRO"



OVINGTON BROS. CO.

"sweet reason"; (2) where you make your main point, prestige or standing, by assuming it and going on to related details.

An outstanding example of the first is the re- [Continued on page 62]

# Advertising and the Tide of Trade

JOHN BENSON

President, American Association of Advertising Agencies



ADVERTISING, as everybody knows, has been a big factor in stimulating trade, in supporting mass production, in raising the standard of living. It has been in many ways the heart beats of commerce. But people unfamiliar with it do not realize its full economic function, how it not only stimulates but regulates business, how delicate an adjustment it makes between large-scale production and widespread consumption, how it steadies output, finds an outlet for it.

Nor does the layman realize what advertising can do in the future to solve the most stubborn and the most vital problem confronting American business: the high cost of distribution.

When I think what advertising may accomplish in dealing with that stubborn and vital problem, I am thrilled at the prospect. The tide of trade, of merchandise flowing from the producer to the consumer, is propelled by two forces; the one pushing from the producer's end, the other pulling from the consumer's. These two great forces give momentum to American business. The extent to which each one operates in proportion to the other makes all the difference in the world in the cost of distribution

and in the cost of living. The one is tremendously expensive; the other costs little or nothing, relatively speaking. The more pull you get into the consumer's end, the less push is required at the producer's end. If advertising ever does become the pulling power it can become, we may save billions now going to waste in trying to shove down people's throats what they should be glad to buy of their own knowledge and volition.

If advertising became more of a buying guide for the masses than it is, stimulating an intelligent desire not only for more and better things, but also for particular brands, so that the purchaser would universally take the initiative and ask for what he wants, what a revolution would occur! Much of the enormous pressure behind selling could be released. We might sell a little less, at first, but at much better profit, and at prices so much lower that purchasing power might eventually be doubled. Think what that would mean in the recovery of volume along sound lines.

How can advertising be made to function more actively as a buying guide? Simply by gaining and holding more popular confidence in its statements, by making those statements more sincere, more informative and more helpful to the reader.

# Pseudo-Science in Selling

*Perhaps the Cure Lies in Education, but It Is More Reasonable to Believe That Scientific Knowledge Will Always Be Far Ahead of the General Public*

MORRIS FISHBEIN, M. D.

*Editor, "The Journal of American Medical Association," Chicago*

THE highly modest agent of a widely advertised insurance company recently spent a small fortune to get people to send for a small booklet on "dyskinesia—the pet ailment of erring millions." The word, which means a lack of voluntary motion, can be found in the big Webster unabridged dictionary under the heavy line that separates the little used and obsolete words from the good ones. In the same issue of the woman's magazine in which this advertisement appeared was the announcement of a yeast preparation. The writer did not beat about the bush in telling his message. He said, "Start today to banish constipation." It is rumored that little cakes of yeast sell better than health or scientific education.

Today interest in science and health is being worked by advertising agents to what a common man would call a frazzle. Of course, it all began with Feasley and "halitosis," but the bad breath becomes stronger and more odoriferous with every issue of the popular magazines. The peak is perhaps the advertisements for the tooth pastes. According to one series "six little mouth glands . . . provide the natural fluids which protect your fine white teeth against decay." Another insists, however, that "dull teeth are traced in their entirety to a film that forms on teeth. . . . Many serious tooth and gum disturbances are traced almost as completely to the same source." But the fluids from the little glands must make the film! Then there are a number of pastes that presumably kill germs. Obviously a certain amount of scientific medicine is needed to correlate

these various points of view. Most of the evidence thus far available indicates that any good soap will cleanse, that any good pumice or chalk will polish, that the germs once removed are likely to come in with the next mouthful of food or the next breath of air, and that the real defences come

permits the proprietor of another chain of beauty shops to exploit a beautifying skin food, a skin toning lotion special, an anti-wrinkle cream, and other funny preparations.

This technic is essentially the same as the mysticism that the ancient priest physicians used to conceal their faith healing. The magic is the wizardry of obfuscation. The old time practitioner used to write his prescriptions in Latin for much the same reason. Men fear and respect what they do not understand. After Benjamin Franklin flew his kite and drew lightning from the skies, Elisha Perkins was able to sell thousands of his metallic tractors to draw electricity from the body. When transmission of waves through the air became a science, Albert Abrams confused the populace with his electronic method of diagnosis and healing. More recently all sorts of bogus healing devices are sold with the claim that the creation of a magnetic field around the body will magnetize the iron in the blood and thus

ASSOCIATED with *The Journal of the American Medical Association* since 1913, Dr. Morris Fishbein is a leading authority on present day practices and ethics in the field of medicine. In this article, which discusses the prevailing tendency of selling through pseudo-science, he says: "This technic of pseudo-science that is used to sell products scientifically to unscientific readers is essentially the same as the mysticism that the ancient priest physicians used to conceal their faith healing. The magic is the wizardry of obfuscation. The old time practitioner used to write his prescriptions in Latin for much the same reason. Men fear and respect what they do not understand."

from within the body, brought by the blood to all living tissues.

The supreme bunk comes to light in some of the cosmetic advertising. Dermatologists are convinced that there is no such thing as a skin food except that which comes through the blood. Thousands of ladies buy skin foods which they smear on and which can do nothing but make the skin more flexible or pliable. One series of beauty shops advertises "only good circulation can strengthen sagging muscles and restore the firm contour and the satiny skin texture of youth." The statement is approximately true. The same publication, nevertheless,

cure many chronic diseases. The iron in the blood is organic iron—try to pick up a piece of spinach with a magnet. Fortunately reputable journals and magazines will not carry the advertising, but the radio, too young perhaps, lends itself to the sale of these devices.

All sorts of apparatus are now sold for administering ultra-violet rays. Some are merely incandescent lamps colored purple, others weaker than ordinary sunlight. The limitations and dangers of the ultra-violet have been clearly defined by the physicists and physicians but popular fancy is ready to [Continued on page 81]

# "Open Displays" Are Speeding Up Retail Turnover

*The Effect This Vogue Is Having on Packaging, Trade-Marks and Manufacturers' Retail Policies in General*

JOHN ALLEN MURPHY

**T**HE head of a large store showed me, not long ago, a system which he had devised for protecting his greeting cards against depreciation. The system consists of showing cards in glass cases. "That scheme," the merchant boasted, "is saving us three thousand dollars a year in soiled, torn and stolen cards."

"Yes," I volunteered, "but isn't it costing you many times three thousand dollars in lost sales?"

He admitted that probably it was losing the store some business, but I could see that he had no conception of how much the loss actually amounted to.

If this man could appreciate the full truth, he would gladly throw three thousand dollars worth of soiled cards into the furnace every year and regard it as a good investment.

Merchants, in all lines, are rapidly discovering that goods will not sell unless they are displayed, and that they will sell ten times faster if they are shown out in the open, where customers can handle them. Putting merchandise in glass show cases is a big improvement over keeping them in bins or under counters or on inaccessible shelves. But goods behind glass will not sell as freely as when there is no physical barrier between the hand of the shopper and the merchandise.

Obviously some articles are of such value that they have to be shown in glass cases. No doubt it would be inadvisable for a jeweler to adopt the open display plan of exhibiting his wares. Many things are so fragile that



Courtesy "Good Hardware".

they cannot stand indiscriminate handling. Also in selling merchandise, such as six dollar neckties or a two hundred dollar handbag or a ten thousand dollar piece of tapestry, it is not sound selling strategy to make such things too approachable.

But most commodities do not fall under any of the above exclusive classifications.

It is possible to display them openly on tables or counters without damaging them or lessening their value in the eyes of customers.

**I**T was the chain store systems, especially the Woolworth and Kresge organizations, that started this "open display" vogue. The chains owe their success very largely to their display methods. They keep their goods in plain sight. Their stores are so arranged that practically all merchandise is within reach. To be sure, a few articles are stolen and some goods are broken or soiled, but the loss that is suffered in this way is insignificant compared to the greater sales that are achieved by reason of the open displays.

The five and ten cent and variety

chains, depend on display almost entirely for their sales. They do very little advertising, except of an institutional character. Their clerks are not permitted to do any selling. All they are allowed to do is to offer to help a patron.

Customers practically wait on themselves in these stores. They usually select the articles they want and hand them to a saleswoman to be wrapped.

It has been found that when people are left to their own volition, in this manner, they will ordinarily buy more than when a saleswoman takes the initiative in the transaction.

**A**N interesting fact about chain store display methods is that they usually increase the size of a product's display with the advance of its season. For instance, the F. W. Woolworth Company stores will give Christmas tree ornaments about two feet of counter space early in September. This space is increased gradually until by December 15th it is occupying entire sections. These ornaments, by the way, are fragile and yet the company places them on open counters, where customers can easily poke their fingers through these gaudy baubles. The loss is terrific, but after all it is only a reasonable sales expense which the company gladly pays to achieve a high ornament volume.

The chains have discovered that there is a saturation point in display space.

Increase the size of the space up to a definite point and sales will increase likewise. If space is increased

beyond that point, sales will diminish.

There is no such thing as an ideal space for a certain product. It varies in every community. The manager must constantly make experiments.

Much could be written on this point, but suffice it to say that chain stores have been highly efficient in their display methods—so efficient that independent stores in other fields have been feeling the pinch of their competition for years.

Hardware stores, especially, have felt this competition severely. The sales of tools to the householder have dropped off considerably. There are several reasons for this, but one of the principal causes is that people are buying cheap tools from the variety stores.

The chains also do an enormous business in cooking utensils, kitchen ware, cutlery, etc. Most of this business is taken [Continued on page 56]

as points of assembly, for ultimately we shall ship parts to the very doorways of local markets for assembly.

In short, we are on the eve of an era of giant power that will make it possible to put our factories at the sources of our raw material rather than at the sources of our motive power only. This will mean the decentralization of industry.

And when industry is decentralized, many of the ugly social problems that have followed in the wake of industrial centralization will automatically disappear, because their root cause will have disappeared.

The amazing fact of mass production and mass distribution is this—in the hands of really great industrial statesmen mass production and mass distribution make possible four seemingly contradictory things at one and the same time: Higher wages, shorter hours, lower prices and larger total profits. But in a system of centralized machine industry the immediate personal benefits of these four things come most richly to the great indus-

## Industry Approaches the Era of Giant Power

GLENN FRANK

President, University of Wisconsin

FROM a technical point of view we are today in a twilight zone between an old machine industry that rested on steam power and a new machine industry that will rest on electric power. And between the two there is a difference as wide as the world. In a machine industry resting on steam power, the worker must go to the power; in a machine industry resting on electric power the power can be taken to the worker. A machine industry resting on steam power must centralize; a machine industry resting on electric power may decentralize.

The political and social critics of machine industry have until recently assumed that we could not have mass production without centralization, and so they said that we could not remedy the human evils of centralization without renouncing mass production. They knew that we would not renounce mass production and go back to cottage industries—except, perhaps, in the case of home brewing—and so they have, here and there, given up hope of correcting the human disadvantages of centralization save through a radical revolt against machine industry itself.

And if the technical necessity for industrial centralization should remain, those political and social critics would be logically correct in their conclusions. But the outlook is that technical developments in the generation, transmission and sale of electric power will ultimately make possible the carrying on of mass production more profitably in a decentralized than in a centralized industry. It is probably

only a question of time until American industry will stop the complete manufacture and assembly of all the parts of complicated machines and of even simpler commodities in great in-



Courtesy, Paramount Pictures Corporation

"METROPOLIS"—CITY OF TOMORROW?

dustrial centers. The various parts will be manufactured in factories located at the varied sources of their raw materials. For a time great industrial centers will persist as points at which the parts, manufactured elsewhere, are assembled and from which they are shipped to local markets. But in time it is probable that the great congested industrial centers will disappear even

trial centers, although, of course, they indirectly benefit even the most remote regions; but mass production in a decentralized industry will spread the immediate personal benefits of these four things throughout the nation.

Portions of an address delivered before the Annual Banquet of the Trust Company Section of the American Bankers' Association.





THE MODEL ELECTRICAL CITY ILLUMINATED

## Unique Light Demonstration Used in Advertising Course

EDGAR H. FELIX

**T**HE National Electric Light Association has recently conducted a successful experiment in education which is, in many respects, unique. Its object is to foster efficient utilization of electric lighting in advertising rather than to increase current consumption.

The First Electric Advertising Course was attended by more than two hundred electric power sales executives and the salesmen of electric sign companies. The lecturers included experts from various branches of the industry. Their courses were planned to inform the industry as a whole of developments in its component parts. The history of the industry from the time of the first crude wooden signs to the modern signs of huge size, flashers, colors and animation, gas filled tubes, etc., was detailed. Future possibilities in electrical signs were elaborated and improvements in sales methods and cooperative effort discussed. The lecturers found, in the buildings of the Edison Lighting Institute at Harrison, N. J., unusual opportunity to present their stories with telling effect.

To illustrate the benefits to local merchants of a well lighted store win-

dow, they had a complete, full-sized, two-window store front at their disposal, laid out with merchandise and equipped with convenient switching arrangements.

By pressing one of series of snap switches, the lecturers could demonstrate various forms of direct and in-

direct lighting and a wide range of intensities.

In another room was displayed a miniature city street, with some twenty-five or thirty stores, hotels and business buildings, a perfect replica of a business street. More than two hundred combinations of street lighting, traffic regulation equipment, window display lighting and advertising signs could be shown in rapid succession.

The most impressive exhibit, particularly to advertising men, was the miniature city of skyscrapers, equipped with every form of advertising sign and every system of flood lighting. The architectural design of the model was conceived and executed by Berthold Audsley of the Edison Lighting Institute. A. L. Powell, Director of the Institute, designed the lighting effects.

This miniature city fills the entire stage of a lecture hall, along the sides of which are models of sign control equipment and various kinds of interior and outdoor sign letters, including gas-filled and indirect and directly lighted types. As the lecture begins, two silver curtains are slowly drawn back to reveal the dim shadow of the outline of a towering skyscraper at the extreme left. As the light gradually increases, it reveals the heart of a city of tall buildings.

The sky becomes overcast; clouds cover the scene in darkness. Lights are turned on in the various office buildings. A miniature thunderstorm arises, with flashes of lightning, patterning rain, [Continued on page 54]



THE MODEL CITY BY "DAYLIGHT"

# The Newspaper Page Crashes the Advertising Section

H. G. WEEKES

PHILOLOGISTS and lexicographers have long since noted the pressure of newspaper reading and writing upon the language. Slang is adopted by the "rewrite men" to put life into their stories. In the interminable struggle with the dead-line, the over-facile typewriter falls back upon clichés and drops unconsciously into a misuse of standard words which become a part of "journalese" and finally, through consistent repetition in print, enter general speech and are admitted to the dictionary. We all tend to use "journalese" freely and unconsciously in our spoken English. Events frequently "transpire" in our homes, and all but the most pedantically literate think nothing of it. The crime of the journalistic malaprop is particularly prevalent in this country, the Utopia of journalism.

When Lord Northcliffe discovered that there exists a huge public which finds it easier to gape at pictures than to spell out words, another subtle influence was brought to bear on our habits. The first tabloid sprang into life and popularity in England, to be later transplanted in America on an even more fertile soil. Now it flourishes, and the older papers that received the news of its format with supercilious scorn have in varying degrees accepted one of the principles underlying its success.

It was not compressed news alone, nor the highly colored, sensational treatment of it, that attracted readers by the thousands, so much as the profusion of photographs printed on the page. Whether they were extraordinary or inane did not matter, so long as they were photographs. The conventional publishers watched, and then many of them came out with their own daily pages of pictures, often duplicating the despised "tabs" in the subjects that they chose to reproduce. In London the staid *Times* had its picture page as well, and finally that staunch citadel of die-hard conservatism, the *Morning Post*, gave

in. Its page consists largely of archæological discoveries, views of Eton College, and royalty opening charity bazaars, but there it is—a page of photographs. Which goes to show that your patrician and plutocrat, as well as your commoner and worse, enjoys his quota of illustrations.

Last year R. H. Macy & Company, the large New York department store, created something of a stir in the world of advertising by running full-page advertisements in the New York dailies which followed closely the typographic make-up of the papers in

which they appeared. There was some discussion as to the advisability of using a style so similar, and eventually it was modified. The public, however, undoubtedly found the transition from the news to the advertising page easy and natural.

A typical recent Macy "News-Ad" is shown in our illustration. It consists of straight "reading matter" with the important items carrying double deck heads, the regulation newspaper "boxes," and a number of small advertisements of different sizes, nicely varied in type style and "pyramided"

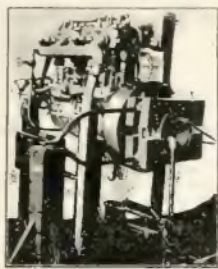
NEWS AND VIEWS CAUGHT BY CONTINENTAL'S CAMERA



HALF A MILLION MOTORS. The photograph shows the Continental Motor Co. plant in Chicago, Ill., where the plant is producing 100,000 motors a year.



ABANDONED BY AIR. Motor production was here from Chicago to Milwaukee in a Continental Motor Co. airplane. The airplane was used to transport the Continental Motor Co. airplane to the airport at Chicago, Ill., where it was used to transport the Continental Motor Co. airplane to the airport at Chicago, Ill.



THE FIRST BORN. The first Continental Motor Co. airplane was used to transport the Continental Motor Co. airplane to the airport at Chicago, Ill., where it was used to transport the Continental Motor Co. airplane to the airport at Chicago, Ill.



AND NOW FITS A TRUCK. The Continental Motor Co. airplane was used to transport the Continental Motor Co. airplane to the airport at Chicago, Ill., where it was used to transport the Continental Motor Co. airplane to the airport at Chicago, Ill.



WHAT PRICE ADVERTISING. The Continental Motor Co. airplane was used to transport the Continental Motor Co. airplane to the airport at Chicago, Ill., where it was used to transport the Continental Motor Co. airplane to the airport at Chicago, Ill.



BETTER FIRE PROTECTION FOR RURAL DISTRICTS. The Continental Motor Co. airplane was used to transport the Continental Motor Co. airplane to the airport at Chicago, Ill., where it was used to transport the Continental Motor Co. airplane to the airport at Chicago, Ill.



AN EASY TRIP FOR THIS CAR. The Continental Motor Co. airplane was used to transport the Continental Motor Co. airplane to the airport at Chicago, Ill., where it was used to transport the Continental Motor Co. airplane to the airport at Chicago, Ill.



ALL THE WORLD GOES BOATING. The Continental Motor Co. airplane was used to transport the Continental Motor Co. airplane to the airport at Chicago, Ill., where it was used to transport the Continental Motor Co. airplane to the airport at Chicago, Ill.



POWER FOR EVERY PURPOSE. The Continental Motor Co. airplane was used to transport the Continental Motor Co. airplane to the airport at Chicago, Ill., where it was used to transport the Continental Motor Co. airplane to the airport at Chicago, Ill.



WORKERS USED TO FIGHT GAMBLING LEGISLATIVE. The Continental Motor Co. airplane was used to transport the Continental Motor Co. airplane to the airport at Chicago, Ill., where it was used to transport the Continental Motor Co. airplane to the airport at Chicago, Ill.



FROM MEXICO TO VARIOUS PARTS OF SCHEDULE. The Continental Motor Co. airplane was used to transport the Continental Motor Co. airplane to the airport at Chicago, Ill., where it was used to transport the Continental Motor Co. airplane to the airport at Chicago, Ill.



WORLD WIDELY REEDED FOR LENGTH. The Continental Motor Co. airplane was used to transport the Continental Motor Co. airplane to the airport at Chicago, Ill., where it was used to transport the Continental Motor Co. airplane to the airport at Chicago, Ill.

ADVERTISING PICTURE PAGE USED BY CONTINENTAL MOTORS

to the right in characteristic newspaper fashion. The up and down rules at the sides are almost the only feature that would not be found in a regular newspaper page.

A series that can be included in the same general category is now being run in the newspapers by B. Altman & Company, another New York department store. With a standing head, "The Altmanac," that smacks of the journal, it carries a main "news" item, usually illustrated; a series of short newsy paragraphs, each with its own headline; and small display advertisements in "boxes." The returns from some of these small boxed advertisements have, it is said, been surprisingly large—proving again that the eye of the public is readily drawn by a style with which it is familiar.

A feature of the "Altmanac" series that will interest the typographer is the use of a heavy single rule at the top and left side to mark off and give added prominence to the advertisements, which are planned for insertion at the lower right hand corner of the

newspaper page. Adaptations of the newspaper style to advertising have not been confined to the news pages. A number of companies, notably Fleischman and Pepsodent, have lately been featuring their products in a manner reminiscent of the rotogravure section. With "action" and "portrait" photographs handled in the accepted rotogravure manner, they attract the habitual Sunday supplement reader whose eyes are trained by years of after-breakfast slumber and page shuffling to study all photographs printed in brown toned ink and to read their captions very, very carefully. This style has also been used to some extent in magazine advertising, with halftones taking the place of the rotogravure illustrations.

Still another series in the journalistic tradition is the Old Gold "Morning Smile" and its companionate "Evening Smile"

—the two are identical except for the mast-head. This series differed from the others in that it resembled the country newspaper typographically, did not carry photographs, and was of three-column size. In one corner appeared a conventional advertisement for Old Gold cigarettes; the rest of the sheet was given over to features which burlesqued those of the more rural type of country paper—a daily comic strip, daily poem, column on "How to Keep Well (by Doctor Oldgold)," social news, and so on, each being brought to bear by some amusingly far fetched connection on Old Gold cigarettes.

LATEST and perhaps most interesting of the newspaper adaptations is the advertising "picture page," based directly on the newspaper pictorial page and so closely resembling it in appearance as to necessitate the insertion of "Advt." slugs all the way across the top. This style has been used in the Chicago dailies by Mandel Brothers department store and by the Continental Motors Corporation. As will be seen from the illustration, which shows a recent Continental "News and Views" page, the pictures, reproduced in coarse screen halftone, are of much the same order as those of the typical daily pictorial page, the advertising tie-up being left to the captions. The advertiser's signature is omitted except for captional references.

The Altmanac is a monthly publication for women and girls, containing the latest news, fashion, and social events. It is published by B. Altman & Co., New York City.

**The ALTMANAC**

Robes de Style Become Dainty Bouffant Frocks in the Miss's Evening Mode

January Events

Squaring Matters in Silver Slipper Heels

Newest Wraps Omit Fur

Flowers Miss a New Treatment

Face Value in Heavens

Half-Price Sale

B. Altman & Co.

# 49 Consumer Dollars—How Many Salaries Will They Pay?

E. M. WEST

**H**OW much does it profit a salesman to call on a grocer who takes in over his counter less than 49 consumer dollars a week?

Deducting his mark-up, he may buy a total bill of \$40 for everything in his stock.

Split up \$40 among the variety of items he must have to be a grocer.

How much does it figure for an individual salesman?

What is the gross profit for the house on the bill?

What does delivery of the goods cost? How much for handling? How much for billing?

And, you blush to ask, what does collecting the bill cost?

When all these items are charged against the gross profit, how much has the house paid for the satisfaction of having covered this outlet?

What does the salesman gain? Has he improved his chances of advancement?

Or, if you will, how many consumers has he served?

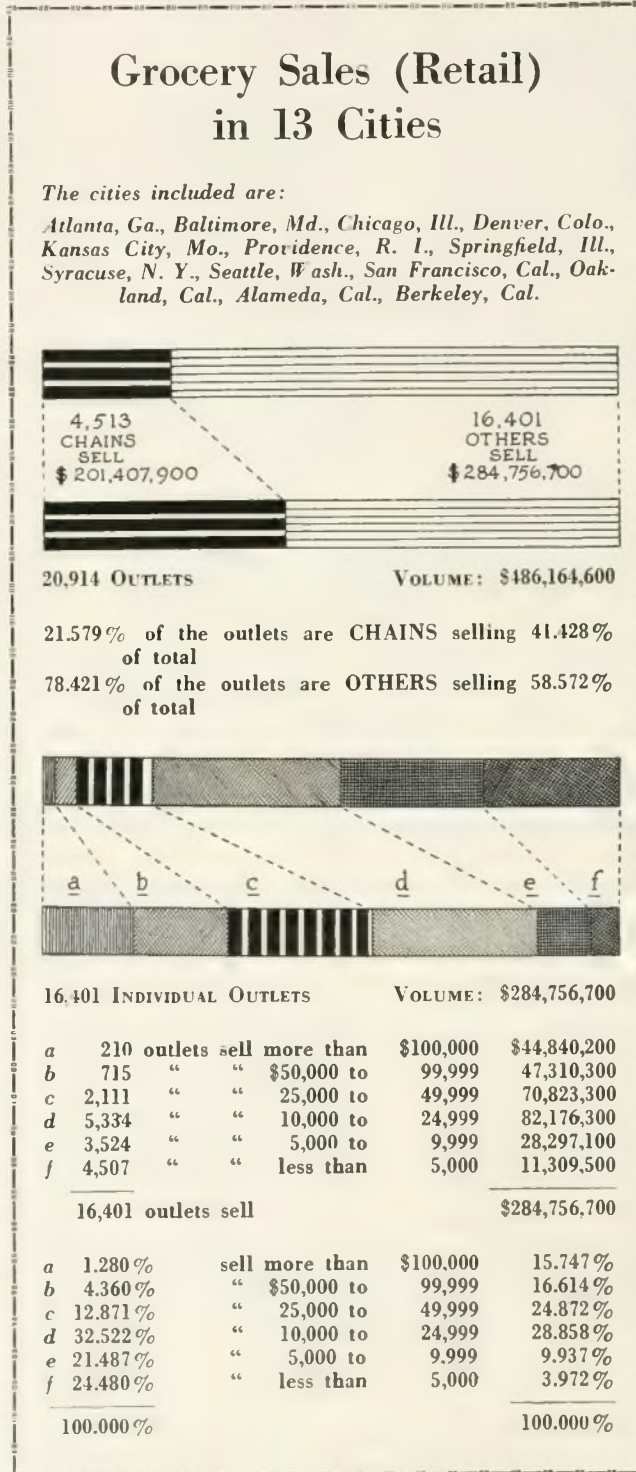
For, you know, we must put the goods where the consumer can find them, when she goes looking for them after reading our advertising.

We must keep faith with the consumer.

Perhaps you think these things aren't worth bothering about.

Who would think of calling on a grocer whose average sale is only \$48.25 a week?

Well, there happen to be fully 3300 of them among the 16,401 individual grocers, who reported their sales to the enumerators of the Bureau of the Census, when they counted all retailers in thirteen typical cities, covered in the Distribution Census



volume of the 4507 was \$11,309,500. This figures \$2,509 average.

Three-quarters of them were below the average; naturally, one-quarter above the average. That is what makes averages.

Were the ones who approach \$100 a week volume any better worth a salesman's call?

Yet, propose to almost any manufacturer that he deliberately ignore 25 per cent of all the individual grocers in easily accessible territory: listen to what he will say to you, or of you.

These grocers are located in Atlanta, Ga., Baltimore, Md., Providence, R. I., Chicago, Ill., Denver, Colo., Kansas City, Mo., Seattle, Wash., Springfield, Ill., Syracuse, N. Y., and San Francisco, Cal., with its auxiliary market: Oakland, Alameda and Berkeley.

There were 3524 other grocers among the 16,401 individual stores who averaged \$154.42 a week from consumers. This was the class selling under \$10,000 a year, but more than \$5,000.

The next class from \$10,000 to \$24,999 included 5334 individual stores, which averaged \$296.27 a week.

These three classifications accounted for nearly 82 per cent of all the individual grocers in the 13 cities.

There were 2111 whose sales exceeded \$25,000 a year, but did not reach \$50,000 a year. 715 sold from \$50,000 to \$99,999, and 210 sold in excess of \$100,000 annually.

These 3036 sold over one-third more than the other 13,365 who did not reach a \$25,000 volume.

which has just been completed.

There were 4507 outlets classed as selling under \$5,000 a year. The total

Which [Continued on page 46]

# THE EDITORIAL PAGE

## *Tax Appeals Board Recognizes Good Will as Capital Investment*

NO subject has been more debated and speculated about than the tangibility of good will and the chargeability of all or part of advertising expenditure to capital account.

New light is thrown on this subject in the recent decision of the Board of Tax Appeals at Washington in the case of the Mead Cycle Company, which, in its purchase as a corporation of the James L. Mead business in 1898, made payment in stock, at a figure of \$24,000 for tangible assets and \$75,000 for good will. The Board of Appeals is satisfied that this valuation of good will was amply supported by the evidence, and decided that it must be included as invested capital in the tax reports, even though no cash was paid for it.

In the same decision the Board of Tax Appeals reiterates its previous decision in the case of the Northwestern Yeast Company, that "some part of the cost of advertising may be a capital investment which may be included as invested capital" in tax returns, provided that evidence for such allocation of advertising expense is furnished.

Thus, in the hard-boiled court of tax experts, the status of good will and advertising as capital investment is given new assurance of stability and actuality. The "intangibles" are becoming more tangible all the time.

## *Radio Undergoes Some Reducing Exercises*

PENITENT over its sins of inflation and overproduction, the radio business is taking reducing exercises. It has placed itself on a diet of both necessity and common sense.

In 1925 there were 2550 radio manufacturers; in 1926, only 1200—a reduction of more than half! And this in the face of a five-fold increase in the number of radio sets in use in the last four years—a step-up from 1,500,000 in 1923 to 7,500,000 today, according to *Radio Retailing*.

No industry America has ever

known has had the bonanza history of radio, or the inflation history. The distribution conditions became pandemonium three or four years ago, and a big decrease in the number of dealers followed. There are now 28,000 carrying full stocks—which is probably still too many.

This new record—a 50 per cent reduction in the number of manufacturers inside of twelve months—is probably also unparalleled in American industry.

## *Restaurant Stockholders Demand Advertising!*

A NEW wrinkle has appeared in corporate management and attitude toward advertising. Stockholders have insisted that their corporation advertise!

At the recent annual stockholders' meeting of the Childs Company restaurant chain, there were discussions which should hearten all those who believe in widespread corporate ownership. Professor Ripley of Harvard would have beamed to hear how the Childs stockholders spoke up. It was decided to hold another stockholders' meeting soon, because the stockholders want to hear direct from Mr. Childs, who was absent.

Mr. Childs came in for considerable comment at the meeting. They razzed him for his vegetarian tendencies, for the recent Childs policy of de luxe restaurants, and finally for not advertising. "What's the use of outfitting a lot of palatial eating places expensively if they don't draw trade?" caustically inquired one stockholder. "Why not do some up-to-date advertising?"

Profits and volume for 1927 were rather sharply down over 1926, so that there was an edge to the stockholders' criticisms.

All of which opens up for speculation the possibility of pressure from stockholders toward advertising in corporations whose management has failed to make use of this accepted modern tool. The stockholding public, now numbering about 16,000,000 people, is not a class to fool with. They "know their shares" apparently.

## *The Automobile's Most Constructive Selling Idea*

OUT of the tremendous advertising activity that is now going on in the automobile industry, as a result of the introduction of the new Ford, the Hudson Motor Car Company has hit upon a most constructive selling idea.

Most of the companies are advertising either new models or reduced prices. They are trying to sell cars to people who already own cars. That is all right as far as it goes, but it does not go far enough.

The replacement market will always provide the automobile industry with an annual market which will run well up into the millions. But the industry cannot depend entirely on replacement business. It should also be able to sell a couple of million cars each year to new markets.

Where can these markets be found? The ownership of cars in this country is now so general that the number of families having cars cannot be materially extended.

New business in this direction, therefore, will depend pretty much on the increase in population.

It is possible, however, to sell more than one car to a family. Millions of families can afford two or more cars. Here is the greatest opportunity for new automobile business. This is the vein that Hudson is tapping.

Hudson is advising people to own "a personal car." The automobile has become such a necessity that one car is no longer enough in a large family, or even in a small family, when all its members are constantly on the go.

Hudson did not innovate this two-car idea. The Marmon Company has been advertising the idea for more than a year. Buick has touched on this scheme occasionally. Other companies have mentioned it, but Hudson deserves credit for having introduced the idea into the present hotly competitive situation.

We would like to see a number of automobile advertisers use this copy slant consistently, as we believe it to be one of the best selling ideas that has come into the industry in recent years.

# Offsetting the Seasonal "Flop" in Radio Sales

*Why Not Fill Up the Valley in the Radio Sales Curve by Holding Radio Shows in What Is Now the Less Active Season of the Year?*

W. L. DUDLEY

*Formerly General Manager, "Radio in the Home"*

**A** GENERAL demand is being made by everyone involved to be told: "What's the matter with radio?"

The answer is: "Nothing whatever."

There is nothing the matter with radio. The public is buying radio twice as rapidly as it bought automobiles or any other new product at a similar period in their history. It is buying in a volume that increases every year, and it is going to keep on doing so. Moreover, it is buying radio all the year round, and this in spite of the persistent and misdirected efforts of a large part of the trade to force it to do all of its buying in the fall. What more could be expected?

But while there is nothing the matter with radio itself, there is a great deal the matter with the radio business—one of the principal faults being the practice of holding the national radio shows in the active instead of the inactive season of the year and having separate trade and public exhibitions.

The situation can be visualized by remembering that the yearly sales curve of radio consists of a wide, shallow valley for the greater part of the year, with a sharp and narrow peak in the fall. Other industries, confronted with a similar sales curve, would endeavor to fill up the valley, as has been successfully accomplished in the automobile and motorboat fields. The radio trade endeavors to build up the peak instead, despite the



© Herbert Photos

The sales curves in the automobile and motorboat industries formerly consisted of long, shallow valleys with single sharp peaks. This is analogous to the present condition in the radio industry. By moving the national shows from the season of active interest to the most inactive one, these two industries have completely transformed their original sales curves and each now consists of a narrow valley and a wide peak. "Radio," says Mr. Dudley, "can do the same."

fact that the experience of the past three years shows such an achievement to be impossible, and despite the additional fact that even if it were possible, it would not be to the best interests of the industry to increase its already too markedly seasonal nature. And it absolutely ignores an accepted principle of all merchandising, that new models of a product should be brought out as soon as possible after the sale of an old model actually declines, in order to prevent a period of stagnation from intervening.

A comparison with the automobile and motorboat trades is particularly pertinent, because those two industries are the only ones, in addition to radio,

that are sufficiently popular to be able to hold national shows, and because they too, in the beginning, had very short seasons. Both were summer pastimes, and their sales curves were similar to that of radio at present, consisting of long, shallow valleys with single, sharp peaks, and differing only in the fact that their peaks came in the summer instead of in the fall. Owing to the intelligent work of their trade associations, however, their original sales curves have been completely transformed, and now each consists of a narrow valley and a wide peak. In the automobile industry there are only four months of the year in which sales fall below the monthly average, while there are eight months in which the average is exceeded. A similar condition exists in the motorboat trade.

The means by which these revolutionary results were accomplished were the same in both cases, and consisted simply in moving the national shows from the season of active interest to the most inactive one, thereby compelling the public to focus its attention upon the product at a time when ordinarily such an interest would be completely out of its mind. Before this was done the automobile shows were held in October, immediately following the close of the active season, by the Automobile Club of America. The motorboat shows were held in connection with the Sportsman's Show in March or [Continued on page 50].

BRUCE BARTON

ROY S. DURSTINE



ALEX F. OSBORN

# BARTON, DURSTINE & OSBORN

INCORPORATED

## AN ADVERTISING AGENCY

of about three hundred people among whom are these  
account executives and department heads

James Adams	Herbert G. Foster	Thomas E. Maytham
Mary L. Alexander	K. D. Frankenstein	G. F. McAndrew
Joseph Alger	B. E. Giffen	Frank J. McCullough
John D. Anderson	Geo. F. Gouge	Frank W. McGuirk
Kenneth Andrews	Louis F. Grant	John Hiram McKee
J. A. Archbald, jr.	E. Dorothy Greig	Walter G. Miller
R. P. Bagg	A. E. Gwynne	Frederick H. Nichols
W. R. Baker, jr.	Emilie Haley	Loretta V. O'Neill
F. T. Baldwin	Girard Hammond	A. M. Orme
Bruce Barton	Mabel P. Hanford	Alex F. Osborn
Dorothy Berry	Chester E. Haring	Leslie S. Pearl
Carl Burger	F. W. Hatch	Grace A. Pearson
Annette Bushman	Paul Hawthorne	T. Arnold Rau
Heyworth Campbell	Boynton Hayward	James Rorty
H. G. Canda	Roland Hintermeister	C. A. Ryerson
J. R. Caples	P. M. Hollister	Mary Scanlan
Dale G. Casto	F. G. Hubbard	Paul J. Senft
A. D. Chiquoine, jr.	Matthew Hufnagel	Leicester H. Sherrill
Thoreau Cronyn	Gustave E. Hult	Irene Smith
J. Davis Danforth	S. P. Irvin	J. Burton Stevens
Webster David	George H. Kennedy	William M. Strong
Clarence Davis	Rob't N. King	William M. Sullivan
A. H. Deute	D. P. Kingston	A. A. Trenchard
Ernest Donohue	S. E. Kiser	Anne M. Vesely
B. C. Duffy	Alan Lehman	Charles Wadsworth
Roy S. Durstine	Wm. C. Magee	D. B. Wheeler
Harriet Elias	Fred B. Manchee	C. S. Woolley
George Felt	Carolyn T. March	J. H. Wright
G. G. Flory	Elmer B. Mason	

*New York:* 383 MADISON AVENUE

*Boston:* 30 NEWBURY STREET

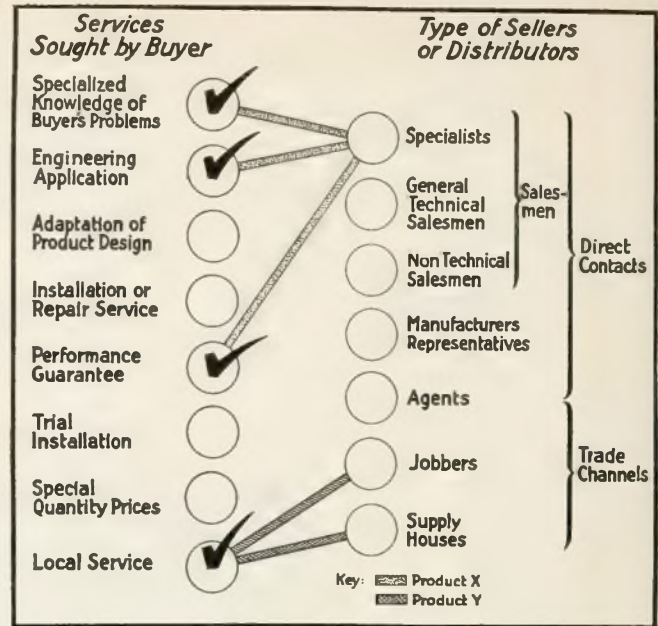
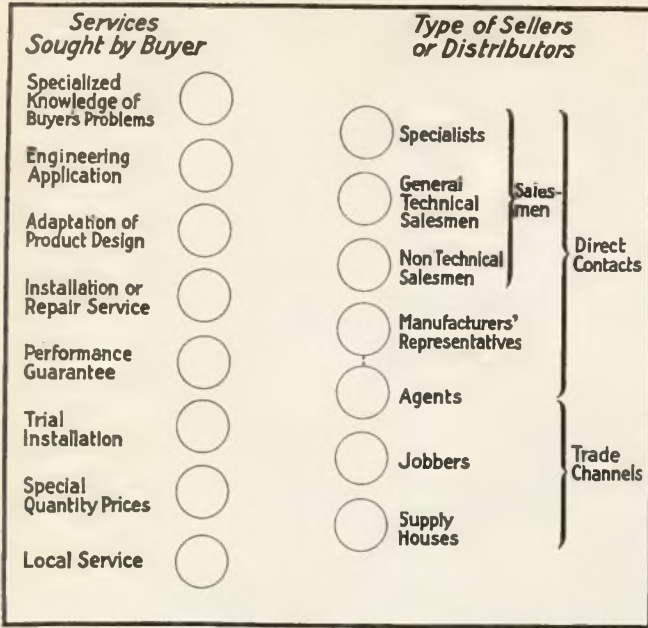


*Buffalo:* 220 DELAWARE AVENUE

Member American Association of Advertising Agencies

Member Audit Bureau of Circulations

Member National Outdoor Advertising Bureau



Courtesy, McGraw-Hill Publications

SALES ORGANIZATION HINGES ON SERVICE NEEDS OF "BUYER"

HOW ONE MANUFACTURER CHOSE SALESMEN AND DISTRIBUTORS

# Sales Organization for Industrial Marketing

MELVIN T. COPELAND

THE machinery by which a company actually secures orders is its sales organization. In industrial marketing, the private sales organizations of companies range in type all the way from a salesforce consisting of one man, who sometimes is also president or treasurer of the company, to a large crew of salesmen organized under district managers and governed by an elaborate set of instructions. In some companies, brokers, selling agents, or manufacturers' agents are substituted for such private sales organizations. These differences in sales organization reflect in some instances differences in operating conditions; in other instances, however, they represent diversities in the degrees of alertness with which various companies are handling their marketing problems.

Brokers have their largest field of activity in marketing primary materials, such as wheat and cotton. They also are employed extensively in marketing cotton gray cloth and occasionally in marketing flour. Until after 1918 brokers played a large

part in the marketing of chemicals, but within the last ten years brokers services have been dispensed with by those manufacturers, who in numerous instances have set up private sales organizations to enable them to develop their markets intensively.

A broker is a go-between, affiliated with neither buyer nor seller. When a manufacturer secures his orders through the medium of brokers, he does not have continuous relationships with particular customers nor can he benefit materially by attempting to individualize his service or his product. Selling through brokers is a cheap method of marketing, suited to standardized goods which are sold entirely on a price basis.

Selling agents are employed in lieu of private sales organizations by copper mining companies, textile manufacturers, occasionally by machinery manufacturers, and by at least one chemical manufacturing company. The selling agent in each instance regularly undertakes to sell the entire output of each company for which it is agent. Except in the case

of the agents selling copper, a selling agent employs a salesforce. Inasmuch as a selling agent usually sells the products of several manufacturers, economy in sales management expense presumably is secured.

A firm of selling agents must seek to serve its clients well, for on the satisfactoriness of its service its success depends. Nevertheless, a manufacturer often finds it more difficult to coordinate sales activities with factory operations when a separate firm handles the selling. Under conditions which offer opportunities for market development, a firm of selling agents, furthermore, is likely to be tempted to suggest price concessions instead of an intensification of sales efforts as a means of increasing the volume of sales; for the burden of increased sales effort is borne by the selling agent—that of price concessions by the manufacturer.

The third substitute for a manufacturer's private sales organization is provided in the form of manufacturers' agents. A company which employs manufacturers' agents exercises



## If You Sell to the Steam Railways

**T**HEN you should tell your sales story directly to the railway men who can and do specify and influence the purchases of your products.

You can do it effectively and without paying for waste circulation. There are five Simmons-Boardman departmental publications that comprise the *Railway Service Unit*. Each one reaches a distinct part of the railway market. Each one is devoted exclusively to a definite group of railway men.

Consequently, these publications enable you to select the railway men you want to reach and to speak directly to them in their own language.

### Simmons-Boardman Publishing Company

*"The House of Transportation"*

30 Church Street

New York, N. Y.

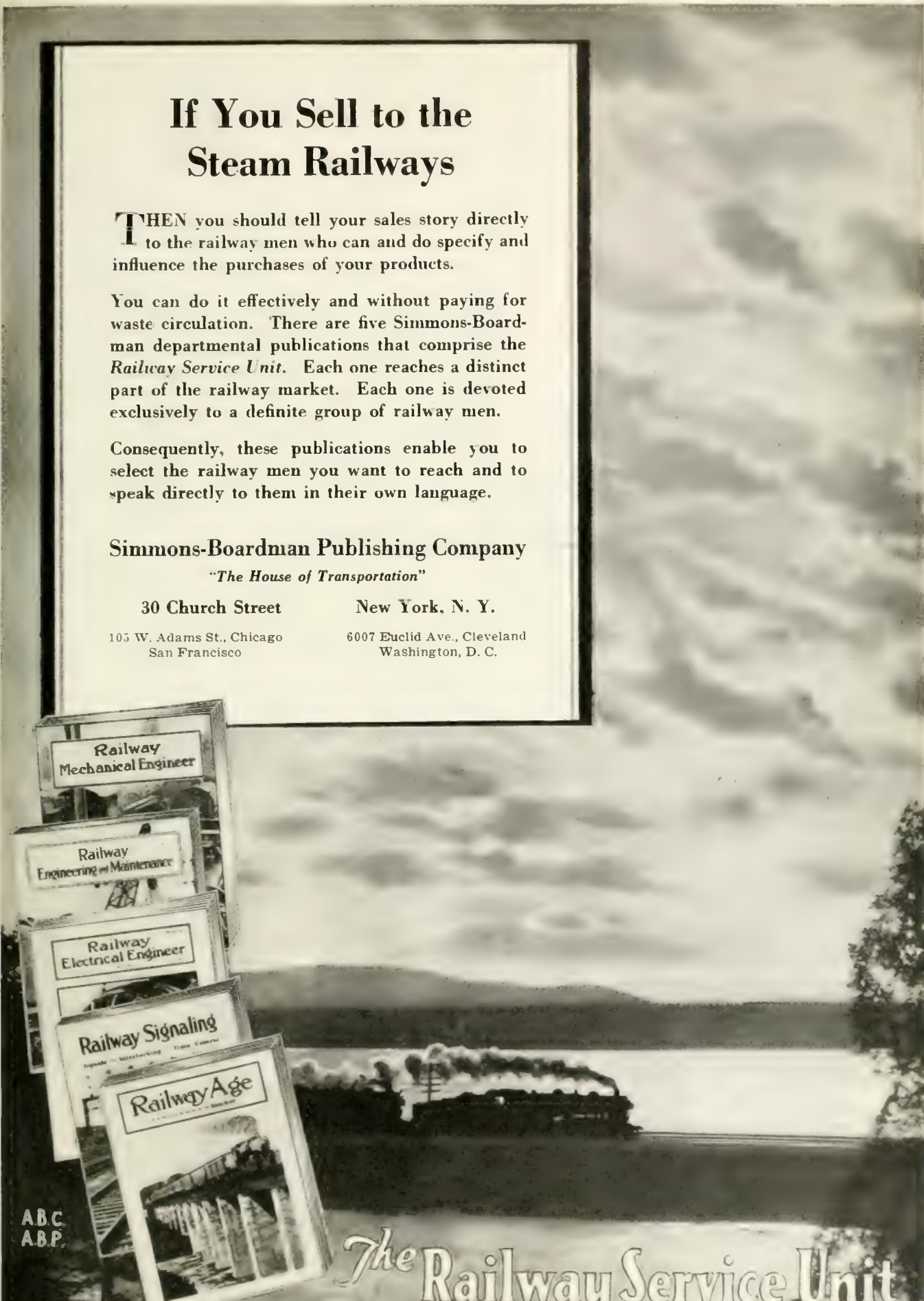
105 W. Adams St., Chicago  
San Francisco

6007 Euclid Ave., Cleveland  
Washington, D. C.



ABC  
ABP.

*The* Railway Service Unit



a greater degree of control over its sales activities than is exercised by a company which entrusts the sale of its products to a sole selling agent. When manufacturers' agents are employed, each is assigned a particular territory in which to operate and sells only in that territory. In selecting the agents and in observing their activities, the manufacturer must perform a sales management task, but that task is lighter than it would be if salesmen instead of agents were employed.

The chief advantage accruing from the employment of manufacturers'

agents is the saving in selling expense. An agent usually solicits orders for several non-competing manufacturers and therefore spreads the selling expense. A manufacturers' agent, furthermore, like a broker or a selling agent, is paid only a commission on sales; hence field sales expense is incurred by the company only for orders actually obtained. In several industries acquaintance with purchasing agents, superintendents, and plant engineers is an asset of manufacturers' agents which warrants their employment by a company just entering the market. [Continued on page 76]

hyperbole, highly charged with imagination and poetry.

In the same class stands another "cosmic" advertisement. I saw it first in William J. Ryan's theater ticket office in the Bellevue-Stratford Hotel in Philadelphia almost twenty years ago. Ryan may himself have originated the line. He had the audacity and the necessary touch of arrogance. If he didn't, I should like to know who did.

"Best seats and boxes in any theater in the world," ran this advertisement.

Super-selling, yes; for you know quite well that he can provide neither the physical tickets nor the certainty that he can have seats reserved by cable for a performance, say, at the London Haymarket on the particular night you may want. Moreover, you know that not once in a blue moon is any such demand made of him. It's all grandiose showman's extravagance—but touched with just that glitter of high imagination and creative audacity that sublimates it and makes it legitimate and moral. Actually, it is a new sales philosophy—the apotheosis and justification of the trick it superficially appears to be.

Another example, on a different plane, is, "When better automobiles are built, Buick will build them." However infatuated you may be with the Buick car, you don't believe that. It is pure effrontery, and the best way to prove it is to offer a Buick owner a Mercedes or a Rolls-Royce "even up."

Yet I hold that this advertisement, while technically super-advertising, is legitimate super-advertising. The reader does not think of the comparison with Mercedes. His mind adds to this slogan—and was meant so to add—cars "in the same price class." Even then, you may say, it's assumption. What right has Buick to claim all the brains? How do they know some other car won't come along and both improve on and undersell them? But I don't read the advertisement that way. To me it simply says, "We'll play fair with our patrons; whatever improvements turn up in the future, Buick will be in on them; Buick is not going to lag behind; Buick has at least the determination, and we hope the vision, to be always a pioneer." Moreover, it says all this in an epigrammatic, "inspired" way that takes the high-pressure taint out of it.

Admissible super-selling. I submit.

## When "High-Pressure" Copy Is Admissible

S. K. WILSON

*Copy Chief, The Erickson Company, New York*

A GROUP of copy men, drawn from several agencies, were discussing high-pressure advertising at the weekly progressive luncheon-table. They tried to reduce certain evils to definition. And, first, they agreed that at the root of most of the trouble was the kind of super-selling that they defined as unwarranted, groundless assumption, dressed up as spontaneous enthusiasm.

An example given was: "Men who think for themselves smoke ———s." It was submitted that that was bad advertising, because it implied that if you didn't smoke this particular brand you didn't think for yourself. This was super-selling at its worst—the attempt to set up by implication a claim that no reasoning man would accept or tolerate. Other brands of high-pressure advertising were listed and exemplified, but the obnoxious main thread that ran through them all was the advertiser's attempt to force on the public, either by implication or by direct, impudent extravagance of statement, a conclusion that could not be justified by his product or supported by the psychology of even the credulous man in the street.

Having got all this off their collective chest, they began to strike snags. There is a species of super-advertising, they perceived, that is legitimate—that is both good business and good ethics, and therefore good

advertising. The next time you pass a florist's window you can read, if you like, a first-rate example:

"Flowers telegraphed to any part of the world."

Taken literally, of course, that advertisement is more than extravagant. It's assumption gone to the head of the class. A foreigner might well wonder what new miracle of transportation had been developed by these amazing Amer-ricans; and I suppose a million children, at various ages of adolescence, have pondered that sign and longed to know just how flowers could be sent along the wires—and in what condition they would be when they arrived. Here, then, is a case where the advertiser makes, literally, an impudent exaggeration which must appear, to some minds at least, as super-advertising.

But it's not—in any derogatory sense.

Because, although it has the color of extravagance and literal impossibility, it actually will and does deliver what it promises. You get all the immediacy of the telegraph, though the precise flowers you choose do not budge from their showcase. The advertisement makes a false use of the analogy of delivering, say, a package of drygoods; but that is eminently legitimate since there is no intention to deceive. It is, in fact, a beautiful example of daring yet basically honest



**T**o differentiate these little cigars, Federal relettered one of the most familiar words in the language and obtained a distinctive name of startling descriptive power. The package was designed in sumptuous red and black with a gold medal. "The package alone is worth more than \$5,000 to my business," said the client. A sane example of the Interrupting Idea applied to the merchandise. Federal Advertising Agency, Inc., 6 E. 39th St., New York.

# Organizing An Advertising Agency

## III. Building the Thirty-Man Agency

LYNN ELLIS

**M**ISS BARSTOW left the agency at the ten-man stage in the March 11 issue of ADVERTISING & SELLING.

The well-trained group of ten gradually develops three or four strong men. Their salaries stay down because each man is necessarily "some of everything" from president down to office boy. But they do good work. Suddenly, almost before they *feel* their strength, recognition comes. Expansion has to follow, and with it the first real growing pains.

For a time the growth may be along the old lines, an extra person here, another there. Overnight comes the realization that the staff isn't growing fast enough. It's being held back because too many people must depend for decisions upon one man at the top. He must set up some lieutenants, delegate some absolute responsibility, really decide on a permanent form of organization. The time is ripe, unless it's been done before, to take in some additional principals.

Right there the agency head can make a big mistake. Principals should be real executives. Service men in the ten-man shop must be Jacks-of-all-trades instead. Some have it in them to become leaders. Some never get the idea. Some at this stage are definitely on their way up. Others are on the threshold of going out. Our experience has been that it's about a 50-50 split. The new principals should be chosen for what they are *going* to do, not for what they have done. Otherwise the agency's struggle to become an organization will be over the dead bodies of its stark individualists.

Out of the three C's, the account handlers in the ten-man stage, the agency head will be in luck to find one ready to qualify as a principal, as a potential service *director*. We should take him in, but consider going clear outside to find a third "partner." A man of financial and office manager type, not an advertising man at all, is due to come into the picture. We then have a president who has had to

### The 30-Man Agency at a Glance

Officials	First String	2nd and 3rd Strings	Salary	Chief Functions
PRESIDENT			\$10,000	Major policies, public relations, betterment, promotion, marketing, counsel
VICE-PRESIDENT			7,200	Service direction, personal handling of biggest account
	Service man		6,600	Account handling, promotion
		Detail man	2,700	Detail and writing for two men preceding
	Service man		6,000	Account handling, including "copy"
	Service man		4,800	Account handling, including "copy"
		Detail man	2,100	Detail and writing for two men preceding
		Copy-writer	2,700	General writing
SECRETARY-TREASURER			6,600	General scheduling and control, financial, office management
	Art Director		7,200	Technical studies, art planning, thought-sketches
		Asst. art director	1,500	Half time charge as assistant director
		Asst. art director	.....	Half time of assistant and full time of artists engaged in actual art production theoretically wiped out in art charges billed to clients
		Artist	.....	
		Artist	.....	
		Artist	.....	
		Mechanical director	3,600	Technical studies, specifications, purchases, auditing of incoming bills
	Market analyst		3,000	Library, interviews, survey and statistical work under direction of service men, media lists and estimates, rate files.
	Media analyst		2,700	
	Estimate clerk		1,500	Space orders, production records
	Order clerk		1,800	
	Typist		900	Production orders and progress
	Control clerk		1,200	
	Billing clerk		2,100	Bookkeeping, billing, costs
	Checker		1,000	
	Messenger		1,000	Stores, shipping, mail, messenger service
	Office boy		900	Telephone communication, information
	Operator		900	
	Secretary		1,800	Secretary to officers
	Stenographer		1,600	General stenographic and typing work
	Stenographer		1,300	General stenographic and typing work
	Typist		1,000	Typing reports, "copy," etc.

know all phases of the business, a vice-president of the service type, and a secretary-treasurer whose chief ambition is to make inside affairs go like clock-work.

These developments may not be found necessary before the shop has grown, say, to one of fifteen people. Chances are that they will come about

with the need for larger quarters. So we've jumped a bit ahead of ourselves and will now go back and trace what's happened in between.

The eleventh person on our list is likely to be a fourth all-round service man of fair experience. The twelfth, a good mechanical man. The lucky thir- [Continued on page 68]

Style!  
Style!  
Style!

**A**MERICA— independent resourceful America— looks eagerly to Paris, source of style inspiration, for an ideal expression of the mode.

Witness the newspaper advertising of the leading department stores. *Style! Style! Style! Paris! Paris! Paris!*

Paris decrees! and the new edict of "chic" is passed on to untold millions of femininity.

Paris styles are given to America *FIRST*— by Dry Goods Economist. *FIRST*, in presenting the new fashions to America's leading department stores—and *ALONE* in importing the original models for adaptation by American stylists, the Economist shapes the buying habits of those stores whose clientele demands what's "good" in Fashion's Realm.

It is depended upon, every week, by the 10,000 leaders.

Style is not confined to ready-to-wear. It has invaded and is equally stressed in every department in the store. If you are selling, or are desirous of selling, the first 10,000 stores, the "Midseason Fashion Issue" of the Economist has a message of interest for you. Ask for a copy today.



## DRY GOODS ECONOMIST

239 West 39th St., N. Y.

Offices in all principal cities

# \$225,000,000 Spent in Newspapers Last Year

**A**N estimated total of \$225,000,000 was spent by national advertisers in the newspapers last year, according to the annual report, just published, of the Bureau of Advertising of the American Newspaper Publishers Association.

The report lists the amounts spent by 353 concerns, whose appropriations represented \$122,500,000, or more than one-half of the estimated total.

The Bureau's report for 1927 differs from those of preceding years in that the appropriations of individual companies are withheld. Instead, the industries are listed under 14 different classifications and the total amount spent by each classification given.

It should be noted that the list which represents a gigantic work on the part of the Bureau, is necessarily not complete, as only those advertisers whose figures were available are included, and that the 353 concerns listed are representative rather than "leading" advertisers.

Figures for the 14 classifications follow:

<b>1. AUTOMOBILES</b>	
Twenty-six automobiles and trucks	\$ 26,035,000
Six accessories	925,000
Sixteen gasoline and oils	5,130,000
Nine tire	3,415,000
	<hr/>
	\$ 35,505,000
<b>2. BUILDING MATERIAL AND SUPPLIES</b>	
Eight building material	\$ 1,130,000
Thirteen plumbing and heating supply	1,465,000
Five paints and hardware	510,000
	<hr/>
	\$ 3,105,000
<b>3. DRUGGISTS' SUNDRIES AND TOILET GOODS</b>	
Thirteen druggists' sundries	\$ 3,510,000
Twenty-one toilet goods	8,310,000
	<hr/>
	\$ 11,820,000
<b>4. FINANCIAL AND INSURANCE</b>	
Six financial	\$ 1,915,000
Two insurance	235,000
	<hr/>
	\$ 2,150,000
<b>5. GROCERY PRODUCTS</b>	
Five candy and gum	\$ 710,000
Fifty-four food companies	15,930,000
Ten soaps and cleansers	4,200,000
Nine soft drinks	2,665,000
Four miscellaneous grocery products	540,000
	<hr/>
	\$ 24,045,000

<b>6. HOUSE FURNITURE AND FURNISHINGS</b>	
Thirteen electrical appliances	\$ 7,095,000
Eight furniture and furnishings	1,815,000
Three jewelry and silverware	295,000
	<hr/>
	\$ 9,205,000
<b>7. OFFICE APPLIANCES</b>	
Seven office appliances	\$ 1,620,000
<b>8. PUBLISHERS</b>	
Five publishers	\$ 875,000
<b>9. RADIOS AND PHONOGRAPHS</b>	
Seventeen radios and phonographs	\$ 4,805,000
Seven accessories	1,595,000
	<hr/>
	\$ 6,400,000
<b>10. SPORTING GOODS</b>	
Two sporting goods	\$ 360,000
<b>11. TOBACCO</b>	
Fourteen tobacco	\$ 15,260,000
<b>12. TRAVEL AND AMUSEMENT</b>	
Three community	\$ 335,000
Three hotels	250,000
One motion picture	230,000
Twenty-three railroads	5,555,000
Thirteen steamships	1,855,000
	<hr/>
	\$ 8,225,000
<b>13. WEARING APPAREL</b>	
Seventeen clothing	\$ 2,710,000
Four shoes	660,000
	<hr/>
	\$ 3,370,000
<b>14. MISCELLANEOUS</b>	
Six miscellaneous	\$ 560,000
<b>TOTAL (353 companies)</b>	<hr/>
	\$122,500,000

The Bureau gives the following list of one hundred national newspaper advertisers whose newspaper appropriations in 1927 were greater than in 1926:

Ajax Rubber Co., Inc.
American Bond & Mortgage Co.
American Tobacco Co.
Anheuser-Busch, Inc.
Atwater Kent Manufacturing Co.
Buick Motor Co.
Calumet Baking Powder Co.
Canada Dry Ginger Ale, Inc.
Chevrolet Motor Co.
Coco-Cola Co.
Cohen Goldman & Co.
Columbia Phonograph Co., Inc.
Compagnie Générale Transatlantique
Compton, Wm. R., Co.
Congoleum Nairn, Inc.
Copper & Brass Research Assn.
Corn Products Refining Co.
Coty, Inc.
Cudahy Packing Co.
Cunard S.S. Co.
Cunningham, E. T., Inc.
Dodge Bros., Inc.

Doherty, H. L., & Co. & Cities Service Co.
Douglas, W. L., Shoe Co.
Duz Co.
Edison Electric Appliance Co.
Electric Refrigerator Corp.
Endicott-Johnson Corp.
Farrand Manufacturing Co.
Federal Brandes, Inc.
Federal Radio Corp.
Fisk Tire Co., Inc.
Fleischmann Co.
Ford Motor Co.
Frigidaire Corp.
General Cigar Co.
General Electric Co.
General Motors Corp. (Institutional)
Gorton-Pew Fisheries Co., Ltd.
Gulden, Chas., Inc.
Hart, Schaffner & Marx
Hecker H-O Co., Inc.
Hudson Motor Car Co.
International Mercantile Marine Co.
Kayser, Julius, & Co.
Kellogg Co.
Kolynos Co.
Kops Bros., Inc.
Kotex Co.
Kraft Cheese Co.
Kuppenheimer, B., & Co.
Lambert Pharmacal Co.
Larus & Bros. Co.
Lehn & Fink Products Co.
Lever Bros. Co.
Liggett & Myers Tobacco Co.
Lorillard, P., Co.
Marmon Motor Car Co.
National Biscuit Co.
New York Central Lines
Northern Pacific R.R. Co.
Northwestern Yeast Co.
Oakland Motor Car Co.
Orphos Co.
Pabst Corp.
Pacific Coast Biscuit Co.
Pacific States Electric Co.
Palmolive-Peet Co.
Paraffine Companies, Inc.
Parker Pen Co.
Peerless Motor Car Co.
Pepsodent Co.
Philadelphia Storage Battery Co.
Pierce-Arrow Motor Car Co.
Pillsbury Flour Mills Co.
Pittsburgh Plate Glass Co.
Postum Cereal Co., Inc.
Procter & Gamble Co.
Puritan Malt Extract Co.
Quaker Oats Co.
Radio Corporation of America
Ralston Purina Co.
Regal Shoe Co.
Reynolds, R. J., Tobacco Co.
Salada Tea Co.
Simmons Co.
Southern Pacific Co.
Spalding, A. G., Bros.
Squibb, E. R., & Sons
Stein, A., & Co.
Stromberg-Carlson Telephone Mfg. Co.
Studebaker Corp.
Texas Co.
Tidewater Oil Sales Corp.
Vacuum Oil Co.
Victor Talking Machine Co.
Wander Co.
Western Clock Co.
Westinghouse Electric & Mfg. Co.
Zenith Radio Corp.

*Sheffield Farms* Jack Frost Sugar *Drakes Cakes\**  
 Cocomalt  *Aunt Jemima\**  Pabst-ett  
*Muffets\**  Quick Quaker\* *Quaker Oats\**  
 Hecker's Farina\* Kraft Cheese White Rose Tea\*  
*My-T-Fine\** Maxwell House Coffee *Heinz 57\**   
 Nestle's Chocolate *Lux*  Otto Stahl Meats  
*Ward's Bread\** *Durkee's Salad Dressing*   
 Borden's Farm Products  Pride of the Farm Catsup  
 *Mushroom Growers Assn.\** *Palmolive\**  
 Fleischmann's Yeast\* Ralston's  *Rinso* Gulden's  
*Hellman's Mayonnaise\**  *Encore Olive Oil\**  
 Reichardt's Chocolate Dessert Horlick's Malted Milk  
*Sanka*   
 Puffed Wheat  
*Puffed Rice*   
 Runkomalt\*   
 *Salada*  
 Worcester Salt\*  
*India Tea*   
 Castle Health Bread\* *Bovril\** F.C.H. Long Island Duck  
*Domino Sugar*  *Blue Label Ketchup*  
 Eatmor Cranberries  Thompson's Malted Milk  
*Japanese Crab\**  Toddy  *Giroux Grenadine\**  
 National Biscuit *Wesson Oil* Mission Garden Tea

*THE\** indicates grocery products of advertisers who spent more money in *The News* in 1927 than in any other New York newspaper.

TAKE 1,250,000 copies of a good newspaper, add large proportions of home circulation, women readers, reader interest, small pages with high visibility, small readable issues, low costs—and you have an advertising medium that sells foods! 284,558 lines last year. *The News*, New York's Picture Newspaper, 25 Park Place, New York. *Tribune* Tower, Chicago.

# THE OPEN FORUM

INDIVIDUAL VIEWS FRANKLY EXPRESSED

## *Percy S. Straus Commends Price Maintenance Article*

Mr. Wellman's article on Price Maintenance is most interesting. It emphasizes a point of view which I have often presented at Congressional hearings on price maintenance bills. The economic folly of price fixing is clearly evident to anyone who studies carefully the widely varying costs of distribution and the differences in the character of service rendered to the public. Cash or credit policies, good or bad location, good or bad management, delivery or no delivery services, and a multitude of other factors produce great differences in distributing costs even within the same city.

I am not aware that there is any practical formula for fixing prices which will give due and proper weight to differing costs and services in distribution. The interest of the consumer in this question has never been fully presented. I know of no good reason why he should be deprived of the opportunity to buy at the lowest price consistent with service and other distribution costs. Mr. Wellman is on sound ground when he states: "New legislation attempting to push back the hands of the merchandise clock, disregarding the unfairness to the public and merchant alike of a fixed price regardless of the service rendered, would be both unintelligent and harmful to the interests of the manufacturer, retailer and public."

I thank you for bringing to my attention this lucid analysis of the fallacies of price fixing legislation.

PERCY S. STRAUS  
Vice-President  
R. H. Macy & Co., Inc.  
New York

## *Situation Most Acute in Drug Store Field*

It is a good thing to have the price maintenance issue viewed in its broad aspects, and this has been admirably achieved in Professor Wellman's article.

In certain quarters of the drug store field today there is, perhaps, a stronger feeling toward price maintenance than in any other field of retail merchandis-

ing. Here the situation is found to be perhaps the most acute. One cannot listen to both sides of the druggists' stories without finding room for conflicting emotions.

CASE 1. The service store is a real neighborhood institution. It is open at all hours for the convenience of residents in the neighborhood, yet many prospective customers do the larger portion of their buying in cut-price stores in downtown districts and patronize the neighborhood store only under emergency conditions. In such cases, one cannot help but feel sympathetic to the necessity of such an institutional store in a neighborhood securing better prices for the standard items it carries.

CASE 2. The slow, old "profit reactionary" who operates a drug store. He is a chronic "kicker" and merely wants price maintenance to give him the same advantage as the downtown competitor.

To me he would seem to invite very little sympathy.

CASE 3. The department stores are invading the province of the drug stores and employing price-cutting merchandising methods. This is a serious invasion of the legitimate drug store field and is being met by certain druggists with a readjustment of their drug store items of merchandise, the result being that the druggist increases his line of merchandise to include all kinds of sundries and items that department stores carry.

All this, however, leads to these conclusions:

1. No legislation will be a panacea.
2. Economic laws will prevail. Service will be an important factor and the survival of the fittest will work itself out.
3. A strong doubt that the public would ever approve of legislation which would seem so directly to affect the price it has to pay for standard merchandise.

But let us have more open discussion on the subject now. That is both broad and helpful.

LEE H. BRISTOL  
Advertising Manager  
Bristol-Myers Company  
New York

## *Amusing, Says McGivena*

Your article on Price Maintenance is highly amusing. To positively avoid mention of pertinent points, you can always depend on a professor from some university's business school.

L. E. MCGIVENA  
Manager of Publicity  
"The News"  
New York

## *Annihilates the Straw Man It Sets Up*

I have read the article on Price Maintenance with much interest. With some things in it I quite agree. They are, indeed, so obvious as to permit of no disagreement. No sane man expects to "turn back the clock" on merchandising methods. We know that no legislation will or can destroy the new and efficient channels of distribution, and return us to one class of dealer, all of the "store keeper" type. It may be that some are so foolish as to expect it, but ordinary, common intelligence knows it can't be done.

All that, however, may be a bit beside the point in reasonable consideration of the Kelly-Capper Bill. I hold no brief for that particular piece of legislation. Brushing aside all details and technicalities, I understand it only to *authorize* price maintenance contracts. It doesn't *compel* them. My personal opinion is that such contracts will not be widely used, even if authorized. Where they are unwisely attempted they will fail through the force of a law stronger than the Kelly-Capper Bill.

There are, however, some price cutting practices which are indefensible. They have not yet run their course. They will, in my opinion, get worse in some aspects, and then the problem will cure itself. The Kelly-Capper Bill may make the worst less bad than it otherwise would be. It may also help speed the cure. It will not do harm except to those who try foolishly to use it.

Returning to the article in question, it does, in my opinion, very nicely annihilate the straw man which it sets up. It misses the essential point of the advisa- [Continued on page 66]



# IOWA SPENDS MILLIONS where she wants to spend it



*— and has millions left to increase her savings deposits*

**S**PENDING isn't the only thing to investigate when you consider a market. Like a father considering a son-in-law, you also take a look at the bank account.

In Iowa, you will find favorable market conditions reflected in growing bank deposits. In fact, during the last six months of 1927, the gain in deposits was more than \$10,000,000.

This increase in bank deposits is one of the factors drawing increased attention to the Iowa market. The steady growth in farm income, and the remarkable development of Iowa's industrial production, are other reasons why so many companies are going after more Iowa business in 1928.

From any standpoint, Iowa is a market worth winning. Yet for economy in selling, certain unusual features of the market must be considered in laying your plans.

Iowa has two and one-half million people, yet no city over 175,000. Commercial activity is not confined to any one or two metropolitan districts, but is divided among a score of important cities, each serving some particular section of the state.

Thus in going after the Iowa market, newspaper advertisers have learned that no single paper, or two or three papers can do the job alone. Thorough coverage of Iowa's commercial centers is essential in getting your full share of the business in this rich market.

## IOWA DAILY PRESS ASSOCIATION

Davenport, Iowa

- |                    |                      |                     |                       |                    |                        |                 |                 |
|--------------------|----------------------|---------------------|-----------------------|--------------------|------------------------|-----------------|-----------------|
| Ames .....         | Tribune              | Council Bluffs..... | Nonpareil             | Fort Madison.....  | Democrat               | Oelwein .....   | Register        |
| Boone .....        | News-Republican      | Davenport .....     | Democrat & Leader     | Iowa City.....     | Press Citizen          | Oskaloosa ..... | Herald          |
| Burlington .....   | Gazette              | Davenport .....     | Times                 | Keokuk.....        | Gate City              | Ottumwa .....   | Courier         |
| Burlington .....   | Hawk-Eye             | Davenport .....     | Telegraph-Herald      | Marshalltown ..... | Times-Republican       | Sioux City..... | Journal         |
| Cedar Rapids ..... | Gazette & Republican | Dubuque.....        | and Times-Journal     | Mason City.....    | Globe-Gazette          | Sioux City..... | Tribune         |
| Centerville .....  | Iowegian & Citizen   | Fort Dodge .....    | Messenger & Chronicle | Muscatine .....    | Journal & News-Tribune | Washington..... | Journal         |
|                    |                      |                     |                       |                    |                        | Waterloo.....   | Evening Courier |
|                    |                      |                     |                       |                    |                        | Waterloo .....  | Tribune         |

# The 8pt. Page by Odds Bodkins



THE FANSTEEL COMPANY recently omitted its common stock dividend. An item on the financial page of the *Chicago Daily News* states that during 1927 a substantial stock dividend was declared by this company, as well as a total of \$4.75 in cash, but that about Dec. 1 there was a radical change in the demand for their battery eliminator unit, and that this change so altered their profits for the fiscal year that they would show a deficit rather than the profit that they had every right to expect.

It seems to me that this is an excellent example of the rushing stream of life, and the swift pace that business must keep up to insure a profit. While it is an exception rather than a rule, insofar as the very short period of time in which the character of this business changed, it nevertheless is a reminder of the fact that we must continually be prepared for fundamental changes that must revolutionize parts of the activity, if not the fundamental character, of a business.

— 8-pt —

The Yellow Cab Company of Chicago has discovered that some people are not in as much of a rush as the drivers of their cabs. The result is a neat little sign in the cabs reading:

DRIVERS WILL RESPECT  
YOUR WISHES. ASK TO  
GO SLOWER IF YOU SO  
DESIRE.

That ought to have been thought of years ago.

— 8-pt —

I am writing this on the North Shore Limited, en route from Chicago to New York, and we are stopped at Utica.

As I sit looking out on the city, I think of my friend Fred MacMackin, and I wish that I might telephone to him while we are paused here briefly. Which makes me wonder why the telephone companies do not put pay stations on station platforms so that travelers can greet their friends as they pass through transiently. Also, so that husbands who are leaving on trips can call up at the last second and tell their wives that they forgot to lock the cellar door, or that they still love them even though parted.

I am seriously thinking of starting a Telephone-Booths-on-Station-Platforms Crusade.

— 8-pt —

Julia Coburn says she does object to my publishing the story of how we met in Paris,

and anyway what is half a column for a story like that, and she is thinking of suing me, and do I know that there is a Cafe Marguery in New York?

So I suppose the only way I can head off her suit for scandal is to "sole" her for luncheon.

These foreign romances certainly have expensive consequences.

— 8-pt —

This, from the B. & O. dining-car menu, came nearer selling me a piece of apple pie than anything in years:

Apple Pie (made today in the car) .25

— 8-pt —

Paul Lewis, who heads the Copy Department at N. W. Ayer's, has a home at Valley Forge. He also has a host of friends. But he has had trouble in getting his friends and his house together. The house does not get lost, but his friends do when they try to find it.



So Vaughn Flannery drew this picture of how to get there, which P. L. has had printed on a post card. As a result, this has not been such a hard winter at Valley Forge.

— 8-pt —

Fontaine Fox hit it on the head when he said in his recent article in the S. E. P.:

"Ordinarily ideas come in the simplest and most innocuous form, and they have a subtle way of trying to slip by unnoticed."

They certainly do!

— 8-pt —

For years as a cub writer I had it dinged into me that in writing news, one should tell the whole story in the first sentence.

But in all these years I never came across a first news sentence like this from the Bath, Pennsylvania, *News*:

Our good brother, Frank Huth, insurance agent of Nazareth, accompanied by F. H. Schmidt, cashier of the National Bank of that place, both leading and popular Lutheran citizens, came up to Bath last Sunday evening to tell the folks—Huth is quite a plain talker—in St. John's Lutheran Church that they are way back in interest and enthusiasm for the Ministerial Relief Fund, when all around them the churches are all aglow to redeem their denomination from the sloth of despond, for the great Lutheran church, the largest Protestant denomination in the whole world, is last, is lowest, comparatively nothing when compared with the other denominations in caring for their pastors when the years come upon them when their strength fails, are weary and wornout, need rest and the comfort that comes with and through a Ministerial Relief Fund.

— 8-pt —

Sunday seems to have been quite a day in Bath, ecclesiastically, for in the same issue of the *News* I read:

At the morning service in the Walnut Street Presbyterian Church last Sabbath morning, the congregation listened most attentively to a musical treat that seldom happens in this town—two voices that were perfect in expression and musical harmony. In the choir number Miss Marion McIlhaney, soprano soloist, and Mrs. John E. Beers, alto soloist, selected as their number, "Jesu, Lover of My Soul," and the beauty of their harmony and the pathos of their accentuation brought surprising sacredness into every seat. We observed that Mr. Nicholas, the student preacher, was centering his close attention on the two vocalists, and when he arose to continue his part of the service, exclaimed: "Thank God for such music!" and some more well-deserving compliments.

— 8-pt —

"Some men," wrote Thoreau in his journal, "have a peculiar taste for bad words, mouthing and licking them into lumpish shapes like the bear her cubs—words like 'tribal' and 'ornamentation,' which drag a dead tail after them. They will pick you out of a thousand the still-born words, the falsettos, the wing-clipped and lame words, as if only the false notes caught their ears. They cry encore to all the discords."

There are quite a number of words in the advertising vocabulary which "drag a dead tail after them." They are dead tired from overwork.

— 8-pt —

And now Senator Royal S. Copeland of New York is further distinguishing himself by sponsoring a bill in the United States Senate which provides:

"That all advertising matter which is not requested or solicited by the person to whom it is addressed and which is enclosed in an envelope marked 'Personal' is hereby declared to be nonmailable."

**O**beying the good advertising of the A T & T, we called up a prospect on the 'phone the other day and were ans'd Thus:

"Yes, I know you people. I like your advertising. But how big are you? Who are the people you work for?"

. . . . Touché!

**Here,** then, are the people for whom we *Work*:

American Brake Materials Corp. (Brakebloks)

American Zinc Institute

F. T. H. Bacon (Building Engineer)

Baack Wall Paper Company

Burberrys, Limited

Calvert Publishing Co. (The Commonweal)

Wm. Cramp & Sons Ship & Engine Building Co.

Cunard Steam Ship Company, Ltd.

The C. B. Dolge Company (Cleaners)

Emigrant Industrial Savings Bank

539 Fifth Ave. Corp. (Hotel Lorraine)

Funk & Wagnalls Company (Literary Digest)

Goldstein-Wilkins Corp. (Printed Silks)

R. C. Ham & Company (Artificial flowers)

Harmony Dress Company (Dresses)

S. L. Hoffman & Co. (Dresses)

Hulett Motor Car Co. (Chandler Cars)

Hygeia Antiseptic Tooth Pick Co.

Malito Brothers (Dresses)

Marine Lighterage Corp.

Moran Towing & Transportation Co., Inc.

Edw. M.-P. Murphy, Inc.

New Age Illustrated (Success Magazine)

New York Chamber of Commerce

Paragon Gear Works

Salzman & Sacks (Dresses)

Shelton Operating Corp. (Shelton Hotel)

Standard Steel & Bearings, Incorporated

Theatre Arts Monthly

Todd Dry Dock Engineering & Repair Corp.

Todd Shipyards Corporation

Virginia Lee, Inc. (Cosmetics)

Warner Chemical Co. (Tromite)

Woodworth Specialties Co. (Tire Chains)

Wright Aeronautical Corporation

I. A. Wyner Company (Shawmut Fabrics)

**GROESBECK-HEARN, Inc.**

*An Advertising Agency Primarily Interested in Sales*

**415 Lexington Avenue**

**New York City**

Members, American Association of Advertising Agencies

Members, National Outdoor Advertising Bureau

# Everybody's Business

[Continued from page 5]

The confusion continued until the Government devised an hour-zone system establishing four Continental time standards—Eastern, Central, Mountain and Pacific.

It is only when we glance backward in this way that we become fully conscious of the magnitude of life's changes. It is perfectly clear that the responsibilities of civilization have been transformed from the shoulders of financiers and politicians to those of engineers and chemists. It is to the latter we may extend thanks for America's rapid coming of age.

**T**HIRTY years ago we were merely a copy of Europe. Even on things like the automobile which we invented ourselves, a foreign label was a stamp of class. Our architecture was purely an imitation of that existing overseas, and the idea of America obtaining world preeminence in industry and finance was never seriously entertained by the average European.

I think it was Henry Ford who said: "There is too much tradition in all human activity, too much respect for mere precedent. If it stands in the way of real progress it must be broken down." Here was a thought that seemed to take hold of the entire American people. Instead of adopting one form of architecture, we played with them all. Roman, Greek, Gothic, Georgian, Spanish and Colonial—what a conglomeration of ideas and styles, and what a background for a new art in building to express the individuality of a new people in a new world.

Soon we found a way to make form express function, and while our buildings have not become a purely plastic expression of democracy, they already represent a fairly accurate interpretation of changed conditions and new knowledge with respect to health and industry.

Recognizing the importance of the elevator, we shot upward on preferred sites, increasing the value of land materially. And we succeeded in getting altitude without turning away entirely from the classic, as is indicated by the great Woolworth Building, which got its inspiration from the Gothic. We

have gone in for the sculpturing of solid masses, but have not overlooked the interests of safety and the preservation of light.

A world that sneered at what seemed grotesque in the beginning, now looks on in wonderment and has come to realize that there is a remarkable coherence of design and purpose in the man-made mountains of steel and masonry that are rising toward the heavens in America. Through an expenditure of unmeasured energy and the operation of countless machines, the new American metropolis has developed a skyline that has cast its spell on the builders of other lands, impelling them to go and do likewise. We may not realize our metropolitan dream of lance-like towers set in open plots of greenery, but we have already created an architectural apparition so individualistic in character that its magnificence of surpassing stature startles the visitor even more than do the spires and vaults of the old world.

**A**ND, best of all, America is building more for the ages than was ever done in the past. Take one great cathedral now nearing completion in New York City. Here is an architectural effect not excelled anywhere on earth. The granite of which it is built was so carefully selected that if the elements should remove one inch in 5000 years the loss would hardly be visible to the eye, even on the carvings adorning the structure. Compare this with the great buildings of the past constructed with lime mortar and only preserved today through emergency measures.

The piers of our greatest American cathedral, St. John's, in New York, are made of cut-stone blocks weighing up to four tons apiece and set in cement mortar, giving them the strength of a single monolithic shaft. What a difference from the old method of building where they constructed an exterior shell of squared stone and then filled the center with a core of broken rock set in lime mortar. Here the outer shell had to carry practically all of the weight.

None of the engineers of the Middle

Ages was able to calculate accurately the loads and thrusts upon each buttress. Only a short time ago it was found necessary to inject liquid cement under high pressure into the piers that carry the dome of St. Paul's in London. Isn't it time we quit bowing in reverence to the past and commence to take notice of the surpassing achievements of the present age?

**M**ANY disturbing problems would become far less puzzling if we opened our eyes to the far-reaching effects of change. We may find out before long that the present unemployment is something more important than a merely temporary fluctuation in trade activity. In every field of endeavor machines are being substituted for men. Even agriculture has become a business of head rather than muscle. The "man with the hoe" has gone forever. The "hayseed" of yesterday has been supplanted by a new kind of Reuben who has shaved his chin, wears creases in his trousers, rides in his own motor car, attends conventions and discusses economic principles.

The modern Reuben bases his plans on facts, not guesswork. He has a well-equipped office in his home and is supplied with the latest data touching market movements and scientific developments. If business in the East is good, he raises more lambs to supply the increased demand for mutton. If business is bad, he turns a larger part of his corn into pork or beef. Today's reports from the Argentine, Australia or Russia may cause him to change his entire program for the coming year. His "hired men" in the "Washington lobbies" as well as those who build up big markets for a wide variety of trade-marked brands of farm products are real executives who draw large salaries and earn them.

So I emphasize again that the business problems of the present moment are so new and so complex that old answers may not at all suffice. It may be evident before long that the only way we can put all of our people to work is to create quickly two or three more major industries based on more new inventions and able to absorb several millions of men and women. Here is a question very little discussed, and yet one that bears heavily on the maintenance of adequate purchasing power on the part of the consumer. Prosperity and idle workmen cannot for long walk hand in hand.



## *Des Moines Stores Serve More than a Million People*

Within a three-hour auto ride of Des Moines live 1,229,000 Iowans.

Des Moines stores make free truck delivery to towns and farms in this radius.

People living in these suburban towns and on farms are extended the same charge account privileges as residents of Des Moines.

Des Moines stores reach their suburban and rural customers through *The Register and Tribune*. Throughout this territory *The Register and Tribune* gives the same doorstep delivery as in Des Moines.

In this three-hour radius there is no other city of over 25,000 population and no other newspaper of over 20,000 circulation.

Good roads, free truck delivery, charge accounts and a popular newspaper have made Des Moines and all central Iowa one big community.

## *The Des Moines Register and Tribune*

*Average net paid circulation for  
February was 230,340 copies daily.*



"Here's a sampling idea that is working out in professional circles," he said, as he handed over a copy of a folder on the Swan-Myers ophthalmic ointment cabinet.

"You see, the doctor orders six packages of different ointments. He gets free this attractive little cabinet, and in the three drawers are stocked one tube each of the other Swan-Myers numbers.

"An Evans-Winter-Hebb man left the folder with me. He says the idea is going over big. I think we ought to put Evans-Winter-Hebb to work for us, too."



**EVANS-WINTER-HEBB Inc. Detroit**

822 Hancock Avenue West

## 49 Consumer Dollars: How Many Salaries?

[Continued from page 28]

class of outlet is the better worth cultivation?

These stores include all of the individually operated grocery stores in the 13 cities, but they do not include any of the chain units.

There are 4513 chain units in the 13 cities as well, but figures on the individual store sales are not obtainable.

**T**HE reports of chain store sales were all made by chain systems, and there is no index as to what an individual chain, or an individual unit in a chain, may sell.

The aggregate sale of the 4513 chain units was \$201,407,900.

This is \$44,628 per store and a weekly sale of \$858.23.

Comparing the chain stores with the others:

Of the total volume in the 13 cities of \$486,164,600, done by 20,914 stores, chains sold \$201,407,900 against \$284,756,700.

Chains did 41.43 per cent and other stores 58.57 per cent of the total volume.

But chain units numbered only 21.579 per cent of the whole number of stores.

Few manufacturers know these facts and fewer give them serious thought.

Since so many products are sold through wholesale outlets without directly calling on the retailer, the producers are apt to pass up the problem, figuring it is for the wholesaler to solve it.

But a call of a wholesaler's salesman costs as much as a call of a manufacturer's salesman.

It must be supported by the volume sold on the call, or by the repeat sales which are sent or telephoned in.

The volume must return a gross profit, considerably in excess of the expense of doing business.

In theory, it is well enough to figure that the diversity of the line makes such a volume possible.

But practically, the diversity of the line multiplies the cost of handling, more than it contributes to profit.

Profits come from the items that move repeatedly, in a steady stream in answer to consistent consumer demand.

These are relatively few in number. They must be, since so many stores

# 125,305 line gain in National Advertising — *largest in New York*

**T**HE NEW YORK TIMES in January and February printed 1,133,158 agate lines of national advertising. This was a greater volume than any other newspaper, and a greater gain than any other newspaper, morning or evening. The increase in volume over the corresponding two months of 1927 was 125,305 agate lines.

The Times led all New York morning newspapers weekdays and Sundays.

The high character of the advertising in The Times is maintained by a careful censorship which excludes thousands of lines monthly.

## The New York Times

*Net paid sale weekdays over 400,000;  
Sundays over 700,000 copies*

# Booth Newspaper Cities of Michigan

## Muskegon

1920 Census 36,570  
Present Estimate  
**60,186**

Muskegon is the largest community on the west coast of Michigan.

Wages paid during 1927 exceeded \$20,000,000. This buying power is well worth the consideration of any manufacturer.

Fifty-five per cent of the people who earn this 20 million own their own homes; 85 per cent are American born.

Continental Motors, Brunswick-Balke-Collender Co., Alaska Refrigerator, Shaw-Walker, Brown-Morse and 60 other diversified major industries keep Muskegon workers employed year in and year out.

One clean live newspaper covers this market,

### THE MUSKEGON CHRONICLE

**18,094**

A.B.C. for Year 1927  
14,815 in Muskegon every day  
(Except Sunday)

## Ann Arbor

1920 Census 19,516  
Present Estimate  
**28,000**

In Ann Arbor there are 6,500 dwellings of which 5,500 are private homes with an average value from \$8,000 to \$10,000. Fully 85 per cent of this city's population (this figure does not include student population) own their homes.

This select, responsive, worthwhile audience can be reached economically through the advertising columns of

### THE ANN ARBOR DAILY NEWS

The News is the only daily in the city, is an evening newspaper, and covers Ann Arbor and the county of which it is the seat with a net paid daily average circulation of

**10,251**

A.B.C. Net Paid 3 Months  
Ending Sept. 30, 1927.

[ This is the fourth of a series of advertisements featuring the principal cities of the Booth Newspaper Area. Watch for other announcements in subsequent issues. ]

## THE BOOTH PUBLISHING CO.

Grand Rapids Press    Saginaw Daily News    Jackson Citizen Patriot    Muskegon Chronicle  
Flint Daily Journal    Kalamazoo Gazette    Bay City Daily Times    Ann Arbor Daily News

I. A. KLEIN, Eastern Representative  
50 East 42nd St., New York

J. E. LUTZ, Western Representative  
6 North Michigan Ave., Chicago

cannot afford to carry a stock beyond the barest necessities which are urgently required to meet daily demand.

What are these items that are in steady demand?

They are—— But that's another story, and a long one.

Better leave it for another time.

### A. P. Moore Buys New York Mirror and Boston Advertiser

ALEXANDER P. MOORE, former publisher of the Pittsburgh *Leader*, and Ambassador to Spain under the Harding administration, purchased the New York *Mirror* and the Boston *Advertiser* from William Randolph Hearst. The purchase price has not been disclosed.

Mr. Moore has returned to the business of newspaper publishing with the idea of making the *Mirror* and the *Advertiser* the nucleus of a country-wide chain of tabloid newspapers. For many years he was associated with the Pittsburgh *Press* which he left to start the Pittsburgh *Leader*. The *Leader* was sold to the Pittsburgh *Gazette-Times* and affiliated newspapers in February, 1923.

Mr. Moore has recently been appointed by President Coolidge as American Ambassador to Peru.

J. A. Grant will be advertising manager of the Boston *Advertiser*, and J. K. Enge the editor. Victor Watson continues as editor of the *Mirror*, and W. K. Moffett will be advertising manager. Mr. Moore said there would be no immediate change in the character of the tabloids themselves or their staffs.

### Chicago Advertising Typographers Organize Group

THE Group of Advertising Typographers, Chicago, Ill., was organized recently at a meeting of nine of the leading advertising typography firms in Chicago. The object of the group is trade promotion and advancement, and to inculcate in the users of advertising a desire for higher standards in typography.

The following officers were elected: Chairman, Ben. C. Pittsford, Ben. C. Pittsford Company; vice-chairman, E. G. Johnson, J. M. Bundscho, Inc.; treasurer, D. A. Hayes, Hayes-Lochner.

## American Exporters and Manufacturers

Are you helping your Agents build a strong and sturdy business, for your products here in Peru?

The visit of your Representative is not sufficient, your foreign competitors are slowly but surely gaining ground.

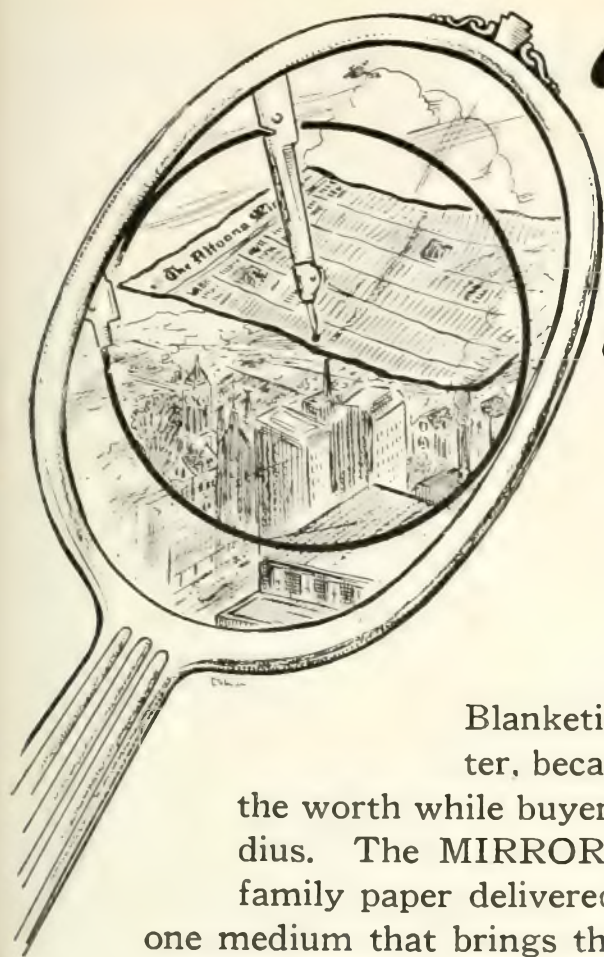
The importance of forceful advertising here in Peru is an established fact, if you are to hold your place in this large and progressive market.

The house of Belmont is at your service, let it handle your advertising for you.

### A. J. BELMONT & CO.

General Advertising Agents. Cable Address: "FERMA"  
Calle Pando 719, Dept. 111, P. O. Box 1860  
LIMA, PERU, SOUTH AMERICA





# Blanketing RICH ALTOONA at ONE COST —

*Only* THE MIRROR  
is necessary to cover the  
25 Mile Radius

Blanketing the Altoona market is a simple matter, because all you need is the Mirror to reach all the worth while buyers who live within the 25 mile trading radius. The MIRROR is Altoona's recognized, and accepted family paper delivered daily into Altoona's homes. It is the one medium that brings the advertiser into direct contact with all the prosperous families.

The sales manager will find it profitable to place Altoona on his permanent list. He should send his salesman here frequently, and we will bring him into personal contact with the dealers whom we know intimately. We will show him that most of our local merchants use the Mirror exclusively, and we will prove further that practically all of the national advertising is carried exclusively by the Mirror.

Why not go after this responsive market, where volume sales and thorough distribution can be built up with but little investment cost?

## Altoona Mirror

ALTOONA, PA.

Business Direct

FRED G. PEARCE, Advertising Manager

*"A fascinating book . . . full of exciting information" says BRUCE BARTON*

## WHAT ABOUT ADVERTISING?

By KENNETH M. GOODE and HARFORD POWEL, Jr.

Every person who does business with people will find this book valuable. It furnishes for the first time a practical working theory toward success. In English as entertaining as it is clear and informative, it shows just what advertising can be expected to accomplish. It explains how advertising must be made for the consumer and not the consumer for advertising—how it must hook up with human nature. It is an aggressive, constructive reply to destructive critics of advertising. Not only will it prove stimulating, inspirational and practically helpful to all advertising men, but every business man, manufacturer, retailer, banker, consumer, should read it.

### *Praised by the Experts!*

#### **Earnest Elmo Calkins**

"I honestly think this the best book on the subject yet written."

#### **Claude C. Hopkins**

"A wealth of information that amazes me . . . one of the leading contributions to modern advertising literature"

#### **James O'Shaughnessy**

"I find it a delightful book to read and particularly fascinating by reason of its wealth of guidance interwoven in its flowing narrative."

#### **Merle Thorpe**

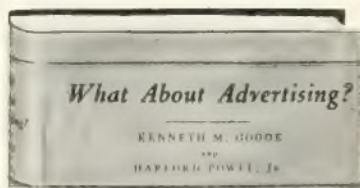
"At last there has been written a good book on advertising."

#### **Bruce Barton**

"Every man who respects advertising will welcome this book and be glad to have it widely read by manufacturers and their bankers and by the buying public."

**Price \$3.50**

**READ FOR PROFIT AND PROFIT FROM READING!**



**On Approval Order Form**

HARPER & BROTHERS  
49 East 33rd St., New York City

Gentlemen: Please send me postpaid for 5 days' free examination one copy of WHAT ABOUT ADVERTISING?

I agree to remit \$3.50 within 5 days of receipt of the book, or to return it.  I enclose my check for \$3.50.  Please send C. O. D.

Name .....

Address .....

Business Connection .....

(Please fill in)

# Offsetting the Seasonal "Flop" in Radio Sales

[Continued from page 30]

April, just before the beginning of that industry's active season. As soon, however, as national trade associations were organized and took over the national shows, the dates were set back to January, which previously had been the most inactive month of the year, and there they have since remained, with gratifying results.

It has been found that the interest thus aroused early in the year can be sustained by advertising and selling effort until the actual opening of the active season. The selling season is thereby prolonged by three or four months.

IT seems pertinent, therefore, to inquire why the radio shows are not held in the off season of that industry—that is, in the late spring or early summer instead of in the fall. The answer is that these shows were established by professional promoters purely for personal profit, and with no thought of serving the best interests of the trade. Consequently the dates were set at the time of year when public interest is at its height, in order to obtain the largest possible attendance. The radio business has accepted the late dates of its shows as a matter of course, and has made no attempt to change them for two reasons. In the first place, it does not realize as yet that the late spring or early summer, May or June, is the logical and proper time for holding a show for the public, and that a show held at that time would be a success. In the second place, it is not as yet strongly enough organized to force the change, even if it were convinced of the desirability or necessity of such a move. In other words, the promoters still dominate the trade.

Of course, it has been realized that the fall is too late a period for the manufacturers to show their new models to the trade, and so a separate trade show has been established. The first was held last June in Chicago. Despite the fact that the public was not admitted, this exhibition received a great deal of publicity in the news-

papers throughout the country, with the result that retail buying was stimulated during the entire summer, and the active season opened a full month earlier in the fall than is usual. This is good evidence that if the public shows had been held at the same time, the so-called "summer slump" would have been pretty well wiped out and the active season lengthened by at least three months. As a matter of fact, the "edge" was so well taken off the fall shows that they were complete failures, so far as actual results were concerned. There was a good attendance, but it was not made up of buyers.

Sales started to decline immediately following the New York show, and were slipping rapidly at the time of the Chicago show two weeks later.

The second trade show is scheduled for next June in Chicago, and the wise manufacturers will be those who get their new models into the hands of their dealers before that time and then "tie-up" by announcing showings to the public at the showrooms of their dealers, with the extensive publicity which the show will receive. They will not have to worry about any "summer slump," and by the time the fall shows come around they will be in a position to save money by staying out of them if they so desire. As a matter of fact, the 1928 shows will undoubtedly be the last to be held in the fall. Their futility probably will have been recognized by that time, and show control probably will have passed to the trade, with the result that the public and the trade shows will be combined and held in the spring, as of course should be the case.

THERE is another aspect of this matter which is not always considered. There are generally a certain number of irresponsible manufacturers who bob up every fall with a burst of advertising and then drop out during the coming year. The responsible manufacturer who confines his advertising to the same period places himself on a par with the irresponsible in the eyes

of the public, which wonders how long he is going to last.

Continuous advertising is the most substantial guarantee of stability that a radio manufacturer can give to the public. By continuous advertising I do not mean advertising in national media, for the experience of the past three years has conclusively shown that such advertising does not sell radio. The reason for this is fairly obvious. Radio is not an article of daily demand, which can be sold over the counter by an ordinary clerk. It is a complicated and delicate instrument, which is still, to a certain extent a mystery to the public and therefore requires salesmanship to sell it. And it requires a certain amount of servicing for effective operation, just as a piano requires an occasional tuning and an automobile a periodic overhauling. Moreover, its purchase requires a considerable investment, and so is not entered upon lightly.

**A**NOTHER example of the manner in which the radio trade as a whole disregards established merchandising practice is its neglect of the vast army of radio owners, now estimated at seven and a half millions, as sales prospects.

For more than four years an aerial over my home has proclaimed the fact that I am a radio owner, without a single one of the dozen or more local dealers having ever sent a salesman to find out whether I was in the market for a new set or a replacement of any kind. This is not an isolated instance, as my radio-owning friends all report similar experiences.

Of the seven and a half million radio sets now in use, probably two-thirds, or five million, are obsolete and should be replaced. Sales of new sets amount to about a million and a half or three-quarters a year, whereas replacements alone should amount to more than that number if the business were sought and handled properly.

If the general public bought radio as it does soap, soup, or cigarettes, then—and only then—the present practices of the radio industry would be justified. The fact is that the general public does not buy radio at all, but only that part of the public which is interested in radio at the moment.

It is a hopeless task for any single manufacturer to attempt to “sell” the public as a whole on a product not in general use. That should be attempted only by a trade association.

# IF\*

Bridget, of the “Ould sod,”  
Can read your ad  
And pass its message on—

To Mesdames Slavinsky and Catino  
Olsen, MacDougall and Schwartz

And even little Mrs. Brown  
Who is almost deaf  
And even dumber

So that all of them—  
In spite of  
Racial differences,  
Linguistic difficulties,  
Physical infirmities—  
Get your thought  
And understand it

Then you may be sure  
Your ad contains

“A REAL IDEA”  
My Son!

# \* IF

You are looking for an idea big enough and strong enough to carry your message and sell your product on its own account, but which lends itself to effective art and copy handling—call on, call up, write, or wire to

## WALTER CHESTER

*Writer and Counsellor to Sophisticated Advertisers and Agents*

220 West 42nd Street, New York City

### A New Service to Firms Selling Bakers

The U. S. Air Mail brings us verified tips on new business possibilities which are shot out to BAKERS' HELPER advertisers. Your advertisement in BAKERS' HELPER paves the way for the timely call of your salesman. Send for details.

ABC **BAKERS' HELPER** ABP  
Published Every Other Week  
431 South Dearborn St., Chicago



A complete Art Staff, successfully serving in-town and out-of-town clients

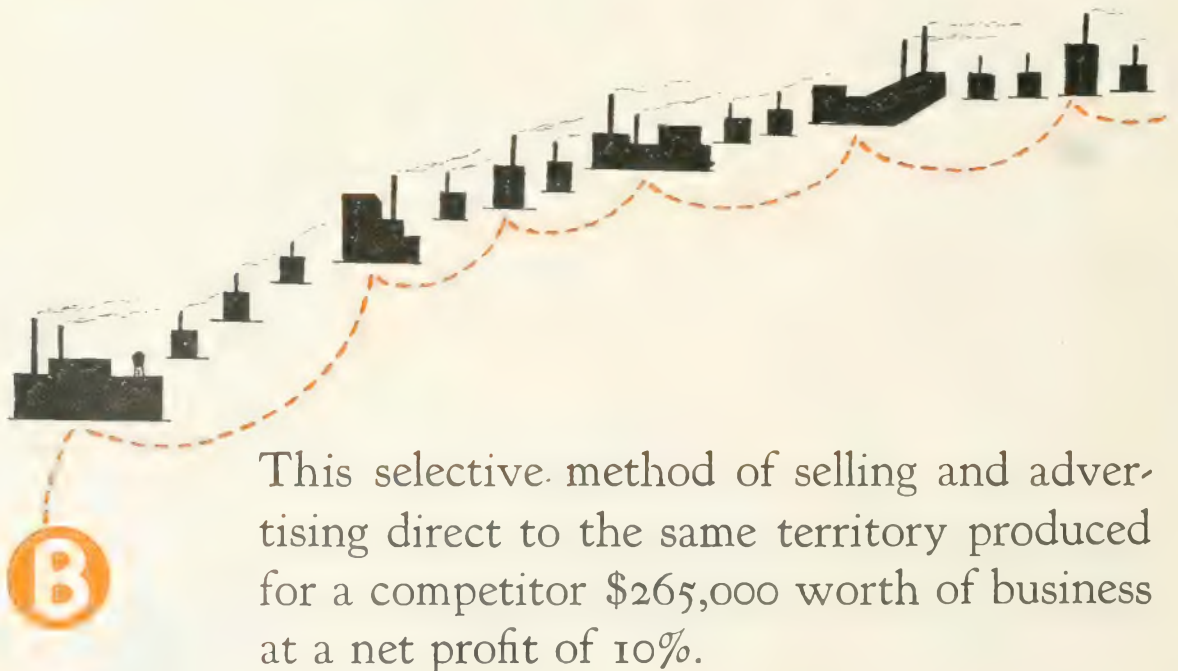
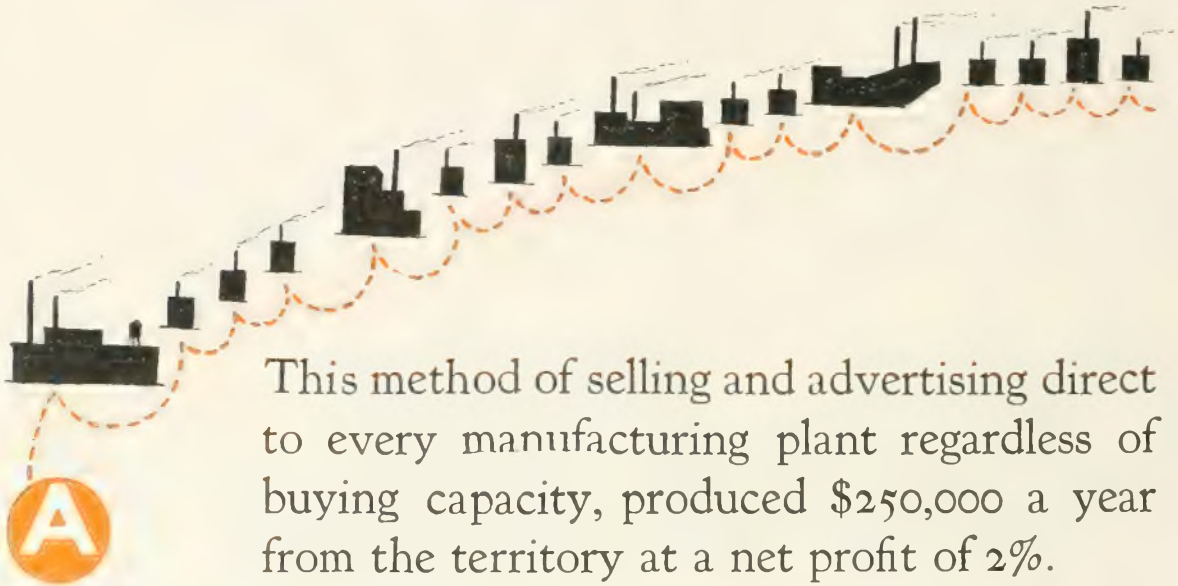
IDEAS ROUGH LAYOUTS  
FINISHED DRAWINGS  
OF  
Write for folders.

25 West 45th St.  
New York City  
Bryant 5237

**A-HALPERT-ART-STAFF**

*For the sake of net profit*

# Practical Industrial



# Advertising Coverage

*is a timely business aid*

Practical Industrial Advertising Coverage, like practical sales coverage, is a problem of selecting the plants with buying capacity and directing advertising effort thereon. Do you know that 84% of the buying of every 100 manufacturing plants is done by only 15 plants?

*You are invited to make at any time a personal inspection of McGraw-Hill circulation methods which produce the Practical Industrial Advertising Coverage illustrated in "B" directly opposite.*

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

## McGraw-Hill Publications

*Electrical*  
ELECTRICAL MERCHANDISING  
ELECTRICAL WORLD  
ELECTRICAL WEST  
\*  
*Transportation*  
ELECTRIC RAILWAY JOURNAL  
BUS TRANSPORTATION  
\*  
*Construction & Civil Engineering*  
ENGINEERING NEWS-RECORD  
CONSTRUCTION METHODS

*Mining*  
ENGINEERING & MINING JOURNAL  
COAL AGE  
\*  
*Radio*  
RADIO RETAILING  
\*  
*Industrial*  
CHEMICAL & METALLURGICAL  
ENGINEERING  
AMERICAN MACHINIST  
(American and European Editions)  
POWER

*Affiliated Publications*  
(Published by McGraw-Hill Company)  
FACTORY AND  
INDUSTRIAL MANAGEMENT  
INDUSTRIAL ENGINEERING  
*with which is consolidated*  
INDUSTRY ILLUSTRATED  
\*  
(Published by  
Business Publishers International Corporation)  
INGENIERIA INTERNACIONAL  
EL AUTOMOVIL AMERICANO  
AMERICAN AUTOMOBILE

*Catalogs and Directories*  
McGraw-Hill Electrical Engineering Catalog  
McGraw-Hill Electrical Trade Catalog  
Keystone Coal Mining Catalog  
Keystone Metal Quarry Catalog  
Keystone Coal Buyers Catalog  
McGraw Central Station Directory  
McGraw Electric Railway Directory  
Metal Quarry Directory  
Coal Field Directory  
Bonbright Survey of Electric Power &  
Light Companies in the U. S.

WHERE THE ADVANCE OF ENGINEERING, PRODUCTION AND INDUSTRIAL ADVERTISING HAS BEEN RECORDED FOR HALF A CENTURY

*Bernhard Cursive*

**BERNHARD ROMAN**

**BERNHARD ITALIC**

The BAUER  
TYPE FOUNDRY inc  
230 West 43d St., New York

## FOUND!

### —A new market

The E. L. Patch Company, Boston manufacturing pharmacists, have discovered the dental profession to be a rich new market for Patch's Flavored Cod Liver Oil and for Nepto Lotion.

They are using two Oral Hygiene pages monthly. Their Mr. F. A. Lawson volunteers the information that Oral Hygiene has brought his company the largest returns they have ever received from any publication.

Perhaps the dental profession is a logical new market for *your* products.

We answer questions without crowding dotted lines.

## ORAL HYGIENE

Every Dentist Every Month  
1116 Wolfendale Street, N. S.  
PITTSBURGH, PA.

CHICAGO: W. B. Conant, Peoples Gas Bldg., Harrison 8448  
NEW YORK: Stuart M. Stanley, 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 8088.

### Do you really want to go into business for yourself?

Settled man with some advertising and specialty sales experience—will find here an opportunity to enter into a lucrative business that will net from \$4,000 to \$12,000 and upward each year.

We will help the right man establish a direct by mail advertising service in one of several cities of 100,000 population and over; the business will be patterned, equipped and fashioned after our 11-year-old Chicago organization.

Small investment required. All equipment is modern in every respect; this business is completely organized. Our method of turning out work will amaze you.

\$2,500 to \$7,500 starts you in a business today that will take care of you later; complete information without obligation. If you are really ready to build a business for yourself write, giving age, experience and references. Box A, ADVERTISING & SELLING, 410 North Michigan Ave., Chicago, Ill.

## Unique Light Demonstration Given

[Continued from page 25]

and rolling thunder. The wind howls, driving the storm before it. But soon the sky lightens. The storm is over and a rainbow appears. Gradually darkness falls, with a glowing sunset.

The office lights appear again and then, one by one, the electric advertising signs. The first to be illuminated is a plain sign in a poor location. Next, a similar sign in a good location furnishes the text for a discussion of the advantages of location. The advantages of color, motion, flashing signs, and every device of the electric industry are demonstrated by mere pressure of a switch. Flood lighting brought an insignificant building in the background to the forefront of attention. The climax of the scene was the illumination of a huge skyscraper with flood lights of different colors to accentuate the beauty of its form.

This cooperation of power companies with electric sign makers is an unusual example of industrial teamwork. It may be the forerunner of similar activities in other fields. For instance, gasoline and tires have no market unless automobiles are first sold to individual owners. It would be appropriate for tire makers to pitch in and help make the public automobile conscious. In fact, the same principle can be applied in any industry where the sale of upkeep and maintenance of a product is conducted as a separate business.

### Willard C. Warren

WILLARD CLINTON WARREN, publisher of *Bankers Magazine*, New York and president of the Warren Publications, Inc., New York, died on March 8 in New York, after an illness of only a few days.

Mr. Warren had devoted his life to the publishing business, specializing in trade journals. In addition to *Bankers Magazine*, New York, he was interested in *Banker & Tradesman*, *Fiber & Fabric*, *Granite, Marble & Bronze*, *New England Grocer* and *American Shoemaker*, all of Boston; *Record & Guide* of Providence, R. I.; *Commercial Record*, New Haven, Conn.; *House Furnishing Review*, *Banking Law Journal* and *Business Law Journal*, all of New York.

# Reach for the PENCIL or reach for the HAT?

In "Sentimental Tommy," Sir James M. Barrie describes how Tommy sat through an entire school examination struggling for just "the" word.

A bread wholesaler made mention of this episode, last week, in speaking to a vice-president of this company about the birth pains of an advertisement.

"I suppose," he queried, "that some days you pick up your pencil and then the whole morning slips by without your having written a single word?"

"On the contrary," replied the V.P., "instead of waiting for bread ideas to come to me, I pick up my hat and go talk to a few bakers."

The most worth-while advertising is the copy that gives the reader a new idea, new information.

But you can't *give out* in copy what you haven't *taken in*.

That is why we stress the importance of

using young writers of copy. They search, write, speak, with undimmed enthusiasm. They are tireless in their efforts to make your advertising alive with interest. There is no point too distant if wearing out some shoe leather will produce new ideas — or uncover a hidden source of new information.

Their work is exciting, and their written copy shows it.

The average age of the men and women in our Copy Department is thirty years. Naturally some are over thirty. Naturally some are under thirty.

Our policy is simply to employ and train in the important business of writing copy the kind of men that aren't afraid of pushing a few doorbells before they push their pencils.

And women who think first of pounding the pavements before they pound their Underwoods.



GEORGE BATTEN COMPANY, INC. *Advertising*

NEW YORK + CHICAGO + BOSTON

# "Open Displays" Speed Up Retail Turnover

[Continued from page 24]

away from the hardware merchant. He has also been losing out to the chains on such miscellaneous goods as curtain rods, picture wire, hooks, screws, casters, drawer pulls and numerous other articles of this type.

For years it was assumed that the chains were winning out because of their superior buying power and their consequent ability to sell at lower prices. It is true that the chains have some advantage on price, but it is not nearly so great as had been supposed. At least seventy-five per cent of the success of the chains can be explained on no other basis than that of good merchandising. And they, themselves, freely admit that their merchandising consists largely of the art of displaying.

OF course, the chains have no monopoly on this art. There is no reason why an independent merchant cannot have as effective displays as any large store organization. Since independent merchants have begun to give some attention to displays, they have found that they can arrange their goods just as attractively as the chains.

The idea of the "open display" has been spreading like wild fire in the hardware trade. Hardware stores from one end of the country to the other, have been throwing out their old fixtures and completely remodeling the interior of the stores. Many of them have, at the same time, put in modern store fronts. So great has been the interest in this matter that hardware men have been glad to engage display experts to help them lay out their stores so that the entire stock carried will be on display.

Fixture concerns, too, have recognized this development. They are now offering fixtures that make it possible to have "every item in stock—out where customers see them, price them and buy them." One of these fixture concerns advertises:

"Take the pictures out of the mail-order catalog and they won't do any business. Your display of the original article is more appealing than any picture that may be had."

The editor of *Good Hardware*, in writing on this open display development, said:

"The open display idea is almost revolutionizing the hardware store. In a sense the chain and department stores showed the way. For years hardware dealers figured they could not display their merchandise in the open because of pilferage, but that theory has been exploded. Of course there is some pilferage with open display but the loss is more than offset by the increase in sales.

"And then we have learned many things about how to prevent pilferage. By eliminating all high displays, for example, in your store by having everything open so that the customer or sales person can see from one corner of the store to another, by removing obstructions and displays behind which people can hide, theft can be greatly reduced."

There are three principles being followed in this new displaying art. They have been so well defined by R. A. Ostram, a store arrangement expert, that I am going to quote him. He says:

"First. The interior of the store must be equipped with the type of equipment that will display most effectively the largest possible number of items at the lowest cost per item.

"Second. This equipment must be so arranged as to make the store inviting and to pull or urge prospective customers from one display to another, until they have seen all the merchandise carried in the store.

"Third. All the merchandise carried in stock must be openly displayed so it can be easily seen and examined, and each item must be plainly priced. This pricing of each item is as important as the merchandise itself."

ONE of the things that the new equipment does for stores, is to save the time of the sales people. It gives them a chance to concentrate on the larger articles which require demonstration. Says Mr. Ostram:

"The smaller profit items—the common demand items, will take care of themselves when properly displayed and plainly priced. Store equipment is in reality a merchandising machine, and is to the hardware store what modern high speed machinery is to the factory. In the hands of a capable manager, it will produce the maximum retail profits."

Another accomplishment of this newer method of displaying is that it pulls customers to the rear of stores. Not over five per cent of the traffic in the old-style hardware store ever got to the rear of the establishment.

Since this "open display" movement got under way three or four years ago, *Hardware Age* and other publications in this trade have reported case after case where dealers have greatly increased their sales after adopting this new method of selling. The trade, itself, regards "open display" as the best sales-making idea that has come into the business in years.

"Open display" has also been making headway in other retail lines. Druggists, grocers, book dealers, and dealers in sporting goods are showing their goods where customers can get at them. But the movement in these other fields has not been so well organized as it has been in the hardware business.

PERHAPS it is the grocery trade that is running second in its appreciation of the value of this sales idea. And where the idea has been tried by grocers, the results have been even more startling than they have in the hardware industry. A grocer in Canada reports that a better display of his sardine stock, increased his sales of sardines 100 per cent in one week.

A grocer in Grand Ledge, Mich., wrote a letter to the *Progressive Grocer* saying he had been in the grocery and meat business for fourteen years, but because of the adoption of "open displays," 1927 was by far the best year he ever had. Grocers, in other parts of the country, report sales increases on specific articles, ranging up to several hundred per cent, as a result of displays.

Strange to say that department stores, except in some departments, have not been strong for open displays. They fear the damage to their stock. Wherever a store tries an open display stunt, however, the results are usually extraordinary. The May Company, of Cleveland, recently put a booth of Mazda lamps on its first floor. The scheme multiplied its lamp sales by five.

Enough progress has been made by the "open display" plan of selling to make it pertinent to inquire if this revolutionary method of retailing will have any effect on such established merchandising practices as packaging, trade-marking, etc. If people prefer to buy goods that are out in the open, where they can be handled, would they not also prefer to have the goods unwrapped or unpackaged?

Yes, for the most part they would. Unquestionably packaged merchandise



# ONCE there was a man in New York who used to read *all* of his Sunday paper



HE DIDN'T make much money and he didn't have much fun. The Sunday paper filled up the wide open spaces of an otherwise empty day.

But in the last few years this man has made a little more money, joined a golf club, bought a car and a radio and a victrola and a cocktail shaker. He has also learned how to play bridge. Two new super-movie palaces have been put up in his neighborhood. And he has a flock of friends. He is just as busy on Sunday as he is any other day—busy enjoying himself.

In the last few years all the Sunday newspapers have prospered, too. They have expanded into section after section, too much to read in a day!

This man in New York still reads *all* of his Sunday paper—but his Sunday paper is now the Sunday News!

THE Sunday News is tabloid, small page, small size. It is condensed and compact. It can be carried without fatigue and read from

## Compare these Average Sizes of New York Sunday Newspapers for the year 1927

(Based on figures from New York Evening Post Statistical Department)

Paper	Number pages	Sq. in. to page	Sq. in. per issue	Adv. linage	% of Adv. per day
NEWS	113.85	146	16,644	60,917	10.1
Paper A	213.10	356	75,828	122,941	20.5
Paper B	163.38	356	58,028	135,974	22.6
Paper C	145.81	337	49,876	152,906	25.5
Paper D	115.38	337	38,755	127,820	21.3

The Sunday News has fewer pages. Smaller pages—about two-fifths the size of the old style paper page. Less printed surface to cover; other papers have from two to five times as much printed matter. Less advertising—by half. Consequently the advertisement has a better chance to be seen, to be read—in the Sunday News.

cover to cover without eye strain, neglecting the children, missing church or meals. It is designed to be read—and read by *all* its readers. Its sections are few and all together—main news, roto, comics (and a Brooklyn section for Brooklyn circulation). It has the best newspaper features in the world, the best news pictures best printed, and lively pages of briefed and illustrated text.

For these and other reasons it is read by more than 1,470,000 families.

Fifty-eight percent of these people live in New York City proper, and constitute the *largest city* Sunday circulation in New York (863,572 copies, Feb. '28 average).

Seventeen percent of them live in the suburban area around New York City (250,742 copies, Feb. '28 average).

And the other twenty-five percent live outside of New York, largely on the Atlantic seaboard—the *largest country* circulation of any New York Sunday paper (357,677 copies, Feb. '28 average).

THE Sunday News has only from one-fourth to one-seventh the bulk and surface area of the big sized Sunday paper; and carries only from one-fourth to one-sixth as much advertising. Consequently it affords a splendid opportunity for advertisers who like to have their advertising read instead of buried. It brings advertising to the reader's eyes, rather than to preferred positions in a pile on the parlor floor.

And it doesn't cost a lot of money to make an impression in this paper; we make the impression for you because we make a readable paper. If you like to use high priced art in your advertising, we'll treat it gently, pleasantly and effectively in our rotogravure section.

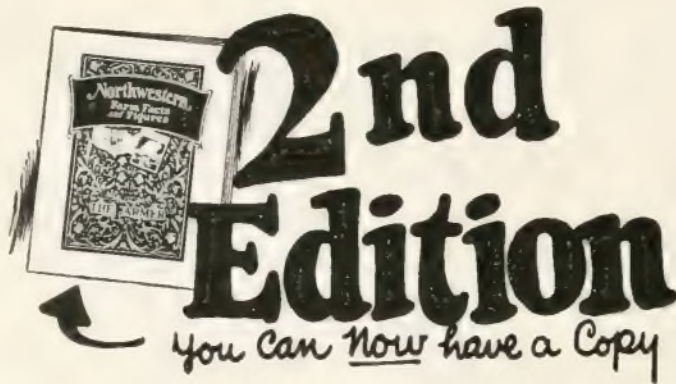
Lastly—your money will buy more advertising in this paper than in any other, roto or run of paper. Get the facts!

# THE NEWS

## New York's 'Picture Newspaper'

Tribune Tower, Chicago

25 Park Place, New York



Protect your advertising and sales investment with detailed information on farm trade in relation to distribution.

"Northwestern Farm Facts and Figures" gives a true and complete picture of farm buying power. Demand for this unusual book exhausted the supply and a second edition is now on the press.

It gives you farm facts by counties with number and size of trading centers. Special maps show sales possibility rating of each county. Shows the agricultural rank of each Northwestern state. Gives sources of farm income by percentages. Tells you just the things you would ask if you were making a personal survey.

Thirty-six pages of text and colored charts that help you judge intelligently what percentage of your product can be sold to Northwestern farmers.

A copy is available for you—if you write immediately.

**THE FARMER**  
Webb Publishing Co., St. Paul, Minnesota  
*The Northwest's Only Weekly Farm Paper*

Wallace C. Richardson, Inc.,  
 250 Park Avenue,  
 New York



Standard Farm Papers, Inc.,  
 307 No. Michigan Ave.,  
 Chicago, Ill.

*Northwestern Member Standard Farm Paper Unit*

does not sell as fast in "open display" as do unwrapped goods. For this reason, the chains have been in the habit of unwrapping a portion of their display stocks to give patrons a chance to see the actual product they are buying.

Does this mean, then, that we are going back to the days of bulk merchandise and that packaging is to be tossed into the discard? Not by a long shot. Packaging is here to stay and nothing can dislodge it.

**W**HAT most stores do, that have open displays, is to leave goods unwrapped in their counter trays and to have the same goods in their packages in the trays near the inside of the counter. When a customer makes a purchase, unless he deliberately selects one of the unwrapped pieces, he is given one of the packages from the inside of the counter. These packages are piled in various parts of the store to give a trade-mark backing to the open displays.

Of course, most articles in the hardware field are still unpackaged. The trade-mark is on the goods, themselves, rather than on a package or tag. This probably explains why the "open display" plan has made greater progress in the hardware trade than in others.

Where the trade-mark is on the package and it is impossible to put the mark on the article itself, it is a good plan to attach a tag bearing the trade-mark to the product, if that is at all possible. This is a wise precaution in case the package is removed from the article.

"Open displays" have really done much to demonstrate the strength of trade-marking with the consumer. In the Piggly-Wiggly stores, for example, where customers wait on themselves, it has been discovered that they will buy only well-known goods. For this reason, these stores have practically eliminated private brands and unbranded merchandise. They confine their stock to three or four well-known brands in each line.

The same thing has happened everywhere else when the consumer is given a chance to express his preferences. Invariably buyers will select the better known merchandise. This shows that instead of making trade-marking unnecessary, the "open display" plan of selling makes trade-marks more necessary than ever.

Manufacturers, for the most part, favor this new retail development. They are for it because they feel that

# "Cellophane made a fast-selling specialty out of a slow-moving staple"

FROM the bin to the counter! Noodles were generally sold in bulk. Recently, the Pfaffman Egg Noodle Co. of Cleveland decided to introduce Cellophane-wrapped unit packages and market them in counter display cartons . . . They received an enthusiastic reception from retailer and consumer. Thousands of new accounts were opened up. Sales volume increased many fold. The merchandising methods of the industry were stimulated to an astonishing degree.

Gain for a product a place on the counter and give its merits the chance to sell themselves—and a

large part of the task to increase sales is ended. Cellophane does exactly this.

Whether hosiery, cosmetics or provisions; candy, textiles or baked goods—sparkling, transparent Cellophane will stimulate sales by giving your product character, by guarding it from indiscriminate handling, by lifting it out of the keenest competition.

Just think of your sales problems. Don't you need exactly the help that Cellophane has proved it can give? New packaging ideas for your product, descriptive booklet and samples sent on request.



## DU PONT CELLOPHANE CO., Inc.

Sales Offices: Park Avenue Building, New York City

Plant: Buffalo, New York

Canadian Agents: WM. B. STEWART & SONS, Limited, Toronto, Canada



Cellophane is the registered trade mark of Du Pont Cellophane Company, Inc., to designate its transparent cellulose sheets and films, developed from pure wood pulp (not a by-product)

# Cellophane

## ONE OF 60,000 PHOTOGRAPHS



**S**UCH a picture needs no caption and little copy. In itself, it is an adequate expression of a spring theme—April Showers!

The ROBERTS COLLECTION furnishes the kind of photographic illustrations that tell each story so completely as to minimize the necessity for long copy appeals. And so great is the scope of this collection that it will fill *quickly* the illustrative demands for a legion of advertising uses.

*Those subjects that meet your needs, we'll gladly send you—on approval of course, if you'll just drop us a note describing your problem or product. And for those who wish pictures not used previously, we have a reserve file of unpublished work.*

# H. ARMSTRONG ROBERTS

4209 LOCUST STREET



PHILADELPHIA, PA.

if worked out to its logical conclusion, it will greatly increase the sale of their goods.

A few manufacturers are already advertising this display method to the trade. Among these are the National Lamp Works and the Hygrade Lamp Company.

Some manufacturers, on the other hand, feel that this development cannot help but have a trading-down influence on business. They are of the opinion that it will put all selling emphasis on price instead of on quality or utility. Among these men are Fayette R. Plumb. Writing in *Hardware Age*, Mr. Plumb asks these questions:

"Did you sell hardware before the World War? If you did, you can remember that the most successful hardware merchants, both wholesale and retail, preached as a gospel the sale of quality goods. The slogan coined by E. C. Simmons, who was looked upon as one of the greatest merchandisers in the hardware field, was on everybody's lips: 'The recollection of quality remains long after the price is forgotten.' How sadly has the hardware man fallen from that proud estate. Are we to be like the chain stores which sell on price alone? Shall the hardware salesman surrender entirely to price tags and display tables? Does the printed word in catalogs carry more conviction than the personal assurance of the hardware man who knows his business? These questions crowd the mind of any manufacturer who sees the tendency toward the sale of cheaper grades of merchandise as a means of securing more rapid turnover or a greater volume of business."

**M**R. PLUMB'S questions answered themselves in the way he wants them answered. The other side of the argument, however, is that if the hardware merchant were to depend on his high grade tool business, today, he would soon starve to death. Not electing to starve, he has determined to sell other things that he can sell.

Twenty per cent of the total volume of the five and ten cent and variety chains is hardware. Each store in these chains sells on the average, forty thousand dollars worth of hardware annually. The hardware man would be foolish if he did not go after this business.

That is one reason for open displays, and a good reason it is. Another reason is that hardware merchants, in common with retailers in nearly all other fields, are getting most of their business from women. A store that wants women business must cater to women the way they want to be catered to. And since it happens that the chains have been very successful as caterers, there is no reason why the independents can't use the same methods.



## House Organs

Why not send a friendly house organ to your customers? It pays. Some of our users have been mailing out house organs every month for twenty years. Write for a copy of the William Feather Magazine.

**The William Feather Company**

605 Caxton Building, Cleveland, Ohio

## The Taxi Weekly

Covers the Whole Cab Industry

New York Edition goes to 10,000 taxicab individual, fleet and company operators. Issued Mondays.

National Edition, goes to 4,000 fleet and company operators throughout the U. S. Issued Mondays.

Published in Its Own Printing Plant at  
54 West 74th Street—New York City

**Folded Edge Duckline and Fibre Signs  
Cloth and Paraffine Signs  
Lithographed Outdoor and Indoor  
Displays**

**THE JOHN ICELSTROEM COMPANY**  
Mansfield, Ohio Good Salesmen Wanted

LITTLE DRAMAS IN THE LIFE OF A GREAT NEWSPAPER SYSTEM



PAINTED FOR SCRIPPS-HOWARD NEWSPAPERS BY JAMES MONTGOMERY FLAGG

# Public opinion marched to jail with the editor who told the truth

A fine old city of the South was in the dark shadows of a shady administration. Corruption was so bad that it had debauched even the judiciary . . . with the result that a judge had been impeached.

In the midst of a judicial election, the city's SCRIPPS-HOWARD Newspaper reviewed all the ugly facts, pleading with the voters to at least cut the fetters throttling the justice of the bench.

Promptly the editor was cited for contempt of court. He was given the

alternative of printing an apology or serving a ten-day jail term.

He chose to stand by his facts. And the public stood by him . . . so heartily that he was escorted to jail by a band and a long parade of cheering citizens.

During his ten-day sentence, he was visited by thousands of his townsmen, who brought gifts of food, tobacco and other comforts. And upon his release, one of the biggest mass meetings in the city's history was held in his honor.

The SCRIPPS-HOWARD editor is able to stand by his guns under any fire, because he has no boss save public interest. Owned from within, and free of all entangling alliances, SCRIPPS-HOWARD Newspapers recognize but one taskmaster . . . the public welfare.

The resulting reader-confidence makes the columns of these newspapers a power to be reckoned with in their several communities . . . both for the welfare of the citizen and the profit of the advertiser.

NEW YORK . . . <i>Telegram</i>	SAN FRANCISCO . . . <i>News</i>	DENVER <i>Rocky Mt. News</i>
CLEVELAND . . . <i>Press</i>	WASHINGTON . . . <i>News</i>	DENVER . . . <i>Evening News</i>
BALTIMORE . . . <i>Post</i>	CINCINNATI . . . <i>Post</i>	TOLEDO . . . <i>News-Bee</i>
PITTSBURGH . . . <i>Press</i>	INDIANAPOLIS . . . <i>Times</i>	COLUMBUS . . . <i>Citizen</i>
COVINGTON . . . <i>Kentucky Post—Kentucky Edition of Cincinnati Post</i>		



AKRON . . . <i>Times-Press</i>	YOUNGSTOWN <i>Telegram</i>	KNOXVILLE <i>News-Sentine</i>
BIRMINGHAM . . . <i>Post</i>	FORT WORTH . . . <i>Press</i>	EL PASO . . . <i>Post</i>
MEMPHIS <i>Press-Scimitar</i>	OKLAHOMA CITY <i>News</i>	SAN DIEGO . . . <i>Sun</i>
HOUSTON . . . <i>Press</i>	EVANSVILLE . . . <i>Press</i>	TERRE HAUTE . . . <i>Post</i>
	ALBUQUERQUE . . . <i>New Mexico State Tribune</i>	

**SCRIPPS-HOWARD**  
MEMBERS OF THE AUDIT BUREAU OF CIRCULATIONS

**NEWSPAPERS**  
AND MEMBERS OF THE UNITED PRESS

NATIONAL ADVERTISING DEPARTMENT

Stuart S. Schuyler, DIRECTOR

250 PARK AVENUE, NEW YORK . CHICAGO . SEATTLE . SAN FRANCISCO  
PORTLAND . DETROIT . LOS ANGELES . ATLANTA

# Luxury Advertising

[Continued from page 21]

**Sweater News**  
and  
**Knitted Outerwear**  
May 1928

**The Underwear & Hosiery Review**  
Vol. 8, No. 3  
Mar. 1928

**Tie-up**

Your Consumer Campaign  
with Trade Publicity

for Sample Copies address:  
**KNIT GOODS PUBLISHING CORP.**  
80 Worth Street New York City

**HOTEL**  
**EMPIRE**

New York's newest and most  
beautifully furnished hotel.  
Accommodating 1034 guests

Equal Distance from Pennsylvania  
and Grand Central Stations.  
...Broadway at 63rd St...

ROOM WITH PRIVATE TOILET  
\$2.50  
ROOM WITH PRIVATE BATH  
\$3.50  
ALL OUTSIDE ROOMS

**LAUNDRIES**

Use tremendous quantities of steam  
plant, electrical, office, automobile  
delivery and other equipment.

Over \$4,000,000 is being raised to  
advertise and sell the laundries to  
the public.

The Laundry Business Will Be Dou-  
bled in Less Than Four Years' Time!

There is an opportunity for everyone  
whose product or services can be used  
by power laundries.

THE STARCHROOM LAUNDRY JOURNAL  
—monthly trade journal—over 200  
pages, covers this industry. For copy  
rates, etc., address

**The Starchroom Publishing Co.**  
421 Commercial Square, Cincinnati, Ohio

cent Rolls-Royce campaign, which rationalized the price and luxury by the "sweet reasoning" that "no Rolls-Royce has ever worn out."

An example of the second is the current Cunard campaign, which chats intimately of the Grand National Steeplechase and the Race Ball and then suggests that "you're going, of course, on the Caronia."

This rationalized type of copy, when well handled, is marvelously effective. Its tone is so restrained, so reasonable, so practical, it quite disarms prejudice. Yet, that powerful luxury appeal is there all the time . . . and it is what sells.

But the main thing is to say it with facts—well chosen, simply stated facts. Leave the "gorgeous mess of language" for those who have nothing else.

### III

*Say It in Good Taste*

SO we emerge at last, at the point of stating some simple facts.

But, we are a business which maintains an air. We do things with a certain style. We have, or are supposed to have, taste.

Our advertising should carry on in the same tone of voice.

Here is where luxury advertising runs into particular complexities and niceties.

The advertiser with a vulgarly huge mass-product appropriation goes out, tells his Clelands, Steichens, or Dunns what he wants, and asks unconcernedly, "How much?" Rarely can the luxury advertiser bid for "big advertising art." What is he to do? Often he decides to be content with second-rate advertising—horrible copy and art which misses. Often he falls back on old fashioned card advertising. Both are just lazy ways out.

Whatever the luxury advertiser does he must do in good taste. It must be the best of its kind. If he can't afford the best expensive advertising, let him find the best inexpensive advertising. If he can't afford \$2,000 oil paintings, let him not stoop to \$200 ones. He had better drop oil paintings and buy a \$200 piece of typography.

And in the art he buys, let him strive for an individual style—a style so fundamentally good that he can cling to it, year in and year out.

Black, Starr and Frost advertising is a good example of what I am preaching. Simple, black-and-white pages, with simple line illustrations and simple typography; but all exquisitely done, the best of its kind. I don't know what is being charged for creating these pages, but I do know that no \$3,000 color plate could proclaim modern good taste any more eloquently.

And in the copy which the luxury advertiser okays, let him remember that good writers can write with simplicity and good taste yet find a few new words in the dictionary. One need not be prosaic to be correct. One needn't be low-brow to be interesting.

If you want copy with this quality, follow the Bergdorf-Goodman advertising, the Ovington advertising.

All those things, so difficult to assert, are defined, unmistakably, by the physical appearance and copy style of your advertising. They are what carry your personality, your taste, your style-standing.

Live in a \$100,000 advertising house if your budget says so, but make it the best of its kind—and your \$1,000,000 neighbor can't make you look like shabby gentility.

### IV

*Keep On Saying It*

THIS is the hardest lesson of all. Almost every advertiser gets fed up on his copy, his layout—he suffers doubts and heresies—long before his advertising goes over with the public.

The luxury advertiser more than any other.

Because his advertising is slowest of all in results. It has to be. He isn't offering bargains, or bringing out new models, or offering attractive trial packages. He's simply trying to get people to believe some facts about his product or his business. Luxury advertising is not selling but cultivating.

There's only one way to go about the job: Say it, say it, say it.

Say it till people notice it! Then say it some more, till they get used to

# The SPOTLIGHT OF TRAVEL

- ☛ Travel advertising points the way to profit for other classes of magazine advertising.
- ☛ Because the amount printed in any magazine depends absolutely on reader response.
- ☛ For a quarter-century *The Digest* has been a leader. We have the honor to lead all general magazines and to alternate in first place with the highly esteemed National Geographic.
- ☛ The most responsive and the soundest body of readers is the reason.
- ☛ Every 100,000 added to circulation is of *Digest* type—no waste, no indifferent readers.
- ☛ This even quality has held *The Digest* at the top these many years.
- ☛ The price \$4.00 per year, attends to this.
- ☛ Travel appetite and the position in life it indicates is a sure guide.
- ☛ When a magazine grows to the great circulation now engaged by *The Digest* and keeps the character of that circulation at this high level it is indeed in the spotlight.

## The Literary Digest

- ☛ Perhaps you did not know that the March and April issues are

**MORE THAN 1,700,000 PER WEEK**

### The Ten Leading Magazines In Railroad and Steamship Advertising ) 1927 (

Publication	No. of Accts.	Total Pages
1 National Geographic . . . . .	49	136 $\frac{1}{8}$
2 THE LITERARY DIGEST . . . . .	45	133 $\frac{1}{3}$
3 Harpers . . . . .	37	101 $\frac{3}{8}$
4 Atlantic . . . . .	33	95 $\frac{1}{2}$
5 Vogue . . . . .	33	62 $\frac{3}{8}$
6 Review of Reviews . . . . .	32	87 $\frac{3}{8}$
7 Town and Country . . . . .	32	54
8 Scribner's . . . . .	30	87 $\frac{3}{8}$
9 Spur . . . . .	30	58 $\frac{3}{8}$
10 World's Work . . . . .	29	86 $\frac{7}{8}$

#### Number of Pages Carried—Four Year Period

- 1923
- 1 THE LITERARY DIGEST
  - 2 National Geographic
  - 3 Spur
  - 4 Town & Country

- 1924
- 1 THE LITERARY DIGEST
  - 2 Spur
  - 3 National Geographic
  - 4 Town & Country

- 1925
- 1 National Geographic
  - 2 THE LITERARY DIGEST
  - 3 Review of Reviews
  - 4 Atlantic Monthly

- 1926
- 1 Digest & Nat'l Geog. (tied)
  - 2 Spur
  - 3 Harper's, Town & Country (tied)

#### Number of Advertisers Carried—Four Year Period

- 1923
- 1 THE LITERARY DIGEST
  - 2 National Geographic
  - 3 Outlook
  - 4 Spur

- 1924
- 1 National Geographic
  - 2 THE LITERARY DIGEST
  - 3 Review of Reviews
  - 4 World's Work

- 1925
- 1 National Geographic
  - 2 THE LITERARY DIGEST
  - 3 Review of Reviews
  - 4 Atlantic Monthly

- 1926
- 1 THE LITERARY DIGEST
  - 2 National Geographic
  - 3 Spur
  - 4 Harper's Magazine

THE BILLION DOLLAR AGRICULTURAL STATE

**HEADLINES**

Tell the Story  
of  
Prosperity

# FORT WORTH WEST TEXAS TERRITORY

"FARM PROSPECTS IN SOUTHWEST BRIGHTENS"

"CATTLE AT HIGHEST PRICES SINCE THE WAR"

"BUILDING PERMITS IN FORT WORTH PASS THE  
MILLION DOLLAR MARK IN JANUARY  
AND FEBRUARY"

"FORT WORTH P. O. RECEIPTS FOR FEBRUARY  
SHOW ALMOST \$200,000 INCREASE  
OVER SAME MONTH LAST YEAR"

This wonderful market is dominated by the STAR TELEGRAM—RECORD TELEGRAM with a circulation of over 125,000 daily and Sunday.

This is a larger circulation than any three or four papers in the Trade Territory.

**JUST A NEWSPAPER**  
Covering more than 1,100 towns

## FORT WORTH STAR-TELEGRAM RECORD-TELEGRAM DAILY AND SUNDAY

*More Than 125,000 Daily and Sunday  
Largest Circulation in Texas*

AMON G. CARTER  
President and Publisher

A. L. SHUMAN  
Vice President and Adv. Director

Charter Member Audit Bureau of Circulations

the idea! Then say it some more, till they act on it!

The process can't be hurried or cut short any more than the growth of an orchard.

For a new luxury advertiser, three years is about the earliest to expect really encouraging results. For an old luxury advertiser . . . embarking on a new task, perhaps two years and perhaps five years.

That is why luxury advertisers should not spend so much that it hurts. They should spend what they can spare, without strain or quick return. They should invest—and not worry.

That is also why they should not scatter appropriations but concentrate in a few media and in few places. Keep on saying it to the same people in the same media. Cultivate . . . Cultivate.

If, after this frightening list of "how and how much," you still feel constrained to be a luxury advertiser, go ahead. At least you will not be aiming at a mirage.

### Seventh Annual Exhibition of Advertising Art

THE Art Directors Club of New York will hold its seventh Annual Exhibition of Advertising Art at the Art Center, 65 East 56th Street, New York from May 5 to May 29, 1928 inclusive. The galleries will be open from 10 a. m. to 6 p. m. on week days and from 2 p. m. to 5 p. m. on Sundays. On Tuesday and Thursday evenings they will be open until 9 p. m.

Complete advertisements that have appeared after Jan. 1, 1927 and before March 1, 1928 are eligible for the exhibition. The closing dates are: for proofs, March 21; for originals, April 11. All communications should be addressed to the Exhibition Committee, Art Directors Club, Art Center, 65 West 56th Street, New York. Caroline Fleischer is exhibition secretary.

Because of a deficit in former exhibitions, which the Art Directors Club has had to meet, an entry fee of seven dollars for each original hung will be charged.

The exhibition will be divided into eight groups, the first award in each group being a medal designed by Paul Manship. The Barron Collier Medal will be awarded in the group of posters and car cards. Honorable mention will be given at the discretion of the jury with certificates of awards.





## The Voice of America's Foremost Industry

**W**HEREVER steel is made and its products fabricated, there you will find groups of keenly alert executives, conversant with the latest processes of manufacturing and the most recent developments in merchandising. Throughout these groups of men guiding the destinies of America's foremost industry there exists not merely an intangible recognition, but a frequently expressed appreciation of the services which the House of Penton renders the iron and steel industry in all its branches through its publications, THE FOUNDRY, DAILY METAL TRADE, ABRASIVE INDUSTRY, and especially IRON TRADE REVIEW.

An unimpeachable record of independent and progressive activity has been the story of IRON TRADE REVIEW'S service to industry. Achieving acknowledged prestige, leadership and dependability, IRON TRADE REVIEW, week after week, points the way to many major improvements in the manufacturing and merchandising of iron, steel and engineering products.

Based on such a high standard of inherent editorial quality, the advertising pages of IRON TRADE REVIEW offer to their users an accumulated prestige which surrounds the messages presented with a dignity and authority otherwise unobtainable. This value is further augmented by the character of IRON TRADE REVIEW readers, 92.65 per cent of whom are executives controlling purchases.

## The Penton Publishing Co.

Penton Building

Cleveland, Ohio

The Penton Press—Printers of newspapers, business papers, national magazines, books, catalogs, etc.

Member, Audit Bureau of Circulations.

Member, Associated Business Papers.



# The Open Forum

[Continued from page 40]

bility of a law which only permits action that would enable the persons affected to attempt the correction of some bad practices. To say that such practices can be corrected under the present state of the law rather begs the question.

W. T. NARDIN  
President  
Pet Milk Company  
St. Louis

## Does Not Cover Whole Story, Rohrbach Believes

Professor Wellman is a good writer and talker and I think very highly of him, but I do not believe that he has covered the whole story.

Like most writers and speakers, he starts out with a certain assumption or conclusion and then builds his arguments around it. Which is all very good, provided his premise is correct to begin with.

Professor Wellman's premise is that all arguments against price cutting are based on the opinion that "it injures the article in the eyes of the public."

Fine, so far as it goes. To which should be added, however, the interest or desire of the manufacturer to maintain as wide a distribution as possible, and his reluctance to have the article become an unprofitable item and be discontinued by some of his dealers because of the price cutting proclivities of certain unscrupulous competitors, thereby narrowing his field of distribution for that article.

In other words, as all business is selfish, the manufacturer is interested primarily in making a fair profit on the largest possible volume. To do this he wants to have as many dealers as possible handle the article at a fair profit margin to them for the value and service given (to this end eliminating the unscrupulous price cutter by suitable legislation that will provide also for cleaning the dealers' shelves of stale merchandise, obsolete goods and other close-outs). All this being in addition to maintaining the reputation of the article in the eyes of the people.

C. H. ROHRBACH  
American Society of Sales Executives  
New York

## "Keyed Copy" Makes a Hit

I am delighted with the new "Keyed Copy" department.

I feel we have spent far too much money on Unkeyed Copy and consequently have no way of knowing whether the advertising was of any value or not. Our agent insists that it has been, and I want to believe that it has been; but there is a lurking suspicion which I cannot dispel that it has been anything but profitable.

This last month we have started an entirely new type of campaign, keying our copy so that there can be no mistake about it. In another six months we will know just how profitable this advertising is. We already know that it is bringing in returns.

I shall follow "Keyed Copy" with the greatest interest.

Let me take this opportunity to tell you, also, how much I enjoy reading your magazine. It is quite the best thing that comes to my desk. Your publication is one which does not devote itself to generalities to the exclusion of facts which are pertinent and interesting.

A. M. ENRIGHT  
Secretary  
Old-Fashioned Millers  
St. Paul, Minn.

## Won't We Need Standardized Reading?

How can one disagree with Kenneth Goode's article, "Is the Editor Dead?" Evidences of his correct analysis are everywhere about us. But is not his a cry in the wilderness?

If we are going to have standardized breakfasts, standardized clothes and standardized office furniture, won't we—meaning the people of these United States—need standardized reading?

Probably there will always be a small group with sufficient individuality still left in them to enjoy the individual magazine, but can such a thing be built up into the millions of circulation—enough millions for the advertiser to consider seriously?

J. D. TARCHER  
Hommann & Tarcher, Inc.  
New York

## American Shippers to Canada Please Take Notice

In the kindest spirit in the world, and with the idea of saving all of us trouble, I am drawing to your attention a frequent cause of annoyance and delay on American shipments into Canada.

In the last few weeks the offenders who have come under my notice are:

A dough-nut flour manufacturer  
An educational phonograph record manufacturer

Two hotels who forwarded purchases made by guests of the hotel  
A health machine vendor, etc.

In each and every case, their shipping departments have shown a complete and mystifying ignorance of the invoice requirements when shipping without the borders of United States territory.

Even when specifically requested for correct certified invoices in triplicate, as required for Canadian Customs clearance, they have not furnished them.

In many cases—and we buy at times, machinery, pans, ovens, etc.—the salesman knows the requirements of the "foreign" territory over which he sells, but the office is domestic in its vision and, either through ignorance or carelessness, ordinary invoices, such as would be used for Boise, Idaho, or Chico, Cal., are sent to Vancouver, B. C., Canada.

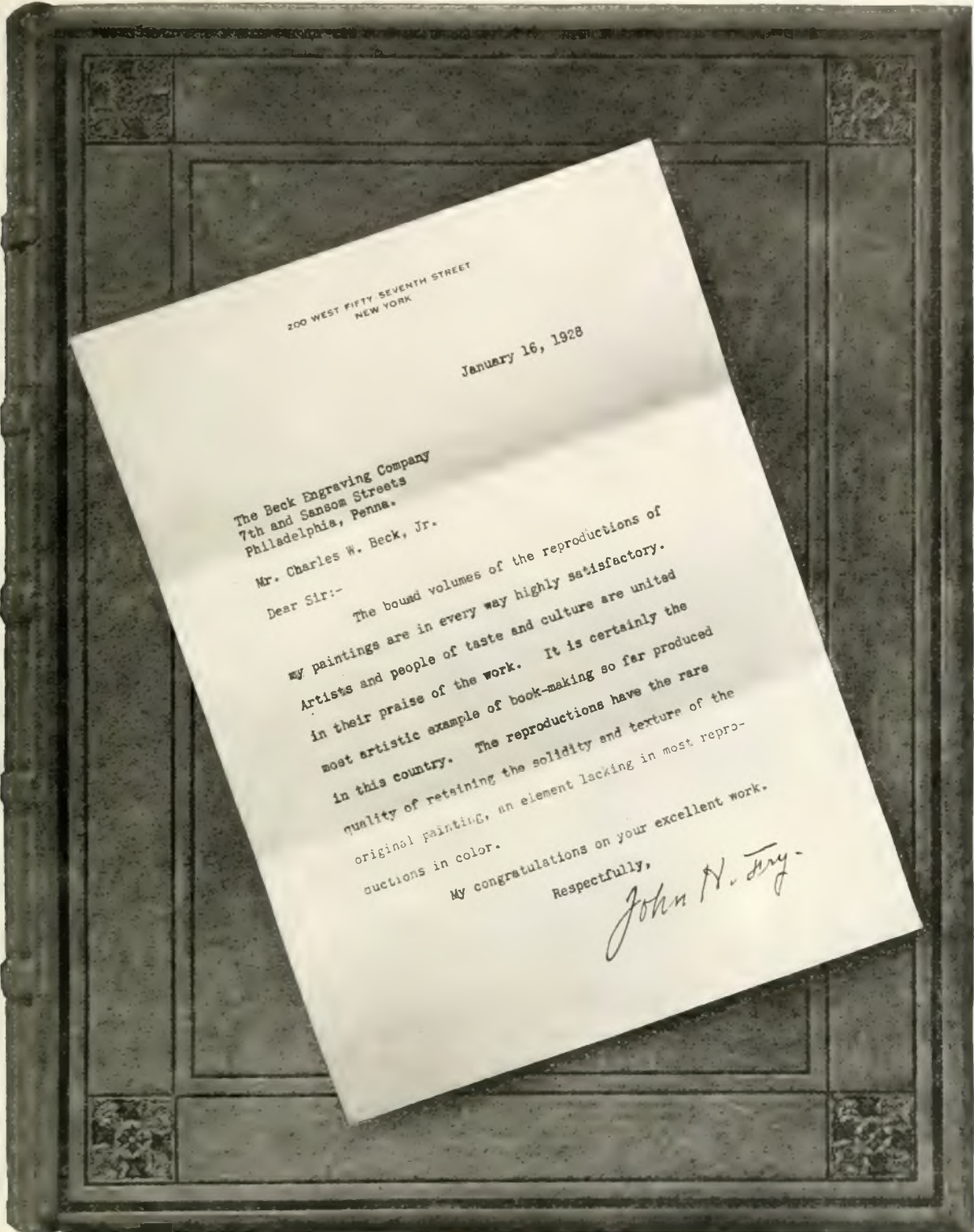
ROY A. HUNTER  
Advertising Manager  
Canadian Bakeries Limited  
Vancouver, B. C., Canada

## Another Canadian Speaks Up

I like your publication, but—why do you not occasionally let us have an article referring to Canadian advertising problems?

The fame of the personal freedom which this country gives its citizens seems to have obscured the vision of many of our good friends below the border. There are other industries here besides those connected with brewing and distilling. We have many very interesting problems to face in the advertising world and I feel sure that an article on "Canadian Manufacturers and Their Advertising" would be most interesting to all your readers.

STEPHEN JONES  
Advertising Manager  
The Legionary  
Toronto, Ont., Canada



200 WEST FIFTY SEVENTH STREET  
NEW YORK

January 16, 1928

The Beck Engraving Company  
7th and Sansom Streets  
Philadelphia, Penna.

Mr. Charles W. Beck, Jr.  
Dear Sir:-

The bound volumes of the reproductions of my paintings are in every way highly satisfactory. Artists and people of taste and culture are united in their praise of the work. It is certainly the most artistic example of book-making so far produced in this country. The reproductions have the rare quality of retaining the solidity and texture of the original painting, an element lacking in most reproductions in color.

My congratulations on your excellent work.  
Respectfully,

*John H. Fry*

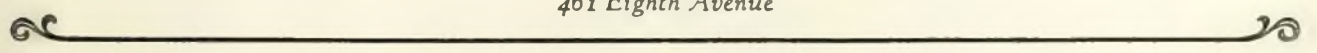
# THE BECK ENGRAVING CO.

*Three Plants Located for National Service*

PHILADELPHIA  
*Seventh and Sansom Streets*

  
NEW YORK  
*461 Eighth Avenue*

CHICAGO  
*Twenty-first and Calumet Avenue*



# SIMPLE

TO make an outstanding booklet, folder or catalog does not always require elaborateness. Expert simplicity, clever simplicity, achieves equal attention-value.

The **CARGILL COMPANY**  
GRAND RAPIDS



## Hotel Belvedere

48th St. West of Broadway  
450 Rooms, 450 Baths

Larger and Comfortable

RATES \$4.00, \$5.00 and \$6.00

CURTIS A. HALE  
Managing Director

Don't miss an issue of Advertising & Selling. Send in your old and new address one week before the change is to take effect.

# The Thirty-Man Agency

[Continued from page 36]

teenth, a messenger, storekeeper, shipping clerk and general factotum. As the boss' secretary finds more stenographic help imperative and sees that a typist is cheaper than another stenographer, she unloads some part of her routine and condescends to take dictation on a larger scale. The new typist joins B-2 and helps with orders, checking and billing, eventually lending a hand on the agency's books.

THE next addition is almost sure to be an art director. So long as the service men have had to buy both art and mechanical work, they have been content. Once they are relieved by a specialist of their former plate and printing detail they begin to hanker for expert art advice, to say nothing of getting shut of manual labor along that line. What's more, they will be right, for the agency now must lift its creative standards sharply or see its best accounts become unhappy.

About this time comes the revolution. The agency finds itself betwixt and between, like an eighteen-hole golf course—not big enough to support the clubhouse its position in society warrants—too big to think of going back to nine-hole simplicity.

The service men are the "clubhouse." They are doing and directing work of a grade equal to that handled by better-paid men in larger agencies, where full supporting facilities let the account handler earn his salary by directing more and doing less. They begin to chafe. According to temperament they begin to think of stepping up or forming nine-hole agencies of their own. The agency must step quickly into the higher class or face a split.

For the thirty-man candidate, the way is plain. It must round out the facilities which support the service men. These facilities will take a real investment—salaries, equipment and a lot of new attention to licking standard practices into shape. The service men want more money for directing others than for doing things themselves. Some won't learn to earn it and must be replaced. The shifts cost both money and momentum.

All along, of course, we're talking

about the average outfit, the one which bills \$30,000 to \$40,000 for each person on the payroll—not the one born with a silver spoon. The million-dollar mark at which we are aiming may rest on perhaps one account at \$350,000, one at \$150,000, five around \$50,000 and ten that average \$25,000.

Growth of the big one alone is like to have forced the adoption of higher creative standards and of better teamwork. Yet the big client may not understand the sudden dose of fumbling, nor the unusual pressure for new business to support the "clubhouse," nor appreciate and sympathize with the vast amount of secret practice necessary to perfect the swing. All in all, while it's going on, the change from individual to organization life is even less happy than our bad mixture of metaphors herein.

Now let's go back to our fifteen people and start the count again. Admit the new secretary-treasurer as No. 16. A move to larger quarters probably means No. 17 at a lobby switchboard, where the operator may also act as information clerk. Given the half-million dollar billing to support this organization, and the new necessity of assembling parts of each job from three men (service man, art director and mechanical man) instead of one, the next functionary is apt to be a production-control clerk.

CLERK B-2 from our ten-man shop will now find her hands quite full with the routine of space contracts, insertion orders, keeping production envelopes, etc. The control clerk (No. 18) therefore takes over the leg-work, probably issuing production orders at the dictation of service men in addition to following progress of the many steps on every job.

The billing clerk (No. 14) will undoubtedly by this time have had full charge of checking space bills and may already need No. 19 as a checker of insertions, taking over himself more of the bookkeeping from the treasurer. At any rate the checker would soon put in his appearance and we'll let him in now.

The senior C, let us say, has been made vice-president. He continues as

the active service man on the biggest account, but has acquired some new official responsibilities. He may have become the "sales manager," leaving the president as the service director over the whole service group, or it may be the other way 'round. Anyhow, he feels the need of a personal assistant, a creative detail man. Our one copy-writer, D, is still fagging for all the other service men. He now steps over to help the vice-president and perhaps one other service man. No. 20 then comes in to help the other pair.

**A**BOUT this time, under the law of averages, well-organized promotion work is due to land that \$150,000 account. Some smaller ones have already come in. The organization now has the volume to make it seem less topheavy. There is real work for all the service men.

There's probably need now for at least one writer (No. 21) not permanently bound to any one group. The growing stream of media representatives makes it next to impossible for the service men and the estimate clerk, E, to study media as in the past. The rush of art work puts a strain on both the art director and our faithful draftsman, F. A whole flock of problems cracks at once.

Right here we should begin to team up service men in pairs. Two competent men working close together can take up the shocks on six accounts more easily than two working separately on three apiece. This is not the same set-up as the one which makes the cub writer a detail assistant. Rather, it makes each full-fledged service man also frequently play detail man to his partner, at least to the extent of helping him over the peaks and becoming well acquainted with his accounts—a splendid factor of safety.

Now we have four senior service men, including the vice-president, in two definite units, each unit with its own "junior" for inside work. Having been all 'round the circle and back again, and having studied the trend in agency practice, we do *not* favor the separate "copy mill" in this size of agency—or any other. And the closer, physically, each unit can be brought together in the office arrangement, the greater will be its capacity.

No. 22 is apt to be added in the media corner of the business. In fact, No. 23 may come in here as well. This

## Are You Interested In Unusual Reader-Interest?

If an unusual reader-interest appeals to you as an advertising asset, then the American Wool and Cotton Reporter will be your accepted channel of communication to a field which buys in terms of millions.

During more than two score years not a single issue has failed to come off the press on time. Even fire, which entirely wiped out our plant, could not shatter the ideal of Frank P. Bennett, the founder.

The vigorous editorial policy, and the constructive service which the American Wool and Cotton Reporter is continually rendering, resulting in an unparalleled circulation among the cotton, woolen, worsted, dyeing and finishing plants of New England and the South.

If unusual reader-interest appeals to you as an advertising asset, then the American Wool and Cotton Reporter will be your accepted channel of communication to the textile industry which buys in terms of millions.

## American Wool and Cotton Reporter

BENNETT SERVICE

530 Atlantic Avenue, Boston, Massachusetts

### Bakers Weekly A. B. C. - A. B. P. New York City

NEW YORK OFFICE—45 West 45th St.  
CHICAGO OFFICE—360 N. Michigan Ave.

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.

### Jewish Daily Forward. New York

Jewish Daily Forward is the world's largest Jewish daily. A B.C. circulation equal to combined total circulation of all Jewish newspapers published in every Jewish community throughout the United States. A Home paper of distinction. A result producer of undisputed merit. Carries the largest volume of local and national advertising. Renders effective merchandising service. Rates on request.

### BUSINESS MAGAZINE SERVICE

There are two notable reasons why it would pay to use this subscription service.

1. Eliminates drawing separate checks for each subscription. A common expiration date can be arranged and one check sent in payment.
2. Enables you to save money thru special club offers.

Send your list of business and personal magazines for a special quotation. No obligation, of course.

**PARK SUBSCRIPTION AGENCY**  
206 Park Place Brooklyn, N. Y.

## New England's Second Largest Market

# Providence Payrolls

Payroll checks on Providence Clearing House banks during 1927 amounted to \$137,599,000.00, an average of more than \$2,646,000.00 per week. These figures are for Providence banks only and do not include branches in other cities. (Figures furnished by Brown Bureau of Business Research.) These figures do not include salaries or wages paid by individual check or direct from cash drawers.

Providence is the trading center of Rhode Island. Three-fourths of the state's population live within a fifteen mile radius of this city.

## The Providence Journal and The Evening Bulletin

with a combined circulation of more than 114,000 cover Providence thoroughly and go into the great majority of English speaking homes in the state. The circulation of these newspapers is greater than that of the other eight English language dailies in Rhode Island combined. They offer advertisers adequate coverage of the prosperous Rhode Island market at a minimum cost.

**PROVIDENCE JOURNAL COMPANY**  
PROVIDENCE, R. I.

*Representatives*

CHAS. H. EDDY COMPANY  
New York Boston Chicago

R. J. BIDWELL COMPANY  
San Francisco Los Angeles Seattle

unit of three people will constitute a market and media sector which takes in the library and begins to turn out real studies. One man on markets, one on media and a third of semi-clerical type to handle files and figuring will round it out. It need not be highly expensive at the start, as the service men are still good analyzers in a pinch.

No. 24 is another stenographer and No. 25 probably another clerk to help B-2 in the unit which handles space orders, shipping instructions, production envelopes, incoming art and mechanical bills, etc.

**T**HE inside art studio has undoubtedly been fading out these last ten years. One reason is the limited variety of techniques that can be afforded—another, the very great difficulty an agency has in recovering its bare costs for any convenience work done inside. Nevertheless, we find almost no agencies without a drafting board or two and some inside artists, at least of the knockabout type.

At this stage in the agency's development we figure that three more art men may come in unless the agency be so located that outside artists are only a step away. If important drawings alone were the problem there would usually be time to send for the artist. But they are not. The real problem consists of the line here, the dewdad there, the change in a rough, the bit of lettering—all the odds and ends that need doing in a hurry. So let's figure on an assistant to the art director, two more draftsmen and the usual hopeless problem of trying to make the bare studio break even.

The art director will do the heavy thinking and produce the "thought-sketches," or visuals. His assistant will ring the changes on them, much as did the draftsman F for the service men back in the simpler days, but his work will be on a much higher plane, of course. F himself will probably have become a real artist and his odd jobs of scaling, pasting, revamping, etc., will have been handed down to a new cub. The third producing artist may be given only working quarters, without salary or guarantee, and find part of his work elsewhere. In fact, all three may be on that basis.

The agency is now in the thirty-man class, though still shy one or two employees. No. 29 may be a devil to help the mechanical man or a boy to

## THERE ARE SOME THINGS NOT TO BE ENDURED

*A story in the manner of  
Shrew-d Anders-n*

There was a street. And a man running down it. I heard his feet go plop plop plop as I lay in my bed in Mrs. Schultz's boarding house, wondering. . . .

There is life and love and men running down streets plop plop in Indiana. There are tiger cats and moth balls and Finnish sociologists. I might have been that man. I might have been a tiger cat. But I never could have been a moth ball or a Finnish sociologist. Because I was born in a small town in Ohio, and my father was window-dresser for a fish store where they constantly sold haddocks. This depressed him considerably. Or haddie. What haddie? Had he had haddie? Had he had Finnish haddie?

Every morning she came down with her hair down and underdid the chops. I would look at her and think, "What's the use? A man can go out and work all day and always she will come in with her hair undone and the chops the same way."

But she didn't have much sense. When I asked her had she read the advertisement of Shuglovs in *The New Yorker*, she said, "Where is Shuglovs?" and "What is *The New Yorker*?" It was then that I got up and took my umbrella and left the house and went down the Mississippi River in a canoe.

*As advertised  
in the*

## BOOT and SHOE RECORDER B O S T O N

For years the eyelets made by the United Fast Color Eyelet Company have been acknowledged to be the world's finest. And for years their superiority has been emphasized to merchants all over the world by advertising in the Boot and Shoe Recorder.



A. B. P.  
A. B. C.



LOOK FOR THE DIAMOND TRADE MARK

Only genuine  
Four-Kalbs  
Exhibits best of

Chicago    New York    Philadelphia    BOSTON    Rochester    Cincinnati    St. Louis

help the original messenger, largely depending on which of the two has kept charge of stores and shipping, and another typist (No. 30) specially trained to type "copy" for publication will complete the picture.

The new-business problem so acute at the time of the reorganization will have had to be solved by some more definite set-up than making promotion a part of everybody's business. It probably will have been solved by the president's acting as the sales captain, with one service man putting in half his time as the active "chief officer." This service man will have charge of sales records and exhibits, make most of the calls, handle the agency's own advertising "account" and always be able to tell other key men where to make themselves useful as salesmen when they report some slack.

The secretary-treasurer will no doubt have become the general inside manager, controlling the working schedules of not only the routine departments but of all hands from top down. Staff meetings at regular weekly intervals, with attendance limited to the upper ten people, will be almost a necessity as a measure of current control and for the purpose of considering refinements in procedure. The wise management will treat its whole key group as though it constituted an actual board of directors.

But the most important step in the whole betterment program will be the annual "post-graduate course," outside of office hours, for the class that needs it most. By that we mean evening meetings once a week for a definite period, to review fundamentals and put the outfit back into solid step. Changing personnel, new routines and the human tendency to edge away from established standards all make the "re-  
vival" series an absolute necessity.

### PHOTOSTAT SERVICE

RAPID—ECONOMICAL

FACSIMILES · ENLARGEMENTS · REDUCTIONS

Commerce Photo-Print Corporation  
42 BROADWAY, 80 MAIDEN LANE  
Manover, 8993    John, 3697

### Selling Your Services?

10,004

POTENTIAL BUYERS

IN

### The Market Place

### CLASSIFIED ADVERTISERS! MAIL ORDER ADVERTISERS! TRADE JOURNAL ADVERTISERS!

Send for FREE copy of our NEW 1928 "Advertisers Rate and Data Guide," 36 page directory contains display and classified rates of best producing magazines and newspapers.

Write today for your copy of the Guide.

E. H. BROWN ADVERTISING AGENCY  
Dept. F, 140 S. Dearborn St., Chicago, Ill.



*The Only Denne in  
Canadian Advertising*

We give "on the spot" Counsel and Service in your Canadian Advertising based on years of practical experience in this field. Ask our advice on methods and media.

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

WE now conclude this very quick review by an equally quick summary of the thirty-man agency as it stands. Subscribers will understand, of course, that we have not undertaken to lay down an arbitrary prescription nor follow possible ramifications to their respective lairs—rather to use an actual experience in building a thirty-man branch office as the outline for building an independent agency of similar size and character.

The salaries quoted are low and may be challenged. The number of people is high, perhaps, for a million-dollar billing. The answer to the





# —Defeat the Closing Jaws of Competition

**T**HE jaws of competition are closing about you. On the one hand, rising costs. On the other, falling prices for your goods. You may be strong, you may be big, you may be dominating, but the jaws inexorably are closing.

There is a way out. Your efforts to cut costs can be successful if you will follow the lead of America's outstanding industrial executives. General Motors . . . Cluett Peabody . . . Pullman . . . Goodyear . . . Goodrich & Fisk . . . Johnson & Johnson . . . Richardson Roofing . . . a great and growing list, of which these are only a few, have learned of the production economies in the Atlanta Industrial Area, and have established factories here.

You can put your plant where labor helps instead of hindering. Where taxes are low, where abundant raw materials are available close by at low prices, where power is cheap and abundant,—where every factor is a favorable factor. And if you do it—as those others have done—you will find, as they have found, that it is possible to defeat the closing jaws of competition, pressing on you in your present location.

. . . .

The Atlanta Industrial Bureau will be glad to tell you, without obligation and in the strictest confidence, exactly how Atlanta location will help you restore dividends to their proper level.

Write INDUSTRIAL BUREAU, CHAMBER OF COMMERCE  
12 Chamber of Commerce Bldg.

# ATLANTA

Industrial Headquarters of the South — 

*900 Nationally Known Concerns Serve the South from Atlanta*

## What they are saying about the "new" Record

### An advertiser says:

"The best evidence of our opinion of the 'new' Record is the fact that we have cut out our advertising from two other architectural magazines and concentrated entirely in The Architectural Record."

### A professor of architecture says:

"I tender you my heartiest congratulations on the 'new' record. I think we were all sorry to see the old format disappear, but in its place you have certainly given us a gorgeous volume. . . . The wonderful series of photographs. I have looked through them many times and still find them the most inspirational thing on my table. The measured drawings reproduced in halftone I find perfect."

### An architect says:

"We wish to congratulate you on the January number of The Architectural Record. It is of extraordinary interest and admirably produced."

### An advertising agency says:

"Will you accept my heartiest congratulations on the 'new' Architectural Record? It is a splendid publication."

### An architect says:

"I was delighted with my copy of the 'new' Architectural Record. I feel it has gained tremendously in presentation, attractiveness and interest."

### An advertising counsellor says:

"I have gone over the whole magazine and am glad to tell you that I never saw a more completely improved publication. You are to be congratulated."

### An advertiser says:

"I want to compliment you on the fine appearance of the 'new' Record. There is no question but that this size magazine is much preferable. The plates are inspiring and altogether I think you have a wonderful combination."

### An architect says:

"I have just seen the 'new' Architectural Record and feel it is very handsome and a splendid beginning for the new format. Both text and photographs are surely way above what are to be found in any other American architectural magazine."

*On request, to interested manufacturers and their advertising agencies—sample copy, latest building statistics, our booklet, "Selling the Architect," and most recent A.B.C. reports. The Record is a member of both A.B.C. and A.B.P., Inc.*

## The ARCHITECTURAL RECORD

Division F. W. Dodge Corporation

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

Member A. B. C.

Member A. B. P., Inc.

# Advertising & Selling

*is seeking the part time services of a*

## TRAINED ADVERTISING SOLICITOR

*to represent it on the Pacific Coast. The active accounts are comparatively few in number but the prospects are sharply defined so there is little lost motion. An acquaintance with newspaper publishers is essential. Payment for services will be strictly on a commission basis.*

ADVERTISING & SELLING

9 East 38th Street, New York

point on salaries is that definite training can be made to furnish high-grade work at a much lower scale than must be paid for people resourceful enough to have trained themselves.

Lest broad service seem to threaten profit, let us say that after the "system" had been digested the net went back to a point above 3 per cent on the bigger volume, 50 per cent better in the normal year than the highest dollar total of the ten-man stage. After all, it's dollars we want, not percentages, and the triple-pass system finally counts for bigger gains.

*This is the third of several articles on the organization of an advertising agency reprinted from Lynn Ellis' "Dope Sheets." The next will appear in an early issue.*

## Editor of Farm Life Addresses Advertising Class

THE farm field and the place of the farm paper in that field were the subjects of a talk given by William Johnson, editor of *Farm Life*, under the auspices of The Agricultural Publishers Association at a meeting of the advertising and selling class of the Advertising Club of New York on March 6.

While the popular conception of the farmer's lot, Mr. Johnson said, was one of "suffering reduced to a science," the farmer in reality was not doing so badly. In the last few years he had improved himself and his methods 47 per cent in general efficiency where even the large manufacturers had showed an improvement of only 49 per cent. In his own field he leads the world. His average production in the raising of cereals, for instance, is 12 tons per worker as against only 1½ tons per worker in Europe.

"I should say that one-third of the present-day farmers here in America are making money, one-third are 'getting by,' and one third are in some difficulty," Mr. Johnson stated.

While farming is and always will be a gigantic gamble with nature and the state of the market, the farmer has ceased to be a pioneer in the old sense of the word and has become a pioneer in economics.

The farm paper, Mr. Johnson said, had been the first and one of the greatest influences in building up the modern farm community. It had introduced cooperative selling, along with other business innovations, and had done much in helping to make farming a business.

**Excerpts from Mr. Teague's article:**

"What has this to do with printing? Why, simply everything. Modern art cannot be detached from its background of current life, and the new tendencies in printing cannot be understood except by comprehending their relationship to all phases of modern art. Such an understanding will lead one to see that a lot of the fearful and wonderful things being done today have no reason or justification and are in just as bad taste as they look. Good typography in the modernistic manner will be legible first of all. It will not be as static as the classic styles, but will have more movement and perhaps more asymmetrical arrangements. It will depart widely



DESIGN BY MR. TEAGUE

from classical precedents, but it will display a fine sensitiveness to good proportions and beautiful arrangements, wherein it has so far failed lamentably.

"It will use little traditional material, although good classic types will be used in ways that relieve them of their triteness.

"In short, the modernistic typography as finally evolved will be very different from the classical. It will still require just as much taste, knowledge and skill on the part of the printer as good printing has always required. The difference will be that the printer will be guided by new rules and standards, and work to produce results, not like classical printing, but like the art of his current day. And the stimulus of an universal, accepted style will be so great that he will have more fun with his work than he has had for generations."

ARE we assisting at the birth of a new style? Walter Dorwin Teague thinks it likely. In his discussion of current tendencies in the arts and crafts in the March issue of **THE AMERICAN PRINTER**, he claims we have been practically styleless—due to too much confusion, too constant change, too little unanimity of thought. To satisfy our aesthetic needs we have been studying and reproducing the styles of the past. Now, according to Teague, a new unity is manifesting itself.

We quote from Mr. Teague's article in the column opposite.

This notable article which is attracting a whole flock of fine comments is only one of the many stimulating articles on the new tendencies in printing constantly appearing in **THE AMERICAN PRINTER**. Such features create a receptive mood in readers for whatever is new and improved in equipment and supplies. They are stimulated to keep their plants and service up-to-date in order to overcome competition. This gives added importance and interest to the advertising pages. You're invited to write for rates and other data.

**THE AMERICAN PRINTER**

*A Robbins Publication*  
*Edited by Edmund G. Gress*

9 East 38th Street, New York

**THE AMERICAN PRINTER . . . and the New Tendencies in Printing**

## "THE NEW AMERICAN TEMPO" STILL LIVES!

Robert R. Updegraff wrote "The New American Tempo" for the May 5th, 1926, issue of Advertising & Selling. Even to this late day requests continue to be received for this much quoted article. Now it can be had in permanent form—bound in an attractive pocket-size book.

Because Mr. Updegraff's title so ably characterizes the aims of Advertising & Selling, in keeping abreast or ahead of the field, we have selected "The New American Tempo" as the title of the book into which is printed nine other advertising gems, selected from past issues of Advertising & Selling.

These are articles, which like Mr. Updegraff's "The New American Tempo," have been requested long after publication.

**The New American Tempo**  
ROBERT R. UPDEGRAFF

**Truth Is a Mighty Advertising Technique**  
EARNEST ELMO CALKINS

**A Night Letter to Los Angeles**  
KENNETH M. GOODE

**Finding Advertising Individuality for the Standardized Product**  
RAY GILES

**"Always Leave 'em Laughing"**  
SARA HAMILTON BIRCHALL

**Something Has Happened Since 1920**  
G. LYNN SUMNER

**On Criticising Advertising**  
O. C. HARN

**What Yesterday Can Teach Advertising's Tomorrow**  
CHARLES AUSTIN BATES

**Advertising as an Incentive to Human Progress**  
BRUCE BARTON

**This Nervous Shifting of Advertising Appeals**  
WILLIAM D. McJUNKIN

If you read these articles when they were first published, you will like a copy now in this permanent book form, at 75c. each postpaid. And if you didn't read them, by all means lose no time in clipping the attached coupon.

Robbins Publications, Book Service,  
9 E. 38th St., New York, N. Y.

Send me ..... copy (or copies) of your "New American Tempo" at 75c. each which includes postage. Check for \$..... is enclosed.

NAME .....

ADDRESS .....

CITY .....

STATE .....

# Sales Organization for Industrial Marketing

[Continued from page 34]

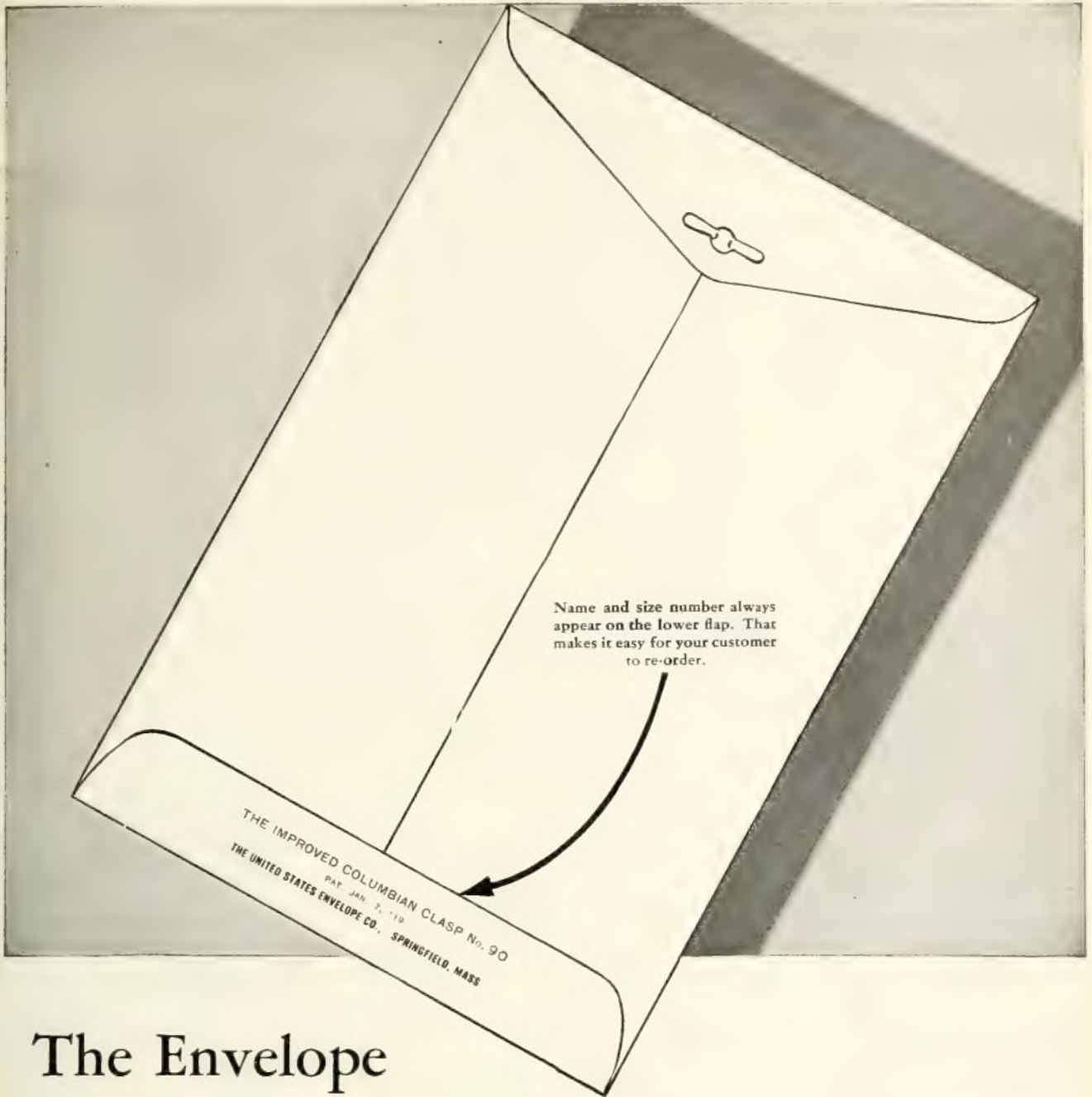
Numerous manufacturers who employ their own salesmen in dense markets, moreover, utilize the services of manufacturers' agents in sparse markets. One company manufacturing power transmission equipment, for example, has 22 sales branches but supplements the branches with the services of 5 manufacturers' agents. Another company, manufacturing factory trucks and allied equipment, employs 14 salesmen; 10 manufacturers' agents each of whom sells the products of one other manufacturer; and 20 manufacturers' agents who sell the products of two or more other manufacturers. The company's own salesmen operate in the large industrial districts, and the manufacturers' agents operate in markets deemed to be not capable of supporting salesmen selling only the one line.

While many companies properly are using the services of manufacturers' agents in marketing their products, other companies continue to employ agents through inertia or because of lack of alertness in comprehending their marketing problems. An example of a well-advised change from use of manufacturers' agents is furnished by a company which manufactures expensive machines for installation in machine shops and other metal working plants. Despite the fact that the sale of the machines requires an intimate technical knowledge of their construction and operation, the company sold its products for many years through manufacturers' agents. A few years ago, however, the company began to pay more attention to its marketing methods than it had previously, and it decided to employ salesmen instead of agents in all but the sparse markets. After the change was made, sales increased and customers were better satisfied.

**U**NDER the new arrangement, the company taught its salesmen to exercise especial care in inspecting the operation of the machines after installation in order to make sure that customers secured the maximum results.

Another company, which is faced with conditions analogous to those in the example just cited, has not yet changed its methods. This second company manufactures highly technical equipment for installation in the boiler rooms of power plants. This equipment must be drawn in when the power plant is designed, and a high degree of engineering skill is required for designing and selling. The company has been attempting to sell its product through manufacturers' agents located in large industrial centers. The agents have succeeded in locating a goodly number of potential customers but in no instance have they been able to close a sale without the direct assistance of an officer of the manufacturing company. Better results could be obtained and less selling expense incurred, in ratio to sales, if the company employed a small force of salesmen, thoroughly trained in power plant engineering and qualified to discuss highly technical problems with superintendents of operations and consulting engineers.

**I**N industrial marketing, as in the marketing of consumers' goods, when a company decides to maintain a private salesforce the first essential is to ascertain the sales tasks to be performed. When the tasks to be performed are known, the organization for performing them can be planned intelligently. A salesman's tasks usually involve one or several of the following duties: locating prospective customers; booking orders; maintaining continuous relationships with customers from whom repeat orders may be forthcoming; aiding dealers in promoting sales, when distribution is through dealers; furnishing requisite information to operating officials and plant engineers regarding the product, when direct marketing methods are employed; stimulating latent demand among both new and old customers by arousing effective buying motives; and adjusting complaints from customers or users. The sales management task comprises the selection and



Name and size number always appear on the lower flap. That makes it easy for your customer to re-order.

THE IMPROVED COLUMBIAN CLASP No. 90  
 PAT. JAN. 7, '19  
 THE UNITED STATES ENVELOPE CO., SPRINGFIELD, MASS

# The Envelope

## with a "THOUSAND" uses

*Have you thought of them ALL?*

**T**HE uses for Improved Columbian Clasp Envelopes are by no means limited to the mailing of catalogs and booklets.

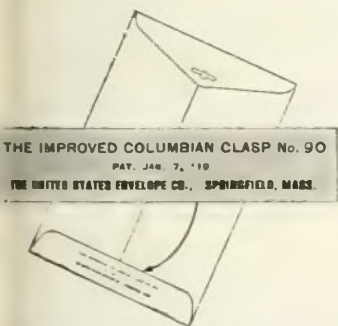
The optician—for the eyeglass cases he mails; the hardware man and the "5 & 10"—for screws and bolts; the specialty shop—for notions small-

wares, gloves, neckwear; the automobile service station—for small light parts. Improved Columbian Clasp Envelopes save wrapping and paper—twine and time. Your printer and stationer can supply you.

UNITED STATES ENVELOPE COMPANY  
*The world's largest manufacturers of envelopes*  
 SPRINGFIELD, MASSACHUSETTS

With 14 manufacturing divisions covering the country

# Improved COLUMBIAN CLASP ENVELOPES



The name, Improved Columbian Clasp, and the size number are always printed on the lower flap.

# 12 Business Books

that should be in

## Every Marketing Executive's Library

DEVELOPING AND MANAGING SALESMEN. *Ray Giles.* \$3.50.

THE PRINCIPLES OF ADVERTISING. *Tipper-Hotchkiss-Hollingworth-Parsons.* \$4.50.

THE ADVERTISING HANDBOOK. *S. Roland Hall.* 735 pages, illustrated. \$5.00.

MARKET ANALYSIS, ITS PRINCIPLES AND METHODS. *Percival White, Research Engineer.* \$4.00.

THE HANDBOOK OF BUSINESS CORRESPONDENCE. *S. Roland Hall.* 1048 pages. \$5.00.

THE ECONOMICS OF INSTALLMENT SELLING. *Prof. Edwin R. A. Seligman.* In two volumes. \$8.00 per set.

THE ADVERTISING AGENCY. *Floyd Y. Keeler and Albert E. Haase.* \$6.00.

MY LIFE IN ADVERTISING. *Claude C. Hopkins.* \$3.00.

WHAT ABOUT ADVERTISING? *Kenneth M. Goode and Harford Powel, Jr.* \$3.50.

FRED FARRAR'S TYPE BOOK. *Fred M. Farrar.* \$5.00.

YOUR MONEY'S WORTH. *Chase-Schlink.* \$2.00.

WINDOW DISPLAY ADVERTISING. *Carl Percy.* \$3.50.

Cash with order.

Books are not sent on approval.

Robbins Publications  
Book Service

9 East 38th Street, New York

instruction of the salesmen; the assignment of territories or of prospective customers the determination of the frequency of call; the continuous supervision and direction of the work of the salesmen; and the determination of the basis for paying them for their services.

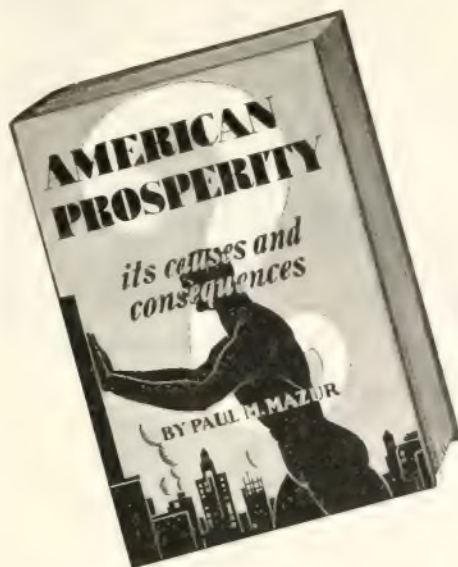
The fact, obvious when mentioned, that there are not enough 100 per cent salesmen available to enable every manufacturing company and every distributing firm to employ none but top-notch salesmen is of especial significance in industrial marketing. As has been pointed out, a large part of the purchases of many sorts of industrial goods are made by companies with departmental organizations. For dealing with operating executives and plant engineers a salesman needs to understand thoroughly and to be able to demonstrate the technical characteristics and qualities of the article which he is selling; he also should be able to size-up the possible application of the article to a particular user's needs; and he must have skill in handling sales negotiations. Since a company's salesforce usually is made up largely of men with no more than average ability, two provisions must be made in order to attain satisfactory sales results. In the first place, the salesmen must be given thorough training on the technical points encountered in selling the product and definite guidance in locating prospective customers and in handling negotiations. In the second place, advertising of the right sort usually is needed for supplementing the efforts of the salesmen, particularly by furnishing stimulating information to operating officials and plant engineers.

ONE of the sales organization problems which arises when a company is producing a diverse line of products is that of segregating the sales organization so that different products are sold, or different classes of customers are served, by separate salesforces. As has been pointed out in earlier articles in this series, a company which manufactures both consumers' goods and industrial goods is likely to find it worth while to divide its salesforce into two crews—one selling to wholesalers or retailers, the other selling to industrial distributors or users. Similarly a company manufacturing several products, each of which is sold to a distinct group of industrial customers, is likely to find a segregation of its

salesforce to be very worth while.

Provided that purchases of each of several groups of customers are large enough in the aggregate to warrant specialized selling, the ground on which the question of segregating the salesforce is to be determined is the degree of dissimilarity in the buying habits and practices of the various groups of customers, and the extent to which specialized technical knowledge on the part of the salesmen is required for carrying on negotiations with operating and staff executives in the customers' organizations. The fact that salesmen usually are of only average ability is also a factor inducing segregation of the salesforce under such circumstances as have just been cited.

THE following examples illustrate specifically conditions warranting segregated sales organizations. A metal manufacturing company developed a chemical by-product which for a time was disposed of by a selling agent. When the company took over the sale of the by-product itself, it decided to employ salesmen especially for selling the by-product rather than to have it sold by the metal salesmen. Another example is furnished by a large company which manufactures half-a-dozen groups of products. One group of products is sold largely to mining companies, public utilities, and railroads; a second group to automobile manufacturers and toilet goods manufacturers; a third to automobile and furniture manufacturers; a fourth to wholesalers; a fifth to cotton mills and other textile plants; and a sixth chiefly to paint manufacturers. After having tried other experiments in sales organization, the company undertook to have specialized salesmen for each line to secure orders from large users, but to have sales to customers whose purchases were of small or average volume handled by general salesmen each of whom sold all the lines. This use of general salesmen to sell all the lines to a large part of the company's customers produced some small economies, but it did not yield a satisfactory volume of sales. Although the ill-success of the plan was caused in part by administrative defects, its chief weakness lay in the fact that the customers for one group of products required technical information different from that required by the customers for other groups of products; furthermore, a different fre-



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2. Mass production as autocratic czar of America is doomed—what must replace it?
3. Is instalment buying mortgaging the future of America?
4. Why must there be more and better advertising?
5. What effect will the new "circular mergers" have on independent businesses?
6. What is ripping wide open the gap between the economies of mass production and the expense of high-pressure distribution?
7. What will happen soon when Europe must dump great quantities of goods on American markets or bar American goods?

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I enclose my check for \$2.50.

Please send C. O. D.

Name .....

Address .....



author of this book is a partner in the banking firm of Lehman Brothers and is also author of "Principles of Organization Applied to Modern Retailing" (published as the result of a study made for the National Retail Dry Goods Association) and of many monographs including: "Future Developments in Retailing," "National Financing for National Advertisers" and "Is the Cost of Distribution Too High?"



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## Positions Wanted

Field open in Pennsylvania to experienced and successful advertising solicitor on well known business paper. References and complete information exchanged. Address Box 523, Advertising & Selling, 9 East 38th St., New York City.

Young woman, college graduate, wants position with publishing company or advertising agency in New York City. Has had experience as a general correspondent and assistant in the advertising department of a class publishing company. Knowledge of lay-out and make-up. Details regarding personality, background and capability will be furnished on request. For an interview, write Box 515, Advertising & Selling, 9 East 38th Street, New York City.

### MR MANUFACTURER—

—can you use a young man in your concern with good, sound Advertising and Sales experience, backed by nine years of successful advertising results? This man is thoroughly familiar with art work, photo engravings, printing, layouts and direct mail, all of which he has successfully used for a manufacturing concern. He is a Christian, twenty-seven, still single and considers future first, salary secondary, but important. Address Box 519, Advertising & Selling, 9 East 38th St., New York City.

EDITOR, trade journal experience, familiar outside contacts, college education, newspaper training, wants progressive opening. Knows advertising cooperation. Address Box 509, Advertising & Selling, 9 East 38th St., New York City.

### YOUNG ARTIST WANTS CONNECTION

Where there is a chance to grow, desires opportunity to demonstrate his ability in creating selling ideas. Thorough knowledge of directing and buying art work, visualizing, and working up AA-1 layouts. Business contacts have been with important executives, who will furnish highest references as to ability, character, and agreeable personality. Box 510, Advertising & Selling, 9 East 38th St., New York City.

Advertising copy and layout man, 2 years sales experience, 4 years advertising experience, 30 years of age, high grade reference, desires position in or around Philadelphia. Address Box 521, Advertising & Selling, 9 East 38th St., New York City.

## Help Wanted

Young man or woman, intelligent and progressive, to become local representative for extension courses in modern, popular business subjects for which there is a large demand. Work will be backed by strong advertising campaign. Commission arrangement, earnings very large. Can start on part time if preferred. Excellent opportunity for immediate substantial income and future advancement. School is one of the best known in the United States. Over 100,000 graduates. Eastman School of Business Poughkeepsie, N. Y.

## Business Opportunities

We are marketing a tried and efficient device, improved and refined to a high degree. It is broadly patented. We have stamp of approval from best testing plants; increasing sales in scientific, industrial and domestic fields. There is a growing demand, and increasing orders from these various fields.

A man or men with capital to put on a reasonable national sales campaign ought to sell a half million dollars gross sales in eighteen months. If interested in a real opportunity, write Box 522, Advertising & Selling, 9 East 38th Street, New York City.

### MAY BE YOUR OPPORTUNITY

Do you remember Claude Hopkins' story of how, when he started for himself, he looked around for something to sell? He found the right thing, then showed his advertising genius in selling it, and made a fortune and fame for himself.

Maybe here is just your opportunity. I have entire patent rights to sell for an Automatic Windshield Wiper (U. S. Patent 1927) which goes clean across the windshield. It works on the vacuum principle and is unique in having wiper blade attached to the piston itself. No strings through piston so there are no leakages; complete vacuum gives remarkable power.

It is simplicity itself, and can be made very cheaply. How many cars need just this wiper?

Owner will be at Suite 860, 508 S. Dearborn Street, Chicago, Ill., until March 16. After that date enquire:—B. Bernard, Box B, Sausalito, Calif.

## Multigraphing

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.  
DEHAAN CIRCULAR LETTER CO., INC.  
120 W. 42nd St., New York City  
Telephone Wis. 5483

## Advertising Service

### Patronize THE JINGLE SHOP!

A rhyme is memory's safest prop.  
Sure to please ad agencies!  
Cheyney, 40 Eastern, Grand Rapids, Mich.  
Ed., "Contemporary Verse," \$1.50 per year.

## Stationery and Printing

### STATIONERY AND PRINTING

Save money on Stationery, Printing and Office Supplies. Tell us your requirements and we will be pleased to quote lowest prices. Champion Stationery and Printing Co., 125 Church Street, New York City. Phone Barclay 1295.

quency of call was required for the different groups of customers if the company was to have its sales plan conform to the buying habits of its customers. It was not possible to educate each salesman to deal effectively with the problems of selling to all classes of customers, nor could the salesmen be routed to exploit fully the sales opportunities.

The company consequently decided to use a separate salesforce for each group of products.

**I**N conclusion, a word regarding methods of paying industrial salesmen. Although some companies pay their salesmen by means of commissions on sales, the most common method of compensating industrial salesmen is by straight salaries, and it is logical that the straight salary plan usually should yield the best results. As examples cited in these articles have shown, industrial salesmen often have to carry on prolonged negotiations before an order is secured. Service work of various sorts also is required of them. Inasmuch as the commission method of payment usually discourages lengthy negotiations and hampers service work by placing a heavy premium on immediate results, the salary system is rightly preferred by companies which expect their salesmen to do more than merely solicit orders. Since the sales of many industrial goods, furthermore, are subject to severe fluctuations in volume with changes in business conditions, the salary method gives greater stability to the incomes of the salesmen than can be attained with commissions. Whatever method of compensation is adopted, however, the management should assume responsibility for instructing and guiding the salesmen and for controlling their activities so as to secure satisfactory results.

*This is the ninth of a series of articles by Professor Copeland on Industrial Marketing. The tenth will appear in an early issue.*

## "Handbook of Export Advertising" Published

The "Handbook of Export Advertising" has been published by the Foreign Agencies Company, 509 Fifth Avenue, New York. It is a manual containing information that the export or advertising manager will find helpful in checking up or selecting a foreign media. Its price is \$3.



# Pseudo-Science in Selling

[Continued from page 22]

credit the new apparatus with marvelous powers.

Obviously in the great rush to capitalize the public's interest the name of the physician has become a word to conjure with. Questionnaires rain on the medical desk like falling leaves in the autumn. Eleven thousand, one hundred and five doctors, out of how many the advertiser does not state, who received a free carton of a certain popular brand of cigarettes, answered with "yes" the inquiry as to whether in their belief those cigarettes were not less irritating to sensitive or tender throats than other cigarettes. "Consider what these figures mean," requests the advertiser. To which solemn question I would answer that they do not mean a thing except that 11,105 nondescript doctors who got a free carton of cigarettes answered "yes" to a question on a postal card about an entirely subjective sensation.

A superficial combing of the advertising in current periodicals reveals among the things sold with reference to physicians: a soap, an ointment for burns, a nursing bottle, a talcum powder, a disinfectant, a mouth wash, and a baking powder. The number of physicians cited as endorsing these things varies from 772 for the last named to more than 50,000 for the mouth wash. A yeast concern prefaces its advertisement with the drawing of a haggard citizen and the caption "Just making the motions—a victim of cachexia (run down condition)." The recent knowledge that the sun's rays include not only light rays but infra-red heat rays and ultra-violet rays has thrown upon the market dozens of devices, some of which have been sold at tremendous costs, for the relief of all sorts of diseases, although they have about the significance of a bathroom heater or an electric toaster, so far as concerns their usefulness in disease.

Perhaps the cure for the situation lies in education of the people, but it is more reasonable to believe that scientific knowledge will always be far ahead of the general public and that those who promote the sales of goods by pseudo-science will always be able to exploit the public ignorance.

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# 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 & SELLING, 9 East 38th Street, New York.

ISSUE OF MARCH 21, 1928

## CHANGES IN PERSONNEL—[Advertisers, etc.]

Name	Former Company and Position	Now Associated With	Position
James Paul Boyle	Pro-phy-lactic Brush Co., Florence, Mass., Treas.	Same Company	Pres.
Russell Cook	Liebel-Flarsheim Co., Cincinnati, Ohio, Adv. Mgr.	Globe Wernicke Co., Norwood, Ohio	Dir. of Dealer Service
Charles P. Catlin	New Haven Clock Co., New Haven, Conn., Gen. Sales Mgr.	Resigned	
Edward VerLinden	Peerless Motor Car Co., Cleveland, Ohio, Pres	Jordan Motor Car Co., Cleve- land, Ohio	Chairman of Executive Com- mittee & Dir.
A. E. Philips	The Welch Grape Juice Co., Westfield, N. Y., Gen. Sales Mgr.	Johnson & Johnson, New Brunswick, N. J.	Dir. of Merchandising
Robert McKnight	Central Mfg. Districts, Chicago, & Los Angeles, Publicity Mgr.	National Association of Ice Industries, Chicago, Ill.	Dir. of Public Relations
James P. Pickett	Vasco Products, Inc., Washington, D. C., Sec'y	Munyon Remedy Co., Scrant- on, Pa.	Vice-Pres.
Herbert S. Ide	Geo. P. Ide & Co., Inc., Troy, N. Y., Vice-Pres.	Same Company	Pres.
Alba M. Ide	Geo. P. Ide & Co., Inc., Troy, N. Y., Pres.	Same Company	Chairman of Board
Philip H. Duer	Demley, Inc., New York, Pres.	Geo. P. Ide & Co., Inc., Troy, N. Y.	Vice-Pres. in Charge of Dis- tribution & Styling. (Effe- ctive April 1)
F. R. Valpey	Graham-Page Motors Corp., Detroit, Mich.	Same Company	Gen. Sales Mgr.
Don Thomas	Adv. Club, Los Angeles, Cal., Managing Dir.	All-Year Club of Southern Cal., Los Angeles, Cal.	Sec'y (Effective July 1)
Willard D. Smith	Yost Adv. Co., St. Louis, Mo., Vice-Pres	Monarch Metal Weatherstrip Co., St. Louis, Mo.	Sales Dir.
Charles M. Rudy	The Great Atlantic & Pacific Tea Co., Chicago, Ill., Adv. Mgr.	Adsealit Corp., Chicago, Ill.	Vice-Pres.
Charles W. Staufenberg	The Great Atlantic & Pacific Tea Co., Chicago, Ill., Sales Mgr.	Same Company	Adv. Mgr.
William R. Meinhardt	Encyclopaedia-Britannica Co., New York, In Charge of Mfg.	Durant Motors, Inc., Eliza- beth, N. J.	Ass't on Adv. Production
John A. Williams	Walden-Worcester Wrench Co., Worcester, Mass., Ass't Sales Mgr.	Durant Motors, Inc., Eliza- beth, N. J.	Ass't on Publicity & House Publications
Albert G. Whaley	Mathewson & Sinclair, New York	Petroleum Heat & Power Co., New York	Adv. Mgr.
L. W. Ward	General Necessities Corp., Detroit, Mich., Sales Mgr. of Absopure Div.	The Norge Corp., Detroit, Mich.	Gen. Sales Mgr.
Stanley P. Seward	The White Co., Cleveland, Ohio, Adv. Mgr.	Same Company	Ass't to Vice-Pres.
Ernst B. Filsinger	Pacific Mills, New York, Export Mgr.	Royal Baking Powder Co., New York	Dir. of Foreign Sales
Melvin W. Peyser	Pacific Mills, New York, Ass't Export Mgr.	Same Company	Export Mgr.
Victor Bowman	Pacific Mills, New York, Gen. Cotton Goods Sales Mgr.	Same Company	Dir. of Export Trade
Harry Janson	Free Lance Artist, New York	R. H. Macy & Co., Inc., New York	Art Dir.
F. A. Wilson-Lawrenson	Georgian & Sunday American, Atlanta, Ga., Publisher	Southern Mortgage Securities Corp., Chattanooga, Tenn.	Pres.

## CHANGES IN PERSONNEL—[Agencies, etc.]

Name	Former Company and Position	Now Associated With	Position
Warner H. Jenkins, Jr.	George Harrison Phelps, Inc., Detroit, Mich., Ass't to Mr. Phelps	Grace & Holliday, Detroit, Mich.	Vice-Pres.
Frederick L. Wertz	Display Counsel, New York	Window Advertising, Inc., New York	Pres. & Gen. Mgr.
William Ottman	United States Printing & Lithograph Co., New York, Vice-Pres.	Window Advertising, Inc., New York	Vice-Pres.
J. J. Burns	Burns Display Service, Boston, Mass., Pres.	Window Advertising, Inc., New York	Ass't Gen. Mgr.

# It was Hard— To Pick The Winners!

## Three Main Points Influenced the Jurors in the A. B. P. Editorial Contest

1. Power to INFLUENCE
2. Timely USEFULNESS
3. Definiteness of SERVICE

The judges (see names in box opposite) found it exceedingly difficult to select the winners—

**Because**—“POWER TO INFLUENCE”  
its own industry and field is the rule among  
A.B.P. papers.

**Because**— “TIMELY USEFULNESS”  
to its own industry and the world is a char-  
acteristic of all A.B.P. papers:

*and*  
**Because**

definite service to its industry is one of the basic requirements of A.B.P. membership.

The A.B.P. is a non-profit organization whose members are pledged to a working code in which the interest of the men of American industry, trade and professions are placed first—a code demanding unbiased editorial pages, classified and verified paid subscribers, and honest advertising and dependable products.

And that is why leading agents and successful advertisers are turning to A.B.P. papers for effective co-operation in the development of sales.

### The Judges:

DAVID BEECROFT  
Chairman

Vice-President of the Chil-  
ton Class Journal Company.

DR. JULIUS KLEIN  
Director of the Bureau of  
Foreign and Domestic Com-  
merce, Dept. of Commerce  
of the United States.

W. A. WOLFF  
Former President, The Na-  
tional Industrial Advertiser's  
Association.

W. M. RICHARDSON  
of Barrows, Richardson &  
Alley, Chairman of the  
Business Paper Committee of  
the American Association of  
Advertising Agencies.

JAMES W. BROWN  
Publisher of Editor and  
Publisher and the Fourth Es-  
tate.

### The Winners:

S. A. HALE  
Coal Age. An Editorial,  
“No More Panaceas.”

HERBERT L. SOUTHALL  
Hardware and Metal (of  
Canada). An article, “Oil  
Companies Get \$70,000 of  
Gasoline Tax Revenue and  
Now They Want More.”

ELECTRIC RAILWAY  
JOURNAL  
An editorial campaign,  
“Modernizing an Industry  
Back to Prosperity.”

## The ASSOCIATED BUSINESS PAPERS, Inc.

52 VANDERBILT AVENUE, NEW YORK CITY, N. Y.

# THE NEWS DIGEST (Continued)

## CHANGES IN PERSONNEL—[Agencies, etc., continued]

Name	Former Company and Position	Now Associated With	Position
Emma Dot Partridge	National Federation of Business & Professional Women's Clubs, New York, Executive Sec'y	Window Advertising, Inc., New York	Sec'y-Treas.
Norman W. Geare	Eugene McGuckin Co., Philadelphia, Pa., Vice-Pres.	Geare, Marston & Pilling, Inc., Philadelphia, Pa.	Pres.
C. Harold Marston	Eugene McGuckin Co., Philadelphia, Pa., Vice-Pres.	Geare, Marston & Pilling, Inc., Philadelphia, Pa.	Member of Firm
Gerald Garson	J. Walter Thompson Co., Inc., New York	George Batten Co., Inc., New York	Copy
J. B. McConnell	Campbell-Ewald Co., New York, Ass't Dir. of Outdoor Adv. Dept.	George Batten Co., Inc., New York	Outdoor Space Buyer
Phil A. Grau	Association of Commerce, Milwaukee, Wis., Dir.	Grau-Moriarty, Inc., Milwaukee, Wis.	Partner
J. E. Moriarty	Pickus-Weiss, Inc., Chicago, Ill.	Grau-Moriarty, Inc., Milwaukee, Wis.	Partner
Wm. E. Champion	The Grote Rankin Co., Seattle, Wash., Adv. Artist	Piatt & Tomlinson, Inc., Seattle, Wash.	Mgr. of Direct Mail Adv. Dept.
Wilbur Lewis	J. Walter Thompson Co., Inc., New York, Copy	Lyddon & Hanford Co., New York	Copy Dir.
Alfred D. Guion	Bridgeport Brass Co., Bridgeport, Conn., Adv. Mgr	Alfred D. Guion & Co., Bridgeport, Conn.	Pres.
Marsh Watkins	George Batten Co., Inc., New York, Copy	McLain-Simpers Organization, Philadelphia, Pa.	Copy
George A. Jones	Evinrude Motor Co., Milwaukee, Wis., Adv. Dept.	The Stanley H. Jack Co., Inc., Omaha, Neb.	Copy
Linn D. MacDonald	The MacDonald Co., Inc., Baltimore, Md., Pres.	Resigned	
Malcolm E. Wooley	Ahrens Publishing Co., New York, West. Mgr. & Dir.	Ludgin & Salinger, Inc., Chicago, Ill.	Vice-Pres. & Sec'y.
Anthony Cavalli	Chamber of Commerce, Long Branch, N. J., Publicity Dir.	Metropolitan Adv. Co., New York	Sales Staff
Willard Fairchild	Joseph Richards Co., New York, Sec'y & Art Dir.	George Batten Co., Inc., New York	Art Dir.
N. DeWitt Farrar	The Ethridge Co., New York	Gottschaldt-Humphrey, Inc., Atlanta, Ga.	Art Dir.
Carl W. Harmon	Sun-Journal, Lewiston, Me., Rep	Ray Mills Adv. Agcy., Lewiston, Me.	Acc't Executive
Clara M. Hayden	Franklin Shops, Inc., Hempstead, L. I., Adv. Mgr	Cowan, Dempsey & Dengler, Inc., New York	Member of Staff
Robert Jay Misch	The George L. Dyer Co., Inc., New York	Albert Frank & Co., New York	Copy

## CHANGES IN PERSONNEL—[Media, etc.]

Name	Former Company and Position	Now Associated With	Position
C. H. Stevens	Charles Scribner's Sons, New York, Sales Mgr. in Charge of Architecture	The Modern Hospital Publishing Co., Chicago, Ill.	In Charge of New York Office
Sidney Smith	Free Lance Work, Chicago, Ill.	Herald & Examiner, Chicago, Ill.	Promotion Mgr.
Joseph Mora Boyle	Mirror, New York, Adv. Mgr.	Journal, New York	Local Adv. Mgr.
Arthur Slattery	The News, New York, Rep.	The New Yorker, New York	Rep.
Thurlow Brewer	Liberty, Chicago, Ill., Rep.	The New Yorker, Chicago, Ill.	Rep.
Eugene F. Rouse	Elks Magazine, New York, Detroit Rep	Harper's Bazar, New York	Mgr. of Detroit Office
William Templeton	N. W. Ayer & Son, Chicago, Ill., Acc't Executive	Blanchard-Nichols-Coleman, Chicago, Ill.	Rep.
Morris Goldfinger	Jacob Goldfinger, Newark, N. J., Adv. Dept	Same Company	Adv. & Sales Mgr.
H. L. Kisker	Hosiery Retailer, New York, Mgr. of Office & West. Rep.	Chain Store Age, Chicago, Ill.	Gen. Merchandise
Walter A. Vonderlieth	Christian Herald, New York, Circulation Mgr.	Wall Street News, New York	Circulation Mgr.
Roy M. McDonald	Gillette Publishing Co., Chicago, Ill., Adv. Mgr.	Same Company, San Francisco, Cal.	Pacific Coast Rep.
John M. Rehl	Rehlands Sand & Gravel Co., Zanesville, Ohio, Vice-Pres. & Gen. Mgr.	Gillette Publishing Co., Chicago, Ill.	Adv. Mgr.
Frank Godwin	Free Lance Artist, New York	Martin Ullman Studios, Inc., New York	Artist
Helen M. Seitz	Herald Tribune, New York, School Dept	Harper's Bazar, New York	School & Camp Dept.

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An Advertisement by  
Francis Nye McGehee, Publicity Manager, The Cleveland Press

# AND IT WILL GROW



**F**IFTY years ago E. W. Scripps, hunched over a decrepit piece of second-hand office furniture in a rented storeroom that held his borrowed ten thousand dollars' worth of newspaper equipment, wrote his editorial platform—a creed that burned into the soul of his infant "Penny Press" and has since flamed into "Scripps-Howard," the world's largest newspaper chain.

He said:

"We will tell no lies about persons or policies for love, malice, or money. It is no part of our business to array ourselves on the side of this or that party, or fight, lie, and wrangle for it. We shall simply present all the facts the editor is capable of obtaining concerning men and measures before the bar of the public, and then, having discharged our duty as a witness, be satisfied to leave the jury in the case—the public—to find the verdict."

Less than five years ago F. C. Kendall conceived and gave to Advertising a new type of business journal, founded on those same simple practices

that were the life and success of Scripps-Howard; a journal that gathers all the facts, and prints them—all; that knows no master but the man who pays for a copy; that believes Advertising is young—and stays young with Advertising.

The path of the trail blazer is fraught with disinterest, misunderstanding, danger. Few are those who recognize and approve. Quite often such pioneering ends in disaster. But wherever and whenever publications seek Knowledge, Truth—honestly and sincerely—there you find certain success.

And in its first five years Advertising & Selling has reached out and gathered unto itself more than ten thousand of the best minds in Business—and more than 130 advertisers use its pages—and more than 1435 new readers and more than 40 new advertisers came to it last year.

Even in its youth it has forged a high place for itself that no one—no business man—no buyer or seller of advertising—can afford to overlook.

And it will grow



THIS IS AN ADVERTISEMENT FOR ADVERTISING & SELLING  
BORN MAY 9, 1923

# THE NEWS DIGEST (Continued)

## CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
Wilbur-Suchard Chocolate Co.	Philadelphia, Pa.	Chocolate	Street & Finney, Inc., New York
Young & Griffin Coffee Co., Inc.	New York	Franco-American Coffee & Fifth Avenue Coffee	Cecil, Warwick & Cecil, Inc., New York
The Vaniva Products Co.	New York	Shaving Cream	Cecil, Warwick & Cecil, Inc., New York
Adolph Goldmark & Sons Corp.	New York	Van Houten's Cocoa, Chiver's Eng. Marmalade & Marshall's Herring	W. I. Tracy, Inc., New York
Florence Stove Co.	Boston, Mass.	Stoves	W. I. Tracy, Inc., New York
Gray & Dudley Co.	Nashville, Tenn.	Stoves & Cabinet Heaters	The Procter & Collier Co., Inc., Cincinnati, Ohio
Scutan Co., Inc.	Brooklyn, N. Y.	Waterproof Paper	M. P. Gould Co., New York
Nogar Clothing Mfg. Co.	Reading, Pa.	Work Suits & Uniforms	M. P. Gould Co., New York
Racine Horseshoe Tire Co.	Racine, Wis.	Tires & Tubes	The Cramer-Krasselt Co., Milwaukee, Wis.
Public Service Cup Co.	Brooklyn, N. Y.	Lily Cups	Lyddon & Hanford Co., New York
National Silk Dyeing Co.	Paterson, N. J.	Finishers, Dyers and Printers	Hazard Adv. Corp., New York
J. L. Nichols Publishing Co.	Naperville, Ill.	General Magazines & Books	Brinckerhoff, Inc., Chicago, Ill.
Myette, Inc.	New York	Perfume & Cosmetics	Hicks Adv. Agcy., New York
"De Musset"	New York	Perfume	Hicks Adv. Agcy., New York
The Geo. F. Minto & Co., Inc.	Detroit, Mich.	Peninsular Underwear	The John S. King Co., Inc., Cleveland, Ohio
The Price-Hollister Co.	Rockford, Ill.	Brake Testers, Air De- vices & Garage Machin- ery	Klau-Van Pietersom-Dunlap-Younggreen, Inc., Milwaukee, Wis.
Silica Gel Products Corp.	Baltimore, Md.	Sylox & Kyrox	The Joseph Katz Co., Adv., Baltimore, Md.
Marcel Franck, Inc.	New York	Perfume & Atomizers	Albert Frank & Co., New York
Leo Schlesinger Co., Inc.	New York	Importers	Albert Frank & Co., New York
Samson Tire & Rubber Corp.	Los Angeles, Cal.	Tires & Tubes	Smith & Ferris, Los Angeles, Cal.
Firestone Tire & Rubber Co.	Akron, Ohio	Tires	Critchfield & Co., Chicago, Ill.
Troy Chemical Co.	Binghamton, N. Y.	"Minraltone"	Irving F. Paschall, Inc., Chicago, Ill.
Lucille Buhl, Inc.	New York	Beauty Preparations	Griffin, Johnson & Mann, Inc., New York
Lowell Polish Co.	Atlantic, Mass.	Wax Floor Polish	Wilson Adv. Agcy., Boston, Mass.
Emerson & Mason, Inc.	Boston, Mass.	Refrigeration & Heating Engineers	Walter B. Snow & Staff, Inc., Boston, Mass.
Maison Charme, Inc.	Cleveland, Ohio	Cosmetics	Fuller & Smith, Cleveland, Ohio
Youngstown Pressed Steel Co.	Warren, Ohio	Pressed Steel Products & Fireproof Bldg. Materials	Fuller & Smith, Cleveland, Ohio
American-La France & Foamite Corp.	Utica, N. Y.	Foamite Extinguisher	Moser & Cotins, Utica, N. Y.
Hotel St. Clair	Chicago, Ill.	Hotel	Vanderhoof & Co., Chicago, Ill.
National Salesmen's Training Associa- tion	Chicago, Ill.	Association	Vanderhoof & Co., Chicago, Ill.
La May, Inc.	New York	Face Powder	William H. Rankin Co., Inc., New York
Hurley Shoe Stores	New York	Chain Stores	William H. Rankin Co., Inc., New York
Sherman Corp.	Boston, Mass.	Industrial Engineers	William H. Rankin Co., Inc., New York
Chicago, Milwaukee & St. Paul Rail- way	Chicago, Ill.	Railway	Williams & Cunnyngham, Inc., Chicago, Ill.
The Lannon Mfg. Co.	Tullahoma, Tenn.	"Worth" Baseballs	The Stanley H. Jack Co., Inc., Omaha, Neb.
Carthage Crushed Limestone Co.	Carthage, Mo.	Poultry Grit, Calcium Flour for Feeds, Lime- stone for Mfg. Glass	The Stanley H. Jack Co., Inc., Omaha, Neb.
Carlin Comforts, Inc.	New York	Boudoir Accessories	Mears Adv., Inc., New York
Byard F. Brogan	Philadelphia, Pa.	Jewelry	John Falkner Arndt & Co., Philadelphia, Pa.
Hanovia Chemical & Mfg. Co.	Newark, N. J.	Quartz Mercury Vapor Lamps	J. Walter Thompson Co., Inc., New York
Victor Adding Machine Co.	Chicago, Ill.	Adding Machines & Port- able Typewriters	Maurice H. Needham Co., Chicago, Ill.
Art Metal Works	Newark, N. J.	Metal Novelties	William H. Rankin Co., Inc., New York
F. J. Friedel Co.	Syracuse, N. Y.	Protex Moth-Killing Wardrobes	E. P. Remington Adv. Agcy., Inc., Buffalo, N. Y.
Chenango Equipment & Mfg. Co., Inc.	Norwich, N. Y.	Camp Trailers and Camp Equipment	E. P. Remington Adv. Agcy., Inc., Buffalo, N. Y.
Segal Lock & Hardware Co.	New York	Locks and Hardware	Friend Adv. Agcy., New York
Universal Match Corp.	St. Louis, Mo.	Matches	The Irwin L. Rosenberg Co., Chicago, Ill.
Remington Rand Co., Inc.	New York	Office Equipment	Walter J. Peterson, Grand Rapids, Mich.
Federal Life Insurance Co.	Chicago, Ill.	Insurance	Burnet-Kuhn Adv. Co., Chicago, Ill.

# To Select the Proper Advertising Mediums—You Need

## STANDARD RATE & DATA SERVICE

It gives up-to-the-minute information on rates, discounts, color and cover charges, special positions, classified advertising and reading notices, closing dates, page and column sizes—and circulations on publications in the United States and Canada.



magazines, business papers, religious and foreign language publications.

### Confidence

Every great business enterprise, that has endured over a span of time, has been founded upon—and has prospered through—the confidence of those comprising the market to which it sought to sell its merchandise or service—confidence in honor, intelligence, appreciation and goodwill!

The rate-cards and circulation statements are practically duplicated and placed in one convenient volume.

### Published Monthly

—supplemented with bulletins—and covers daily newspapers, farm papers, general

During the short span of eight years STANDARD RATE & DATA SERVICE has done what it has taken other successful institutions many years to accomplish.

(TEAR OFF ON THIS LINE)

### Special 30-Day Approval Order

Standard Rate & Data Service,  
536 Lake Shore Drive,  
Chicago, Illinois.

..... 192 .....

You may send us—prepaid—the current number of Standard Rate & Data Service, together with all bulletins since it was issued, which we are to have the privilege of using 30 days.

If we are not convinced of the value of this Service at the end of that time, we shall return the issue and our obligation is ended. Otherwise, you may consider us subscribers and send a revised copy each month for one year. The Service is to be maintained by bulletins issued every other day.

Firm Name ..... Street Address .....

City ..... State .....

Individual Signing Order ..... Official Position .....

# THE NEWS DIGEST (Continued)

## CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS [Continued]

Name	Address	Product	Now Advertising Through
Alberene Stone Co.	New York	Stone Laundry Trays	The J. Horace Lytle Co., Detroit, Mich.
The Quaker Oats Co.	Chicago, Ill.	Quaker Milk Macaroni	Blackett & Sample, Inc., Chicago, Ill.
Klein Bros.	New York	"Marilyn" Silks	H. D. Menken Adv. Agcy., New York
Frontier Mfg. Co.	North Tonawanda, N. Y.	Oak Motor Oil	Adams, Hildreth & Davis, Buffalo, N. Y.
May Oil Burner Corp.	Baltimore, Md.	Oil Burner	James F. Newcomb & Co., Inc., New York
Park & Pollard Co.	Boston, Mass.	Dairy Rations and Poultry Feeds	Evans, Kip & Hackett, Inc., New York

## PUBLICATION CHANGES AND APPOINTMENTS

Mirror, New York	Has appointed The S. C. Beckwith Special Agcy., New York, as its national advertising representative.
Advertiser, Boston, Mass.	Has appointed The S. C. Beckwith Special Agcy., New York, as its national advertising representative.
Scientific American, New York	Has appointed Blanchard-Nichols-Coleman, Chicago, Ill., as its Midwestern advertising representative.
American Forests & Forest Life, Washington, D. C.	Has opened a new office at 468 Fourth Ave., New York. George D. Bolton has been appointed Eastern Adv. Mgr.
Times, Hartford, Conn.	Has appointed Robert S. Farley, New York, as its eastern financial advertising representative.
Radio Manufacturers' Monthly, Chicago, Ill.	Has appointed Harry E. Saxton, Chicago, Ill., as its director of advertising.
The Restaurant Man, New York	Has appointed Harry E. Saxton, Chicago, Ill., as its Western Manager.
Battery News, New York	Has appointed Harry E. Saxton, Chicago, Ill., as its Western Manager.

## MISCELLANEOUS

D'Evelyn & Wadsworth, San Francisco, Cal.	Has established reciprocal representative arrangements with Logan & Stebbins, Los Angeles, Cal. Similar representation has been established with L. H. Waldron Adv. Agcy., New York.
Doty & Stypes, Inc., San Francisco, Cal.	Name changed to Arthur W. Stypes, Inc., San Francisco, Cal.
Rural Life Publishing Co., Inc., Rochester, N. Y.	Has been declared bankrupt.
Fisher-Brown Adv. Agcy., St. Louis, Mo.	Has changed its corporate name to Fisher-Wilson Adv. Agcy., St. Louis, Mo.
The C. I. Houser Co., New York	Has consolidated with Franklin E. Wales, Chicago, Ill. The new company will be known as The Houser-Wales Co., and will have offices in New York and Chicago, Ill.
Z. L. Potter Co., Syracuse, N. Y.	Has opened a new office in the Ampico Tower, New York

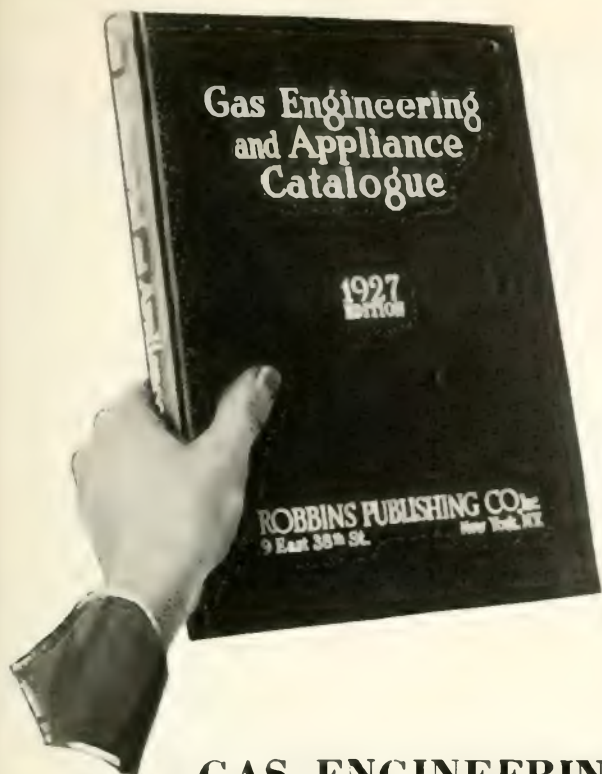
## NEW ADVERTISING AGENCIES AND SERVICES

Window Advertising, Inc.	434 W. 34th St., New York	Window Display Adv.	Fred. L. Wertz, Pres., Wm. Ottman, Vice-Pres.
Geare, Marston & Pilling, Inc.	1600 Arch St., Philadelphia, Pa.	Advertising	Norman W. Geare, Pres., C. Harold Marston, & J. Ross Pilling
Harry E. Saxton	154 E. Erie St., Chicago, Ill.	Publishers' Representative	Harry E. Saxton
Grau-Moriarty, Inc.	429 Broadway, Milwaukee, Wis.	Advertising	Phil A. Grau & J. E. Moriarty
Louis D. Newman, Adv.	421 Seventh Ave., New York	Advertising	Louis D. Newman
Donovan-Warren, Inc.	114 East 32nd St., New York	Photographers	W. T. Warren & J. M. Donovan
Alfred D. Guion & Co.	209 Security Bldg., Bridgeport, Conn.	Advertising	Alfred D. Guion, Pres., Ray W. Brasted, Vice-Pres.
George Frank Lord	11 West 42nd St., New York	Distribution & Advertising Counsel	George Frank Lord
E. D. Gibbs	66 W. 55th St., New York	Sales Promotion, Sales Contests & Adv.	E. D. Gibbs
C. W. Ross Corp.	154 East Ave., Rochester, N. Y.	Photographing, Engraving, etc., Equipment	C. W. Ross

## CHANGES IN ADDRESSES — [Advertising Agencies and Services, Publications, etc.]

Name	Business	From	To
American Association of Advertising Agencies	Association	247 Park Ave., New York	Graybar Building, New York
The H. L. Stedfeld Co.	Advertising	114 East 32nd St., New York	202 West 40th St., New York





# TO ALL WITH A PRODUCT TO SELL THE GAS INDUSTRY

*. . . The 1928 Edition of the  
GAS ENGINEERING & APPLIANCE CATALOGUE  
Offers an Important Opportunity*

PREVIOUS editions of the GAS ENGINEERING & APPLIANCE CATALOGUE have been a valuable buy.

For several reasons, however, the 1928 edition will be a much more valuable buy.

ONE is that for the first time this annual Catalogue will contain the names and addresses (indexed under their various products) of all manufacturer members of the American Gas Association, regardless of whether they do or do not advertise. This is in response to countless requests from actual users. Undoubtedly, it will make the Catalogue of even greater reference value to gas men—which, in turn, will directly benefit advertisers.

A SECOND REASON is that we have planned a powerful gas company educational tie-up to be released as

soon as the 1928 edition is ready for distribution. (Details gladly furnished.)

Of course, as in the past, advertisers in the 1928 edition will be assured of complete executive coverage. Every gas company in the country receives from one to thirteen copies.

Also, advertisers will have the satisfaction of knowing the Catalogue is in constant use by gas men. Witness this comment from the vice-president of a big Pennsylvania gas company: "Without your Catalogue our purchasing department would be seriously handicapped." This is typical of hundreds of recent comments on file in our office and open for your inspection.

For eight years this Catalogue has offered direct contact with every gas industry executive at amazingly low unit cost. Gas men have formed the habit of consulting it.

RESERVE SPACE NOW IN THE 1928 EDITION

## Gas Engineering & Appliance Catalogue

(Published by publishers of GAS AGE-RECORD)

9 East 38th Street, New York

776  
**BLANK & BLANK COMPANY**  
 PHILADELPHIA CITY, N. Y.  
 February 4, 1928.

Dear Madam:

"Among these present wars..."  
 How significant that phrase is to the woman who entertains! Days alive with pleasurable activities... evenings of social charm... guests whose eyes gleam with appreciation of the beauty, the rightness of your home!

As you know, rugs and carpetings are the very heart of decoration in every room of your home. Unless they be lovely, harmonious, distinctive... the atmosphere of intrinsic refinement that you seek is impossible.

We are now showing a special collection of finer fabrics, of utmost distinction in design and filling with rich colors. Won't you stop in... it only just to see these beautiful examples of the weaver's art!

Sincerely,  
 The Blank & Blank Company

P.S. The prices, we promise, will surprise and delight you.



**THE HEART OF A ROOM IS THE RUG**

A **WELL** LIVING is home beautiful is creating a beautiful thing... just as much as painting a wonderful picture. In putting your system into our rug furniture draperies... the artist was perfect. There is no other real difference.

Of your importance to you, as to the artist, in the background. The rug... is your background. It is the very heart and center of the room. Even as the walls rise upon it into the heavens. It is the first thing seen, and it is the last thing to be considered in your decorative scheme.

It need not be unduly expensive. Taste is the important consideration... and good taste costs no money. But here is something to remember: Bigelow-Hartford rugs... more artistic... more practical... more beautiful... more durable.

There must be really the enduring beauty of material and workmanship that is woven into every rug and made for quality and beauty combined which must guide your choice.

This is why Bigelow-Hartford rugs are a great investment... you kind of rug which will give you gradually, with you and your children, and with your children a pleasure.

Bigelow-Hartford patterns are authentic... faithful reflections of the finest... latest designs. Skilled art craftsmen have created these... men who take pride in their work. Let us tell you about these more fully. Let us send you a valuable book about rugs and how to choose them. There is not a word of low selling in it... but a wealth of helpful information.

**Bigelow-Hartford Rugs**  
 BRING LIVING BEAUTY TO YOUR HOME



**CONTEST WINNER**

The last of a long series of awards made periodically for outstanding demonstrated skill in advertising and printing on Cantine Papers has been made to Williams & Saylor, Inc., and The Diamond Press, both of New York, for the series of direct mail pieces they produced on Cantine's Velvetone advertising Bigelow-Hartford Rugs.

**The Strongest SELLING APPEAL**

PERHAPS this formula has never been so plainly stated before, but it is repeatedly used by many successful merchandisers:

*Whatever product you have to sell, make it as beautiful as can be. Then, show the product to advantage: give it through your advertising, a beautiful setting... because Beauty is the strongest selling appeal to-day.*

THE setting that is used with most complete assurance of success is Cantine's Coated Papers. Made in mills that have been devoted exclusively to coating since 1888. For sample book and nearest distributor's name, write Dept. 349.

THE MARTIN CANTINE COMPANY

Mills at Saugerties, New York      New York Office, 501 Fifth Avenue

**Cantine's**

**COATED PAPERS**

**CANFOLD**  
 SUPERIOR FOLDING  
 AND PRINTING QUALITY

**ASHOKAN**  
 NO. 1 ENAMEL BOOK

**ESOPUS**  
 REGULAR  
 NO. 2 ENAMEL BOOK

**VELVETONE**  
 SEMI-DULL - Lay to Photo

**LITHO C.I.S.**  
 COATED ONE SIDE