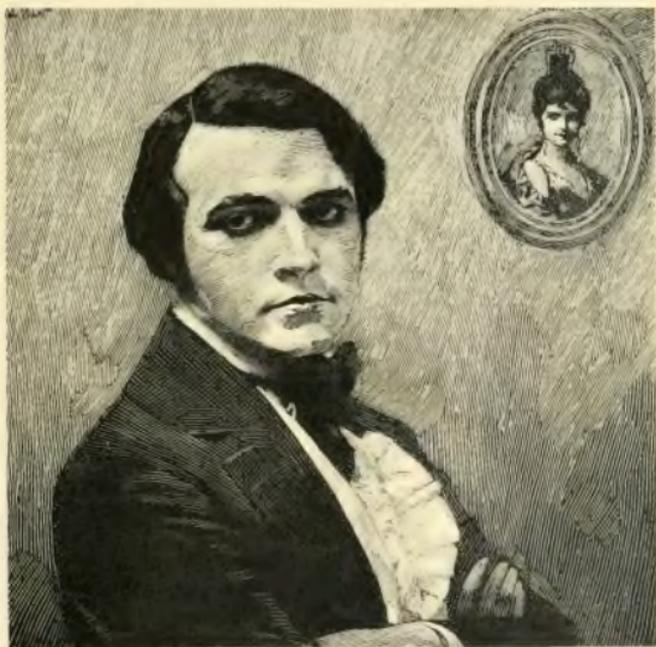


Advertising & Selling

FORTNIGHTLY



Drawn by Franklin Booth for Inspiration Pictures, Inc.

JANUARY 27, 1926

15 CENTS A COPY

In this issue:

“Dove-Gentle, Serpent-Wise” By DE LESLIE JONES; “How Shall We Divide Territory?” By GEORGE MANSFIELD; “More About Retail Failures” By PAUL FINDLAY; “A Tendency Toward Ill-Temper” By JOSEPH P. MADDEN; “The Investment Market Is No Longer the Same” By CHARLES F. STAPLES

1925 was the biggest year in the 56-year history of The Indianapolis News . . .

17,897,667

lines of advertising—in 6 issues a week!

<i>National</i>	3,033,000
<i>Classified</i>	3,383,103
<i>Local Display</i>	11,481,564
TOTAL	17,897,667

ADVERTISERS are no more interested in building up a lineage record for a newspaper than they are in increasing the sales volume of their competitors.

But they are vitally interested in the largest possible return in sales and profits per dollar invested in advertising, and the volume of advertising they do is incontrovertible evidence that the return has been forthcoming.

A lineage record like The News' 17,897,667 lines for 1925 (more than both other daily Indianapolis newspapers combined, 6 issues a week against 12) can be built only by consistently delivering to all advertisers most results per dollar.

If The News hadn't done this last year, and for fifty-six years, this record would never have been written. For lineage records are not written in agate lines alone—but in advertisers' dollars—dollars earned by the profits on sales through profitable advertising and again re-invested in the same mediums to make more sales.

For many years, advertisers, local, national and classified, have invested annually more money in space in The Indianapolis News than in all other Indianapolis newspapers combined. If they hadn't got greatest results, and greatest results per dollar, they could never have been influenced to do so by any amount of sales pressure!

THE INDIANAPOLIS NEWS

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

FRANK T. CARROLL, Advertising Director

Chicago, J. E. LUTZ
The Tower Building

Page 5—The News Digest

Redfield, Fisher & Wallace, Inc.

New York, will direct advertising for the Scandinavia Belting Company, Newark, N. J., manufacturers of transmission linings.

Chappelow Advertising Company

St. Louis, will direct advertising for the following concerns: The Brecht Company, same city, manufacturers of electric freezer cases and other butcher supplies; Copper-Clad Malleable Range Company, same city; Hardy Salt Company, same city, producers of iodized salt; Quincy Compressor Company, Quincy, Ill.

Editorial Service Company, Inc.

Milwaukee, elected the following officers at the annual meeting of the stockholders: President and treasurer, David K. Steenbergh; vice-president, Carl Houlton; secretary, Arthur H. Nicolaus.

John Craig Healy

Chicago, will direct advertising for the Economy Water Heater Company, same city, manufacturers of Automatic Instantaneous Storage Water Heaters.

"Chicago Daily News"

Announces that James N. Shryock, formerly assistant business manager of that paper, is now business manager; and that Leslie M. Barton, formerly vice-president of McKinny, Marsh & Cushing, Detroit advertising agency, has been made advertising manager to succeed J. B. Woodward, who is to be foreign representative of the paper, with offices in New York and Chicago.

A. E. Grav

Has been appointed New York representative for the Alderman Fairchild Company, specialists in the designing and execution of display containers and lithography, Rochester, N. Y.

Ronalds Re-Sale Agency, Inc.

New York, has been appointed as counsel on local merchandising, dealer service and retail sales methods for the General Cigar Company, same city.

The Adirondack Advertising Agency

Utica, N. Y., will direct advertising for the J. F. Friedel Paper Box Company, Syracuse, N. Y., manufacturers of paper and fiber cartons and the Pro Tex Mith Proof Cabinet.

H. L. Winer Special Agency

New York publishers' representatives, announce the opening of a branch office in Chicago at 360 North Michigan Avenue. Frank Seider is in charge as Western manager.

Fisher-Brown Advertising Agency

St. Louis, will direct an extensive advertising national cooperative campaign for the candy industry.



The Thumbnail Business Review

FINANCIAL and industrial leaders throughout the nation are generally agreed that the first half of the present year will continue to be a time of satisfactory business. Forecasts for the second half of 1926 are expressed with caution. Our best known economists and statisticians believe that the peak of prosperity will be reached not later than during the third quarter of the year, and this will be followed by a slowing down of trade during the fall and winter months. It is safe to say that the character of any business depression we run into during this or next year will be largely determined by the extent of our present disregard for accepted danger signals.

Business cannot fall a long distance unless it first climbs to dangerous heights. Credit conditions remain sound in most parts of the country and inventories are far from being inflated. Hand-to-mouth buying continues to be the general practice. If our present period of prosperity outlasts the expectations of most people, it will be because conservative minds have found it possible to place a check upon the operations of speculators.

The hard-coal factions failed to reach an agreement, and while this means that the public will continue to be inconvenienced, it is the best thing that could have happened from the standpoint of national welfare for there is not one chance in a hundred that the mine owners and their men will ever succeed in arriving at a settlement of the problem that will prove lasting and satisfactory from the standpoint of the consumer of coal. It is a hard pill to swallow, but we will one day come to recognize that coal mining is too vital an industry to be left in the hands of a minority group. Government ownership is not necessary, but federal and State regulation of this business is absolutely essential to national welfare.

O. S. Tyson & Company, Inc.

New York, will direct advertising for the Penn Mold Manufacturing Company, Wheeling, W. Va.

Street & Finney

New York, will direct a color campaign in the *Ladies' Home Journal* and *Vogue* for the Largman, Gray Company, Philadelphia, manufacturers of Blue Moon Silk Stockings.

Frank H. Jones

Boston, will direct advertising for the Domestic Appliance Publishing Company, New York, publishers of text books on domestic appliances.

John Joseph Hughes

Died on Jan. 19, 1926. He was in charge of the reception room of the Federal Advertising Agency, Inc., New York, for the past eleven years.

Thomas Cleary

Head of the Manhattan advertising office of the *Brooklyn Eagle*, died on Jan. 19, 1926.

Crowell, Williams & Company, Inc.

Chicago, will direct advertising for the Parker Pen Company, Janesville, Wis.; the Parker Fountain Pen Company, Ltd., Toronto, Canada; the Chicago Flexible Shaft Company, Chicago; Liquid Carbonic Company, Chicago.

W. A. Adriance, Jr.

Formerly art director of *Charm Magazine*, has joined the creative staff of Dorrance, Sullivan & Company, New York advertising agency.

George M. Stadelman

President of the Goodyear Tire and Rubber Company, died at his home in Akron, Ohio, Jan. 22, 1926. Mr. Stadelman was also vice-president of the Rubber Association of America.

George Batten Company, Inc.

New York, will direct advertising for the New Home Sewing Machine Company of the same city and Orange, Mass.

William S. Power

Has become associated with the United States Advertising Corporation, Toledo, as director of merchandising.

Vorman O. Mick

Has resigned as advertising manager of the Burroughs Adding Machine Company, Detroit, to become associated with the A. W. Shaw Company, Chicago.

Bauerlein, Incorporated

New Orleans, will direct advertising for the following concerns: the Lykes-Steele Florida Lines which operates a passenger and freight service between New Orleans and Tampa, Florida; the Whitney Central Trust & Savings Bank, bond department; the Dixie Pulp & Paper Company, New Orleans.

[ADDITIONAL NEWS ON OTHER PAGES]



DETROIT

A Rich Industrial Market

\$1,230,000 Spent Every Day

That is the price paid every day in the year for raw material used in the industries of Detroit. The most important purchases are for automobiles; automobile bodies and parts; foundry and machine-shop products; meat products; brass, bronze and copper products; engines, steam and gas.

→ Detroit business executives representing the above industries are, of course, interested in their own business.

But 2,233 leading Detroit business men are sufficiently interested in business nationally to subscribe for and read Nation's Business magazine.

They are the executives who control the spending of this million and two hundred thousand daily. They are the key men who must be sold—whose favorable knowledge of your product is necessary before the final O. K. can be given. You cannot sell the industrial market in Detroit until these leaders are on your side. Reach them monthly in Nation's Business.

And just as certainly as Nation's Business covers the key men in Detroit's industrial buying—it reaches the controlling buying executives the country over.

More than 52,000 Presidents of Corporations read Nation's Business
More than 23,000 Vice-Presidents of Corporations read Nation's Business
More than 23,000 Secretaries of Corporations read Nation's Business
More than 11,000 Treasurers of Corporations Read Nation's Business
More than 16,000 General Managers of Corporations read Nation's Business
More than 164,000 Major Executives in 123,020 Corporations read Nation's Business

You will find a detailed analysis of over 213,000 subscribers of interest. Let us tell you how other advertisers are using this magazine to make their advertising expenditures more productive.

NATION'S BUSINESS



WASHINGTON

MORE THAN 213,000 CIRCULATION. MEMBER A. B. C.

16,972,872

LINES Of Advertising
Carried During 1925 By

The Birmingham News

THE SOUTH'S GREATEST NEWSPAPER

A gain of 1,077,426 lines over 1924
or 3,706,440 lines more
than the combined totals
of the other two papers

During 1925 The News carried more than twice as
much advertising as the second Birmingham paper,
and three and a half times as much as the third paper.
Every lineage record in the history of The News was
broken during 1925.

For a newspaper to occupy such a dominant, outstand-
ing position in its field, it must have circulation, reader
confidence, good will and prestige. The News has
all these. The above figures prove that national and
local advertisers know it.

RESULTS ALONE COUNT

The Birmingham News

THE SOUTH'S GREATEST NEWSPAPER

Has No Records to Break But Its Own

National Representatives:

KELLY-SMITH COMPANY

New York

Chicago

Boston

Philadelphia

JOEL C. HARRIS, Jr.

Atlanta

The
Marvelous
MILLION
of the New York Daily News

DAILY (December average) . . . 1,000,740

SUNDAY (December average) . 1,222,391

THERE have been and are other million circulations. In the British Isles, among 57,000,000 people, the Sunday Pictorial has a circulation reported as 2,300,000 copies weekly and the Daily Mail, published simultaneously in London and Manchester, runs 1,800,000 copies daily. In this country the Saturday Evening Post and the Pictorial Review have circulations in excess of two million; Liberty, the Weekly for Everybody, has more than a million in its second year. These periodicals draw their circulations from our whole national population of 114,000,000 people. The Chicago Sunday Tribune has a million circulation among the population of five states. BUT never before to our knowledge, either in this country or abroad, has any publication reached a circulation of a million copies among 10,000,000 people—the population of New York City and suburbs. Never before has any publication been read by so many people at the same time in the same place. And never before has the national advertiser had such a tremendous concentrated, cohesive selling force in the richest market in the world. Tell it to Sweeney, the average man, the average woman, the average family, through the Marvelous MILLION of the Daily News. Get the Facts!

THE  NEWS
New York's Picture Newspaper

Tribune Tower, Chicago 25 Park Place, NEW YORK

—ask *him* why
he smokes a
Webster



Webster
Cigars
TEN TO TWENTY FIVE CENTS



THAT section of America lying west of the Alleghenies is witnessing "the impossible" in cigar merchandising.

Removed from the market during the war period with its scarcity of good leaf, Websters made their re-appearance in dealers' cases at a time "when there wasn't room for another cigar success."

But the recollection of Webster fragrance and bouquet seems to have lingered in the minds of millions—a recollection that was adroitly fostered by Webster advertising and promptly capitalized by Webster quality.

Week by week new territory was opened, new dealers were stocked, new smokers won—and new names appeared on the list of newspapers carrying Webster advertising.

It is an axiom of the cigar business that a popular brand, once off the market for any period, cannot regain its leadership.

But the Webster Cigar Company of Detroit has punctured that axiom in a spectacular way—again proving that a worthy product, aggressive merchandising, and consistent advertising are the unbeatable combination.

The Webster Cigar Company is a Campbell-Ewald client.

Owned entirely by the men who operate it, with a volume of business placing it among the first ten agencies in the country, the Campbell-Ewald organization of over two hundred people is at your service to handle large or small accounts. At any time, anywhere, we'll be glad to talk with you.

CAMPBELL-EWALD COMPANY

H. T. EWALD, *President*
E. ST. ELMO LEWIS, *Vice-Pres.*
GUY C. BROWN, *Vice-Pres. and Sec'y*
J. FRED WOODRUFF, *Treas. and Gen. Mgr.*



General Offices: DETROIT, MICHIGAN

NEW YORK
CHICAGO
CINCINNATI
LOS ANGELES
SAN FRANCISCO
TOKYO

Advertising Well Directed

These Women BUY—

- They have telephones
- Most of them are married and buy for their families
- They have charge accounts with stores where they trade
- And they come regularly to shopping centers where advertised goods are sold.

These women are BLUE LIST readers.
Tell them about *your* goods through

THE BUTTERICK COMBINATION

THE DELINEATOR *and* THE DESIGNER

CHICAGO · NEW YORK · SAN FRANCISCO

Buffalo the Wonder City of America

In 1925

THE BUFFALO EVENING NEWS

A Six Day Newspaper

Carried

14,767,190

*Lines of Paid Advertising—a
Gain of 837,381 Lines Over 1924*

THIS is the largest total ever carried by any Buffalo newspaper, including both daily and the Sunday editions of the seven day publications.

The News produces profits for its advertisers because it gives them 83% of the newspaper readers in the Buffalo market as an audience for their advertising.

Cover the Buffalo Market with the

BUFFALO EVENING NEWS

A. B. C. Sept. 30, 1925
128,502

EDWARD H. BUTLER, *Editor and Publisher*
KELLY-SMITH CO., *National Representatives*

Present Average
135,674

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

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

Announcing
George Batten Corporation
322 SOUTH MICHIGAN AVENUE
CHICAGO

WE have incorporated a company under the laws of the State of Illinois, known as George Batten Corporation, through which our Western business will be served. This will involve no change whatever in the close and co-operative relations now existing among our three offices in New York, Chicago, and Boston.

Several desirable ends, however, are served by the forming of the new Corporation. It is now possible for us to extend to the strong and capable men, Mr. Hurst, Mr. Mitchell, and Mr. Brewer, who have been of such material assistance in the growth and success of our Western business, opportunities for recognition and participation in line with the traditional policy of George Batten, the founder of our business.

The Officers and Directors of the new George Batten Corporation are: William H. Johns, President; R. L. Hurst, Vice-President and General Manager; Charles D. Mitchell, Vice-President; F. R. Feland, Secretary; and R. J. Hayward, Treasurer.



New York
GEORGE BATTEN COMPANY, INC.
383 Madison Avenue

Chicago
GEORGE BATTEN CORPORATION
McCormick Building

Boston
GEORGE BATTEN COMPANY, INC.
10 State Street

THE MEETING OF MINDS

WHEN any two parties enter into a contract, three essential elements are involved.

They are the subject matter, the consideration, and a meeting of minds.

All are important, but the last one is the most delicate and the most interesting.

Until there has been a meeting of minds, there is no contract—not even the beginnings of one.

And thanking the law for that phrase, "a meeting of minds," we here and now most solemnly affirm that without a meeting of minds there can be no relation that is pleasant, profitable, or permanent between an advertising agency and a client.

Almost we would say there cannot be the beginnings of such a relationship.

Further, we say that if there does exist a true meet-

ing of minds, all other things are likely to follow.

Yet the advertiser who is trying to select an agency usually looks for everything else before he looks for minds that meet with his own.



WHAT ARE the usual things that advertisers consider when they are interviewing agency men with the prospect of engaging the services of an advertising agency?

Here are some of the questions they want answered:

Are you a large agency or a small agency?

Are the owners of your business active in the daily work of your organization?

What accounts have you lost in the past two years and why?

(This is a naive question. Would the answers of the bereaved agency and the departed client be likely to tally?)

What accounts do you serve in fields similar to our own?

What important accounts have you secured recently, and what agencies previously served them?

How many departments have you, and what is the business history of the men in charge of them?

And so on. We have made up a list of two dozen—and *answered them too*, by jiminy—and any real advertiser who is curious about either the questions or the answers may see them at any time.

But this catechism is ineffectual because it neither leads nor points to a meeting of minds.

We have heard advertisers say, "We consider X a fine agency man, but we don't believe he has a strong organization behind him." Others say, "The Z agency

is a good house, but they sent a weak man to see us."

All searching, all feeling, all grasping for some standard, some measuring stick, by which to select the right agency—and all blind to the biggest consideration of all.

For if I can see your business as you see it and see your goal as you see it; if I can nag you when you need it and rise to your nagging when I need it; if I can show you what is wrong with your algebra while you help me with my physics; if I can do what you can't do and can understand what you can't

say; if you can use what I love to give; and if you seek what I have the knack of finding—then we belong together.

And it doesn't make any difference whether I am a "little one-man agency" with desk room somewhere or whether I am a "big incorporated agency" with branches in several cities. It makes no difference who does my contacting (incidentally, that is the foolishest word that business has fostered in five years) or "what type of account predominates in my organization."

"Better be a nettle on the side of your friend, than his echo," said Emerson; and when we speak of a "meeting of minds" we do not mean a "Yes" agency. We mean those things that you can't always see by looking over a book of proofs, or walking down a row of offices, or shaking a line of hands.

We mean both parties thinking of the same thing and trying to do the same thing.

We mean a *meeting of minds*. Already you pretty well understand what we mean—or you don't.

GEORGE BATTEN COMPANY, INC.

Advertising



NEW YORK
383 Madison Avenue

BOSTON
10 State Street

CHICAGO
McCormick Building

One Home-Delivered Medium With 9,560,000 Circulation!

WHAT the American Press Association offers you is practically ONE publication with 9½ million circulation and 47½ million readers!

The name of this medium is "The Country Newspaper."

True, it is published in many places under different names—but to all intents and purposes it is but ONE publication.

ALL of its editions, wherever printed, have the same characteristics, fill the same field, print the same type of news, possess the same unequalled reader-interest.

You should consider it as one medium—and use it as one medium.

The fact that it is printed in many local editions is to your interest; localization of contents insures 100% reader interest; and you can buy circulation just where you need it, covering only such States, zones or sections as your sales requirements indicate, thus eliminating all waste.

60% of your market is composed of readers of this ONE medium—"The Country Newspaper." You will be surprised to find how small a percentage of your advertising appropriation will give you 100% coverage of this rich responsive field.

The country newspapers represented by the American Press Association represent the only intensive coverage of the entire 134,000,000 population group in the United States—the only 100% coverage of any of the entire National Market.



Country newspapers can be selected in individuals or in any combination, in any market, group of States, counties, or towns. This plan of buying fits in with the program of Governmental Simplification designed to eliminate waste.

AMERICAN PRESS ASSOCIATION

Represents 7,213 Country newspapers—47½ Million Readers

Covers the COUNTRY Intensively

225 West 39th Street

New York City

122 So. Michigan Avenue
CHICAGO

68 West Adams Avenue
DETROIT



Partial List of Financial Advertisers

In The Atlantic Monthly

The National City Company, New
York City
Halsey, Stuart and Company, New
York City
Mortgage Security Corporation of
America, Norfolk, Virginia
Hornblower & Weeks, New York
G. L. Miller & Company, New York
William R. Compton Company, St.
Louis
First National Bank, Boston, Massa-
chusetts
Paine, Webber and Company, New
York City
Old Colony Trust Company, Boston,
Massachusetts
S. W. Straus and Company, Chicago
Adair Realty and Trust Company,
Atlanta, Georgia
The First National Company, Balti-
more, Maryland



Why Do Investment Bankers and Bond Houses Advertise in The Atlantic Monthly?

BECAUSE its circulation is principally among those who have surplus money to invest and because those who have this particular kind of money comprise a class, interested in no investment but that of seasoned and gilt edged character. By the same token, manufacturers and merchandisers of standard commodities of every sort advertise in *The Atlantic* because its circulation is among those who can and do buy as taste dictates—not as limited by necessity.

THE ATLANTIC MONTHLY

Circulation is made up of investors, home owners, drivers of medium and high priced motor cars, those who travel, those who enjoy the niceties; in short, of those who live well because they have the means to do so.

Such a circulation is a Quality Market of the most responsive sort. Such a circulation offers the greatest possible percentage of returns on advertising space cost. May we give you specific instances?

THE ATLANTIC MONTHLY

8 ARLINGTON STREET

BOSTON, MASS.

A Quality Group Magazine

Rebate-backed, guaranteed circulation, 110,000 (A. B. C.) with an excess of 12 per cent at current rates.

Advertising & Selling

FORTNIGHTLY

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IN a pertinent and highly constructive article in this issue De Leslie Jones discusses the perennial controversy between the sales manager and the credit man. The friction which results from the refusal to ship goods on what is apparently a perfectly good sale can be eliminated, says Mr. Jones, only through the establishment of clearer mutual understanding of the highly divergent problems presented by sales and credit.

M. C. ROBBINS, PRESIDENT

J. H. MOORE, General Manager

OFFICES: 9 EAST 38TH STREET, NEW YORK

Telephone: Caledonia 9770

NEW YORK:
F. E. KRETSCHMAR
PHILIP A. LUKIN

SAN FRANCISCO:
W. A. DOUGLASS, 320 Market St.
Garfield 2444

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

NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

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

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

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

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

Copyright, 1926

REAL EVIDENCE

Of Consistently Good Service

The McCann Company's
Record of Accounts handled
five years or over is as follows:

- 7 accounts for 13 years
(The Life of The McCann Company)
- 2 accounts for 12 years
- 2 accounts for 11 years
- 2 accounts for 10 years
- 1 account for 9 years
- 3 accounts for 8 years
- 3 accounts for 6 years
- 8 accounts for 5 years



THE H. K. McCANN COMPANY
Advertising

NEW YORK
CHICAGO

CLEVELAND
LOS ANGELES

SAN FRANCISCO
MONTREAL

DENVER
TORONTO

JANUARY 27, 1926

Advertising & Selling

FORTNIGHTLY

FREDERICK C. KENDALL, Editor

Contributing Editors: Earnest Elmo Calkins Robert R. Updegraff Marsh K. Powers
Charles Austin Bates Floyd W. Parsons Kenneth M. Goode G. Lynn Sumner
R. Bigelow Lockwood James M. Campbell Frank Hough, *Associate Editor*

Dove-Gentle, Serpent-Wise

By De Leslie Jones

SALES MANAGER (*in heated soliloquy; in his office*): "Every time I make the house three *new* customers, that sour-faced son of a doughnut, the credit man, loses us two *old* ones!"

Credit Man (*in a soliloquy in his own office*): "If I didn't sit on the lid that silly, sentimental philanthropist, the sales manager, would pass out credit like Tim Foley of Tammany passing out shoes to the poor!"

From this it is clear that while the peaceful "spirit of Locarno" may now have come to Europe, it has not yet subdued the elemental conflict between the sales and the credit departments, in their typical points of view.

Most discussions of the subject are partisan; either showing up the credit man as a crab, or showing up the salesman or sales manager as a financially reckless and uneducated babe-in-the-woods. The "go-getter" sales managers have even gone so far as to claim that a credit department should be entirely under the direction of the sales manager and do his bidding. The credit man's typical attitude, on the other hand, is that



Photo by Lawrence

THE sales and credit departments of any organization are highly interdependent, and yet, generally speaking, they are continually at loggerheads with each other. On one side of the fence sales are the chief concern and on the other credits are all important. How are the two to arrive at the golden mean between the two extremes?

of a wisacre who, in words of one syllable, shows the erring salesman and sales manager his way; and points out the frightful bugaboos which lurk in the woods of credit, awaiting an opportunity to devour the little boys of the sales force.

I believe it is time to put the whole subject to the test of a cool, non-

partisan analysis. Obviously credit granting has a very intimate relation to sales success and efficiency. There is actually a modicum of truth in the assertion of a sales manager that the credit department is an integral part of the selling organization. It is this fact which causes much of the friction. But we have had precisely the same debate by the sales manager and the production manager; the sales manager also quite correctly claiming that since the product must be shaped for sales efficiency, production must be to some extent controlled by the sales manager.

The fact is, all business is a selling operation; and every department is in the business of selling, and therefore under the control of sales considerations. The term "manufacturer" is really a misnomer; Colgate's or Postum Cereal or Gillette Razor are not in

the manufacturing business in strict truth; they are sellers. In fact, the Gillette Company for years did no manufacturing; nor did O'Sullivan's Rubber Heels. Manufacturing is a hired technical process; a consideration after the fact of selling. The market is the true controller of the business destiny of any concern.

So much for the principle of the thing. Brought down to modern functional organization science, this means that the president of the company is the real head of the sales department, with the titular sales manager in charge of a part of the selling process. When this basic principle is understood, the old fight between sales and advertising manager fades away, too.

The credit man should not be under the sales department's orders because it is a financial function requiring a different type of mind, even though, as I have pointed out, it is a sales function in principle. This is the opinion of most experts on business organization.

With these fundamentals clear, let's see if the friction points can't be reconciled.

To be entirely fair, it must be appreciated that the credit man has to be a man looking two ways at once; he must look at the account as a customer who is to be kept pleased, and also as a debtor who is to be shown a firm hand. (No wonder credit managers are accused of being cross-eyed!) As one credit man I know says, "I must show the wisdom of the serpent and

the gentleness of a dove." Few people can look two ways at once; so the credit man, to be safe, usually errs on the side of firmness and testiness. Therefore we have the quarrel, since the salesman and sales manager usually—also, to be safe from their point of view—err on the side of optimism. It comes down then to the natural bias of two opposite positions; precisely like the traditional pessimism of buyer and the optimism of the seller.

OBVIOUSLY, if my analysis is right, the solution is re-education of both parties on their function, so that the bias on each side will be as little as possible. Many general executives are loath, however, to do this. They rather enjoy matching a pessimist against an optimist, "to checkmate each other." But this is a wasteful and needless idea, and reduces the thing to a primitive contest of wits on the part of both credit and sales department to win their point. Nine times out of ten when there is friction between sales and credit departments the fault is due to the president or general manager who feels safer when the two are set in opposition to each other.

He may do this quite unconsciously, but nevertheless that is his idea at bottom. But it is "internecine warfare," and sure to be costly.

How are the credit man and sales-manager to be re-educated to eliminate their bias against each other's function? Let them deliver to each other, in conference, an educative lecture; or better still, have some outsider with a cool, judicial understanding of the subject deliver a talk. Don't trust to books or articles; they're all right, but supplement them with a personal lecture which gives the two a chance to "come back" and ask questions. Let the advertising manager sit in, for the weighing of the effects of words has much to do with credit technique. There is an old Irish saying that words live longer than all else, and it is literally true, for great stone structures have been built and have tumbled to dust, whereas the word of a writer has lived for longer. Credit men do much of their damage, from a selling point of view, with words. They need to learn much from the advertising man, and from the warmer fellowship capacity of the salesmen; for we will assume

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Choosing an Advertising Agent

By Earnest Elmo Calkins

IT is to be hoped that when the Harvard Business School inaugurates the new department to teach executives what they ought to know about advertising, it will include a course in agency selection. The technique seems to be in need of standardization. At present the methods vary with the personality of the advertiser. Some invite all the members of one agency to come in and talk things over. Others invite one member of all agencies to a sort of town meeting, at which the president makes a short speech, the substance of which is: "Guess what my thought's like."

Advertisers appear to be changing agencies with great rapidity. Hardly a week goes by that some busy organization is not asked to drop everything and show cause why it should not handle the advertising of the American Gadget Corporation. And there is a growing inclination on the part of the agents to ask "How come? Why are you quitting your present agent?" There is no doubt that a less compliant attitude toward advertisers seeking the one perfect advertising agent earns respect. Just the other day an old and well known house sent out a three alarm. One of the agencies thus approached replied that it was too busy with

its present accounts to consider new business. The inevitable result was that the advertiser wanted that agency more than any other.

Isn't it often true that this desire to change is sometimes inspired by circumstances which are bound to occur in any agency relation? An agency has handled an account for a dozen years. Comes a time when several things go wrong. Copy is not so good. Art work is below par. Congestion causes delay. The client becomes dissatisfied. He forgets the years of good work. He thinks his agency has grown stale, that he needs new blood. He throws the door open, receives deputations, or makes the rounds, and selects a new broom. Like all new brooms it sweeps furiously at first. But as time goes on the new organization turns out to be much like the old one. The same little differences still occur, copy is sometimes late, or not quite so good. No agency has a magic formula. Advertising is just that, just working at it day after day.

But in the meantime the advertiser has sacrificed his investment in his old agency, and years must elapse before his new one can begin where the old one left off.

More About Retail Failures

By Paul Findlay

WHEN De Leslie Jones referred to one of my articles in the Nov. 18 issue of THE FORTNIGHTLY, I rather suspected I was in for trouble. Mr. Jones said that I had made a calculation. It was natural that he should say so because I had used a certain tabulation without giving credit to anybody. So I was not surprised when sundry letters reached my desk the burden of which was "where do you get that stuff?" or words to that effect.

My only course was to be perfectly frank so I formulated a circular answer as follows:

"I quoted no authority in the article to which Mr. Jones refers for the very good reason that I do not know my authority. I have scrap books and files filled with clippings, notations and material copied from various sources. I think that 99 per cent of all these references have attached to them indications of their sources and dates. The tabulation relative to the average life of merchants in the ten lines quoted was taken, as I very distinctly remember, from a source which was so authoritative that I felt warranted in depending on it; but by some mischance, neither date nor source was noted. I have carried the figures about with me for all of three years, perhaps longer and have used them on many occasions. One of my syndicated articles for September carried the tabulation, and I am satisfied that it is representative of actual conditions. More than that I can not say. If I have been guilty of an editorial indiscretion, I must just bow my head to the storm."

But all things work together for good. This frank explanation was sent among others to F. J. Nichols, manager of the Merchants Service



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Department of the National Cash Register Company, and to William Nelson Taft, editor of the *Retail Ledger*. Both those gentlemen put me in touch with the source of my figures, the Bureau of Standards of the Shaw Publications; and Mr. Nichols was good enough to forward me a copy of the circular issued by the Shaw Publications from which my tabulation was taken and now the circle is completed by a letter from Norman C. Firth, Executive Editor of the Shaw Publications, asking me whether I would be willing to tell something about the investigation which resulted in my figures. True, in the transcription I had put the figures of 7.4 years opposite the drug business whereas they would have been 7.8. Then I made an error adding up the column and so got an average of 5.57 years for the ten trades whereas the proper figure should have been 7.1 plus.

But now that we have all these facts before us and have ascertained our authority to be an investigator whose thoroughness vouches for the accuracy of his conclusion, what have we accomplished? Well, I now know

where my figures came from and can quote them hereafter with full confidence that they are as authoritative as such figures can be and that, should any further inquiries or contentions come to me, I can cast them aside with a magnificent gesture or its equivalent and have behind me the full power of the Shaw Publications. I also find any number of other pregnant facts in the Shaw circular which may be of interest in this connection. Among these are two additional tabulations in answer to the question "How long does a business usually live?" These two tabulations have to do with wholesaling and manufacturing as follows:

Wholesaling	
Bakery goods	6.6 yrs.
Boots and shoes	10.0 yrs.
Butter and eggs	5.3 yrs.
Cigars and tobacco	6.5 yrs.
Clothing	6.6 yrs.
Confectionery	9.2 yrs.
Dry goods	7.6 yrs.
Flour and feed	7.6 yrs.
Fruits	6.2 yrs.
Groceries	10.9 yrs.
Hardware	8.5 yrs.
Lumber	7.4 yrs.
Meats	6.5 yrs.
Paints, oils and glass	6.1 yrs.
Paper	8.5 yrs.
Produce	9.5 yrs.
General average for wholesale concerns	7.5 yrs.
Manufacturing	
Furniture	6.5 yrs.
Flour and grist mills	10.7 yrs.
Iron works	8.6 yrs.
Printing	6.7 yrs.
Lumber and timber	7.0 yrs.
Boots and shoes	7.5 yrs.
Cigars and tobacco	7.5 yrs.
Hosiery and knit goods	10.0 yrs.

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The Third Control

By Henry Eckhardt

THIS month, January, 1926, is a good place to stop, look, and listen. I think I see, coming down the express track, another vehicle of advertising control.

ADVERTISING is suffering congestion from its many forms of media.

It is undergoing confusion from much idea and media selling.

Its itinerary is becoming cluttered with things-to-do and routes-to-take.

Without question, advertising, which means, in this case, the advertiser, must now learn how to plan a straight, through route for itself.

AT the present time advertisers usually employ two controls over their advertising.

The first is financial. It works through the budget.

Practically all advertisers have completely developed budget systems. And these systems work, even in so complicated a program as that of the Strathmore Paper Co. Strathmore appropriates, each year, a certain percentage of sales. This amount is divided, between salaries, administration and actual advertising. The actual advertising appropriation is subdivided, in turn, into no less than ten different activities or accounts. Barring minor adjustments, the end of each year finds expenditures well in line with the budget, and absolutely under control. The advertising manager, who makes up the budget, tells me that he has pangs of conscience when he raises his own salary, so accusing a finger does the budget point.

The advertising budget, as a control, has been developed to a quite fine technique. But its very function is its own limitation. Actually, it is only a preliminary step—and, of course, a check-up.

How should the budget be divided between the different media or forms of advertising? How much advertising force should be bought in this direction? How much in that? Such questions cannot be answered by a budget. Advertisers still resort to their "common sense" or "what they did last year"—or "what seems to be a good idea."



And so, the likely window novelty squeezes July and August off the consumer magazine schedules. Or, that gratifying schedule in color robs the tradework of that final barrage.

The budget must be considered simply as one kind of control. It gives the advertising manager the control of a purchasing agent or comptroller.

THE second kind of control is operating control. It works through the advertising department.

Here the nth degree of development has also been approached.

I cannot imagine a much smoother functioning than that which obtains with the Canadian Pacific Railway. Here, the Publicity and Advertising Departments are under a high official, J. M. Gibbon. He bears the title, General Publicity Agent. His division has its main office in Montreal, with sub-offices in New York, Chicago and London. Over a hundred people find place on his regular payroll. All work is thoroughly departmentized: A completely equipped photographic bureau, with staff photographers; a staff of lecturers, who travel the continent; a booklet and publications department; an art staff; a checking staff. The division has its own bookkeeper and accountant. Its activities are almost incon-

ceivable. Yet, so smoothly does everything function that Mr. Gibbon finds time to organize the Trail Riders of the Canadian Rockies, to represent Canada in the A. B. C., and to write historical novels.

Again, I cannot imagine a more effective organization than that of the Armstrong Cork Co., under S. E. Conybeare; or, a more complete advertising plant than that of Pratt and Lambert, enthroned in its own beautiful administration building.

The tendency is rapidly toward the advertising department as a self-contained unit, with every resource in men and equipment to make for smooth, rapid and automatic functioning.

The advertising manager here is an operating official. His control is his organization chart.

Control through organization chart also has its limitations. It prevents inquiries from stacking up in bottom drawers, little service jobs from being considered "little." It handles the specialized job that nobody can do. But all these things concern the "how" of handling things, and that only.

AFTER control through budget and a control through operation are perfected, we have covered only expenditures of money and organization of duties and procedures. But are these advertising?

Advertising is a force abroad. It is ideas in motion.

Certainly, if anything needs control, it is that force, those ideas. Yet, such control, even where exercised, has been more or less informal—almost casual.

But now come different days. Advertising media have multiplied. Every day brings the birth of a new stock-and-bond house and a new advertising medium. They've even started to sell inserts in the latest novels.

An advertiser takes a schedule in publications, a series of direct-mail, and a service of displays—and finds that he has only begun.

Nor would the situation have grown so serious if the media-folk would let the advertiser judge for himself. But, no! They all bring

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Courtesy, The Barber-Baker

A NATIONAL salesman's territory map compiled for a leading manufacturer. Territories for individual salesmen have been worked out on county lines, based on passenger travel facilities, the number of travelable towns and the net salable population.

How Shall We Divide Territory?

By George Mansfield

IN the last five years there has been an exceptional amount of revamping of territory boundaries, and even complete revisions, on new principles, of distribution zones or sales districts. These new adjustments of field boundaries have been prompted by (1) increases or shifts of population; (2) increase of salesmen; (3) change of sales organization plan; (4) change of distribution policy and method. This latter, most radical of all, is especially on the increase because of determined efforts of manufacturers to control price. The immense increase in new wealth, the growth of population and its continued shift to the cities, and the general increase in consumption have all combined to force changes in territory lines. Many new houses which had never before used much analysis in shaping their territories have now also learned to use intelligence and market research in their delineation.

Several methods of dividing territory—more or less satisfactory—are in use. These are:

1. Based on county, state or arbitrary lines. Many of these are poorly thought out, following a geographical outline rather than a scientific subdivision based on transportation facilities and consumer population.

2. Equalizing sales districts into more or less uniform population content. Exclusive use of population is another error frequently made, resulting in a great many inaccuracies and inequalities.

3. Dividing sales territories into districts based on location of jobbing centers. While this is a large factor in the sale of some staples, it is not the only element entering into a satisfactory solution.

4. Districting according to transportation facilities and *net salable population*. This is the most logical and efficient method and has been found to produce the best results.

The division of sales territory should, therefore, be guided by two principal factors:

1. Transportation facilities; 2. Net salable population.

Not how many square miles are included in a district, but what traveling circuit can be made most effectively naturally is the salesman's chief aim. For instance, it may appear to a casual observer that the districts charted according to this principle look very unequal in size. This is undoubtedly true. The Mississippi territory, from the Great Lakes downward, and the extreme northwest territory from Chicago to Montana are immense in the number of square miles, but traveling facility is the guiding factor. It would be absurd to send two men out in these territories, as they represent long arms of transportation which cannot be criss-crossed.

Other factors, too, enter into the transportation question—freight averages, zone prices resulting therefrom, and the jobbing situation in some cases.

The basis of sales districting should be wrought out to fit, as perfectly as possible, the district plans to the local situation, but the emphasis should be on the national pol-

icy. It is not to be expected that any local manager can have the analytical facilities of the general management, which would enable him to analyze and subdivide his territory to the best advantage, nor could he acquire the necessary experience without the help of the home office.

Moreover, without data on the territory, a salesman or district manager may be much over-rated, and appear to be making a brilliant showing, whereas in reality, he may only be skimming the cream from an exceptional territory. This is why so many concerns are spending a lot of time and money on valuation of sales territory. The result makes for

better centralized control, surer stimulation of sales and truer valuation of a salesman's work; also for advertising effectiveness.

The first factor in laying down a data basis for districts is net total population, but net salable prospects. Such factors as follow had best be eliminated for obvious reasons.

1. Negroes and illiterates—unless the article is of absolute common use.
2. Inaccessible population beyond the reach of dealers, railroads, etc.
3. Local sources of wealth, occupation and peculiarities.
4. Study of dealer situation, number per square mile, rating, type, etc.
- 5.

Complaints, records of cessation of accounts, salesmen's remark cards. 6. Individual dealers' records, intervals between orders, advertising helps, etc. 7. Synopsis of district manager records of salesmen's calls, etc. 8. Percentage of distributor records.

All this data has a direct bearing on the laying out of the sale district boundaries. Since the county is the lowest unit by which population is measured in Government figures, it is logical to use county lines for boundaries, and in fact many large houses are considering reducing all records to terms of county units.

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Why, Oh Why Do Laundrymen Mangle?

Has Your Industry a Damaging Trade Name?

By Strickland Gillilan

THOUGH I have had nothing to do with the commercial world in any capacity except that of a downtrodden consumer, such is the keenness of my sympathy for others in every walk of life that I worry considerably over a lot of things you may think that are none of my business. But I can't help it. The mothering instinct is strong in me. I inherited it from my mother, who had inherited it from her paternal grandmother.

The thing I'm fretting around about, and losing sleep over, at this time, is why laundrymen create so much sales resistance by permitting the principal machine in their button-removing establishments to be called a "mangle."

Over many a washtub in this country today are bent female backs that would not be thus or there bent were it not for the fact that that dinkus is called a mangle. When people—especially the she people who have to do the darning and mending—are made to realize that the too few garments of the family are to go into a "mangle"—good night! Even those who habitually send their soiled clothes out to steam laundries, do so with more or less conscious or subconscious fear and trembling; and when a garment comes back all skew-

gee and torn and bleeding and spitting out loose teeth, the reaction is a sort of "Uh huh! I told you so! Been in the mangle!"

It is a perfectly awful word to use! The psychology is one hundred per cent bad. Clothes are sent out to be cleansed, smoothed and folded; not to be mangled. Why didn't the original steam laundryman have savvy enough to grasp that idea and employ a word like "Caresser," or "Mollifier," or "Smoother," or anything like that—almost any word would have been better than mangle!

Pondering over this one day, I decided I had better ask Messrs. Funk & Wagnalls what the literal meaning of that terrible word—the commonly accepted meaning of this frequently used word—is. I found the definition reading as follows:

"To disfigure or mutilate as by cutting, bruising, crushing; make torn or ragged wounds in; lacerate, as, a mangled corpse. Figuratively, to make a blundering performance or treatment of; mar in beauty, form or effect; botch; ruin, etc."

Just look at that now! And that is the first thing the angry customer who has just opened a package of torn and disfigured laundry finds when, told that the clothes were run through a "mangle," she grabs the

dictionary to see what sort of machine that is, anyway. Her suspicions are confirmed.

Now, I might go on and ask the laundrymen some really embarrassing questions, but I won't. I could ask them why it is that when you have got sore at one laundry because it took off all the buttons and tore the sheets and pillow-cases in two and folded the ragged part inside so you wouldn't see it 'till you had paid the bill and the man had gone—why it is, I say, that when you have had this experience and changed your laundryman in a fit of pique, the new laundry never tears a thing or loses a thing or takes a button off, for the first six weeks, but after that—let the customer beware! I could even have asked the laundrymen that, but I mustn't. It would be creating sales resistance, and that is worse than burning your grandmother's eyes out with a hot iron and then scolding her for wanting you to read aloud to her. So I am not asking them anything embarrassing like that. I am simply asking them why they don't get some soothing and trade-enticing word to take the place of "mangle" for the one machine all the family garments have to go through.

I pause for a reply.

Machine Tool Advertising Adopts Salesmanship

By George Burnham

IN the previous issue of the FORTNIGHTLY John Henry pointed out certain changes in policy, production methods, etc., which have been taking place in the machine tool industry. It seems, therefore, that no time could be more opportune than this for a short description of the visual demonstration of this new trend as shown in the change, almost revolutionary in scope, in the advertising of one of the leading concerns in this line of manufacture. This statement has reference to the Niles-Bement-Pond Company of New York, holding company for six prominent manufacturers, each specializing in some form of machine tool production.

An analysis of the history of the industry and of past and present trends cleared up in the minds of officials any lingering doubt they might have regarding their prospects. As Mr. Henry pointed out, the industry has not realized its potentialities to the fullest. There have been hard times, relieved only by the interim of the war. For the next five or six years, so the company estimates, the bulk of its and its competitors' business must come from the replacement of old machines in extant plants; machines which, although still highly serviceable, are out of date. Such obsolete equipment tends to slow down the entire production of the plants in which it functions, since all the machines in the establishment must be regulated to keep pace.

The machine tool advertising of the past has been highly standardized. The insertions of one company have been so nearly identical with those of every other as to offer the prospect little consciousness of company identity. Always there appeared a picture of the tool, generally reproduced in halftone. The headline and the copy enlarged upon



Don't Laugh . . .

*[Think of the old machine tools
in your shop . . . such as obsolete
as this car]*

It is true. There are no more
large machines that are
operated in old factories.
They have all gone to the
junk yard. But they are a
waste and dangerous. They
cost more to maintain than
they are worth. They are
a hindrance to the business.
They are a waste of money.
They are a danger to the
operator. They are a
hindrance to the business.
They are a waste of money.
They are a danger to the
operator. They are a
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They are a waste of money.
They are a danger to the
operator. They are a
hindrance to the business.

N-B-P

Niles-Bement-Pond Company
111 Broadway, New York

Manufacturers of Machine Tools, Dies, and Castings
111 Broadway, New York, N. Y. Telephone BR 1-1111

this reproduction. There were two selling points, either or both of which might be used: What the tool looks like; and what it can do.

There are fallacies in this method as the most casual study of the subject will disclose. In the first place, it is impossible to show by any reproduction an adequate view of the tool. For example, a Niles-Bement-Pond lathe for use in the manufacture of the big guns for the United States Navy was of such size as to require seven freight cars for its transportation. Even a life-size photograph of this, were it possible to make such a photograph, would prove an inadequate description even in the hands of an experienced machinist. Reduce this to the dimensions of a seven-inch page as required by the advertising medium, and you have little of practical sales

value. Copy may dilate graphically upon the details and ramifications of this colossus of all lathes, but mere words cannot convey with any effective graphicness the elements which will determine the experienced man to buy.

Playing up the feature of what the tool will do is a step forward from the mere description, but here again the copy lacks that vital something which is calculated to convince the prospect. Two salesmen may go out on the road to sell the same product. Each will have at his finger tips the same information concerning history, service, material, etc., and the same portfolio of sales matter, same pictures, testimonials, and dotted lines to be signed. One will sell while the other will make but a poor attempt. Answer the question of why this is true, and you have laid a finger on that subtle, elusive element known as salesmanship.

The machine tool field, as any other field, is open to salesmanship, but, to judge from the conventional advertising of these appliances, the salesmanship is strictly limited to the salesmen themselves. To correct this condition and to inject into their advertising something of that vitality which spells successful selling is the aim of the new campaign of the Niles-Bement-Pond Company.

The opening gun of this campaign is a four-page insert in two colors, aptly characterized as the "most remarkable machine tool advertisement ever reproduced." It opens with the frank announcement that the machine tool industry has passed through a storm, has been hurt. In conclusion this announcement declares: "There may be good days ahead. But we intend to make our own fair weather for many days to come." The second and third pages of the insert play up the fact that

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SEÑOR ZULOAGA, painter of scowling Castillian matadors and blood-stained arenas, joins the distinguished company of art-artists who now make pictures for advertising. As witness we present herewith one Ignaz Jan Paderewski, eminent Polish pianist, done for the House of Steinway, being (we are confidentially told by the agency's publicity bureau) the largest art advertising commission ever executed

A Tendency Toward Ill-Temper

By Joseph P. Madden

A TENDENCY toward ill-temper is popping its head out of the grass. One wonders where it comes from and how far it is going.

One tooth paste advertiser suggests that the public is tired of what he calls the poppy-cock claims of all other tooth paste advertisers.

Another tooth paste advertiser says that people find twenty or thirty brands in every drug store, but go right on having gum trouble because they don't use his particular brand.

A soap advertiser, evidently irritated by the introduction of a new competing soap, spends a lot of money telling women to beware of it—in terms which are wholly clear to the industry and practically inaudible to the public.

Another soap advertiser, the proprietor of a whitish-yellow bar, has a lot of personal fun calling colored soaps "musical comedy soaps."

And so on. Here and there you will find ugly fighters, sales managers thumbing their noses at sales managers, directors trying to settle old family quarrels in full view of the public, and copy-writers trying to simulate scrappy "loyalty" by turning a neat sneer at the client's pet hate. Luckily there are so many advertisers busy selling the rosy virtues of their own product alone, that there is no time left to roast anyone. The exception, however, is conspicuous within the walls of advertising, and he is up to his old tricks. It is time he quit.

Where does this tendency breed? First, business nature is quarrelsome. Second, many products really simplify or replace archaic products or methods, and it is the easiest thing in the world to include, in copy-roasting the archaic method, the specific brands which represent that method. An innocent copy-writer conceiving enthusiasms for a vacuum cleaner, roasts sweeping as a method and stays within his rights; he is celebrating a step forward in human progress. But let him over-dramatize the method of cleaning with a carpet-sweeper for contrast with his vacuum cleaner, and at once he fights dirty against the Messrs. Bissell. That illustra-

tion is used because it hasn't happened and won't happen. For the vacuum cleaner people were so busy selling against the resistance to a new mechanism that they couldn't take time to sock Bissell—just as Bissell years before had the good sense to sell a new mechanism instead of trying to put the broom out of business.

Third, the direct attack is apt to hatch out of the road. A gives secret discounts, gets a huge jobber order, or by some other Yankee trick pulls B's nose in District Number Five. The sales manager (or president) has just hung up Long Distance on the bad news; the next matter to come before the meeting is the spring advertisements, in copy form. A smart agency man ("really more like one of our own people than an outsider") who has the gift of taking on the color of his customer's business, submits a series which give A a good wholesome anonymous roasting, witty, whimsical and palatable. It catches B in his most competitive mood; he approves it, tucks in a little box to make it perfectly clear to A that he thinks he is a tramp, and thus presents his compliments to A concerning District Number Five—by way of \$70,000 worth of advertising space. A two-cent stamp would cost less. A dead cat, boxed and sent to A by collect express would register his feelings more accurately—but no, the public must be told what B thinks. The only flaw in B's revenge is that (1) B can't be as ugly in print as he wants to be; (2) the public doesn't give a damn anyway, and (3) that type of advertising not only won't put A out of business but won't sell B's goods.

"It won't, won't it?" snorts B. "Well, why does Ivory do it with 'sinker soap'?" Ivory doesn't do it. Ivory, if it is attacking anything, is attacking a *method* of washing. Ivory is not attacking any single brand of non-floating soap, for almost all other well-known brands are non-floating. Any one of them could make his soap float by puffing air into it as it is pushed into Ivory, or rather by not pressing the air out of it. All of them know that

floating is a pretty good talking-point and a certain convenience to those who can't see through the water of a tub or bowl, but they prefer to make and advertise soaps with other talking points and conveniences, leaving Ivory to its first love. The Ivory copy writer was just up against it for a new way to say "it still floats" so he said "other soaps don't" in a rather pleasantly acid way. It probably isn't selling as much Ivory as though he had taxed his nice wit to say "it floats"—but it is selling, and it is undoubtedly diverting the reader and the salesmen.

IT would be perfectly wonderful if all copywriters could each find out by actual experience, and then codify, some such premise as this:

1. If I write copy roasting a competitor I may be very smart and my customer may pat me on the head, but I am wasting his money. He doesn't know it, but his competitors do, and they are very grateful to me.

2. If I attack competing brands, I am trying to hurt the sales of other items on the shelves of the stores that sell this product; the dealer won't thank me any more than he would if I were trying to hurt our own sales.

3. I think I'll probably have a scrap with some advertiser who wants me to take a crack at his competitor in this competitive year of 1926. He will want to know if I think he is running a philanthropic institution for the benefit of his competitors (who always seem to "get away with" more than he can). I will try to show him that competitive attacks are the shortest known method of giving away money; that the place for alley-fighting is up an alley in District Number Five (and not on the four-color front porch) and that I will work as hard to dramatize the dullness of his virtues as he wishes me to in denouncing competing vices.

4. Then, after he fires me, I will go to Raymond's, a store in Boston which spends much money in direct mud-slinging at its neighbors, buy my ex-client a straw hat, and send it to him, collect express.

Bird's-Eye Retrospect Of 1925

By Stuart Ross

JANUARY is a month for inventory taking and retrospect. In many respects the year 1925 has been one of the most remarkable ever known in American business. It finishes up the first quarter of the Twentieth Century in such a manner that the entire previous century is outshaded in many respects.

Production among the manufacturers has increased about 70 per cent since 1914, whereas the number of wage earners employed has increased only about 28 per cent. The use of horsepower has increased by one-half, and \$500,000,000 a year has been saved through the elimination of waste and standardization. A development of outstanding future promise is that of the Agricultural Export Corporation on a cooperative basis which will greatly aid the farmer.

Another very striking achievement culminating in 1925 was the unifying of price levels, eliminating the disparity between factory and farm products and making purchase power uniform. Back of all this lies the vastly more significant fact that since the 1890's labor has increased its purchasing power (as measured by "real" wages) 27 per cent. In this time a gigantic movement has come also to fruition: the widespread distribution of wealth. The number of so-called "comfortable homes" capable of purchasing modern comforts and conveniences and even luxuries is now not 4,000,000 as it was several decades ago, but about 16,000,000. National wealth was only 88 billion dollars in 1900 and is now about 400 billion dollars. Bank deposits in 1900 were 7 billion as against 47 billion in 1925. Savings bank deposits jumped from 2 billion in 1900 to 9 billion in 1925, and the number of depositors from 6 to 14½ million.

The value of farm crops in 1900 was only 3 billion, but in 1925 was



© Hamilton Marcell

increased four times to 12 billion.

The number of industrial consolidations in the last five years has been phenomenal, but is in line with the decreasing number of factories in the United States. These factories produced 11 billion dollars' worth of goods in 1900 and about 70 billion dollars in 1925.

Another very striking gain in this quarter of a century has been the delimitation of business cycle swings. The fluctuations up and down before this quarter of a century were very sharp. They are now constantly decreasing these swings. In the century from 1800 to 1900, wealth increased 88 billion dollars, but in only ten years of the new century, 1910 to 1920, it increased 135 billion dollars.

Factory wages are unquestionably the largest element in national prosperity and have increased amazingly not only in volume but in the percentage of national income which they represent. In 1900 the percentage was about 45 per cent and today wages form 61 to 63 per cent of national income.

The earners and spenders of the country are now on a startlingly prosperous basis, for the 25,580,000 families of the United States have an

average income now of a little over \$3,000. The 16 million "comfortably situated families" all have an income of over \$2,000 a year. Another interesting fact in connection with incomes is that the greatest gain made in the past seven or eight years is shown by the man who earns \$5,000 to \$10,000. His average annual income rose from \$6,233 to approximately \$7,000 last year. On the other hand the average income of those earning over \$10,000 a year has dropped from \$27,000 in 1917 to \$24,000 in 1923 (and presumably still lower since then). Thus is the fact of greater diffusion of wealth proved.

With regard to the automobile industry, production for 1925 is estimated at 5,000,000 cars and there are now approximately 20,000,000 cars registered. Decisive reductions in price are indications of the still greater saturation of the country with cars in 1926. The two car per family system is gaining, again confounding the auto saturation alarmists.

As for advertising, an unofficial estimate is that 1925 shows a total expenditure of 1½ billion dollars, with evidences of a 10 to 15 per cent increase in 1926.

Clouds of warning on the horizon are clearly visible. Some statistical sharpshooters decry inflation within the next six or nine months. The instalment situation helps along that theory, although bank loans do not as yet show inflation.

If ever there was a year when normal "full speed ahead," without any reservations actual or mental was justified, it should be in the year 1926. The cautions necessary are only those needful for any sane business conduct. The hand-to-mouth buying policy, so much discussed for several years past, is no longer quite so distasteful, and may, in many instances, actually be regarded as a bulwark against inflation and other kindred evils.

THE · EDITORIAL · PAGE

Coolidge and Advertising

ANY student of writing and public appeal must be interested in the national laboratory experiment in use of words which is provided for them at present by the President of the United States.

Words are the chief tools which the head of this nation wields for public purposes. We have not had in the White House since Cleveland a man so taciturn as Coolidge. We had the Rooseveltian torrent of words, thoroughly in tune with the man in the street. We have had Wilson, the scholar, probably the greatest master of words who ever filled the President's chair. We have had Harding, the user of bromides; and now we have Coolidge, who is taking Charles Dana's advice as to compression more literally than any President since Grant. So much so that vaudeville gags and funny paper jibes are the rule; but oddly enough the people like it.

Which raises the point whether the American people are not being fed with too many words, and whether they do not relish and respect a return to the virtues of understatement, repression, suggestion rather than the garrulous flood of words which they have had, not only in political oratory, but in newspapers and magazines (editorial and advertisement). It is worth thinking about whether the vast flood of reading matter and advertising does not predicate, merely by its indigestible large mass, the need for fewer but more effective, meaningful words. The Dodge Brothers advertising has rather consistently maintained repression, and succeeded far better than some automobile advertisers who use 3000 words per advertisement. After all, it is known to be true in selling that a salesman can "talk himself out of an order." Presidents Wilson and Roosevelt certainly both talked themselves "in wrong" frequently. Will "Silent Cal" evade this grave public error? And if he does, is there not something to reflect upon for advertisers? Another President, at a famous occasion, achieved eternal fame by what he said in fifty words, in striking contrast to the now long forgotten 4000 polished words of an ex-president of Harvard, which even then went unnoticed. Lincolnian, Coolidgean simplicity and sparseness—why not?

Another Lesson From the Automobile

MANY other industries have not only been envious but have frankly snarled ill-humoredly at the automobile industry, which in 1925 reached unexpected new heights, and hopes to make 1926 another five million car year. If this comes to pass we will actually have a car for every family in the United States.

Instead of envy and enmity, other industries might well look a little deeper and take thought. *The automobile is about the only important American commodity which is now selling below pre-war prices.* President Erskine of the Studebaker Corporation rightly emphasizes this fact in discussing the status of the automobile.

Bear in mind that general prices today are 50 per cent above pre-war levels, and that wages are 128 per cent above pre-war. There is plenty of money to spend

for everything that the consumer might want, and other commodities completely miss the point when they criticize automobile buying. People are buying cars today in such great numbers because they are so amazingly cheap; because the makers have healthy competition and competent advisers, and because they set sound policies and do a tremendous amount of advertising.

The other day President William Cooper Procter of Procter & Gamble (another instance of a thoroughly modern advertiser) said that although materials and labor were never before so high, soap was nevertheless never before sold at so low a price to the public.

It seems impossible for a great many lines of industry to grasp the great modern principle of lowering price to attain volume. Automobile prosperity is firmly based on that principle, but the principle is wide open to scores of other industries.

A Check on Instalment Selling

A FEW months ago, a writer in the FORTNIGHTLY, presenting the facts of overinflation in instalment selling, mentioned as a solution that a central clearing house for instalment sellers be established.

Late in January about one hundred of the better class instalment houses met in New York and laid the groundwork of such a clearance bureau of instalment accounts. It will probably be affiliated with the Reference Bureau of the Associated Retail Credit Men of New York.

Since the article in the FORTNIGHTLY, the whole subject has received unusual attention everywhere among bankers, business men and trade organizations. The conclusion of the FORTNIGHTLY writer that brakes are now advisable on this type of selling (a conclusion which at that time was contested) is now pretty well agreed upon.

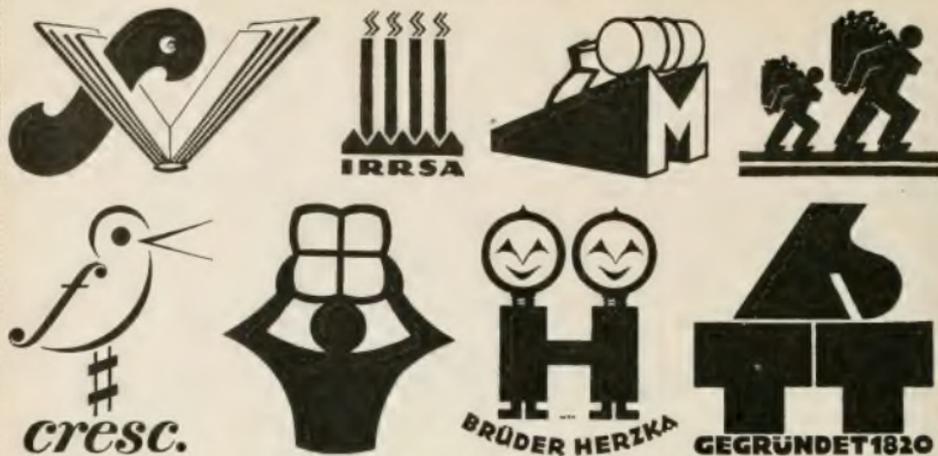
The 1925 volume of instalment purchasing is now estimated to have been around ten billion dollars, or a full quarter of the total retail volume of selling. This is about twice the instalment volume of the year before. No sane possible defense for continuing this ratio of increase in 1926 can be made. It would be folly to condemn instalment selling *in toto*, for it is a useful credit device; but like all credit, it must distinctly be held within limits.

Salesmanagers or Sales Managers

IT is our belief that far too much of the attention of sales executives is focussed on the making of sales and the mechanics thereof.

The ability to make sales is not enough. The man responsible for sales must have the ability to make sales at a reasonable cost.

It would profit every sales manager to devote one day of every month exclusively to a serious study of the cost of the sales he is making and for that day to ignore the sale itself and the method of making it. It might lead to some surprising discoveries.



Industrial Coats of Arms As the Germans Do Them

GERMAN advertising art is noted for its eye-compelling power. The powerful naturalistic posters of Hohlwein, imported into this country for the advertising of Fatima and Chesterfield cigarettes, serve as our most vivid proof of this fact. But Hohlwein represents only one phase of German advertising. The more simple art runs to splurges of solid blacks in curious striking designs which, while hemmed in by limitations of space and scope, strike the eye with restless force and catch at the attention instantly.

Certainly this art trend may be characterized as national. At any rate, it is of far greater scope and proportion than anything which we have in this country. It dominates the advertising sections of the German magazines, it arrests one on billboards. And it has invaded the trade mark field.

The ingenuity which has been exercised in the creation of some of these German trade marks is indeed great. The more one studies the subject and the examples at hand, the more is one's admiration for the designer aroused. Gone are the elaborate, descriptive symbols of other days, the ornate—or esoteric

—what-nots which might mean anything or nothing at all.

The new school might well be called apotheosized trade marks, or, as they are called on their home soil, "industrial coats of arms." The designs are significant of the firms which employ them, and each brings home its point to the layman observer with a simple directness which only a vast amount of ingenuity could devise. In nearly all cases, the initials of the concern appear, neatly built into the texture of the design.

THEY are so planned as to be practical for enlargement for poster, newspaper or magazine use, and for reduction to appear upon package goods or the manufactured articles themselves. Very frequently the trade mark in various sizes serves as the sole advertising effort of the owner. It is played up in every possible medium and its significance impressed forcefully upon the consciousness of thousands who are thus thrown into almost hourly contact with it.

To the German mind, accustomed to German conventions and conditions, the examples reproduced above would need little description. But

to Americans a few words may be necessary. The black figure carrying a bale on its head which forms the initials "B B" is the trade mark of an importing firm. The two figures carrying bags on their backs are, quite obviously, the insignia of a coal company, and have served through many mediums to make their owner famous. "Irrsa" stands for a paint company noted for its large and efficient plant; the incandescent "Bruder Herzka" represent Herzka Brothers, wholesalers in electrical supplies, and the book-worm forming the letter "S" personifies Siegl, chartered accountant of Vienna. All five of these are the work of Arthur Nicolaus, one of the most noted German trade mark designers.

LOUIS OPPENHEIM contributes the figure rolling the huge gasoline drum up a hill formed by the letter "M." This was designed for the gasoline and drug house of "Mühsam." The "T T" grand piano and the be-symboled canary are the work of Karl Shulpig for the T. Trautwein piano factory and for the "Crescendo-Verlag," a well-known music publishing house, respectively.

BRUCE BARTON

ROY S. DURSTINE

ALEX. F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

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

Mary L. Alexander
Joseph Alger
J. A. Archbald, jr.
R. P. Bagg
W. R. Baker, jr.
Frank Baldwin
Bruce Barton
Robert Barton
Carl Burger
G. Kane Campbell
H. G. Canda
A. D. Chiquoine, jr.
Francis Corcoran
Margaret Crane
Thoreau Cronyn
Webster David
C. L. Davis
Rowland Davis
Ernest Donohue
B. C. Duffy
Roy S. Durstine
George O. Everett
G. G. Flory
R. C. Gellert
B. E. Giffen
Geo. F. Gouge
L. F. Grant
Gilson B. Gray
E. Dorothy Greig
Mabel P. Hanford

Chester E. Haring
F. W. Hatch
Roland Hintermeister
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
S. P. Irvin
Charles D. Kaiser
R. N. King
D. P. Kingston
Charles J. Lumb
Robert D. MacMillen
Wm. C. Magee
Carolyn T. March
Elmer Mason
Allyn B. McIntire
E. J. McLaughlin
Alex. F. Osborn
Leslie S. Pearl
T. Arnold Rau
Irene Smith
John C. Sterling
J. Burton Stevens
William M. Strong
A. A. Trenchard
Charles Wadsworth
D. B. Wheeler
C. S. Woolley
J. H. Wright



NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

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

Heywood Broun Writes a Florida Real Estate Advertisement

By Frank Hough

ANOTHER literary man has looked at advertising. In fact, not only has he looked, but he has plunged in a tentative foot. And at least some of the spray from the resultant splash has been deftly turned back on the splasher, to strain a simile. In other words, the gentle irony of Mr. Heywood Broun has rebounded from the hard shell of Mr. Joseph P. Day with an ironic clang which, while not so gentle, is considerably more pointed.

A short history of the case might be in point. On Jan. 11 Mr. Broun's noted column in the New York World bore an extensive dissertation on advertising in general and Florida real estate advertising in particular. Declaring that advertisers realize none of the value of understatement, one of the strongest weapons of the fiction writer, Mr. Broun speculates: "What would happen, I wonder, if advertising were written with some mention of the defects as well as the virtues of the article exploited." There follows Mr. Broun's suggestion of how such copy might be worded. Our layout man pictures it in practical use as shown in the accompanying illustration.

Mr. Day turned the thrust back on Mr. Broun with a full page advertisement for his Florida selection, Olympia Beach-Picture City, in New York papers on Sunday, Jan. 17. Headlining: "Heywood Broun,

This side of "Paradise Beach"

We Want You to Buy Property in Our Development

WHEN we say development, we mean that the place at the present time is mostly sand, with a few palm trees. We have no paved streets or schools or churches, and if we had 'good neighbors' that would be just a guess. How can we tell what the neighbors are going to be like? And how can we tell whether an investment hereabouts is sure to bring you profits? Naturally, the thing is a gamble. All we say is that in our judgment the odds are in your favor. If the thing fails, we can assure you that we will be broke along with you.

But it is an excellent beach. There are some sharks, but not so very many, and, after all, many naturalists have argued that sharks don't bite people. Perhaps they do. That's another chance you'll have to take if you come to live in our property.

Don't under any consideration plan to live here all the year round. December, January, February and March are often very pleasant, although there have been years when the season was spoiled by heavy rains. The summer is just terrible, and we even withdraw all of our new faces from The Side of Paradise Beach, just leaving a couple of Vice Presidents on the property to retain the franchise.

Palm Beach is only thirty miles away from our place, but the road is so bad that it seems longer. Still, in some it might be repaired. When the Highway landed at Plymouth Rock they found that very little work had been done on the property. They grew up with the land. Our place is not much of the present size, but something could be made of it, if we can get enough people to buy, values will go up, and so we would like it very much if you will purchase some land.

HEYWOOD BROUN, Realtor

World-Famous Columnist." Mr. Day describes briefly the nature of the column in question and admits that one of his own advertisements was the source of Mr. Broun's inspiration. Further he declares with disarming good nature: "Armed with the usual modesty of a great writer, he (Broun) proceeded to tell how a Florida advertisement really ought to be written. I shall return the compliment by printing, at my expense, his suggested advertise-

ment and, thus, put him in the only really worthwhile part of a newspaper,—at least that is my opinion, and I pay good money for putting my material in that part of the newspapers, while they have to pay people to write copy for their editorial pages."

Following this comes a reproduction of Mr. Broun's copy, overshadowed and overweighted by Mr. Day's comments on "Heywood Broun's Idea." This section analyzes the matter in detail and refutes the contentions one by one by applying them to the development under consideration.

Now we might enlarge upon this affair as a highly interesting controversy between two gentlemen of highly different literary ideals, carried on in two highly divergent sections of the newspaper. But this does not appear to be the exact case. It would be a noble stroke for the profession were an advertising man to defend advertising through the medium of an advertisement, but a cynical idea strikes the observing mind that Mr. Day's full page splurge is not inspired entirely by wrath at Heywood Broun's dastardly attack upon the sanctity of Florida advertising; or, better, upon Mr. Day's advertising, for the latter freely admits that the rest of Florida is not so good as compared with that superb development, Olympia Beach-Picture City (named for its picturesqueness).

[CONTINUED ON PAGE 86]

The Railway Service Unit

Railway Men Who Specify and Influence Purchases of Your Products

are the men you want to reach. The departmental organization of the railway industry makes your railway sales dependent upon the success you have in influencing the right railway men.

You can select the right railway men and concentrate your sales efforts on them by means of the five departmental publications which comprise the *Railway Service Unit*—because each one of these publications is devoted exclusively to one of the five branches of railway service.

The *Railway Age* reaches railway executives, operating officers, department heads and purchasing officers—men who are concerned with capital expenditures, maintenance appropriations and economies in purchasing, and whose knowledge of your product is important to you. The other four publications, *Railway Mechanical Engineer*, *Railway Engineering and Maintenance*, *Railway Electrical Engineer* and *Railway Signaling*, reach the technical officers—the men who specify and influence the purchase of technical products for use in their respective branches of railway service.

Our Research Department will gladly cooperate with you in determining your railway market and the particular railway officials who influence the purchases of your products.



Simmons - Boardman Publishing Company

"The House of Transportation"

30 Church Street

New York, N. Y.

Chicago: 608 S. Dearborn St. ☐ Cleveland: 6007 Euclid Ave.

New Orleans, Mandeville, La. Washington, D. C. San Francisco London

A. B. C.
and
A. B. P.

Paris Couturiers Shy at Advertising

By Constance E. Miller

LONG before our great-grandmothers were born, and certainly before advertising was thought much about, Paris acquired the title of Fashion Center for Ladies and has held on to the idea, unchallenged, ever since. (Many husbands' check books will undoubtedly vouch for this fact.) A clever bit of foresighted propaganda, *n'est-ce pas?*

When a dressmaking establishment in Paris is small, it takes more kindly to advertising than in later years when the name is well-known and a single collection numbers two or three hundred models. Then the name is exclusive and the place often secluded. A dirty, uninviting exterior belies palatial salons which are awe-inspiring to the first-timer, and one has the feeling that one's name must be pointed out in some social register other than that of a tourist agency. High up on the unpretentious building a pair of good eyes may detect the couturier's name, in none too large letters, while the wares can seldom be viewed in a show window.

If the name dates back to the Rue de la Paix days, when that alone was dressmakers' row, or, if the fame of the house has attained that of the long established houses, then, indeed is it vulgar to resort to selling goods through the medium of advertising.

Advertising is for the *magasins*, not to bring customers to the swagger salons of the couturiers. Too far beneath the hauteur of the haute couture. Too undignified; might lose prestige. The perfumes may be advertised, but nothing more.

To create lure, the couturier makes it as difficult as possible for an individual to see the collection. Inverted salesmanship, to an American. Upon entering the salons, you are instantly claimed by a sleek,



THE couturiers of Paris have their own distinct problems to face. That their greatest asset is their individuality has forced them to a sales psychology which is in many ways the reverse of our American brand. Such insertions as the above, appearing in American style publications, are good signs that at last they are seeing the light of this advertising day

overpowering person who fires questions, suspiciously. Have you a *centime*? First visit here? What, exactly, do you wish to see? Name and address, please. Write it here, indicating a pad and handing you a pencil. This—after you have been peppered with invitations and special letters saying that there are models specially designed for you. And Heaven help the woman who does not buy. She may visit a second time and still not buy, but seldom can she go a third. She may be refused admission. Without knowing it, she is being checked up by one or two

women at an entrance room desk, who innocently appear to be working at bookkeeping but who, in reality, are working their white elephant memories. They remember her—name—address—did not buy. The important facts.

Reports have it that the couturiers are petrified all the time for fear their ideas will be used by others. And one *hears*, without positively knowing, that every atelier has its copyist, perhaps, from another house. The couturiers cannot be blamed for wishing to protect their ideas. All seem to be between the devil and the deep blue in discriminating between the customer legitimately seeking clothes and one illegitimately seeking ideas. Copyright laws are not protection enough for the models and the couturiers are defenseless. The omission of a button, the addition of a tuck, the change of the material, it appears is quite enough to make the creation an entirely different one. Think what would happen if advertisements carried an abundance of illustrations!

Another problem which the couturiers face is copying by the manufacturer in any land. If he buys the model, that is one thing. But if he poses as a private client and goes away

with the idea and no purchase, that is another. When big stores, American or others buy, the couturier sells with the understanding that it may be copied. But, a point that I cannot see as being wholly "cricket" is that the couturier may sell the same model to store and manufacturer, the latter being induced to take a model perhaps because a Fifth Avenue store did. Then he copies it at factory speed, probably in cheaper materials, not such fine workmanship, and sells for a lower price than it can possibly be offered by the store. This presents a difficult mer-

[CONTINUED ON PAGE 58]

Advertisement of The Christian Science Monitor, an International Daily Newspaper
Publishing SELECTED ADVERTISING

Osborn Convenient for Home Use Brushes

Know them by the Blue Handle

Cleveland, Ohio,
December 8th, 1925.

The Christian Science Monitor,
Boston,
Mass.

Gentlemen:

I am quite sure you will be very glad to learn that we plan to advertise Osborn Blue Handle Household and Personal Use Brushes, throughout 1926, in The Christian Science Monitor.

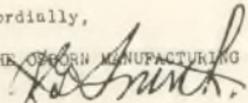
In fact, we are so thoroughly gratified with the response which has come from our advertising in the Monitor throughout 1925 that a decision was reached to substantially increase the amount of space to be used in 1926. (Nearly 100% increase, I am told).

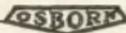
Personally, I wish to take this occasion to express to you - to your organization and to the readers of The Monitor throughout the world, our appreciation of the splendid support which we have received.

This new Division of our business (Osborn Blue Handle Household and Personal Use Brush) has developed splendidly and the indications are that 1926 will hold much for us, as we trust and feel confident it will for The Christian Science Monitor and its large family.

Cordially,

THE OSBORN MANUFACTURING COMPANY


F. G. Smith,
President and General Manager.



Manufactured by The Osborn Manufacturing Company, Cleveland, Ohio

When the Chain Store Puts "Its Wrong Foot" Foremost

By George S. Fowler

NOTICE for a few mornings when you are dressing whether you put on the right or the left shoe first; see how regular you are in that habit; then try to put on first the shoe you are accustomed to putting on second. You will find that in this trifling change you have a resistance to overcome just sufficient to slow your actions and delay your dressing.

Buying habits likewise not only take much effort to form but require even more effort to put aside. The Joneses and the Smiths of Main Street form new buying habits gradually, but when those habits are once formed, any attempt to destroy them slows up the progress of commerce.

The chain store clerk who, under instruction, tries to sell a private brand article to a customer wanting an advertised article, is slowing up sales and increasing sales expense.

Today the general public's habits are largely formed by national advertising and the public "en masse" insists that it wants what it asks for. By national, I mean not only national magazine and newspaper advertising, but all publicity which appears nation-wide in cars, posters, dealers' window displays and inserts in the packages of nationally advertised products.

When a chain store pushes its private brand, it enters into competition with every national manufacturer advertising such an article, and, too, a point which is frequently overlooked, into competition with every local retailer. Take, for instance, a toilet soap. Let us say there is a chain of stores called the Insteadof Stores. Let us assume that the Insteadof Stores make or have made for them an Insteadof toilet soap. This soap is on sale only at the Insteadof Stores.

Grant for the sake of argument that this soap is as good as those nationally advertised. Assume that the manufacturing profit can be taken by the chain store itself. Such

a soap may then be expected to yield the manufacturer's profit on cost in addition to the usual profit on cost to the retailer of a nationally advertised toilet soap. It might appear then that a store benefits by urging the sale of its own brand toilet soap.

But wait—see what the competition is: First, the favorable reputation of such a high quality article as Woodbury's Facial Soap, or of such popular priced soaps as Guest Ivory, or Palmolive. All told their advertising and educational work will be more than a chain store can hope to put on its brand. Second, as there are only one or two Insteadof Stores in the fair-sized town, this Insteadof Toilet Soap is up against the added competition of every local retailer. Such retailers, unable to put out private lines and wise enough to let customers be educated at the expense of a national advertiser, keep down selling costs and take the profits already insured to them by the national advertiser's work. One thing more on this point—every cake of Woodbury's, Palmolive or whatever else is sold by the other retailers in the town, becomes a paid-for sample to increase the trade of all dealers in town.

Mr. H. E. Whalen, advertising manager of a large Detroit business house, said ten years ago (and I suppose it has been said one hundred times before and since):

WHEN all merchants learn that they can sell from five to ten advertised trade-marked articles, each carrying 30 to 40 per cent profit, in the same space of time they consume in educating one customer to the point where he will buy one article "just as good"—at 100 per cent profit—then will they be serving their own best interests."

One point that is sometimes lost sight of, which decreases the value of private brand lines, is the big turnover on labor within the store. It is far easier to make good use of clerks of average intelligence by instructing them how to sell the nationally advertised brand—already

half sold—far easier so to instruct clerks than to make of them quick salesmen for less well-known private brand lines. An ordinary clerk can make a sale to a customer already educated whereas it takes much more education to turn a specific request for an advertised product to a private brand product.

AN experienced clerk more highly paid can make his sales two or three to one if he capitalizes on the already-formed habit and the desire expressed by the customer. He can make use of the time saved to suggest other purchases—e. g., if a Prophy-lac-tic tooth brush is asked for he can suggest to the customer Pebecco tooth paste to use with it. If a kodak is sold, he can suggest films. If an Auto-Strop Razor is sold, he can suggest a Rubberset Shaving Brush, and as a natural concomitant to that, he may suggest also, let us say, Colgate's Rapid-Shave Cream.

Thus even with well-trained clerks the slowing-up of sales by substitution is avoided if the clerk sells the advertised product requested—uses his sales-time to bring added business to the store—to make two sales where one only might have been made against resistance.

For one week let each clerk in the chain store keep a record and report to the manager on the number of calls per day for nationally advertised articles: a similar record of the number of calls per day by customers for private brand lines. On such a record, the national manufacturer could rest his case. "A customer who specifies is a customer half sold."

If a man, woman or child, convinced by the argument of Pebecco advertising, goes to a store and asks for Pebecco, the chances are great that even though the clerk offers a choice of ten different tooth pastes, the customer will insist on Pebecco. If the customer asks for Pebecco and the clerk in the store tries to sell him something "just as good," there is a slowing up process which more than outweighs any longer profit which the



HERE is a famous picture....It has interrupted millions into reading the advertising of the Knit-tex Coat.

The coat itself, the name that describes it, the advertised price, and the rotogravure media, are all interrupting elements in the success of Cohen, Goldman and Co. This picture is the interrupting vehicle for all of them.

The Knit-tex campaign is an interesting example of the Interrupting Idea in complete follow-through from consumer advertising to dealer's store. It is produced by the Federal Advertising Agency, Inc., 6 East 39th Street, New York City.

The Investment Market Is No Longer the Same

By Charles F. Staples

CITIES OF PROGRESS

-Chicago

AT the recent convention of the Investment Bankers' Association, the majority opinion is shown to have veered toward the modern view of advertising. "More understandable, less technical advertising" was frankly advocated, even for the bond houses.

The most telling point made in favor of such an attitude was the fact that in the days when the present type of advertisement was originated only experts bought new issues, whereas today the \$100 or \$1,000 bond buyer is exceedingly important. He, too, must understand the advertising or else there is a distinct loss of efficiency.

Things have happened with a rush in financial history, in investment selling. The last few years have seen phenomenal changes in the character of the "investment buyer." It was no more than about ten years ago when a 50,000 list of investment buyers was considered very "broadcast." There was not thought to be many more than this number. They were pretty well known; they were the substantial business men, the wealthy and socially prominent people of the various cities of the country.

Today one draws a long breath and tries to be conservative in the face of appallingly expanded figures. The 15,000,000 to 20,000,000 savings bank depositors, the 19,000,000 automobile owners, and the 14,500,000 owners of corporation stocks compel one's perspective to move outward with a rush.

That this huge investment buying market is one quite impossible of reach by the old time mechanisms is proved by the immense and dreadful vogue of the fraudulent stock—now fortunately fairly curbed,



Straus Financing in Chicago

CHICAGO—The great financial strength of the United States is the result of the investment of its citizens in the various cities of the country. The financial strength of the United States is the result of the investment of its citizens in the various cities of the country. The financial strength of the United States is the result of the investment of its citizens in the various cities of the country.

FOR RENT BY
S. W. STRAUS & CO.
 INVESTMENT SERVICE
 43 YEARS WITHOUT LOSS TO ANY INVESTOR

THE campaign of S. W. Straus & Company typifies the new trend in securities advertising which is coming into vogue. Experts are no longer the sole buyers of bonds, and the progressive houses are establishing a policy of understandable advertising

though still absorbing a billion dollars a year. People want to invest their money, they are no more content with savings bank interest rates than the astute financier. Therefore—being without the same education which advertisers in merchandise lines give them through modern educational advertising, they cut their financial wisdom teeth

on various "cats and dogs."

This new financial advertising will be based upon a careful code of ethics, will be abundantly supervised by the Better Business Bureau and other agencies of watchfulness in the public interest—but it will be *alive*; it will be *effective*, in the same sense that Postum Cereal or Listerine advertising is alive and effective. It will go to the heart of matters, and give people *ideas, information, incentives, plenty of thought.* It will use *pages* of space instead of these typical rule box advertisements of two or three inches, single column. It will be illustrated humanly, and it will be written brilliantly—in the limited sense of the use of that abused word.

It will not merely "offer issues." The particular issue will be incidental. It will advertise *sound investment*, primarily; second, it will advertise an *investment plan and service*; third, it will advertise the house and its policies and standards; and *lastly* it will advertise a particular issue. But it will do all these things not, as they are done now, by the barest suggestion, but *creatively*, with considerable copy, so that those to whom the present bare suggestions have never meant anything will be interested.

Some counterpart to a trademark or sign of classification will be found wise eventually, since a heterogeneous public's desire to invest must be met. They cannot all be persuaded blindly to trust to the absolute recommendations of a banker; the facts are, today, that only about a tenth of security buyers seek bankers' advice in their purchases. Thus banker's advice *in itself* has yet to be sold to the investing public.

It is an Institution

THE IRON AGE

NEW YORK, N. Y., JANUARY 7, 1926

Subscription Price:
Six Dollars a Year in U. S.

Published Weekly
Vol. 117, No. 1

Wanted: A Fair Profit

WHEN will the steel industry cure itself of selling its product at prices which leave it less than a fair profit? In output 1925 was a remarkable year. There is astonishment at the breaking of the 1917 high record of 43,619,000 tons of steel ingots. Yet profits were not satisfactory.

Steel making in the United States is the greatest manufacturing industry in the world. It is in the hands of high-caliber men. It has a long record of mechanical and metallurgical triumphs. It turned out more steel per unit of plant in 1925 than in any other year.

It has been insatiate in its call for capital, for plant rebuilding never stops, since more and more steel must be made with fewer laborers, and construction costs are three times those on which Gary was built.

Yet, while the operating side has spent prodigally to save 50 cents a ton, the selling side has yielded up \$2 a ton without a qualm.

Now that producers know how easily we can have a 44,000,000-ton year—which ought to give a fair business and fair profits for all—cannot some of them cease selling as though they were in a 30,000,000-ton year, and cease trying to operate as though it were a 50,000,000-ton year?

In 1925 our steel companies gained high plant efficiency. Will they have enough vision and restraint to make 1926 memorable in like degree as a year of enlightened selling?

The steel business needs one good year. Such a year would do much also for some consumers of steel whose record for volume has been much better of late than their record for profit.

A. J. Finley

Annual
Review
Number
The Iron Age
January 7
1926
660 Pages of
Advertising

The World's Most Dependable
Industrial and Market Paper

Exporting Is Not a Profession!

By *Walter F. Wyman*

EXPORTING, fundamentally, is selling. Except as every sales executive is a professional, as contrasted with an amateur or a novice, the export manager is not to be considered a professional man.

Thomas W. Pelham, Director of Sales and General Counsel for the Gillette Safety Razor Company, proclaimed the fundamental basis of exporting when he stated, "Exporting is not, in itself, a science or an art. It is simply a part of merchandising. The better the understanding of the principles of business itself—which knows no clime, creed or color of skin—the better the exporter." Since Mr. Pelham is admittedly head and shoulders the best exporter of branded merchandise in the world, his opinion is entitled to utmost consideration.

The reason that there is confusion in the minds of many management officials, and even in the minds of many export executives, lies in a misconception of the nature of exporting. If we look merely at the surface details which differentiate selling overseas from selling here at home, it is entirely possible to conceive of the necessity for considering exporting as a profession. But if we accept these surface differences as vital, then the professional men in exporting are not export managers and other export executives, but the men who specialize in documentation and the clerical side of exporting.

Just as many promising careers in the field of domestic advertising were ruined because over-many felt a false dignity in rating advertising as a profession, so there have been export failures, due to no other cause.

It is, indeed, dangerous for a man in business to think of himself as engaged in an occupation apart from and above that of business itself. The moment there comes into being a feeling on the part of the individual that his niche in his enterprise demands work of a type beyond the understanding of his associates, that moment he endangers the greatest possible results from his work.

Exporting is not a profession! It is simply, but hugely, the task of securing profits for an enterprise which are impossible without sales



Walter F. Wyman
General Sales Manager
The Carter's Ink Company

overseas. Even though the export executive is required to know far more than sales—far more even than credits, collections, shipping and finance—this no more means that he is a man set aside from his fellowmen, than it means that he is simply a jack of all trades. In fact, the hall-mark in the inner circles of exporting is the ability to take one's self lightly and to assume that every export man has more than a mere working knowledge of his tools of trade.

WHYY does it matter whether exporting is regarded as a profession or as a business? It matters vitally, because of the future of many individuals and of the amount of profit made by many American enterprises. It is not a matter of idly discussing a theory. It is a cold-blooded consideration of a condition.

For exporting, to be successful, must exist within an enterprise over a long term of years. In exporting, the importance of the personalities of customers is admittedly of even greater consequence than in the domestic field. It follows naturally that, other things being equal, an individual or an enterprise is best served by continuous service of the same ranking export executive.

The export manager who con-

ceives exporting to be a profession seldom remains a fixture. Because he builds a wall around himself—a wall which separates him from the other executives in his enterprise, and particularly from the domestic sales department—it is easy for him to reach the conclusion that "he is neither understood nor appreciated"—an idea which, in one wording or another, I have heard at least once a year during twenty-five years of exporting.

Because he regards his work as a profession, he becomes more interested in international political economics than in ways to sell more merchandise. He endeavors to interpret general political tendencies of foreign nations, in moments which should be devoted to sandpapering export sales campaigns. He seeks new and interesting sidelights on pending legislation in Brazil, leaving uncompleted liaisons with domestic departments.

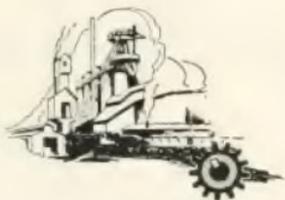
Because he isolates himself from the business as a whole, he suffers both in times of domestic inflation and in times of domestic depression. Because of his "professional isolation" he gets less than his share of factory production when domestic demand is overwhelming. This is because he has no argument to offer beyond the fact that his customers overseas need goods and will resent not receiving them. To the export manager who deems himself a professional man and who will at this point ask the question, "What more could I say?" I will beg the indulgence of his patience, as his question will be answered later.

IN times of domestic depression export orders are, indeed most welcome. But the export manager who has made of himself a thing apart in his enterprise will frequently find that the items called for in his orders are for the least acceptable products, even to the point of increasing a problem, rather than solving it.

In the rare years in which markets are depressed both at home and abroad, the export executive who regards himself as a professional man is fortunate if he does not find himself in quest of a new position. For

[CONTINUED ON PAGE 82]

**Industrial
advertising
exclusively**



Selling direct to Industry

... you know that the selling problems in the industrial field are not at all like those of the butcher, the baker and the candlestick maker in the general field.

For almost ten years, we have handled nothing but industrial accounts. We are engineers, as well as advertising men. Our experience covers every angle of selling to industry — covers the problems peculiar to mines, railroads, architects and engineers, public utilities, manufacturing plants and the hundred and one other divisions of industry.

During this time we have found the profitable markets for many manufacturers with new industrial products to sell. For others, we have increased their sale on old established products by uncovering *new* methods of selling and advertising. Our in-

dustrial sales surveys form the backbone of many of today's successful conquests of industrial markets.

This is an advertising agency—and more. We handle only those accounts that sell to the industrial field. Because of that specialization, we have been able to develop unusual methods of advertising and selling which have produced unusual results for our clients.

Your copy of the booklet, "the advertising engineer," will tell you more about this organization. It will tell you an interesting story about the advertising of machinery, tools, building materials, electrical equipment, railroad supplies, and other products selling to various industrial fields. It will pave your way to a profitable acquaintance, if you wish.

Russell T. Gray, Inc., Advertising Engineers

1500 Peoples Life Building, Chicago

Telephone Central 7750



*Please do not ask for
this book if you do
not sell to Industry.*

George X. Writes His First Sales Letter

By Edward Pousland

Director of Publicity, American Letter Company of Boston.

DON'T throw your mouth into 'high' till you're sure your brain is 'turning - over!' Such was the most recent of the many sapient animadversions of the now middle-aged George X., cunningly directed against the verbal barrage of an antagonist to the theory of the usefulness and value of life insurance.

This rapid succession of startling vocables was merely George's method of telling his interlocutor that the latter didn't know what he was talking about, but let not the curious reader for a moment suppose that the identity of George is about to be revealed. Not a bit of it, for George really hates publicity—despite an unusually bombastic "defense complex" built up against his own innate modesty—and has particularly requested that his name be not used in connection with this article.

Nothing, however, prevents an admission of the fact that George is to be counted among the veteran star insurance salesmen of the "gay nineties," and that he, like many of his contemporaries, has always been a user of heroic methods both in his printed and in his verbal salesmanship—nor has he ever been known to be an advocate of "homeopathic doses" in administering to his prospects. He has let them have it with that unrestrained spontaneity which so well characterized the "Diamond Jim" salesman of a generation now well nigh forgotten.

If, today, we can claim to have made marked advances in the neoscience of salesmanship, we have by the very nature of our progress lost no small amount of the whole-hearted vigor and virility of the sales attacks of our immediate forbears, who were not hindered by the fetters of the extreme self-consciousness which now circumscribes the activities of those initiated into the mysteries of scientific selling.

So George, at the height of his career, in 1895, had the great good fortune of knowing nothing of the

differences between objective and subjective appeals, temperamental and rational advertising, personal and impersonal touches. When he had an idea he didn't look in a book to see whether or not it violated any of the fundamental concepts of advertising theory; but, rather, he got busy, got the idea working, and the "devil take the hindmost."

And thus Georgus in this middle year of the "naughty nineties," suddenly found himself confronted with the problem, nay, the necessity, of doing something to sell more insurance policies. The young wife had to be kept in bicycle tires and pyrographic needles.

HE was getting volume on his calls; there was no doubt about that, but he was also keen enough to realize that a salesman needed some means of keeping himself consistently and continuously before all his prospects and customers. And so was born in his mind the idea of getting out a letter. Others had done such a thing; but there was no established or conventionalized practice in these early days on which he could base his plans.

Direct-mail specialists there were none; nor were there advertising agencies versed in the subtleties of pre-approach letters. But Georgus, nothing daunted, jumped in with all four feet and took a chance. He, first of all, got up a mighty mailing list of forty names, took forty sheets of his business stationery, and then went about trying to think what to put on them. George was no religionist; but the most daring of "free thinkers" in the nineties was ever within earshot of constant allusions to the wages of sin, to damnation, and chastisement.

George had often heard that "hell was paved with good intentions," and had doubtless had this old saw dinned into his ears in early childhood; and, as it is often the outcroppings of the child-mind that are the most rapid and vigorous, our in-

surance salesman suddenly registered an idea: "Why not write a one sentence letter as follows?"

October 6, 1895.

Mr. Frank Smith,
12 State Street,
Boston, Mass.

Dear Mr. Smith:—

Don't furnish any more paving.
Very truly yours,

George X.

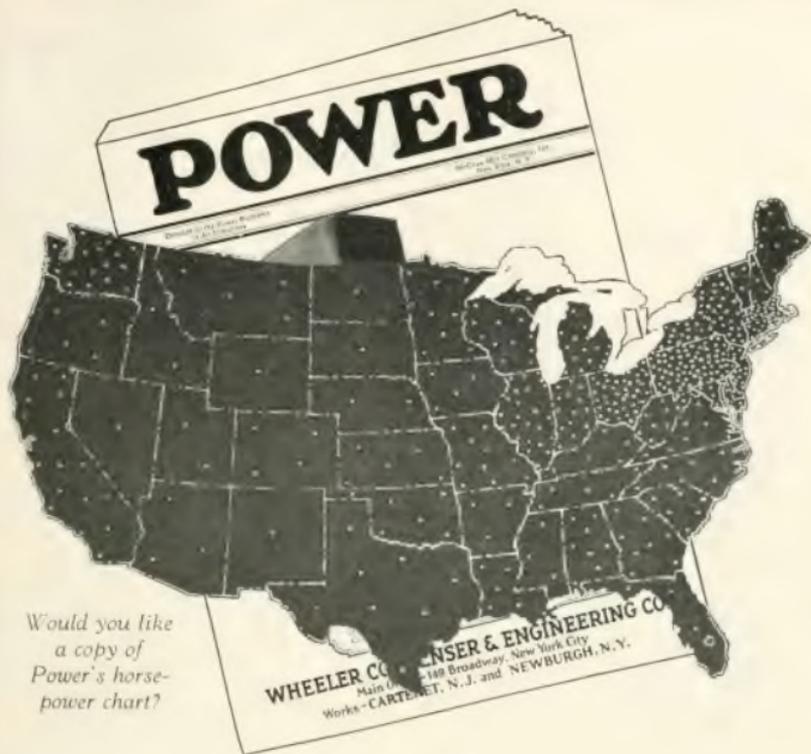
But what would the prospects think he was driving at? That was just the point; and so he went to it and dashed off, in about an hour's time, the forty letters; and, thereupon, placed them in the mails.

The second day thereafter things began to move. In came eighteen replies. Some were written across his own letter, and were short and to the point; others were long and elaborate, but all of them were alike in tone. Utterly perplexed by the strange request in the letter, the prospects had felt under an obligation to straighten matters out at once. Some wrote, "We have sent no paving. Please explain;" others replied, "What is this all about?" still others responded, "You have evidently sent this letter to the wrong address;" and, in this last category, was to be counted the majority of the prospects.

BUT Georgus bided his time. Within a week 100 per cent replies had been realized. Our resourceful salesman then planned a four-day "personal contact" sales campaign. He pocketed ten of the replies for the first day and started afield.

He called on prospect number 1, and showed him the letter with the reply written across it. Mr. Prospect did not seem too affable, and demanded an explanation. George said, "Of course the letter was meant for you. I told you not to furnish any more paving, didn't I? Well, I meant it. You know the place the road to which is paved with good intentions. Now, you've doubtless had all sorts of good intentions about making adequate provisions for your wife and children in case you should die; but for four years, I've never

[CONTINUED ON PAGE 51]



Would you like
a copy of
Power's horse-
power chart?

UNIT coverage or quantity—*which?*

Power aims to put its advertisers in touch with the buyers in the worthwhile power plants of the country no matter where they may be located or what kind of a product power is being used to produce.

To accomplish this *Power's* circulation department seeks to add units rather than individuals. Regardless of cost it must find, sell and satisfy the men responsible for power plant design, power generation and power utilization.

Which is why you will find *Power* wherever there are worthwhile power plants, the circulation being heaviest where there are the most plants.

The above map illustrates at once the power distribution of the country and the circulation distribution of *Power*.

Does not this method of subscription building appeal to you as the method of greatest value in sales development?

POWER

Tenth Avenue at 36th Street, New York

A McGraw-Hill Publication

A. B. C.

A. B. P

THE 8-pt PAGE

by
Odds Bodkins



AFTER the close of the Civil War, General Grant was called upon to make a speech before the Press Club of New York. Following are his introductory remarks:

"Mr. President and gentlemen of the Press Club of New York: A feeling of awe comes over me when I realize I am addressing men of superhuman ability. Your rapidity of conception, your unerring conclusions are astounding. When I was before Richmond in conference with men whose life study had been military strategy, when after days and nights of investigation and deliberation a plan of campaign was finally decided upon, you would get down to your newspaper offices late at night, dash off editorials explaining how we were all wrong, and pointing out what we should have done and what we ought to do. Your remarkable versatility was shown in formulating legislation, and you were peculiarly positive in international diplomacy where the facts were state secrets."

Which puts me in mind of the way the agency which hasn't the account but is eager to get it must look sometimes to the agency which has the account and is doing its darndest to make good.

—8-pt—

I notice the account of a sad accident reported in the *American News Trade Journal*. Somebody's pet dog was killed last week when a complete copy of the Sunday newspaper fell on it and crushed it to death!

—8-pt—

Constance Miller, writing from Paris this time, tells of an amusing sign she saw in Raymond Duncan's window in the Rue Fauborg St. Honoré. (Raymond Duncan you know is own brother to the graceful Isadora.) Said the sign: "This is not a shop but the branch of an artist's studio. Your visit will be most welcome. For the sales feed the body. Appreciation feeds the spirit." Candid. And I warrant it attracts both of the desired foods!

—8-pt—

Alfred Fischer, director of the Michigan Committee on Public Utility Information sends this reader advertisement, clipped from a Kalamazoo paper, which he objects to as lowering the tone of advertising to several degrees below respectability.

WOULD SHUT DOWN GAS WORKS
"My stomach has been so filled with gas for the last three years that I felt I could pretty nearly supply our town. I also had frequent pains in right side in region of the appendix. Doctors didn't help much

One day my neighbor told me about what Mayr's Wonderful Remedy had done for him and I got a bottle of our druggist I can say that it will do all and more than you claim for it." It is a simple, harmless preparation that removes the catarrhal mucus from the intestinal tract and allays the inflammation which causes practically all stomach, liver and intestinal ailments, including appendicitis. One dose will convince or money refunded.—Adv.

I fervently second the objection. It is time publishers refused to accept such crude copy, if advertisers have no better taste than to write it.

—8-pt—

Most advertising men are strong believers in white space. The only trouble is they don't leave any room for it in laying out their advertisements!

Dunhill does, and here's how:



"Why not
Smoke
the
Finest?"

Dunhill
LONDON
CIGARETTES

25¢

FOR TWENTY

TO BE HAD EVERYWHERE

It was with a lump in my throat that I read this tribute to that fine soul, Ralph Holden, published in his local paper, *The Westporter-Herald* of Westport, Conn.:

A man died Sunday morning in Westport only about a year ago. It is even unimportant that he stood, perhaps, as one of the three or four great and towering figures of what we call the advertising world. It is even unimportant that he, individually, contributed much to the fact that advertising today, by and large, is clean and honest and believable. We would have been proud of him, not because he was one of the biggest men in America today, but because he was kindly and friendly and gentle.

If that word "gentle" brings us back to the term "gentleman" so be it. Ralph Holden was a gentleman.

In him it meant first a man—a man in a world of men, who cut out his share of the world's material rewards by sheer force and power and strength and utter honesty. But in him it also meant something else. Ralph Holden was actually gentle. He thought first, last and—for all his friends ever knew—all the time of the other fellow.

Ralph Holden loved his fellow man just a little bit better than he loved himself. And so we repeat. A man died Sunday in Westport.

—8-pt—

Fortnum & Mason, that English firm whose copy is as delectable as its products, moves me to envy again with this:

DAINTIES

the eating of which gives

GREAT HAPPINESS

accompanied by

SUBLIME CONTENTMENT

tinged with

DECOROUS HILARITY

and strongly marked by

GOODWILL TOWARDS ALL MEN

—8-pt—

The *Bookman* is using an interesting phrase to call attention to a special price offer on a post-card featuring the magazine and a book by Arnold Bennett: "Both **FOUR DOLLARS!**—(Not \$9.50)."

Rather good, I deem it.

I ask: Would this piece of copy have been any more effective if the top half had been filled with picture? And would it have stood out so strikingly on the newspaper page?

The Quality Group Now Includes The Golden Book Magazine

THE CENTER OF GRAVITY IS STILL THERE



OW and then some one is heard to bewail the "good old days" of magazine publishing, before circulations soared into the millions.

Because THE QUALITY GROUP magazines grew up in those days, we seem to be expected to join the lament.

We don't.

We see no "decay in public taste." Why view with alarm the fact that where one magazine used to be sold, a hundred are sold today? On the contrary, the fact is hopeful.

What has happened is simply this: The habit of reading has spread tremendously. Due to many causes—the electric light, the public school and the growth of advertising, among others—people whose parents didn't read are now reading a great deal.

You can't expect them to take at one plunge the best of literature and the most serious of topics.

Hence the flood of new magazines, many of which have built up huge circulations. Some of these deserve high respect; others deserve contempt. But good or bad, the mere fact that they sell their millions does not indicate any change in the center of gravity of American thought.

The very fact that THE QUALITY GROUP magazines have survived and flourished proves that the center of gravity is still there.

The same sort of people who used to read THE QUALITY GROUP magazines are reading them today. Not the same people, but the same sort—their sons and daughters and their successors in leadership.

Their numbers, while greater than ever, do not look so impressive when ranged alongside circulations in the millions.

But their influence abides and broadens.

The greater the army, the more helter-skelter its units, the greater the need of seasoned leadership.

In the army of American magazine buyers, the cool heads are still the readers of THE QUALITY GROUP—able to read attentively, trained to observe advertising, strong in purchasing power and effective in influencing the wide circles in which they move.

When you advertise in THE QUALITY GROUP you are *next to thinking matter.*

THE QUALITY GROUP

681 FIFTH AVENUE, NEW YORK

THE ATLANTIC MONTHLY
THE GOLDEN BOOK MAGAZINE
SCRIBNER'S MAGAZINE

REVIEW OF REVIEWS
HARPER'S MAGAZINE
THE WORLD'S WORK

Over 700,000 Copies Sold Each Month

More About Retail Failures

[CONTINUED FROM PAGE 21]

Creamery goods	5.0 yrs.
Brass, bronze and copper.	5.4 yrs.
Clothing	9.2 yrs.
Drugs	5.3 yrs.
Automobile	5.0 yrs.
Carriages and wagons. . . .	7.0 yrs.
Average for these 14 leading lines	7.2 yrs.
Average for 213 other lines	6.8 yrs.
General average for manufacturing concerns	7.0 yrs.

It is worth noting that the average life in the ten retail lines already quoted, the sixteen wholesalers and the fourteen manufacturers above listed is almost the same, viz.: 7.1, 7.5 and 7.2 years respectively. The average for 213 other lines tends to center around 7 also, being 6.8. Verily, some old-time magic appeareth to inhere in sevens!

In none of these lines is the average life less than five years while, on the other hand, the longest lived of all is the wholesale grocer. He lives an average of 10.9 years.

Many other points later on may be commented upon constructively and instructively. Let us be content now simply to note these facts and reflect on their possible significance. For now I want to write about something else.

I want at this time to question whether, after all, we may not be unduly exercised about the facts revealed by the tabulated figures. What had we expected to find? Had we, in fact, any definite ideas in relation to the average life of retailers? Why—in what respect—from what angle—are these findings "startling," as somebody says they are?

Suppose we stop to think, looking back, say, at our old home towns. Then let us examine our present environment. Let us recall concerns in any retail line of business with which we have had direct contact and reflect on how they have come and gone during our own experience. Most important of all, let us note the nucleus of merchants who have been right there almost as long as we can remember, whose business seems good for another generation at least. Perhaps then we shall conclude that the tabulations reflect conditions which might have been expected.

Suppose we glance at conditions which prevail in callings not directly mercantile or manufacturing to see whether this is a safe and sane general impression.

Anyone who ever has had contact with dental schools knows that hundreds of young men go through dental colleges every year who never practice. Others practice for a short time and then quit. All this despite the fact that each of them has devoted three

or four years or more of time and anywhere from \$1,000 to perhaps \$3,000 or \$4,000 in money to acquire a special education which, except from the standpoint of broadened culture, is useless to him.

I do not know how many advertising schools there are in the country now. Some years ago there were a good many of them. I think it is safe to say that literally thousands have graduated from the old Page-Davis school who never became practical advertising men. I shall hazard the statement that at least hundreds, perhaps thousands, bought the entire course and never read it or read only part of it.

Twenty-five years ago one could hire full fledged lawyers by the hundred in the city of New York for one dollar per day, each of them eager to get the money. Moreover, these were not half-baked, superficially educated men. They were men thoroughly "learned in the law," well posted on reports, thoroughly capable of laying out a case, could be entrusted with looking up references and making suitable notations—in short, able to prepare everything ready to the hand of the most successful trial lawyers in the city.

WHAT was the matter with these men? Well, as to the dentists, undoubtedly most of them found themselves to be square men trying to fit into round holes. Those who sought to be advertising men found they could do better in other occupations. But the most tragic of all was the lawyers.

The pathetic thing was that these were well educated men who had drifted into New York undoubtedly with high hopes and were destitute through lack of capacity to adapt themselves to something else; and they failed in the law because they had not the vital spark of courage, initiative and, for want of a better term, let me say imagination which carries men like Samuel Untermyer to the very apex of the profession.

Now, when we get into manufacturing and merchandising lines, we are immediately reminded of the impression prevalent in Great Britain that "Americans change occupations easily." This is not always understood over there because conditions are so different; but the fact is that Americans are readily adjustable. We are impatient of inadequate accomplishment. We want to progress and if we see that we are not getting along fast enough where we are, we change. Some of us fail in our undertakings. Some of us have to fail in order to learn that we must change. But all of that is of secondary importance. What is of primary importance is that we refuse to stay failed.

I once had a splendid delivery man. He was so good that he could not be kept as a delivery man and he graduated into a clerkship. But again he was so good that I could not keep him as a clerk. He went into business for himself and was successful. But he stayed in the grocery business only two or three years. The last time I saw him he was a successful contractor, building houses wholesale. In the general record of grocery business in Madison, he would be listed as having survived two or three years; but surely we should not regard this man as a failure nor should we regret that he had changed his occupation.

We might look at any line of business and, to judge from the Shaw tabulations, analysis would reveal much the same conditions. I talk about the grocery business because I am most familiar with it. Let us see what the grocery facts are and what perhaps they indicate.

Let us assume 400,000 retail grocers in the country. That figure may vary slightly from actualities, but it is sufficiently accurate for all practical purposes.

Observation and investigation extending over the last generation lead me to the conclusion that 25 per cent of the grocers do 75 per cent of the business. We have, then, 100,000 grocers whose business is stable, solidly established, comparatively permanent; and since these grocers take care of 75 per cent of grocery distribution, three quarters of all retail grocery distribution is well stabilized.

How long, on the average, do the 300,000 live?

PERHAPS we can get at it this way: If seven years is the average life of all taken together and 300,000 live two years each on the average, the remaining 100,000 will have an average life of twenty years. If the average life of the 300,000 is one year, the 100,000 will have an average life of twenty-four years.

Consider that twenty years or twenty-four years, as the case may be, provides probably for the entire span of useful activity in the average life; then consider what an individualistic occupation retail business necessarily is; and perhaps we shall conclude that retail distribution in any line is about as permanent and well stabilized a calling as could be expected.

And what of the 300,000? First, we have seen that they are not necessarily life failures. From that angle, therefore, we need not worry much about them. But there is another factor which enters right here on which I have never seen any comment anywhere, although I have hinted at it myself.

That factor is this: That the con-



Mr. and Mrs. Cincinnati Traveler ... and their gypsy trail to Everywhere

At Longchamps, where sleek thoroughbreds divide the gaze of thousands with chic manikins . . . In Java, where beggars cry for alms before the temples of forgotten gods . . . In Tunis, where camels drowse while merchants shout . . . In dreaming Venice, teeming Naples, gleaming Nice—wherever the trail to Everywhere leads—there you will find Mr. and Mrs. Cincinnati Traveler.

They know London and Paris, Berlin and Brussels, without a guide. They have celebrated New Year's in Biarritz, Fourth of July in Tokyo. They have ridden in gondolas and sampans, rickshas and droshkies.

In spite of the lure of the Old World, Mr. and Mrs. Traveler believe thoroughly in "See America first." Yellowstone and Glacier Park, Grand Canyon and Niagara, the Adirondacks and Cumberlands—the hotel registers of every resort bear their names. Last year they wintered in California; right now they are preparing for a trip to Florida.

While Mr. and Mrs. Traveler "have wandered all over the earth, they know just how much Cincinnati is worth." Fountain Square holds

more charm for them than Piccadilly Circus; they prefer their own sedan to all the sedan-chairs in India. And while they spend some time each year in travel, they spend most of the year at home. Even when they leave the city, they are never wholly separated from it. The Daily Enquirer that greets them each morning here follows them on all their peregrinations. It brings Vine Street to Unter den Linden, Eden Park to the Bois de Boulogne.

Of course, Mr. and Mrs. Traveler have money—they could not travel without it. And, of course, they make numerous purchases abroad—a shawl in Madrid, lace in Dublin, vases in Florence. But more than 90 per cent of all their buying is done at home—in Cincinnati. Here they outfit themselves for their trip, here they replenish their wardrobes when they return.

It goes without saying that the newspaper that follows Mr. and Mrs. Traveler away from home influences their buying here at home. In other words, Mr. Advertiser, if you would get a share of Mr. and Mrs. Traveler's patronage, advertise to them in the paper they read every day everywhere—The Daily Enquirer!



**A directory
of the travel world**

Open your Enquirer—a directory of the travel world spread before you—announcements of resorts and hotels, latest news of railroad and steamship lines. Without any other assistance, you can chart an itinerary to any part of the globe—you can arrange trips by motor, train or boat.

In providing Mr. and Mrs. Cincinnati Traveler with this information, The Enquirer in the first eight months of the year, carried 362,838 lines of travel advertising and advertising pertinent to travel, more than any other newspaper in the city.

I. A. KLEIN
New York Chicago

R. J. BIDWELL CO.
San Francisco Los Angeles

THE CINCINNATI



ENQUIRER

"Goes to the home,

stays in the home"

ALL DRESSED UP AND NO PLACE TO GO



CONSIDER consumer direct mail which manufacturers send out to retailers without any assurance of distribution. What happens to it?

One authority declares that only 33% of direct mail is assured 100% distribution. The remainder, which represents an annual expenditure of approximately a quarter billion, gets all dressed up, but seems to have no place to go.

Certainly, there is a tremendous waste in direct mail which fails to arrive at its proper destination.

It can be avoided by national manufacturers employing Caxton Applied Direct Advertising. We have the proof.



THE CAXTON COMPANY

Cleveland

stant interplay of competition which results from so many unsuccessful efforts to establish a grocery business tends to insure lower prices to the consumer than would prevail if those unsuccessful attempts were never made.

IT is common to deplore the fact that there are "too many retailers" in all lines of business. Those who are most vociferous in deploring this condition usually have some more or less well formulated scheme for improvement. But, however well constructed the scheme may be, it always falls short at one point: that is how it is going to be put into effect.

The real answer is that it can not be put into effect—no such scheme can be made effective—so long as men are to be accorded the right to choose their occupation. That right is inherent in our institutions. It is the result of endless centuries of struggle for liberty. There may be disadvantages about it, but surely none of us would care to impair that liberty in any respect or in the slightest degree for the sake of any questionable advantages which might accrue from such impairment.

But again, to my mind, any advantages which might be effected would accrue to merchants and not to the general public. For, given less competition, scientific or unscientific, those in business would rest on their oars. The *laissez faire* impulse would enter. Expenses would not be scrutinized as closely as now. The public would pay more for its groceries.

This condition would tend to correct itself under any set of circumstances that we can picture, because nobody could devise a barrier high enough to keep out competition where opportunity to make money would be so apparent and inviting. Hence we get indorsement of the maxim: Competition is the life of trade. But for our present argument, this shows that the 300,000 among grocers who hang on by their commercial eyelids also serve a useful economic purpose. And the same conclusion is justified in relation to those in other lines who occupy a position similar to said 300,000 ostensible grocery failures—and to the dentists, advertising students and lawyers aforesaid.

A lot has been said lately about the cost of distribution. The present formula is something like this: "We have reached a point where it costs more to distribute than it does to produce." I think that is twisted. I think we would be on firmer ground if we said: "During several generations we have devoted our attention to production. The result is that it now costs less to produce than it does to distribute. Let us now devote our attention to distribution."

I do not think that even this second attitude would quite cover the ground. I feel that distribution has been wonderfully improved. Perhaps, all

BUY ON A RISING TIDE!

*Profit by these Years of Successful Experience
of The Atlantic's Publishers*



THE ATLANTIC MONTHLY was purchased in 1908 by the present management. At that time its circulation was 16,000—its advertising volume negligible.

ATLANTIC MONTHLY TODAY

Circulation 110,000 net paid A. B. C.
Rebate Backed—Guaranteed

Advertising Volume 1915
250,803 Agate Lines



THE HOUSE BEAUTIFUL was purchased by the same organization in 1913 when its circulation was small—its advertising volume smaller.

THE HOUSE BEAUTIFUL TODAY

Circulation 70,000 net paid A. B. C.
Rebate Backed—Guaranteed

Advertising Volume 1915
528,480 Agate Lines

THE YOUTH'S COMPANION

100 Years Young

Was purchased in April 1925 by the Atlantic organization, with an established circulation in excess of 250,000.

The personnel of the Atlantic organization has continued intact since 1908. Its ability in the publication business is manifest in the success and growth of THE ATLANTIC MONTHLY and THE HOUSE BEAUTIFUL. That the growth of THE YOUTH'S COMPANION under the watchful eye of this same management will be in keeping with that of the above publications is a sound conclusion.

Our advertising friends are invited to share this confidence, and to profit by it for the benefit of their clients. They will not be disappointed. This is the time to buy Youth's Companion space—on a *rising circulation*. Current rates include a substantial bonus over the 225,000 net paid A. B. C. figures, which are rebate backed and guaranteed. Specific data on request.

THE YOUTH'S COMPANION

8 Arlington Street • Boston, Mass.

AN ATLANTIC PUBLICATION



Three printed mediums

OF the various kinds of advertising, three are plainly products of the printing press: magazine, newspaper and direct advertising.

There are beautifully printed magazines, clearly printed newspapers and attractively printed direct advertising mailings.

And yet when an advertiser uses one of these printed mediums intelligently he does not buy it as printing. What he buys is a specific and an organized application of printing to the sale of his product or his service.

In each case the printing process is a means to an end. Printing is not the end in itself.

The business of this organization is the execution of direct advertising as an advertising medium

EVANS-WINTER-HEBB Inc. Detroit
822 Hancock Avenue West

The Evans-Winter-Hebb organization has within itself complete facilities for the planning and production of direct advertising and other printing: Analysis Plan - Copy - Design - Art - Photo-Engraving - Letterpress and Offset Printing - Binding - Mailing

factors considered, it has been improved as greatly as production. One trouble is that it is difficult to find standards by which to measure both spheres of activity. But one reason why I lean to the opinion that distribution has been improved, constantly and steadily, is because I know it is a fact that competition automatically effects improvement. Given a faulty condition in any human activity, somebody will see the fault and will think he sees a way to better things to his own profit. He may be wrong. If he is, his failure will tend toward the elimination of fallacies. It will warn others not to do likewise. But others will experiment, nevertheless. Experiment is proceeding constantly, and the result inevitably is toward betterment.

Education, too, is entering business now as never before. It is well that this is so. But education is a logical process, and mistaken premises will lead us far from sound conclusions. Indeed, the more strictly logical our process the farther shall we be from actualities in our conclusions. Therefore, let us start from the sound premises that distribution—especially retail distribution—is far from being in a slough of ignorant, inefficient despond.

We shall progress of course. We shall go forward naturally—especially for the obvious reason that there is no other way for us to go. But we shall travel on firmer ground if we first realize that the job already is being rather well performed. For in our task of bettering conditions and promoting efficiency in distribution we really have to deal with neither ignoramus nor tyros—nor shall we find ourselves at work in the depressing atmosphere of general failure.

The Buchen Company

Chicago, will direct advertising for Sauerman Brothers, Inc., same city, manufacturers of drag lines, excavating machinery, scrapers, etc.

Arthur Tarshis

Formerly on the advertising staff of *Woman's Wear*, has been appointed advertising and publicity director of the Lefcourt Realty Holdings, New York.

Albert M. Orme

Formerly vice-president of the Albert P. Hill Company, Inc., Pittsburgh advertising agency, has become associated with The G. Lynn Sumner Company, Inc., New York.

Barton, Durstine & Osborn, Inc.

New York, will direct advertising for L. C. Smith and Corona Typewriters, Inc., Syracuse, N. Y.

Campbell-Ewald Company

New York office, will direct advertising for the Keystone Watch Case Company, Riverside, N. J., manufacturers of Howard watches.

George X. Writes A Sales Letter

[CONTINUED FROM PAGE 42]

been able to sell you a cent of life insurance. What'll you think when you're down in h—l, and your family's here starving! That's why I say, 'Don't furnish any more paving!'"

The prospect—like Mrs. Gamp—morally and physically rose, in a white Presbyterian heat, and denounced our Georgus. "What do you mean by such insolence! What do you mean by insinuating that I might go to —," retorted the outraged prospective customer.

"Not so fast," enjoined the artful George. "Just a minute. Let's imagine in spite of the doctrines of your cult, that there is no hot place after all, and that you'll go straight to heaven. What, then, if you look back and see your widow and children at the mercy of circumstance, in want and suffering. Wouldn't that be more like h—l in spite of terms and names?" The prospect weakened. George had painted the picture at the psychological moment. "Come on, let's get down to business," said George, quickly, with a paradoxical admixture of imperviousness and good nature in the tone of his voice—and, when he left the office, the prospect had been sold.

He continued his rounds for the four days as planned. One after another the prospects fell before his unique attack until he had sold over eighty per cent of his mailing list.

MORAL: Don't emasculate your sales ideas for fear of offending a few cranks. The majority of men have a sense of humor, and will admire your courage even if there is a harmless practical joke in your method of approach. At least, such is the logical inference from the epistolary vicissitudes of George.

C. P. McDonald Company, Inc.

New York, will direct advertising for Pease & Elliman, real estate, same city.

The Green & Van Sant Company

Baltimore advertising agency, announces that Wilbur Van Sant, H. K. Dugdale, W. C. Stith, Jr., and H. E. Corner have purchased jointly the interest of Harry B. Green in The Green & Van Sant Company, who has resigned as an officer and account executive of the company. Richard C. Sheridan and Edgar F. Riebetanz have been promoted to account executives, and M. A. Schanze succeeds A. M. Engers in charge of the space department of the agency.

Charles D. Townsend

Formerly of the research department of the Federal Advertising Agency, Inc., New York, has joined the *Advertiser's Weekly*, New York, as associate editor.

Our salesmen
of advertising are
especially instructed
to demonstrate
that you cannot
"cover Detroit"
with the Detroit Times
alone—
It is idle to
suppose that *any*
market upwards
of a million and a
quarter population
is a "one paper buy"

but—

The Detroit Times does reach 225,000 families week days and over 300,000 on Sunday—which is a big slice of the pie.

Giving Consideration to Foreign Representatives

By W. L. Bomer

Export Manager, Bristol-Myers Company

IN discussing the export sales representative, whether he is a man sent out from the United States or what is sometimes termed a resident agent, it is most practical to divide the subject under three general heads: (1) acquiring and compensating him; (2) his preparation; (3) helping him get maximum results.

The man who is to be our alter ego in the eyes of our customers beyond our shores cannot be chosen with too much care. This may seem axiomatic, but in far too many cases it is not done. Representatives may be acquired by many methods. Often export managers derive satisfactory results from classified advertisements in newspapers or export trade papers; others discover good men through their friends who are engaged in allied lines of trade. Often men, and in many cases very valuable men, apply for positions without the slightest solicitation on the part of the employer.

It is impractical to say very much on the subject of compensation, for here is truly a field where circumstances alter cases. For instance, exporters who have a comparatively large gross percentage of profit can do things which another exporter, trading on a small margin, cannot. However, in all cases it is well to keep in mind the old proverb that "a laborer is worthy of his hire." One may get away with granting an insufficient remuneration for a short time, but in these days when worthy and satisfactory agents and travelers are not the easiest things in the world to obtain, the question of remuneration to these men or firms is one where the saying, "penny wise and pound foolish" is highly applicable.

In the preparation of the traveler is where the competent export manager has an opportunity to demonstrate his right to the title he holds.

One concern which deals in a somewhat technical product prefers to select its foreign travelers from the home office whenever possible. Such men know the line already and

need brushing up only on the points mentioned with an outline of the specific application of the same to the particular territory to which the man is being sent. Furthermore, the efficiency, industriousness and intelligence of such men has already been proved.

In the case of a man selected from outside the organization, a thorough course of training should be gone through. First, the man should spend from two weeks to a month at the factory where he becomes acquainted at first hand with the routine of manufacture so that if, when he gets out on the road, a customer wants a change in design, size, color or packing, the representative may know whether such a change is at all feasible and not endanger relations between the firm and the customer by accepting an order which will ultimately be turned down.

AFTER factory training the salesman should be given a thorough schooling at the office where he will learn the selling points of the line as a whole and of each individual article, and become familiar with the firm's catalog and discount sheet. This training should be topped off with a session with the clerk who handles the correspondence with the customers in that particular territory. During this the representative is not only given a general talk on the characteristics of the customers as gleaned through correspondence, but is also handed a card upon which is given a record of each transaction during the two previous years showing the items purchased and the quantities, the paying record and the length of time the customer has dealt with the firm. To summarize, the representative should go out equipped so that he is, as nearly as possible, a replica of the export manager himself.

The matter of helping the representative to get maximum results is one which might be written about indefinitely. Probably the most important phase of it, however, is



26477

Ready-to-wear Buyers

were reported arrived in the New York market during 1925 and EACH ONE received the current issue of NUGENTS by special messenger.

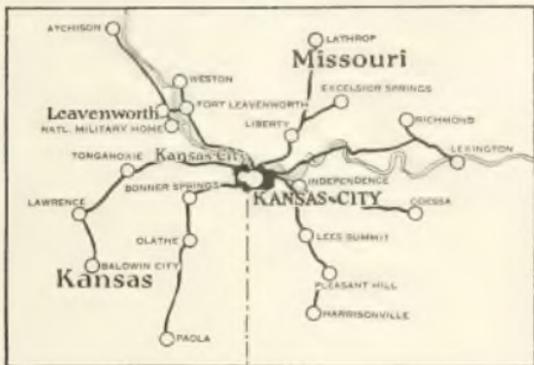
This is an exclusive service rendered by NUGENTS ONLY.

Obviously, the best way to reach these buyers, is by

ADVERTISING EVERY WEEK IN NUGENTS

THE ALLEN BUSINESS PAPERS, Inc.
1225 Broadway New York

81 Saunders System Branches in Principal American Markets



*Kansas City—the Heart of America, and seven leading agricultural states, and the gateway to the great Southwest. The city itself has only 60 percent of the population of towns in the retail shopping area shown here. Kansas City's zone of trade influence and newspaper circulation has over three times the city population.

To Sell Kansas City—Sell Its Trade Zone! Saunders Cars Cover It Like the *Star**

In Kansas City—as in most other metropolitan centers—more than 40% of the daily and 47% of Sunday newspaper circulation is outside the city. Before you release newspaper schedules, you must sell suburban and rural trade, as well as city dealers.

You can cover this populous territory quickly and economically by renting and driving Saunders System sales cars out of Kansas City. With three conveniently located stations, downtown and at community centers, your traveling salesman or crew can also work the city more intensively, have all dealers stocked and newspaper campaigns can begin at just the right time.

At 81 branches in leading cities, Saunders Drive-It-Yourself System rents sales cars—both Ford and gear shift—on a straight mileage basis. No hour charge during business hours. Keep the car as long as needed. Pay only for mileage—for the calls and sales made. Standard insurance protects you against liability, property damage, fire, theft and also collision above \$15 damage.

Because company cars are at times a real liability to salesmen, Saunders System is vastly cheaper, more flexible and productive for most selling organizations. By driving a radius of 25 to 50 miles from Saunders stations in important centers, your men can cover the best of 25 states and save time, energy and expense by using rail between major towns. Travelers Identification Cards—accredited instantly at all Saunders Stations—are issued **FREE** upon request. Merely send your own and your salesmen's names on your business letterhead.

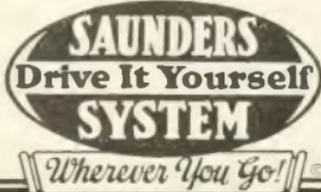
America's Leading Markets with Saunders Stations

Akron	Kansas City (3)
Atlanta (2)	Knoxville
Baltimore (2)	Louisville (3)
Birmingham (4)	Memphis
Chicago (2)	Milwaukee (2)
Cincinnati (2)	Nashville (2)
Chattanooga (2)	Okahoma City
Cleveland (2)	Omaha (3)
Columbus (2)	Peoria (2)
Dallas	Philadelphia
Dayton (2)	Richmond
Denver	St. Louis
Des Moines	Sioux City
Detroit	Toledo
Evansville	Tulsa
Houston	Wichita
Indianapolis (2)	Washington, D. C. (3)

SAUNDERS DRIVE-IT-YOURSELF COMPANY, Inc., 322 Saunders Bldg., Kansas City, Mo.

Cities of 100,000 Trading Population

- | | |
|-------------------------|---------------------|
| Augusta, Ga. | Galesburg, Ill. (2) |
| Cedar Rapids, Ia. | Lincoln, Neb. |
| Columbus, Ga. | Macon, Ga. |
| Colorado Springs, Colo. | Mobile, Ala. |
| Council Bluffs, Ia. | Moline, Ill. |
| Davenport, Ia. | Montgomery Ala. |
| Decatur, Ill. | |



Cities of 100,000 Trading Population

- | | |
|-------------------|---------------------|
| Pueblo, Colo. | Springfield, Ill. |
| Rockford, Ill. | Springfield, Ohio |
| Rock Island, Ill. | St. Joseph, Mo. (2) |
| St. Louis, Mo. | Waterloo, Ia. |

Cities Under 100,000 Trading Population

- | | |
|------------------|----------------------|
| Athens, Ga. | Norwood, Ohio |
| Bessemer, Ala. | Tuscaloosa, Ala. (2) |
| New Albany, Ind. | |

The net paid circulation of the

SYRACUSE HERALD

on January 7, 1926, was

50,365

The daily net paid circulation of the Herald in the City of Syracuse alone was on that date

30,005

Since the consolidation of the Journal and Telegram in Syracuse the Herald has gained in daily net paid circulation over

10,000

The net paid circulation of the Sunday Herald for Sunday, January 3, 1926, was

74,032

During the month of December the Department Stores ran

184,177 lines

more advertising in the Herald than was published in the Journal and

100,888 lines

more than was run in the Post-Standard.

Department Store Advertising figures for the
Syracuse, N. Y., Newspapers
for December, 1925

Herald (7 Days)	Post-Standard (7 Days)	Journal (7 Days)
201,425 lines	100,537 lines	17,248 lines

SYRACUSE, N. Y., HERALD

National Representatives

PRUDEN, KING & PRUDEN, Inc.

270 Madison Avenue New York	Globe Building Boston	Steger Building Chicago
507 Montgomery St. San Francisco, California	Leary Building Seattle, Washington	Chamber of Commerce Bldg. Los Angeles, California

the manner in which the traveler is kept in touch with the home office. There is grave danger either in letting him go ahead too much on his own or in holding too close a check upon him. I believe that it is better to lean somewhat toward the former, especially if the representative has been thoroughly trained. Even the use of codes in cablegrams is expensive, and frequently a bad impression is created in the mind of the customer if the salesman must be forever consulting the home office before being able to give any definite decision upon a proposition. However, enough correspondence should be carried on so that the representative is kept up to date on all matter pertaining to his customers, the company's advertising and dealer cooperation material, the company's products, and the latest sales ideas in the line.

The Marx-Flarsheim Organization, Inc.

Is the name of a new Cincinnati advertising agency which was formed by the combination of the Flarsheim Company and the Gordon-Marx Company, both of Cincinnati. The accounts of both agencies have been taken over.

Frank K. Kauffman

Formerly associated with Charles M. Palmer in the newspaper brokerage business, is now in charge of the Chicago office of the S. C. Theis Company, Inc., publishers' representatives, New York.

Frank Presbrey Company, Inc.

New York, will direct advertising for Derry-Made Products, Inc., manufacturers of mattresses and bedding.

Redfield, Fisher & Wallace, Inc.

New York, will direct advertising for the Instant Electric Water Heater Company, Bridgeport, Conn.

Earl R. Cotter

Formerly head of the service department of Sternfield-Godley, Inc., New York advertising agency, is now vice president of that concern.

Raymond T. O'Connell

Manager of the service department of the Textile World, and an instructor in advertising at New York University will be the lecturer in a course in business paper advertising which will begin Feb. 1, 1926, at New York University.

Dorrance, Sullivan & Company

New York, will direct advertising for L. T. Piver, Inc., perfumers, Paris France; and for Half and Half Smoking Tobacco which will be put on the market shortly by the American Tobacco Company.



Envelopes

PLAIN, PRINTED OR LITHOGRAPHED
FOR EVERY PURPOSE

Send for Samples—Prices that are Interesting

HESSÉ ENVELOPE AND LITHO. CO.

4161 North Kingshighway

ST. LOUIS



House Organs

We are producers of some of the oldest and most successful house organs in the country. Edited and printed in lots of 250 to 25,000 at 5 to 15 cents per name per month. Write for a copy of THE WILLIAM FEATHER MAGAZINE.

We produce The Jayhawk

The William Feather Company

665 Canton Building, Cleveland, Ohio

27 Million Lines of Advertising

A New Record for The Kansas City Star

IN 1925 The Kansas City Star, Daily and Sunday, printed 27,228,390 agate lines of paid advertising, attaining a new record and surpassing the 1924 total by 1,842,893 lines!

The consistency of the gains in both the local and national classifications and in all The Star's various editions is a significant feature of this remarkable achievement.

It means that the prosperity of the Southwest and the growth of The Star are not the result of a freak or temporary condition, but built upon a foundation of economic stability which gives promise of ever greater achievements in 1926.

For months the business maps have shown Kansas City in the center of one of the most favored zones in the United States. Financially and industrially the city and territory are in the best condition in years.

The Star's circulation keeps pace with population growth and still offers advertisers a coverage which twice each day equals the number of families in Greater Kansas City, in addition to a circulation of more than 100,000 outside of Kansas City. The Kansas City Star prints and circulates approximately half a million copies a day.

From the Lakes to San Francisco no other newspaper has anything like as large a circulation as either the morning or evening edition of The Kansas City Star.

THE KANSAS CITY STAR

500,000 Copies Daily

New York Office, 15 E. 40th St.

Chicago Office, 1418 Century Bldg.



THE OPEN FORUM

WHEREIN INDIVIDUAL VIEWS
ARE FRANKLY EXPRESSED



"What Next in Advertising?"

THE article by Robert R. Updegraff is one of the most interesting I have ever read. He reaches out and grasps what advertising will do and will be in the future. In permitting his imagination to wander in a logical way he has given birth to thoughts worth thinking about.

S. VAN WIE, *Advertising Manager*,
Beech-Nut Packing Company,
Canajoharie, N. Y.

Finding Men

THE biggest problem facing advertising today is the one that has always faced it, and probably always will.

1. To find men who know what advertising is; who it does; why and how it does it; men who have toward advertising a professional, rather than a commercial spirit, who know their stuff and know that they know it.

2. To find business men—advertisers—who treat such advertising men in the same way that they treat a lawyer or a physician; who are willing to admit that they don't know as much about it as the men who have made a life work of it; who choose advertising counsel on the basis of proved merit, rather than in a competitive showing, where the decision in the competition is in the hands of a man who begins by admitting that he "knows very little about advertising."

HENRY P. WILLIAMS,
Williams & Cunningham,
Chicago, Ill.

What Do Coupons Tell?

MR. G. Lynn Sumner's article, "When is an Inquiry not an Inquiry?" in the January 13 Fortnightly, lays a well placed caution on a very significant point, for advertisers doing a mail order business, but it seems to me that it also suggests certain lines of thinking dangerous to other kinds of advertising practice.

When Mr. Sumner says of two very large advertisers who have said to him that, during 1926 not a single advertisement would appear over their names that did not provide a means for the reader to reply, that he thinks this is the very soundest indication of right thinking, I beg to reserve to myself the honor of entirely disagreeing with him. Outside of mail order advertising, and for purposes of follow-up, the chief value of inquiries, in my humble judgment, is to keep advertisers happy in the advertising they are doing, inasmuch as it kids them into

the belief that the advertising is working, in the same way that many people still believe that the more malodorous and evil looking a medicine is, the more efficacious it must be. This is specious reasoning.

In a recent issue of your paper, another writer had a very excellent article on the intangibles of advertising, and cited case after case, drawn from his own portfolio, to substantiate his claims for the existence of these intangibles. Can you check these with coupons? Are we going to throw overboard our justified belief in the sales value of prestige, good-will, cumulative value and the several other characteristics of sound advertising, just because you cannot count them up on the stubs of your advertisements?

A. RAYMOND HOPPER,
H. E. Lesan Company,
New York.

Advertising's Problems

A SMALL contribution in behalf of a big subject:

The biggest problem facing advertising today is the problem of getting those who use it to use it intelligently, thus insuring the greatest possible advantage to those who publish it as well as to those who read it—a mutual exchange of value and satisfaction.

D. W. COUTLEE,
C. C. Green Advertising Agency
New York

To Return Maximum Results

I THINK advertising's biggest problem now, as always, is to make advertising return a maximum result for the advertiser. That involves on the part of the publisher, circulation ample in quantity, distributed in proportion to market opportunity and free from circulation forced to those who, either from lack of interest in the publication or lack of buying power, are of little value to the advertiser. It also requires the publisher to have good printing on good paper stock, so that the advertiser's message may be adequately presented.

Upon the advertising agent it places a requirement in the selection of media, the determination of copy appeal, the space unit to be used, the frequency of insertion, the time of appearance and the effectiveness of copy display and text.

From the advertiser it requires that his advertising shall receive full support from the production department by delivery of merchandise at the time expected, and of a quality that will

maintain the claims of the advertiser, and also the support of the sales department that sales activities, both in their sales appeal and in the timeliness of their action, shall give the maximum support to the advertising program.

In all this there is nothing new. What is needed is not a new panacea, but a more efficient execution of what have long been recognized as the basic principles of advertising.

WILLIAM BOYD,
Advertising Director,
Curtis Publishing Company,
Philadelphia, Pa.

Do Advertising Men Know News?

A PROPOS of Red Grange and E. E. Calkin's comment as to the publicity heaped upon the football hero—and as to E. E. C.'s headline query: "Do newspapers understand advertising?"—I rhetorically inquire: "Do advertising men know news?"

The answer to E. E. C.'s query, and to mine, is "No"—or, to be more exact, "Nope."

Some advertising has news interest and some news has advertising value, but the overlap is fortuitous. Generally speaking, advertising is designed primarily to serve advertiser interests—news to serve reader interest.

Art is all very well, and there is much of it in advertising, but not even the highest art can make caps, cigarettes and sweaters news, not until the 110,000,000 begin to demand high-priced reproductions of the as-yet-unfinished masterpiece to be titled: "Portrait of a Young Lady Eating Her Third 'Blushing Beauty' Tomato."

GEORGE M. CHENEY,
C. N. Mullica Co.,
Louisville, Ky.

Stimulating Vision

WHAT Next in Advertising?" by Robert R. Updegraff, in your issue of Jan. 13, is one of the finest contributions that it has ever been my pleasure to read. It is sane and sound. Moreover, it turns the flood lights on the possibilities which lie before the advertising profession. Personally, I feel that Mr. Updegraff is doing such a constructive piece of work in stimulating vision and courage that we have come to look upon him as a true pioneer, leading the way over the peaks and across the valleys.

BENNETT CHAPPEL,
Directory of Publicity,
American Rolling Mill Company,
Middletown, Ohio.

330,021 NET DECEMBER ISSUE \$2 A LINE

CollegeHumor

*The Court Jester to the Kings and Queens
of the Joyful Universe*

A MONTHLY magazine of wit, satire, fiction and humor which reflects in its every page the joy of living and the vivacity of youth so characteristic of the college world. Eighty-six colleges contribute their most inspired jokes, sayings, and pictures that all may share in their enjoyment.

These gems of college wit are attractively displayed in settings furnished by timely and interesting contributions of the *foremost writers and illustrators of America.*

COLLEGE HUMOR is a magazine through which the virile and vibrant spirit of youth runs rampant. It contains the thrill of free young America captured in type and picture so that all may read and enjoy. And the depth, wisdom, and sagacity of these observations are amazing. Our youth may be joyful but they are far from being shallow. They wield a funny, but often trenchant and penetrating pen. They puncture many of the fads and foibles of their elders.

COLLEGE HUMOR is a magazine which may be enjoyed by all classes and ages of readers. It appeals to high school and college students. It appeals to the alumni because it brings back those rare old, fair old golden days. And it appeals to every man and woman who wishes to remain young and enjoy the many thrills of youth.

And so does it appeal to an ever-increasing number of the shrewdest and most successful advertisers who are keeping their fingers on the buying pulse of America.

CollegeHumor

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

SCOTT H. BOWEN, Eastern Manager
250 PARK AVENUE, NEW YORK

GORDON SIMPSON, Representative
CHAPMAN BLDG., LOS ANGELES, CAL.

330,021 NET DECEMBER ISSUE \$2 A LINE

FREE LANCE
ADVERTISING COPY

As written for
THE BOOK ESTATE in Detroit by Oren Arbogust



From Volume 1, Number 1

A copy of *The Book Tower* found its way to the desk of a man in New York City. It was read, liked and mailed to an advertiser in the West as a sample of modern advertising writing. It inspired this man (I'll send you his name if you ask it) to write a letter to Burton Newcomb, Director of Properties of The Book Estate in Detroit. Here is a part of it:

"I READ THE FIRST PARAGRAPH. I reread it and continued carefully word by word almost spellbound by the sheer beauty of this remarkable word picture fashioned by a true artist.

"A CHINESE PROVERB tells that a good picture is worth a thousand words—or is it a million! But no artist with palette, paint, and canvas can create this picture—the inspiration of a village unfolding itself into a town, into a city, into a great metropolis, the planning of a district for business homes, the construction of one of its units and the desire of location in this new edifice.

"IT IS A MASTERPIECE of advertising literature—it sets a new mark in written pictures and you and the writer are entitled to great credit for its production."

If you believe that the one purpose of your advertising is to sell, if you believe that it should explain, prove and convince, if you believe that it should be written interestingly, if you want that kind regularly, monthly, will you write or will you come in?

OREN ARBOGUST · Advertising Copy
30 N. MICHIGAN AVE., CHICAGO

Paris Couturiers Shy at Advertising

[CONTINUED FROM PAGE 34]

chandising problem for the French couturier and the shop or store. The couturier does not wish to lose a sale and the big store does not wish to buy if the world is going to be plastered with the same model almost before he can take it across the Atlantic or through the Red Sea.

There are instances when buyers from stores or factories are forced to purchase from the couturier, if they expect to be admitted to another opening to see a new collection. During the mid-season collections this last autumn, one couturier, I am told, went so far as to display a sign in the salons announcing this. A rather harsh way of saying you can't come here if you don't mean business. Not much art in that salesmanship, but protective enough for the future. Why advertise to the trade when difficulties beset the path of those business representatives? Yet some couturiers use a little trade paper advertising.

IN addition to direct-by-mail, the private client is advertised to in various ways. You are familiar with the somewhat spasmodic advertising of the Paris couturiers in American and English fashion magazines. Much of this is prepared in Paris by a few agencies.

The American newspapers, published in Paris, carry a display of the name and possibly the trademark, and the address. Sometimes there is the sob story of a new recruit to the field. Irritating even to an advertising person, is the frequent use of the reader advertisement, labeled "communicated," so commonly used by some of the couturiers. With interest one reads of social Paris, who's who of Americans visiting Paris, then, without warning, an item about a lovely gown in sequins with a *flou*—a model at so-and-so's—"communicated." The American newspapers in Paris follow, largely, the French point of view in making news space purchasable! The French couturier argues against advertising on this very basis. If a page devoted to himself is a legitimate advertisement for which he pays, readers know that it is advertising. On the other hand, if it is worth three times as much to have his name appear in the news on the opposite page, he would rather pay three times as much, not be obvious or vulgar, and have three times the reward in sales and prestige. That reading matter is paid for, more often than not, and with luck, a genuine advertisement is booked at the same time.

To an advertising person in Paris, the cruelest blow of all is to have his advertising nose cut off by the press at home, whether it is America or Great Britain. And, who knows, but the good press may put its own nose out of joint

Data-backed Prospectuses

We find that more and more banking houses and business firms issuing securities want statistical data regarding the industry to include in their prospectus. The Bourse is unrivaled headquarters for such data, and we know how to make a fact-prospectus that wins. Consult us.

THE BUSINESS BOURSE
15 West 37th St., New York City
Tel.: Wisconsin 5067
In London, represented by Business Research Services, Aldwych House, Strand

If it contributes a real selling idea—it's an EINSON-FREEMAN WINDOW DISPLAY



327 E. 29th St.
Lexington 3760
New York City



ALL KNOWLEDGE HIS PROVINCE

Said Sir Francis Bacon, "I take all knowledge to be my province."

From our enlightened twentieth century viewpoint we realize the unpardonable bombast of Bacon's declaration. The Elizabethan world knew so little by modern standards, yet such knowledge as there was was far too much to be any one man's province.

The modern Francis Bacon makes a somewhat similar statement about his goods when he prints the familiar caption, "For sale by all dealers." Very few of our nationally advertised products are really for sale

by all dealers. Many can boast the conquest of the big cities and the important distribution centers, but relatively only a few get their products out into the big-in-between spaces, in the small towns and on the farms.

There in the rural market is potentially the greatest opportunity for expansion of almost any business. If you are not selling this market let us show you how you can reach it. Comfort is a necessary medium to any manufacturer who seeks a complete coverage of the United States.

COMFORT

THE KEY TO HAPPINESS AND SUCCESS IN OVER A MILLION FARM HOMES.



Vernon Room
MARCH MUSICALES

EVERY SATURDAY EVENING

February 27th to March 27th

—FOURTH YEAR—

Mischa Levitzki — Leonora Sparkes — Royal Dadmun
Ralph Errolle — Julia Clausen — Ellen Ballon
May Peterson — Hans Kindler — Ernest Davis
Dusolina Giannini — Ivan Sieschenko — Carlos Salzedo
Lawrence Tibbett — Elizabeth Lennox — Sascha Jacobsen

CHALFONTE-HADDON HALL
ATLANTIC CITY

Details of these musicales together with hotel folder
and rates on request

LEEDS AND LIPPINCOTT COMPANY

at the same time! In addition to the foregoing hazards, a big dressmaker may suddenly decide to visit the States, for example, and when he arrives ardent reporters press around him and he returns with a trunkful of clippings and fixed reputation. Never again does he need to advertise. Encouraging to advertising circles in Paris, a few do not hold this attitude. But, on the whole it takes a courageous advertising heart to keep hammering away at the couturiers door and dinning in the couturiers ear the whys and wherefores of twentieth century advertising, unteaching old ideas, erasing prejudices, and directing them successfully in the light of our advertising day.

Street & Finney

New York, will direct a newspaper campaign for the Liberty Mutual Insurance Company, New York, for 1926 in Massachusetts.

M. P. Gould Company

New York, will direct advertising for The Lufrie Company, Inc., brushes, same city.

Guy L. Irwin

Chicago, will direct advertising for Hill, Clarke & Company, same city, re-conditioners of machine tools.

R. Robert Smith

Formerly assistant advertising manager of the Freed-Eisemann Radio Corporation, Brooklyn, N. Y., has been appointed advertising manager to succeed Philip V. D. Stern, who resigned recently because of ill health.

The Greenleaf Company

Boston, will direct advertising for the Carpenter-Morton Company, paints, enamels, Colorite, etc., Boston; and for the Purexia Company, makers of Pureoxia Ginger Ale.

Donald C. Langwell

Has been appointed classified advertising manager of *Physical Culture*.

C. L. Barlow

Formerly mail promotion manager of the Canadian Consolidated Press, has become associated with Cole-MacDonald-Wood, Inc., Detroit advertising agency.

McLain-Simpers Organization

Philadelphia advertising agency, has moved its offices to 1411 Walnut Street, Philadelphia.

Woolf-Gurwit Advertising Agency

Chicago, is the name of a new advertising concern which has been formed by Saul R. Woolf, formerly sales promotion and publicity manager of the Hartman mail order organization, and S. Gordon Gurwit, formerly advertising manager and sales promotion director of the Hartman Furniture and Carpet Company's retail stores, Chicago.

William R. Robinson & Company, Inc.

New York, will direct advertising for the Hoffman Beverage Company, Inc., Newark, N. J.

Jewish Daily Forward, New York

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

MERCHANDISING RESEARCH

Impartiality Guaranteed.

Strictest Confidential Relations.

NATIONAL INVESTIGATIONS, INC.

1170 Broadway Established 1919 New York

TESTIMONIALS

Speaking of testimonials here's one we appreciate: "I don't see how you do it. Our photostats are done almost before we realize the letters have been turned over to you. Real service."

Let us prove that for you. You want photostats when you want 'em. We get them to you. Commerce Photo-Print Corporation 80 Maiden Lane New York City



The Only Denne in Canadian Advertising

We render a complete and intelligent Advertising and Marketing Service for manufacturers who desire maximum results from their efforts in Canada. Correspondence invited.

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

Winter Golf League of Advertising Interests

Held their annual golf tournament at Bermuda the week before last. Ray Maxwell of New York defeated W. Roy Barnhill of the same city in the final match of the tournament and won the championship. The prize for low aggregate net score went to Guy Bolte, and Mrs. J. F. Patton of Pelham, N. Y., won the women's championship. Ernest Manson of Boston defeated M. ray Purves of the same city in the finals of the consolation play for those eliminated in the qualifying round.

While in Bermuda the League elected the following officers for the year 1926: President, Rodney F. Bonne, New York; vice-president, Harold Fisk, Pittsburgh; treasurer, Clair Maxwell, New York; secretary, W. Roy Barnhill, New York.

Klau-Aan Pietersom-Dunlap-Younggreen, Inc.

Milwaukee, Wis., will direct advertising for the American Metal Products Company, same city, manufacturers of Ampco Metal.

Calkins & Holden, Inc.

New York, elected the following officers at the annual meeting of the board of directors: President, Earnest Elmo Calkins, who, with the late Ralph Holden, founded the company and who has been vice-president of it for the past twenty years; vice-president, W. C. Calkins, Jr., who has been associated with the company for eighteen years; vice-president, Tom Hall, who has been associated with the company for over twenty years; treasurer, R. P. Clayberger, who has been associated with the company for over twenty years; secretary, Rene Clarke, who has been associated with the company for twelve years.

The George L. Dyer Company

New York advertising agency, announce the removal of their offices from 42 Broadway to 285 Madison Avenue, New York City.

The C. L. Houser Company

Newspaper publishers' representatives, will represent the *Lawrence Sunday News* in the national field.

The Fred M. Randall Company

Detroit, will direct advertising for the Detroit Incubator Company, same city.

Donald K. Moor

Formerly account executive for the Campbell-Ewald Company, Detroit, is now manager of the Chicago offices of that company.

John Allen Murphy

Has resigned as associate editor of *Printers' Ink* to become an independent merchandising and sales counsel with offices at 285 Madison Avenue, New York.

George Batten Company, Inc.

New York, will direct advertising for the Dime Savings Bank of Brooklyn, Brooklyn, N. Y.

Telling the Best People Made Easier

Religious Home Weeklies
 2 million School Times
 Christian Endeavor World
 The Searchlight
 The Lookout
 Christian Standard
 Christian Union Herald
 Presbyterian & Herald and
 Presbyter
 Religious Telescope
 United Presbyterian
 Reformed Church Messenger
 Christian Leader
 Gospel Advocate
 Southern Churchman
 Richmond Christian Adver-
 tiser
 Protector of the South
 Christian Southern Messenger
 Southern Christian Advocate

Boys Group

Forward
 Inward
 Watchword
 The Way

Monthlies

King's Business
 Presbyterian Survey
 Record of Christian Work
 St. Andrew's Cross
 Westminster Teacher
 Earnest Worker
 Heidelberg Teacher
 Otterbein Teacher
 Bible Teacher

Quarterlies

Reformed Church Quarterly
 United Brethren Quarterly
 Standard Quarterlies
 United Presbyterian Quarterlies
 Methodist Protestant Quarterlies
 White Quarterlies

It is generally conceded that the church people are the best, the finest, and most substantial in every community. This is especially true in the smaller towns and villages, where the Religious Press finds the bulk of its circulation.

A great step toward *A UNIFIED RELIGIOUS PRESS* has been made in the recent consolidation of the Fred D. Yates Special Agency with The Religious Press Association. Now nearly 3,000,000 homes can be reached, coupled to reader confidence at its zenith, through five groups in our list. They are:

Group	Net Paid Circulation
Religious Home Weeklies Combination (17 weeklies)	571,000
Boys' Group (4 weeklies)	437,000
Teachers' Monthlies Combination (5 monthlies)	172,000
Religious Press Monthlies Group (4 monthlies)	122,000
Religious Press Quarterlies Combination (6 Units)	1,508,000

Rates compare favorably with other publications having equal circulation

If you will suggest a convenient time, one of our representatives will be glad to present to you in a concise and intelligent manner the opportunities to be found in this field.

The Religious Press Association

800-803 Witherspoon Building Philadelphia
 1902 North American Building Chicago, Ill.



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

THE JOHN IJELSTROEM COMPANY
 Massillon, Ohio Good Salesmen Wanted

PROVE IT!
SHOW THE LETTER

If you—business man—show identical printers the fractional return and orders received from satisfied customers, it would prove to doubt and call the order. Don't have professional letters using life in your show-rooms. There is great work and improve your sales thru their use.

1. Write for samples and prices.
 AJAX PHOTO PRINT CO., 31 W. Adams Street, Chicago

Bakers Weekly A.B.C.—A.B.P.
 New York City
 NEW YORK OFFICE—45 West 45th St.
 CHICAGO OFFICE—343 S. Dearborn St.
 Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products in the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

To Reach } Lumber Manufacturers,
 Woodworking Plants
 and Building Material
 Dealers use the
American Lumberman

A. B. C. Est. 1873 CHICAGO, ILL.

The STANDARD ADVERTISING REGISTER

Gives You This Service:

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

Write or Phone

National Register Publishing Co., Inc.

R. W. Ferrel, Mgr.

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

Find your man

[[The First of Oil Trade's Four Steps
in Selling the Oil Industry.]]

"He's the best end I ever saw," said a well known football coach. "He gets his man and the other ten players might as well be on the bench."

To find your man is no easy job. In fact, the great economic waste of advertising is very largely due to misdirection; pretty ads and plausible mediums like too many ends—look fine and play hard but they don't get their man.

We humbly claim that Oil Trade is a good end. It gets its man—the executive—the man who counts.

Send for the booklet, "More
Business from the Oil In-
dustry."

The
Oil Trade

Publishers of Fuel Oil

350 Madison Avenue, New York
CHICAGO TULSA LOS ANGELES

When Chain Stores Put "Wrong Foot" Foremost

[CONTINUED FROM PAGE 36]

attempted substitution gives to the dealer on a unit sale. The slowing up of sales in a chain store is the worst thing that can happen, whether it comes from substitution of private brands for the requested article, from misplaced display cases or badly arranged cabinets, or from any other cause. The very basis of chain store success is in quick sales.

It is surprising that some chain store managements who would not think of so placing their cabinets that a clerk had to waste time walking from one end of the store to the other—wise heads who put multitudinous items within arm's reach of the clerk—most surprising that such heads should still, in some cases, countenance the slowing up of sales which comes from offering private brands when favorably known nationally advertised articles are called for.

MR. W. R. HOTCHKIN, for ten years advertising and sales manager for John Wanamaker, gives an excellent illustration of why the dealer makes more by cashing in on the national advertiser's education of the public than by trying to turn a customer to a private brand, neither so well nor so favorably known:

"Here is a line of trade-mark goods known by everybody, on which you make only 25 per cent gross profit. The articles retail for 25 cents. A gross of it is your stock. The stock turns over twelve times a year. The annual sales amount to \$432.00—the gross profit is \$108.00.

"You want to make more gross profit, so you stock an unknown article on which you make 50 per cent profit. It sells at the same price. It is hard to sell. You have to work hard to sell it. The turnover is only two times. The sales amount to \$72. The big profit is \$36.00—one-third of the gross profit from the trade-mark article, with all customers dissatisfied, perhaps, and with a large number who went from your store to another where they could buy the article which they knew about.

"It takes just as much capital—just as much counter space—more time of the salespeople—to sell two gross of the unknown goods as it requires to sell twelve gross of the known and wanted articles. But there are many merchants who can't see anything but the percentage on the individual sale.

"Here is another illustration: John Wanamaker went into the clothing business in 1861. He sold his clothing—no matter from how many different manufacturers it was bought—with

only his private brand on it. He was known as a clothing dealer from the Atlantic to the Pacific. After fifty years of progress he attained a certain volume of sales in men's clothing bearing his private brand.

"In the year 1900 he got started in the piano business; but he used trade-mark names—Chickering, Vose, Emerson, Angelus, Knabe—and in less than ten years had attained the volume of sales that it had taken half a century to build up with private brand clothing!

"No one will, I think, question the statement, that no such piano business could have been built up in that time with a private brand piano. What John Wanamaker could do in volume of men's clothing, if he sold one of the great trade-mark brands, is beyond calculation. That he could double his clothing business is a conservative statement. In any exploitation of a well-known name the response is tremendously greater than for any unknown goods, bearing any firm's private brand—as has been proven by every dealer in the business.

"In a nutshell, make this test and on your own decision, prove the whole proposition of trade-mark goods against the private brands:

"You go to your banker, in whom you have absolute confidence, and you ask for \$100 in gold—to distribute to your family on Christmas.

HE replies, 'Unfortunately we have run out of ten-dollar gold pieces, but I have here ten unminted coins that I got one time at the mint as a matter of curiosity. They are exactly the same intrinsic value, as you know, as the minted coins, in fact, they are heavier, because they are not worn at all—really more valuable than the usual ten-dollar gold piece, bearing the Government stamp. I'll vouch for them and be glad to let you have them.'

"Won't you be delighted to get them?"

"Your banker guarantees them. You know they are pure gold of full weight and fineness. They lack only the Government's mark.

"You could explain their value to your children or the servants. They, in turn, could explain to their friends that they are really more valuable than a worn ten-dollar gold piece.

"But will you take them?"

"Not on your life! You want the trade-marked gold. You don't want any man's guarantee. You don't want something better or heavier—you want the name on the gold.

"It doesn't make any difference how

An Achievement

During 1925 the Chicago Evening American gained 1,072,063 lines of display advertising. This exceeded by 156,333 lines the combined gains of all the other Chicago evening newspapers



CHICAGO  AMERICAN

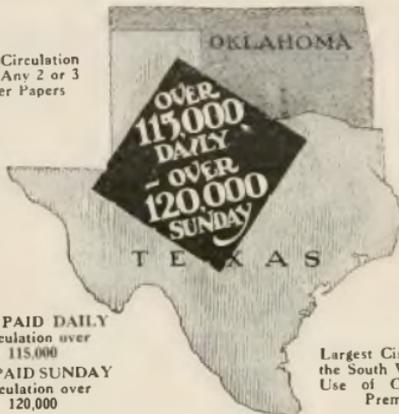
A good newspaper

Daily average net-paid
Circulation for 1925—

457,652

Covering North and West Texas and Southern Oklahoma

More Circulation
Than Any 2 or 3
Other Papers



NET PAID DAILY
Circulation over
115,000

NET PAID SUNDAY
Circulation over
120,000

Largest Circulation in
the South Without the
Use of Contests or
Premiums

Population 2,000,000, Consisting of 96.8% White
American Born

The Best Trout Territory in the United States

Conceded by authorities to be one of the brightest spots of the country—three consecutive years of good crops and a wonderful prospect for 1926.

More Farms in City's Trade Territory

New acreage in the last five years brought Fort Worth's trade territory to the top of the list in the increase in numbers of farms. The 1925 United States agricultural census shows a gain of 21.46 per cent. The general average is only 1.2 per cent.

FORT WORTH STAR-TELEGRAM

(EVENING)

Fort Worth Record-Telegram

(MORNING)

FORT WORTH STAR-TELEGRAM and Fort Worth Record

(SUNDAY)

AMON G. CARTER,
Pres. and Publisher

Charter Member
Audit Bureau of Circulation

A. L. SHUMAN
Vice-President and Adv. Dir.

much confidence the public has in John Wanamaker—and they probably have more confidence in him than in any other retail merchant except Marshall Field. They will have more confidence in the clothing which he recommends when it bears the name of the real maker, than they will have in clothing in which his self-interest is complete."

When one chain store wrote a certain manufacturer, "I can make a longer profit on goods under my own label," he answered as follows:

"Selling costs are your largest fixed expense. When you put out your own label you are bearing the whole burden of the selling expense yourself—all the publicity—all the effort of your salespeople. And you are continually bucking the national advertising of manufacturers, who are not only reaching your community, but the country as a whole. Did you ever stop to figure how fast population shifts in this country? Your old customers are moving away—new people are moving in. National advertising reaches all of these people all the time—it maintains your trade-level for you continuously.

"On nationally advertised goods the responsibility for the quality rests squarely on the manufacturer. On goods under your own label people hold you responsible. In case of dissatisfaction in the first instance you do not get the blame—in the second you do."

The chain store manufacturer who does not take advantage of the established reputation of manufactured articles, who does not turn their advertising to his own advantage by instructing his clerks to give the public what it asks for, who does not let the national manufacturers share his advertising bills, so reducing his selling costs and increasing his net profits, is leaving a weak link in the chain of policy which binds his stores together and unites them for failure or success. And no "Chain" is stronger than its weakest link.

Shepard G. Barclay

Formerly New York representative of the J. H. Cross Company, Philadelphia advertising agency, has become business manager of *The New York Masonic Outlook*. He is in charge of publishing, advertising and circulation.

William R. Robinson & Company, Inc.

New York, will direct advertising for Sal-Mintalk Laboratories, Inc., manufacturers of Sal-Mintalk.

Burnett-Kuhn Advertising Company

Chicago, will direct advertising for Morris, Mann & Reilly, same city, manufacturers of Red Seal hair nets, powder puffs and fashion accessories.

B. B. Geyer

General manager of the Geyer-Dayton Advertising Company, Dayton, Ohio, has been elected a director of the Winters National Bank and Trust Company, same city.

MOVING

Be sure to send both your old and your new address one week before date of issue with which the change is to take effect.

"Machine Shop" in the Wider Sense



The automobile that whisked you to the station this morning was built in a machine shop.



The locomotive that hustled you to the city was built in a machine shop. A machine shop keeps it in fighting trim.



The food you ate at noon today was sowed, cultivated, harvested, prepared by machines built in a machine shop.



The power plant machinery that lights your office, runs the street cars and factories of your city, is built and maintained in a machine shop.

The clothes you wear, the paper, typewriter, telephone, dictaphone of your daily life are all produced by machines built in a machine shop.

The metal that builds these machines and their products is mined by machinery built and maintained in a machine shop.

What an amazing extension of the word "machine shop"!

"Machine shop" in this wider sense is the established field of AMERICAN MACHINIST.

Through all these thousands of "machine shops" in hundreds of different fields of industry run common fundamental problems of production, of machines, tools and equipment, of raw materials, of assembly, of power transmission, of labor, of material handling, of cost accounting.

The production and technical men of each industry have a constant stream of ideas to contribute to the production men of every other industry.

The established medium of exchange of such vital ideas is AMERICAN MACHINIST.

Production men and engineers contribute these ideas direct to our pages.

Our editors are constantly on the road gathering news of methods, materials, tools, machines, from the "machine shops" of every industry.

No wonder, then, that AMERICAN MACHINIST is the guide, philosopher and friend of the production and technical men in the "machine shops" of America.

No wonder that the manufacturers of machine shop equipment and supplies find AMERICAN MACHINIST the most profitable printed aid in marketing their products!



Published at 10th Avenue and 36th Street, New York

—that's the field of AMERICAN MACHINIST
—of course it's a McGraw-Hill paper

Your Salesmen

should have as good tools as these—



GEM BINDERS are built right to hold Testimonial Letters, Sales Bulletins, Photographs, Price Sheets and similar material. **GEM BINDERS** aid the Salesman in conveying that Good First Impression.

GEM BINDERS are not just covers, they are expanding loose leaf binders fitted with either our patented flexible staples, binding screw posts or paper fasteners.

They are easily operated, hold their contents neatly and compactly, fit nicely into a traveling man's brief case.

GEM BINDERS in Style "GB" are covered with heavy quality Art Fabrikoid; they can be washed, if necessary, for the removal of hand stains, without affecting the surface color or finish of the material.

May We Submit Specimens for Inspection Purpose?

THE H. R. HUNTING CO.

Worthington Street
SPRINGFIELD, MASS.

How Shall We Divide Territory?

[CONTINUED FROM PAGE 24]

In the layout of metropolitan sales districts, one manufacturer cast aside all former records, dividing the ground on a potential rather than a past performance. The district was apportioned to give the maximum distribution efficiency and the most equitable arrangement with salesmen. The investigation which this manufacturer induced was made along the following lines:

Total and per capita consumption by entire metropolitan area; sales districts; average number of persons served by dealer were all taken carefully into consideration.

Analysis of retail district: (a) total number of dealers handling all brands of the product including competitive lines; (b) number of dealers by classes; (c) maximum sales per annum of individual dealers—minimum sales average sales; (d) percentage of dealers handling the product according to line of trade; (e) percentage of dealers in each line of trade handling the line of goods; (f) percentage handling the manufacturer's line—percentage handling competitive products, subdivided according to grade, price and other similar considerations.

ANALYSIS of Jobber situation: (a) number of jobbers handling the product, showing the number of salesmen employed; (b) analysis of jobbers by approximate annual sales of product—by financial strength—by extent of territory covered by all these various jobbers.

Maps illustrating (a) per capita consumption; (b) retailing channels; (c) jobbing situation.

In the preparation of these statistics, not only was the manufacturer's own line considered, but also competitive articles and their relative strength in the field.

A large shoe manufacturer with branch warehouses in the principal cities recently districted large cities with satisfying results. Previous to the redistribution of territory it had been the old tale of conservatism, personal good-will toward salesmen who had been long in the company's employ. It had built up a following with a haphazard method of going after business. Calls were made anywhere with no idea of a definite route, with jumps all over the broad territory of New York and Long Island. It was found on investigation that this was not only very wasteful but that no one had any good data on the market that the manufacturer was trying to reach.

The territory was reapportioned on the basis of potential sales. Every

store in New York City and the surrounding district was called on, including suburban places in New York State, New Jersey, Staten Island and Long Island. Cards were made out for each dealer showing: (a) Amount of business done; (b) Manufacturers from whom purchases were made; (c) Jobbers from whom purchases were made; (d) Range of retail prices in order of largest sales.

A map was then compiled showing the total amount of business in every section to which a salesman was assigned. A blue pin in a certain place, say within 23rd and 42nd Sts., would indicate, for example, that \$500,000 worth of shoes were sold there annually. A poorer district in some other part of the city would be marked with a green pin and might indicate only \$25,000 of annual sales. The district assigned to each salesman was gone over carefully with a view to good routing, so that there be no more haphazard jumping about.

Some men worked the "blue" districts where trade was well established, while experienced, unusually capable salesmen, were given allotments of territory with the largest creative sales possibilities. The result was, as expected, a rapid gain in sales and a surer central control.

Herewith is shown a map which divides the country into thirty-five sales territories and represents a considerable amount of labor spent in careful zoning.

IT is a salesman's territory map; that is, a map cut into logical districts for a single salesman to travel in such cases where one man can handle a fairly closely knit territory. The districts are all cut upon careful study of passenger travel conditions, and are all readily travelable. The divides come in logical places where railway lines make the separation feasible and practical. Thus 35 salesmen can, on this territory plan, cover the country very economically and extremely well.

These 35 territories, moreover, can be joined up readily in blocks of two, three or four, to fit the number of salesmen required by the particular business, and the net result is again a logical territory block. On the other hand, the territories can be cut in half, with no great loss of efficiency either in travel or in operating expense.

County lines are used exclusively for boundaries and thus the statistical analysis is not hard to compile, in whatever manner the territories are made up as units.

IN some cities, the “leading” newspaper may have merely a few hundred more circulation than its competitor. The PRESS has 40,000 *more* net paid circulation in Pittsburgh than the other two evening newspapers *combined*—and 35,000 *more* net paid circulation in Pittsburgh than the other two Sunday newspapers *combined*



The Pittsburgh Press

A Scripps-Howard Newspaper

MEMBER OF THE I. R. C.

Represented in the national advertising field by

ALLIED NEWSPAPERS, Inc.

New York

Chicago

Cleveland

Cincinnati

San Francisco

Los Angeles

Seattle

Kellogg's Texas Sales Chart wrote this testimonial for The Dallas News

Four years ago the Kellogg Company—world's largest manufacturers of ready-to-eat cereals—began advertising in The News.

Four years of steady progress and success have been their reward.

A rich market—new, responsive, eager—has welcomed them. A predominant advertising medium has aided them.

1926 will see the Kellogg Company begin new campaigns in The News—bidding for still larger sales in

Texas' Prosperity Zone.

One of America's greatest advertisers sets a wise example!



The Third Control

[CONTINUED FROM PAGE 22]

"solicitations" to bear. Which, of course, is their birthright.

Nevertheless, the net result is that the advertiser is subject to terrific selling pressure from many sources, and from sources which see only their sides of their picture. Being only human, he succumbs with alarming frequency.

The media-folk, who are decidedly not morons, plan accordingly. If an advertiser looks favorably upon twelve singles in a publication, the representative outlines reasons for using twenty-four. If he is committed to intensive cultivation of specialized media, some general medium moves to "break into the situation." The direct-mail specialist presents a scheme for selling 5000 dealers a 50-50 service. The window display man declares he can sign up 2000 stores for a monthly service.

IN the meantime, a director's wife makes a clever observation, and lo! there is an idea for an advertisement. Some investigator returns from a "swing out West," and has the basis for a special campaign. "The boys" grow tired of the same old stuff, and the sales manager is profanely in favor of abandoning that jewel, consistency, and performing a circus trick or two.

All this is vastly stimulating. It keeps the advertising business on its toes. I would, by no means, discourage a single one of the "bigger-and-better" apostles.

But, nevertheless, to the advertiser, all this is also vastly confusing, disconcerting, and unbalancing.

What happens?

The advertising effort splits up into a number of specialized campaigns. Each pushes forward so selfishly that the big, unifying note is entirely forgotten.

Or, the campaign keynote is exclusiveness, and some one slips in a window display which says cheapness.

Or, the appropriation is barely big enough to do one job, and some "cute idea" steals part of it for a novelty.

And so we have these appropriations that are frittered away, these campaigns that lack the extra ounce of pressure, these successes that are too dearly bought, these advertising programs that stumble forward with a blind faith until a day of reckoning.

If an advertiser expects to travel the air-line route forward, he needs a third control.

He needs a central aim, a fundamental policy, a common denominator which will enable him to buy the correct amount of each medium, and to use each toward a well-defined central goal.

This third control is the key control. As yet I have not seen it worked out ideally. But I have seen intelligent approaches to it.

These approaches all take the form of an advertising plan.

(Perhaps I should not use the word

Dallas is the door to Texas and the News is the Key to Dallas

BINDERS FOR ADVERTISING AND SELLING FORTNIGHTLY

They have stiff, cloth-covered covers and are die stamped in gold lettering. Each binder will hold one volume (thirteen issues). The price is \$1.85, which includes postage.

ADVERTISING AND SELLING FORTNIGHTLY
9 East 38th St., New York City

GOOD BUSINESS

YOUR personal sales representatives know the value of good appearance as a factor in personal salesmanship. How much more important it is to give your printed salesmen—booklets, folders, broadsides—the unquestioned advantage of impressive appearance!

Expensive art work—professional text matter—expert typography—splendid printing. Fine! But don't jeopardize your investment in them by the false economy of unimpressive paper. Specify a Cantine coated paper and the job will be all that you can expect of it—and all it should be—as effective as you can make it.

Book of sample papers, name of nearest jobber and details of the monthly Cantine awards sent on request. The Martin Cantine Company, Dept. 320, Saugerties, N. Y. Since 1888, manufacturers of fine coated papers exclusively.

in 1926
again—let's
**ALL-TREAD
TOGETHER**



CONTEST WINNER

The Buchler Printercraft Co. of Cleveland, Ohio, won the Cantine award for November with their Seiberling Rubber Company portfolio printed on Cantine's Ashokan.

The final contest closes March 31. Send samples now of your work on Cantine's Papers.



ASHOKAN
NO 1 ENAMEL BOOK

Cantine's

COATED PAPERS

CANFOLD
SILK-LINE FINISH
AND PRINTING QUALITY

ASHOKAN
NO 1 ENAMEL BOOK

ESOPUS
SILK-LINE
NO 2 ENAMEL BOOK

VELVETONE
Matt. Book. Easy to Print

LITHO C I S
COATED ONE SIDE

We Want You To Meet a Modern Shoe Store



SHAKE hands with the Recorder-Shoe-Store—genial composite of more than eleven thousand fine, progressive American shops.

Certainly Recorder-Shoe-Store looks prosperous! It does the better part of a Billion Dollar annual business!

Your Uncle Sam, his wife and family buy their shoes, hosiery and findings at the Recorder-Store.

P. S. — Merchandise properly introduced to this Recorder-Store will soon be purchased by it.

BOOT and SHOE RECORDER

The Point of Penetration to the
Shoe Market

207 SOUTH STREET, BOSTON

Chicago
Cincinnati
St. Louis

A. B. P.



A. B. C.

New York
Rochester
Philadelphia

"plan." That's another useful word rapidly being spoiled.)

I do not mean that superficial "1-2-3" array of points which so commonly passes for a plan. I mean, first, an underlying structure of investigation and analysis, an analysis so broad that it embraces every phase of the business which could possibly affect the marketing. Out of such an analysis will appear the fundamental problems of the advertiser; that is, the fundamental advertising and selling problems. With these problems out in the cold, clear light of day, the program of fundamental policies can then be set up. And from the fundamental policies is finally derived the control plan.

If such a procedure is followed thoroughly the control plan can be derived almost mathematically.

And with such a control, let them come on—the fellows with ideas, with services, with "plans." Here is the measuring stick. If they fit in, fine—they're welcome! If they don't—that's that.

And the advertising program becomes a unified force abroad, a solid phalanx of ideas in motion—the ideal of every advertiser.

So for 1926 add the third control—the control plan.

Russel M. Seeds Company, Inc.

Indianapolis, will direct advertising for the Independent Concrete Pipe Company, same city.

The Irwin L. Rosenberg Company

Chicago, will direct advertising for the Gendron Wheel Company, Toledo, Ohio, manufacturers of children's vehicles.

George Batten Company, Inc.

New York, will direct advertising for the Syracuse Washing Machine Corporation, Syracuse, N. Y., manufacturers of Easy Electric Washers.

The Agate Club

Chicago, an organization of magazine representatives, elected the following officers at their annual meeting: L. L. Northrup, president; R. C. Chapec, vice-president; Julian R. Norris, secretary; Fred Ives, assistant secretary; Fred Klauer, Jr., treasurer.

Albert J. Silberstein, Inc.

New York, is the name of a new advertising agency formed by Mr. Silberstein, one of the co-partners of the Alfred Austin Advertising Agency which was dissolved on Jan. 1, 1926. The new organization, is conducting business in the same headquarters occupied by the Alfred Austin Agency and with the same staff. Mr. Bert Goldsmith has been admitted to membership in the firm.

Reimers & Osborn, Inc.

New York advertising agency, announce the removal of their offices from 1819 Broadway to 285 Madison Avenue.

DISPLAY advertising forms of Advertising and Selling Fortnightly close ten days preceding the date of issue.

Classified advertising forms are held open until the Saturday before the publication date.

Thus, space reservations and copy for display advertisements to appear in the February 10th issue must reach us not later than February 1st. Classified advertisements will be accepted up to Saturday, February 6th.

THE
GEORGE L. DYER
COMPANY

*Having maintained offices
for eighteen years
at 42 Broadway
has now removed to the
MURRAY HILL BUILDING
285 Madison Avenue
at 40th Street
where it occupies
the entire twentieth floor*



THIS MOVE
*has been made for the
convenience of our
clients
to whom the new quarters
will be more accessible*

TELEPHONE: LEXINGTON 2700

According to Dr. C. J. Hollister, Chief of the Dental Department, Pennsylvania Department of Health:

"ORAL HYGIENE" is the most read and most quoted of all dental publications:



Home office, Pittsburgh, Pa. Chicago, W. B. Conant, Peoples Gas Bldg.; New York, Stuart M. Stanley, 33 Park Place; St. Louis, A. D. McKinney, Spadrate Trust Bldg.; San Francisco, Roger A. Johnston, Alexander Bldg.



THERE is only one industrial journal having A.B.C. circulation, devoted entirely to the interests of the furniture manufacturing industry. That is *The Furniture Manufacturer & Artisan*.

You will find this journal in practically every worth-while furniture factory in the United States, and it reaches a number of the large plants in foreign countries.

For considerably less than \$1,000 it will carry your sales message to these manufacturers on a full page basis each month for a year. We'd like to tell you more about it and show you a copy. May we?

The Furniture
Manufacturer & Artisan
GRAND RAPIDS, MICHIGAN
A.B.C. A.B.C.

In Sharper Focus

St. Elmo Massengale

AS nearly as I can learn from reliable sources, I was born in Norwood, Ga. My birthday was in the same month as that of Abe Lincoln, but some sixty-seven years later. So I am a "Georgia Cracker," and proud of it.

My association with the *Atlanta Constitution*, and with Henry W. Grady, W. A. Hemphill, Joel Chandler Harris, Clark Howell, and other notables, is to blame for my butting into the advertising business. I did not see any reason why the Yankees should monopolize

with my friends, I'll let it go at that. (Recently I had the surprise of my life, when I was elected, in New York City, secretary of the A. A. A. A.)

Not being a member of the youthful athletic set, I was not eligible for soldier duty during the big war, but rendered what might well be classed as both "active" and "actual" service as chairman of the Sixth Federal Reserve District; the only chairman that served during all five of the Liberty Loan campaigns. For this I did not ask or receive any pay, and I hope I was worth it.

You won't find in the Carnegie libraries any books bearing my name as author, nor have I published any anonymously. However, I have often helped various editors fill up their space with ideas that had from time to time evolved from my subconscious mind, "for the good of the order." Besides this, a lot of good fellows have pretended to listen to sundry talks aimed at them, and some have even admitted that I told them something about advertising that they did not already know.

I am happily married to a gracious woman, who can make me do anything I want to do. I have two daughters, one son, a host of friends, and a fairly clear conscience.

Louis Honig

THERE are very few high spots in my "career." After four years at a salt water university in California I fell into a job of reporting on the San



the profession, so I got me a corner in a second-story office room, a second-hand desk, a second-hand chair, and a first-hand inspiration, and jumped in. Mr. Harris said I needed a guardian. I managed to bamboozle two or three trusting clients into letting me place some stuff for 'em, and the results might have been worse. Since that time I have had my setbacks, but I kept pushing my little snowball uphill, and I'm still at it. Maybe that's why I am the youngest man with the oldest advertising agency in the South.

Now, as to "extinguished" service: While I never did know much about firing a locomotive or twisting brakes, I did help the fellows out by warming a chair on the Western & Atlantic Railroad Commission for a time. I have also been accused of being largely responsible for the election of one of the best governors that the Empire State of the South ever had; likewise, for promoting the organization of what is now the Southern Council of the American Association of Advertising Agencies. Being too polite to argue



Francisco Chronicle. For ten years I served on the seamy editorial side of newspapers in San Francisco and New York, being one of Chapin's rewrite


 116%

increase over 1924

During 1925 the business of the Electrograph Company increased 116 percent over that of 1924. More than doubled in the short span of twelve months!

This gain came almost entirely from expanded use of Electrograph dealer-to-consumer Direct Mail by old clients.

Nearly 20,000 dealers became better merchants through use of the Electrograph localized sales promotion made available by the manufacturers they represent.

1926 will witness still widened use of Direct Mail by Electrograph clients. To care for this additional business also that of a limited number of new national dealer organizations Electrograph is in the midst of an expansion program. New equipment, added floor space and an enlarged personnel.

More emphatically than ever before—

Electrograph is the country's largest producer of quality Direct Mail—capacity over one-half million individualized, localized and stamped mailing pieces in a single day—an organization of over four hundred skilled Direct Mail specialists.

THE ELECTROGRAPH COMPANY
Home Office: 725 W. Grand Boulevard • Detroit, Mich.

Direct Mail counsel and idea service backed by 19 years of experience is available to a limited number of new national accounts who recognize that Direct Mail demands specialized handling.

This is the ONLY organization in the United States devoting its time exclusively to dealer-to-customer Direct Mail. Just as magazines, newspapers and posters are mediums Electrograph is THE national dealer-to-consumer Direct Mail medium.

Electrograph Direct Mail is produced on the ingenious patented Electrograph Presses. In addition to utmost quality, this exclusive equipment eliminates many operations required in ordinary Direct Mail production, thereby lowering cost.

Electrograph

Created **DIRECT-MAIL** Localized
Individualized
Distributed

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



NOTICE the manufacturers in your town who are turning to gas for fuel. When you realize that one industrial consumer uses more gas than hundreds of domestic customers, you can see what a tremendous growth the gas industry is undergoing with the active development with this type of business. Of course the demand for all types of equipment and supplies is growing correspondingly.

Let us tell you of the application of your product in the gas industry. No cost or obligation to you.

Gas Age-Record

9 East 38th Street
New York

A. B. C. A. B. P.

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

"slaves" on the *Evening World* when Barton Currie, now editor of the *Ladies' Home Journal*, and Martin Green were serving in similar capacity.

One summer I was allowed a three weeks' vacation which I utilized by remaining away from the office for three months. A trip to California was responsible for the slight extension. Upon my return to the office I found Irvin Cobb sitting in my chair, every square inch of which he filled so much more efficiently than I did that I found myself out of a job. The moment I opened the city room door Chapin's characteristic greetings were: "You're fired." On my way up Broadway to the old *Herald* office, where I felt I could get another job for the asking—perhaps an assumption on my part, but I knew the city editor "personally"—I bumped into an advertising agency copy man, formerly a newspaper reporter. I told him my sad story and after listening to his, right there and then newspapers and I parted company.

After two years of advertising copywriting in New York, I returned to San Francisco and established an agency which has been fighting its way into a little sunlight ever since. If any friends of ADVERTISING AND SELLING FORTNIGHTLY come to San Francisco, Portland or Los Angeles, where our offices are located, the door is open, coming or going.

I should like to tell you something about our great successes, how we have demonstrated that the "cost of advertising is always absorbed by the economies it effects," but as this is a biography and not an advertisement I must forbear. My greatest hope is that my wife will appreciate the importance—as I do—of the insertion of my life's story.

Stuart S. Schuyler

Formerly vice-president of the Allied Newspapers, Inc., New York, has been elected president of that concern to succeed William H. Dodge, who retires from active executive work.

Curtis-Martin Newspapers, Inc.

Philadelphia, is the name of a new corporation which was established Jan. 1, 1926, to take over from the Public Ledger Company, same city, the *Philadelphia Public Ledger* and *North American*, the *Philadelphia Evening Public Ledger* and the *Philadelphia Sun*. The company has also purchased all the capital stock of the *New York Evening Post*. The officers of the new company are as follows: President, Cyrus H. K. Curtis; vice-president and treasurer, John C. Martin; secretary, Charles A. Tyler; David E. Smiley, editor-in-chief of the three newspapers, and C. C. Lane, business manager of the *New York Evening Post*, have been made directors. This reorganization of the Public Ledger Company does not in any way change the present control or management of the various newspapers.

Gas Age-Record

"The Spokesman of the Gas Industry"

Over 29,000 More Families

The Net Paid Average of

THE BALTIMORE NEWS

For December, 1925, was

114,095

a gain of over 13,000, compared to a year ago. This gain is no mere happening, but a further expression of Baltimoreans. THEY WANT THE BALTIMORE NEWS IN THE AFTERNOON.

THE

Baltimore American

in December, 1925, had a net paid of nearly 57,000—or a GAIN of 15,893 over December a year ago. And that did not just happen, but is a reflection of the DESIRE of Baltimoreans for the Morning American.

The total increase of these two papers sold separately (or in combination, at a saving), with their low factor of duplication, gives now over 29,000 more families served. And The News and American, because of SMALL DUPLICATION and because they serve TWO markets ONCE, and NOT ONE MARKET TWICE, serve several thousand MORE families than any other combination in Baltimore.

And, too, these newspapers, with a strong retailer acceptance, are ABLE and WILLING to CO-OPERATE to make the manufacturer's advertising a rattling GOOD investment.

National Advertising Representatives

G. LOGAN PAYNE CO.
St. Louis—Los Angeles
Chicago—Detroit

PAYNE, BURNS & SMITH
New York—Boston
Atlanta

Advertising  Typographers

THE information contained in "Pittsford's Manual for Advertisers" places it in the class of a text book. You are to be complimented upon the fine arrangement of the pages and various lay-outs of the advertisements.

A. R. HYDE
Mgr., Adv. & Publishing
Union Bank of Chicago

Manual sent on ten days approval.
Price \$2.50 per copy.

Ben C. Pittsford Company
431 South Dearborn St.
Phone Harrison 7131

Dove-Gentle, Serpent-Wise

[CONTINUED FROM PAGE 20]

that they know the purely credit technique thoroughly. Some time ago a sales manager who has a really good credit man, showed me a copy of a letter to a customer cutting him off for credit reasons. It read:

"It is a source of very deep regret to us that we must deny ourselves the pleasure of doing business with you."

When the sales manager called on this dealer later he found him most friendly to the house; in fact, he found him envious of the credit man's skill at writing letters! There's a result for you! Most dealers want to boil in oil the credit men who write them the usual credit letters. Needless to say, this sales manager was quite satisfied with his credit man; he was human and talked a language a sales manager can understand.

BUT we can't stop at the matter of bluntness. The credit man deals after all with the hard pan of economics, statistics. He must be a realist, and in fact something of an expert accountant and a business efficiency genius—all at long range, too.

That a credit manager can be up to date and mesh in with the modern territory analysis and quota selling idea is illustrated in a case outlined recently by Frank Hathaway, head of the service department of the National Association of Credit Men. He cited the case of a certain salesman whose sales were falling off and who blamed the credit department. The credit man analyzes the situation with him:

"Let's see—you have all of Hayford County, fourteen towns, which you cover every week. My records show that there are sixty-seven stores in that territory, doing a business in the items we carry in stock of—let's see—\$72,000 per month. Mr. Holmes tells me that our share of the business, taking into consideration the competition, is one-third of the gross sales, or \$24,000 per month. Now, I made a careful credit survey of that territory this spring and I find that I can extend credit there, on our regular terms, amounting to \$63,000 per month. As I see it, the situation is this—"

He pulled a block of paper toward him across the smooth table top and rapidly jotted down this summary:

Available business	\$72,000
We will allow credit up to . . .	63,000
Our share—conservatively . . .	24,000
You are getting	8,154

Thus from a credit point of view the salesman was shown to be below par in sales volume.

The credit man then went over many individual cases, showing him where certain accounts were over the line—where dealers were using the firm's credit to finance other departments of

"Months hence . . . when it's bethumbed and be-dog's eared and be-cigaretted and be-pencilled with a thousand notes . . . You'll still hesitate before you tell Bill:

'guess I'll let you take my April Issue of Building Age, now, Bill! . . . '

"And, then, watch Bill's face outshine the October sun! . . . "Now, why is this April issue going to be such a knock-out? . . . "

. . . This is the start-off of an advertisement to our own readers in the February number of Building Age, the magazine which is making Industry History!

. . . Put it up to us to prove that you should be in this April Issue, a letter will arouse us.

Building Age
and National Builder
239 W. 39th St., New York

Ask your best customer

I have kept house in a small town, in New York, and in the suburbs. I know why I buy hats on Fifth Avenue and brushes at my house door. I understand the buying instincts that influence thousands of assorted women, two children, and one husband.

Moreover, for ten years I have bought and sold advertising and printing—successfully.

Ten minutes of my time may save a thousand dollars worth of yours in any matter of research or copy that concerns the average woman (your best customer).

Sample Suggestions . . . \$25.00
Arguments extra.

Box 353, Advertising & Selling Fortnightly

Please send a "sample suggestion" on the enclosed copy on the problem herewith

Please quote terms for regular service

Executive's name

Address

their business. That this was uneconomic the salesman had hardly grasped.

"For illustration," said the credit man, "take the case of Charlie Baker of Millville. He bought his stock of us, and after he paid for the original order (in the neighborhood of \$800), he had hardly enough money for change when he opened up. Even the fixtures, including the scales, were rented as part of the store. Charlie had considerable experience in the grocery business; and our arrangements with him were that we were to furnish him his requirements with the understanding that he would discount all invoices within a period of 15 days. His stock at the present time, after three years' operations, will not invoice over \$1,800. Yet he did a business of \$48,000 last year, half of which business came to us.

"Now, don't you see, that if we were to go to thirty days with Charlie on the basis of the business we are getting now, we would have an investment in his business in excess of his inventory? That would not be good business for us or for him. Charlie is a good worker, makes lots of friends, and is making money, but Charlie is a good liver and has an expensive family. As long as you keep him discounting his bills you will keep the business. When you allow him more credit than he is entitled to, you will hang a millstone around his neck, that will not only put him out of business, but will lose your investment in the account. The only thing that keeps that account open on our books is the fact that Charlie is a good buyer, you are a good salesman, and we have a good credit department.

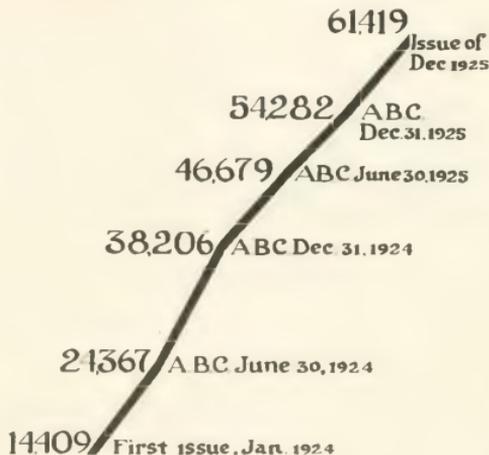
If an account has a credit limit on our books of \$300 on a basis of thirty days, your game is to get your customer to discount his bills in 15 days. In that way you can sell him \$600 per month, and not be in excess of his limit, and yet double your business. And by the way, no dealer has ever gone into bankruptcy legitimately who discounted his bills.

"Sell your customers merchandise that they can sell, collect for what they buy, keep your ledgers clean by insisting on your customers paying invoices in full and in date order when credit memorandums appear. Be just as keen to make the allowance as you are to collect for the invoices, and spend less time arguing with the credit department and more time in developing business which is entitled to credit."

Thus it would appear that a sales manager is selling not merchandise alone, but standard credit terms as well, and that he must sell the credit terms no less thoroughly than the merchandise. He must even keep a watchful eye on his customer's managing ability. Here is where the salesman's bias comes in; he is so delighted to sell the merchandise that he forgets that the sale is not completed until the terms are also sold, and the merchant is financially sound and operating successfully.

Now, on the sales manager's side,

Over 60,000 net and growing



*Net paid circulation record---
and SOME record*



THE AMERICAN MERCURY

730 FIFTH AVENUE

NEW YORK

When is unbalanced design best, and how would you secure "largeness in effect" in poster design?

These and many other problems of poster design are answered in the new book

"THE ESSENTIALS OF POSTER DESIGN"

This collection of papers, written by C. MATLACK PRICE, is fully illustrated in both color and halftone.

Every advertising executive and artist needs this book.

\$3.00
Price,

(Add 37 cents
for postage)

Sent on approval to responsible parties.

Outdoor Advertising Association of America, Inc.

307 South Green Street

CHICAGO, ILL.

"Impressive Facts About the Gas Industry"

With an investment of \$4,000,000,000, the gas industry stands high among the country's leading industries. To familiarize advertisers with the enormous market which this business affords, we have prepared an attractive little booklet entitled "Impressive Facts about the Gas Industry." You are invited to send for a copy.

Robbins Publishing Co., Inc.
9 East 38th Street New York

**GAS ENGINEERING AND
APPLIANCE CATALOGUE**



there are also deep-going matters of psychology economics which he senses, but may not be able to present clearly and forcibly to the credit man, or perhaps to the management.

An old line business, settled, established and operating in a firm groove, may very well sell standard short-term terms only and not take any risks. But most businesses are in a different situation—they are straining for business and desirous of breaking new ground and opening new accounts. Nothing could be a more vivid and pertinent example of this than the extension of easy credit terms by household equipment makers to consumers on the instalment plan. The theory, quite obviously, is to let down credit bars to gain volume. From old stiff-necked credit points of view, the doubling of the amount sold on instalment during 1925 represents a very grave desertion of true credit principles. And it is true, it does, if carried much beyond present limits. Nevertheless, it is an illustration of the new principle of cheap and easy credit which is operating in business today. A certain Western shoe manufacturer built up a huge business largely by granting credit to dealers who were small and overlooked, or turned down by the old-line Eastern shoe houses who had petrified, alarmist credit departments. Dealers who started with meager capital were granted credit liberally by the Western house, and remembered their friend when they grew to full size.

THE economic sales theory behind this is impressive, and the credit man who pooh-poohs it certainly needs re-education. The theory is that the credit man who prides himself on a very low showing of credit loss percentage is injuring instead of aiding his house. Such a low percentage of credit loss, when it is analyzed, often means that risks which would have been very profitable investments in good will (far beyond their cost in value) have been avoided; with the result that competitors have made the investment and "bagged" the accounts which will grow more and more profitable with the inevitable growth of prosperity (which in the U. S. has averaged 4% per cent every year for 50 years, according to Federal Reserve Bank statistics). According to this basic sales theory, it pays to take more than standard credit risks in order to build business.

Actuarial statistics of failure do not bear out the pessimistic attitude which is postulated by the opposite theory of cutting down credit loss to the vanishing point. The credit loss is insignificant compared to the profit to be made. This theory, within limits, is perfectly sound.

From all this it is easy to see that there is much that needs elucidation and clarification between these two functions. There is little concrete literature on the subject, compared with the welter of books and articles on other business subjects.



Merchandise By Wire!

the order of Modern Selling

Atlanta Offers YOU

TRANSPORTATION—Eight strong railroad systems. A semi-circle of ports with adequate coast-wise and export shipping.

LABOR—Intelligent, adaptable Anglo-Saxon people, free from the unreasonable attitude which elsewhere has so seriously hampered production and raised costs.

RAW MATERIAL—25 of the 26 industrial minerals in commercial quantity. Cotton, Lumber and other important materials are all close by.

POWER—Hydro electric lines serving the area at rates lower, with two exceptions, than any other part of the United States.

FUEL—Coal, fuel oils, and wood in good supply at moderate prices.

WATER—Soft, and useful in its natural state.

SITES—Plentiful locations on railroads, accessible to Labor, Power, Water, etc.

WAREHOUSING—Adequate space, well located for reshipment or city delivery.

FINANCIAL RESOURCES—Headquarters Sixth Federal Reserve District, 23 Banks and Trust Companies with resources more than two hundred millions.

OFFICE FACILITIES—Plentiful supply. Rents moderate. Many modern buildings.

COST OF LIVING—Estimated by National Industrial Conference Board 7.5% below average for the country. One of the seven low cities in this respect.

SOCIAL ASPECTS—Schools, churches, hospitals, parks, playgrounds and all recreation excellent. Famous as a sport center—Golf, etc. City of trees, lawns and open spaces.

CLIMATE—Altitude of 1050 feet above Sea Level makes for health. No extremes of heat or cold.

No State Income Tax
No State Inheritance Tax

THIS country has developed beyond the point of patience with long-haul selling methods. The merchandising groups have changed their policies; the producing groups must do likewise—or quit!

No longer can the producer sit many hundreds of miles from his markets, demand six-months delivery datings, and hope to succeed in the face of competition with its branch plants intelligently placed, its salesmen an overnight jump away.

Look at the Textile Industry, the Shoe Industry—and others. Industry is decentralizing. Sections are being served from close by—and can never again be satisfied with the old long-range methods.

560 nationally known organizations already are serving the South from Atlanta.

Some with branch offices, warehouses, assembly plants—and a number with full-blown factories, busily working to satisfy the needs of a waiting market.

Atlanta is the financial and transportation center of an area that is rich in resources, and growing amazingly. Here industry finds economies in labor, power and raw material costs which no business man can afford to ignore.

Get the facts! The Industrial Bureau of Atlanta is prepared to supply complete and detailed data on which industry can base its decisions. Not a cut-and-dried mass of statistics, but a special, confidential survey—made in each case specifically to answer the questions of each separate company that is interested.

Ask for a special report for your business.

Write to the INDUSTRIAL BUREAU

2002 Chamber of Commerce

ATLANTA

INDUSTRIAL HEADQUARTERS OF THE

SOUTH



Achievement

QUITE unpremeditatedly the kick-off of a number of these ads has been a "wise crack" or old saying. And I hope I am not getting boring because of this propensity. A lot of ads are written under pressure and this series is no exception.

"Advertising and Selling Fortnightly" is a good book, but they have a nasty habit of getting it out every two weeks and promptly on time.

So I often have to scramble around for something to write (Add confessions of ad writers).

Frequently my hunch hinges on an old adage that happens to be running in my mind.

My hunch for this outburst is based on the saying: "The race is not always to the swift nor the battle to the strong!" If it were, good-night Norm! Those tortoises would surely starve.

The giant, in his strength and vain-glory, overlooks a bit of simple precaution or strategy. So, hither and yon, we behold a Goliath or a Willard biting the dust.

In the business world, not always but certainly sometimes, we see a concern, grown arrogant through too easy a rise or careless through too long a spell of soft pickings, begin to topple.

Then, does the lean but live young competitor get his chance. Then, perhaps, does the tide of battle turn not to just the strong. I say perhaps, because much depends on said competitor. If he makes a thrifty use of all his talents, he had a great show.

To old competitors I would say: "Remember, 'Eternal vigilance is the price of success.'"

To young competitors: "See fifth paragraph of this column."

A. R. Mayjer.

for
INDUSTRIAL POWER
440 So. Dearborn St.
Chicago, Ill.

Industrial Power, starting 69 months ago with very few advantages other than a will to serve as well as it could, has come a goodly way. There is a significance in this to you if we are not already serving you.



Tip-takers Are Not Good Credit Risks

One of the pioneers in instalment selling told me, some years ago, that his company's sales policy was based on the fact that more than 90 persons in a hundred are "commercially honest"—that is to say, about 92 persons in a hundred live up to the terms of a contract to which they have affixed their signature.

"We have found, however," said he, "that men and women whose incomes are dependent, largely or entirely, on the liberality of the public, are not good risks, from a credit standpoint. So we eliminate, as prospects, barbers, hotel employees, cab drivers and everybody else who accepts 'tips.'"

"What is the explanation?" I asked. "There isn't any," was the answer. "I am merely telling you what our experience has been."

"We Are in a New Era"

Every once in so often we have in this country what men call a "period of unprecedented prosperity." Stock market quotations attain altitudinal heights. Hotels and sleeping cars are filled to capacity. The theaters hang up "standing room only" signs and the cabarets are crowded to the doors.

At such times, when everybody has—or seems to have—"oodles" of money, the average man is apt to say, "We are in a new era." The younger he is, the more likely he is to make some such remark.

Is it true?

No!

The outward appearance of things changes. The fundamentals do not. Man has learned to fly, but the law of gravity is still doing business at the old stand. Men talk over a copper wire with other men, a thousand miles away, but the invention of the telephone has not lessened the distance between them by as much as an inch. Business units are a hundred times as big as they were a hundred years ago, but are they less proof against folly than were the smaller units of the days of Napoleon?

The centuries come and go. Men come and go. Does the nature of them change? I think not. Which is why I smile, indulgently, when enthusiasts tell me that we are in a new era.

That IS the Question

Recently, I heard a distinguished member of the British Labor party speak for an hour or more on the subject, "Is England played out?"

I enjoyed the talk. I admired the speaker's courage, his fairness, his good-nature. And I agreed with everything he said. But it was not until the next day that it occurred to me that Mr. ——— had not advanced a single reason for the faith that is in him. He explained why England is in a bad way. He told us about the "dole." He stated that the breaking down of class-lines was one of several good things that had come out of the war. And he expressed himself as of the belief that England had good reason to look to the future with confidence. But, as I say, he gave no reason for his belief.

No man has greater respect for the people of the British Isles than I. No man hopes, more fervently, that they will get on their feet again. But here is something that cannot be argued away—in Britain, at the moment, are ten million (some people put the figure higher) more men, women and children than the country can support.

If, in the next two or three years, the world is once more on a normal basis—buying and selling about as it did before the war—England will pull through. But if the return to normalcy should be delayed, no man knows what may take place.

Some idea of what conditions are may be had from this statement, made in my hearing, last June, by a Liberal member of Parliament: "The needs of the people of these islands in the way of cotton goods are sufficient to keep the cotton mills of the North busy for only six weeks a year. If those same mills are to operate for the other forty-six weeks of the year, the demand must come from abroad. Will it? That is the question."

What Are "Bird Dogs"?

I picked up, recently, a copy of the *Miami Herald*. It was about twice the size of a week-day issue of the *New York Times*. It contained page after page of real-estate advertising—"developments," "subdivisions," "acreage property" and all the rest of it. One advertisement interested me. It was of a Miami real-estate firm who wanted owners of land in Blank County to list their holdings with the aforesaid firm. A display line at the foot read as follows:

LISTING PEDDLERS AND BIRD DOGS KEEP AWAY

What are "bird dogs"? JAMOC.

THE MAGAZINE SECTION

of

The New York Times

Sunday Edition

Printed by Rotogravure

ADVERTISING CONTRACTS FOR 1926

- Audubon Galleries, New York (art)
 Music Publishing Co., New York
 American Acoustic Corp., New York (hearing device)
 American Bond & Mortgage Co., New York
 American Phonograph Co., New York (hearing device)
 American Piano Co., New York
 Anderson Galleries, New York (art)
 Antiquarian Magazine, New York
 Army & Navy Supply Store, New York
 Arts & Decorations, New York (interior decoration)
 Bankers Loan & Investment Co., New York
 Bartel's Bird Shop, New York
 Barton, Price & Willson, New York (interior decorators)
 Bell Engraving Co., New York
 H. Bente & Co., Chicago and New York (radiator covers)
 Bond Press, New York (stationery)
 A. Bourjois & Co., New York (toilet preparations)
 Brill Bros., New York (men's clothing)
 Bristol-Myers Co., New York (tooth paste)
 Wallace Brown, New York (stationery)
 Brown-Robertson, New York (publishers)
 Cambridge School, Cambridge, Mass.
 Chambers Hardware Co., New York
 Charles of London, New York (art)
 Collins Nurseries, Moorestown, N. J. (trees and shrubs)
 Columbia University, New York
 Comfort Corset Co., W. Holiston, N. I.
 Crosby Underwear Co., New York
 Curtis Furniture Co., New York
 F. E. Davis, New York (fish products)
 Doubleday Page Co., Garden City, N. Y. (publishers)
 Dunsing Galleries, New York (art)
 Dunn Pen Co., New York (fountain pen)
 Edwin Cigar Co., New York
 Clarence H. Fargo, Trenton, N. J. (flower seeds)
 Ferargil Galleries, New York (art)
 Fiala Outfits, Inc., New York (sport goods)
 Fifth Avenue Stationers, New York
 Fireside Industries, Adrian, Mich. (art novelties)
 Flint & Horner, New York (furniture)
 The Forum, New York (publication)
 Emil Fuchs, New York (art)
 Globe-Wernicke Co., Cincinnati, Ohio (book cases)
 Grand Central Art Galleries, New York
 Grand Central Wicker Shop, New York (furniture)
 Peter Henderson & Co., New York (flower seeds)
 M. Hensoldt & Son, New York (optical goods)
 J. B. Herter & Co., New York (tapestries)
 J. Jackson Higgs, New York (antiques)
 Hillebrand Shop, New York (candy)
 Holly Bush Farms, Mt. Holly, N. J.
 Howard Studios, New York (art lamps)
 International Correspondence Schools, Scranton, Pa.
 International Mercantile Marine Lines, New York
 International Mill & Timber Co., Bay City, Mich.
 Jay Thorne, Inc., New York (women's wear)
 W. H. Johnston & Son Co., Indianapolis (radiator shields)
 Kamrass & Sons, New York (cushions)
 Jan Kleskamp Galleries, New York (art)
 M. Knoedler & Co., New York (art)
 C. W. Kraushaar, New York (art)
- LaSalle Extension University, New York
 Lambert Pharmaceutical Co., St. Louis, Mo. (Listerine)
 Lite Extension Institute, New York
 Lincoln Ulmer, New York (cigars)
 Little & Ives, New York (printing)
 Lockwood & Almqvist, New York (electrical clock)
 C. J. Lundstrom Co., Little Falls, N. Y. (bookcases)
 Macbeth Galleries, New York (art)
 A. G. MacAinch, New York (insurance)
 H. G. McFadden, New York (lithine)
 McIntyre & Whitaker, New York (ventilators)
 May Oil Burner Corp., New York (heating)
 Meatz Carphone Co., New York (hearing device)
 Merion Institute, New York (educational)
 Mieh Galleries, New York (art)
 H. K. Miller, Front Royal, Va. (shams)
 R. F. Miller, New York ("Dorak" Folding Wardrobe)
 Morse & Burt, New York (shoes)
 Arthur Murray, New York (dancing)
 Rutaska Naruska, New York (music instruction)
 National School of Interior Decoration, New York
 J. P. Neff & Co., New York (stationery)
 C. M. Nevius, Inc., Novius, N. Y. (coffee mill)
 New School of Design, New York
 New York Mansoulon Association, Inc., New York
 New York Title & Mortgage Co., New York
 New York University, New York
 The New Yorker, New York (magazine)
 North American Institute, Chicago, Ill. (speaking course)
 O. K. Vacuum Brush Sales Co., New York
 Parents Association, Pleasant Hill, Ohio (child training)
 Patrician Clock Co., New York
 Palmam Institute, New York (memory training)
 Penn-Pencil Co., New York
 Perfolastic, Inc., New York (corsets)
 Personal Stationery Corp., New York
 Platt Service, Inc., New York (advertising)
 Ponsell Floor Co., New York (floor polisher)
 Postal Pen Co., New York
 Prinsnet Co., W. New Brighton, N. Y. (device for cards)
 Prudential Co., New York (bonds)
 Regal Book Co., New York
 Joseph Reilly, New York (insurance)
 William J. Reilly, Danville, N. Y. (nurses)
 Review of Reviews, New York (publishers)
 Round the World Club, New York (travel)
 Alvin Ross & Co., New York (publishers)
 Royal Society Stationery Co., New York
 Fred J. Schaeffer, New York (insurance)
 Sherwin Cody School, Rochester, N. Y.
 A. F. Stoenor, Co., New York (guns)
 Stump & Walter, New York (flowers)
 Sueselt, Lorsch Co., New York (opera glasses)
 Suarez & Crespo, New York (ears)
 Tilton Publishing Co., Boston, Mass.
 Universal Sales Co., New York (stationery)
 Paul von Roekmann, New York (hook in nerve treatment)
 The West Co., New Haven, Conn. (corsets)
 James West, Ballston Spa, N. Y. (stationery)
 White & Weykoff, Holyoke, Mass. (stationery)
 Mrs. J. B. Wiltbank, New York (art)

THESE advertisers have learned that the quantity plus quality of its readers, and confidence in The Times, makes the Magazine Section an outstanding medium for the announcement of merchandise and services appealing to intelligent, discriminating persons.

THE Rotogravure process permits beautiful reproduction of the most attractive advertisements. The censorship of The New York Times excludes misleading or undesirable advertisements.

NET paid sale more than 600,000 copies—greater than the combined distribution of the five leading quality magazines. Rate, \$1.10 a line.

**Just
Out!**

Here is a new book that will make your sales service efforts really **me a u something**—a book that will help you to p r e - more "dealer help" in a t e r i a l that will be used.

5 x 8.
Flexible Keratol
428 pages.
207 illustrations
\$5.00 net
postpaid

HANDBOOK OF WINDOW DISPLAY

By
William Nelson Taft
Editor, Retail Ledger

THIS is the first handbook to cover completely and authoritatively the entire subject of window display principles and practice. It is literally an encyclopaedia of window display plans, working methods, tips and expedients, every one of which has been successfully tried out by well-known retail stores in every part of the country. It is **THE** one standard working manual for manufacturers who prepare "dealer help" material, display men, students of window-dressing, merchants and advertising men.

Some Outstanding Features

- 158 photographs showing windows of all kinds
- 48 drawings illustrating points in the text
- Use effective use of "dealer helps"—how these should be prepared and distributed
- the value of window display; how to secure it
- a complete chapter on the use of color in the window
- discussion of the use of window and price cards and how these should be prepared
- selection and care of wax figures, etc.
- a chapter on draperies
- 60 pages dealing with proper lighting of windows.

Chapter Headings

- I The Eyes (and More) of the Store
- II What Is a Window Worth?
- III The Twelve Most Important Points of a Window
- IV Classification of Window Displays
- V Tying the Window to the News
- VI The Effective Use of Dealer Helps
- VII The Value of Motion
- VIII Use of Color
- IX Use of Window and Price Cards
- X Preparation of Window and Price Cards
- XI Window Backgrounds
- XII Selection and Care of Wax Figures and Other Accessories
- XIII Properties
- XIV Use of Flowers and Foliage
- XV The Window in Connection with the Store Front
- XVI Window with Relation to Store Entrance
- XVII How the Window Should Be Lighted
- XVIII The Effect of Light on the Sales Power of a Window
- XIX The Lighting of Small Store Windows and Signs
- XX Signs in Window Work
- XXI How to Dress Prize-Winning Windows
- XXII Interior Displays.

McGraw-Hill FREE EXAMINATION COUPON

McGraw-Hill Book Co., Inc.
370 Seventh Ave., New York

Send me my copy of Taft's HANDBOOK OF WINDOW DISPLAY. I agree to return the book to you, postpaid, in ten days, or to send you \$5.00 net, in full payment.

Name
Address
Official Position
Name of Company

(Books sent on approval to retail purchasers in U. S. and Canada only.) A. F. 1/27/26

Exporting Is Not a Profession

[CONTINUED FROM PAGE 40]

he has deliberately limited his usefulness to one part—and usually a minor part—of the work of his enterprise and, as a stranger within its walls, naturally receives the least consideration because he possesses the least qualifications.

No one need defend the export manager. But no one can too greatly emphasize his importance, not only to his enterprise, but to his business community and to the nation. Within his enterprise no position short of general manager requires as wide and as accurate a knowledge. Many executives within a business can do their full share in the securing of added profits by the maximum use of far less knowledge of business as a whole, and on the basis of far fewer facts, than is required in the case of the export man.

SO every word written in proof of the truth that exporting is a part of business, and not a profession, is also written as a proof that the export manager as a business man is a far more vital unit in commerce than the export manager who regards himself as a professional man.

The proof of the importance to American business of the well-rounded knowledge and experience of the export manager lies before us. We need not wonder that the president of the United States Steel Corporation was formerly in charge of its export sales—for we find presidents, vice-presidents, general managers—hosts of management officials who have at times presided over the destinies of the export end of their enterprises.

The important point is that these eminently successful officials never regarded exporting as a profession, and invariably identified themselves closely with the other activities of their enterprises.

Let the preceding paragraph be taken as a generalism, it might be well to point, in passing, to such men as S. W. Eckman, President of B. T. Sabbitt Company—and formerly its export manager; Thomas W. Pelham of Gillette; I. S. Betts, Vice-President, Remington Arms Company; Walter Stevens, Vice-President, Thomas A. Edison, Incorporated, and George E. Parmerter, Vice-President, American Crayon Company, who are but a few of the host who spring to mind.

All of these men, and scores of others, know exporting—and regard it as a vital part of business—not as a profession.

It is not at all beside the question to point out that the works manager of a large New England corporation

came naturally into his present position from that of being its export manager. In his particular enterprise no great volume of foreign sales had seemed possible until, shortly after his appointment as export manager, he pointed out that their road to volume sales overseas lay through adapting their production possibilities to the style needs of foreign countries.

While his theory was correct, in actual practice it led to the development of seasonal business abroad which dove-tailed with the lowest depressions of seasonal domestic depression. This involved his most careful analysis of the production end of the enterprise and, in the end, a greater knowledge of its needs and the export remedy for its difficulties than was possessed by any man in the organization.

Then came the era in which developed sales overseas, and particularly the study of the style tendencies and trends in other countries led to his being able to suggest new styles for the domestic market—styles which he could not have devised without the constant contact with the whims and fancies of womankind in all parts of the world.

Because the export end of this enterprise developed along style lines, and also required dove-tailing into the business as a whole, it was necessary for this export executive to work very closely on costs of production, and particularly to evolve economical ways of transforming equipment and patterns used one year in one country, into equipment and patterns which could be used effectively elsewhere in another year.

TO make a five-year story into a paragraph, this export manager, through building up overseas forced additional production capacity, proved clearly that his knowledge of production exceeded that of the factory superintendent, and went further, in many directions—and became works manager as a matter of economy to the business as a whole.

There is a place in export endeavor for the man who regards exporting as a profession. It is a high place. It is the independent export councillor whose profession it is to advise the novice and the veteran in exporting, and to do so for a fee. Today, this one justification for regarding exporting as a profession is under-appreciated and all too seldom used. The other enterprises which use, to their advantage, the services of advertising agencies are either blissfully unaware of the existence of these true professionals, or

pride—or some equally immaterial reason—prevents them from making the most of their export possibilities.

In an informal conference of men who were familiar with both foreign and domestic merchandising, not one man could be found who failed to see the dangers in the tendency on the part of certain export men to regard themselves as professional men.

The sense of the meeting was best expressed by the general manager of an Ohio corporation, in his statement, "From my angle, I'd far rather have as export manager a man who knew the reason for the success of Ivory Soap sales in the United States, than a man who could speak seven languages and who had been in every corner of the world, but who could not see why he should be interested in the success of any outstanding domestic sales campaign."

The truth is exactly as Thomas W. Polham said, and which certainly is well worth quoting twice in a single article: "The better the understanding of the principles of business itself—which knows no clime, creed or color of skin—the better the exporter."

The Warner Company

Detroit, will direct advertising for the Travelers Trunk Company, luggage manufacturers, same city. The Travelers Trunk Company is the new name of the Kliesner-Klemmer-Enz Company.

International Direct Mail Advertising Association

Will hold its next convention and exposition in Los Angeles on April 7, 8 and 9, 1926.

Albert G. Dogan

Has resigned from the Potts-Turnbull Company, Chicago advertising agency, to enter the advertising department of the American Magazine, Chicago.

F. X. Wholley

Formerly advertising manager of the Barnett Leather Company, Inc., New York, is now assistant to the president in charge of advertising and selling.

Charles W. Hoyt Company, Inc.

New York, will direct advertising for Sapolin, Inc., formerly known as Gerstendorfer Bros., manufacturers of household enamels, stains, etc., Brooklyn, N. Y.

W. K. Dingleline

Formerly secretary of the Harrisburg, Va., Chamber of Commerce, has become associated with the Charles W. Hoyt Company, Inc., as manager of the department of commercial research.

H. Barrett King

Formerly associated with the Robert L. Stillson Company, New York printing concern, has been appointed sales manager for Croissantania, a real estate development in Boca Raton, Florida.

\$136,000.00 Invested in this Building and Equipment. Everything from face brick to kitchen utensils.

9 out of 13 firms from whom he bought are or have been Exhibitor Advertisers

Items of Expenditure

Architects' Fees	\$ 2,860.00
Construction	91,872.00
Steel Work	4,685.00
Organ and Blower	5,060.00
Pews, Pulpit, Rails	6,780.00
Baptismal Font	100.00
Bulletin Boards	101.30
Heating Plant	5,494.95
Lighting Fixtures	958.98
Linoleum	2,742.93
Window Glass—zinc-lead- ed, flush-tinted Cathedral glass	3,117.00
Folding Chairs	339.00
Communion Service	50.00



REV. WM. T. PATERSON,
PASTOR
Floral Avenue at Washington
Norwood, Ohio

The Norwood Presbyterian Church Dedicated April 6, 1925



The building is of buff tapestry brick with stone trimmings. The Auditorium seats 500. The Social Room floor when made into 1 room accommodates 400 tables. Accordion Doors mak. of its Assembly Room, 48x60 ft.; Dining Room, 39x30 ft.; Serving Room, 20x28 ft.; Kitchen, 19x23 ft.

April Issue the Annual Building Number
Forms Close March 5th
Rate per page, \$75.00

Use the Right Medium for Selling the Church Field, 20,000
Active Ministers Buy and Read This Magazine Every Month.
Sample Copy and Rate Card Free.

THE EXPOSITOR

The Ministers' Trade Journal Since 1899

JOS. M. RAMSEY, Manager

710 Caxton Building, Cleveland, Ohio

17 West 42nd Street, New York 37 South Wabash Avenue, Chicago

"I wonder," said the architect, "if it is always fully realized that advertising is NEWS. Personally, I believe I get as much news out of the advertising as the editorial pages of the RECORD—because they are supplementary. Here, the NEWS of design. There, the NEWS of construction materials and equipment."

Ask us for the latest statistics on building activity—and for data on the circulation and service of The Architectural Record.

(Net Paid 6 months ending June, 1925—11,660)

The ARCHITECTURAL RECORD

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

Member A. B. C.

Member A. B. P., Inc.

The Advertiser's Weekly

The Organ of British Advertising

The only weekly paper in the British Empire exclusively devoted to Publicity.

The only Advertising Publication in Great Britain giving audited net sales figures.

Published for all who wish to be informed on British advertising and its development.

Subscriptions \$5 annually, post free.
Advertisement rates on application to

New York Office

9 E. 38th St. N. Y. City

or

New England Office—c/o Mr. Frank E. Willis, 148 State St., Boston, Mass.

Machine Tool Advertising

[CONTINUED FROM PAGE 25]

advertising conveys but an inadequate impression to the mind of the buyer, citing the case where the company invited to one of its plants a delegation of railroad machinists. These men knew machine tools; they knew the company's advertising. But they stood in open-mouthed wonder before the demonstrated efficiency of the new models they saw; models which no amount of advertising had made clear to them. There follow a few examples of where and how Niles-Bement-Pond tools are being used successfully.

The last page of the insert editorializes upon the place of the machine in the present day life of America. The fact is stressed that modern mass production has been made possible largely through the accuracy of Pratt & Whitney products. This concern is one of the divisions of the Niles-Bement-Pond Company. As in the case here cited, the present campaign embraces the separate advertising of the various divisions of the holding company as well as the advertising of the whole concern; advertising which is in a large degree institutional.

THIS last mentioned schedule aims at making the machine tool prospect aware that much of the equipment in his shop is obsolete. Human interest is enlisted in this cause. The initial insertion of the series pictures an automobile of the old horseless-carriage vintage. "Don't Laugh," says the headline. ". . . Think of the old machine tools in your shop . . . tools as obsolete as this car." Here is an advertisement which is going to attract attention by its very difference from the competing insertion in the publication. It is going to bring many a reader up with a start; going to make him conscious of a condition which he may have overlooked for years. The copy enlarges on this angle and suggests to the prospect that he make up a "birthday list" of the tools in his shop and send it to the Niles-Bement-Pond Company for some unprejudiced advice.

Another insertion in this series pictures an old machinist whose days of greatest usefulness have obviously passed. "Scrapped!" cries the headline tersely. The old machinist has been scrapped as no longer worth his wages and as a drain on the company's resources. But the machine which he is operating may be far more of a drain on the company.

The preliminary steps of the campaigns of the Niles-Bement-Pond Company and its divisions have been carefully worked out so as best to convey the individual and collective messages. For this year alone more than four hundred pages have been scheduled to appear in various industrial publications.



“Thank You” Letters

Recently Textile World decided to save some of the “Thank You” letters which were coming in every day. In a short time the total passed the thousand mark.

Surely there is a deep significance in this. These men thank us for answering their questions—helping them out of difficulties.

It proves that textile men have unbounded confidence in Textile World. But where did this confidence come from originally? It could only come from Textile World itself.

The informative and authoritative articles in Textile World win the

respect of its readers. When special questions come up, they naturally turn to Textile World. And they are not disappointed.

In 1925 Textile World answered over 5,000 technical questions for textile mill men. This does not include the thousands of other questions of a non-technical nature.

Textile World

Largest net paid circulation in the textile field

Audit Bureau of
Circulations



Associated Business
Papers, Inc.

BRAGDON, LORD & NAGLE CO.
334 FOURTH AVENUE NEW YORK CITY

Young Man Wanted to understudy well-known advertising man and author

Exceptional opening in the office of a prominent advertising man (one of the principals in a New York advertising agency) who is also a writer of national prominence. The young man selected will be taken on as personal understudy and given an opportunity such as comes to few.

The qualifications are rigid. He must be unmarried and without other dependents. He must be eager to learn advertising and have had at least a year of experience in advertising work. He must be ambitious to write and be able to demonstrate that he is worth developing as a writer. He must have a pleasing personality and be able to go out and interview men and get what he is sent for. He must like to read, and be able to epitomize what he reads; also have the knack of digging information out of books. He must not be above detail, but he must be more than a detail man.

He must be punctual, and willing to stay on the job until the day's work is finished. He must be a Christian. His salary will be modest to start; after that it will be up to him; there is no limit to the opportunity. It is desirable, but not absolutely essential, that he have a sufficient knowledge of shorthand to be able to take notes.

In applying, give a complete and honest word-picture of yourself; outline your education and experience and your hopes and ambitions; state the salary you would expect; give several references; enclose samples of things you have written, with a stamped-addressed envelope for their return. No letter will be considered which does not meet all of these requirements.

ADDRESS: BOX 138,
Grand Central Station
New York City, N. Y.

Sweater News
and
Knitted Outerwear

Underwear & Hosiery
Review

Tie-up
Your Consumer Campaign
with Trade Publicity

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

Heywood Broun Writes a Florida Advertisement

[CONTINUED FROM PAGE 32]

It is not beyond the realm of reason to suppose that Mr. Day's advertisement will sell lots and lots of lots, for the name of Heywood Broun wakes wide echoes in the contemporary hall of fame. Certainly it will attract many a reader to whom the sonorous syllables of Olympia Beach-Picture City (named for its picturesque) mean no more than Coral Gables, Miami, Boca Raton, St. Petersburg, Sarasota or what have you. But on the other hand, it is not equally distant from the realm of reason that Mr. Broun's advertisement, if properly laid out and given equal space, would not sell fully as much.

Of course, this speculation can never be proved, as no realtor in his balmyest moments would retain Heywood Broun as advertising counsel, even should that gentleman desire the position. What leads to the assumption that such might be the case is the growing conviction that Mr. Day, in attempting to answer Heywood Broun in Heywood Broun style, is dragging his advertisement just as far afield from its prime objective as Mr. Broun dragged his talent when he attempted to write a Florida real estate advertisement, with the added disadvantage to the former that he is realizing his only profit over and above the page rate for insertion solely in the cash value of lots sold, while Mr. Broun is being paid by the inch for his copy, over and above nothing.

MR. DAY successfully refutes many of Mr. Broun's telling defects in regard to his own development, but various other of his refutations leave many loopholes for the fallacy hunters. For instance, Mr. Day's statement that "The late 'Joe' Jefferson, who had a fine estate at Olympia Beach, was the best neighbor any man could have," seems about as sensible as declaring that, because many fine old families once had residences in the vicinity of Trinity Church, present day Wall Street is the ideal place to set up housekeeping. The Robinsons, Allens, etc., successors to the late Mr. Jefferson, are undoubtedly very nice neighbors to borrow a lawn mower from, but, after all, there are many lots yet unsold or Mr. Day would not be using full pages, and who can tell the dispositions and nationalities of the future buyers?

Possibly this reasoning is faulty, but it seems to me that what Mr. Day has turned out is neither fish nor fowl; a kind of hybrid advertisement and argumentative brief. Two-thirds of that full page spread is an attempt to out-

Broun Heywood, while the actual selling follows tardily and somewhat guiltily after. Each of these elements, in this writer's opinion at least, falls a little short of its objective. It is difficult to lay the finger upon the precise reason why the selling copy falls short, but the argument is spoiled not only by certain issue dodging, but by the use of personalities, an element which Mr. Broun carefully avoided. Particularly the smug condensation of the closing paragraph: "So, on behalf of my associates, Mr. Heywood Broun, I sincerely thank you for your very kind suggestions. I think that if I had you in my office for a year, I could make quite a decent advertising man out of you,—even if you do seem to be a confirmed 'lit'rary gent.'"

MR. DAY writes clearly and his style is not unamusing, but he lays himself open to the same sort of petty criticism when he points out Mr. Broun's use of "fails" where he should have used "fail." ("If the thing fails, etc.") Mr. Day's punctuation, his occasional split construction and his vague use of the indefinite pronoun, as shown even in the short quotations in this article, would have brought him the grade of no higher than "D." in the freshman English courses of several universities I might mention. And such rules are no whit less didactic than Mr. Day's quibbling over the subjunctive.

After all, advertising is not a forensic science. Very few are the bald advertising statements which will survive unscathed the ordeal of argumentative debate, especially in a crowded field where competition is fast and furious. In the previous advertisement which Mr. Broun quotes, this statement is made: "We have the very cream, the exquisite quintessence, physically, of the fashionable seashore tropical belt of Florida." But people are still buying land in Coral Gables, Miami, etc., in the same district, in spite of the advertising and the hearty efforts of the sales force of those holders of the "exquisite quintessence." Of course it is absurd to take such a slogan as the literal truth. Were such the case, two-thirds of the aforementioned sales force would be turned into special constables and used to keep in order the howling mob of buyers which the "exquisite quintessence" would draw irresistibly from all competitors, for certainly the free publicity of the land boom has drawn enough prospective buyers to Florida to fill Olympia Beach-Picture City (named for its pic-



Sell It in New Orleans



THE DOMINANT importance of New Orleans in the South has made it the first market in that prosperous buying area. Second port of the United States, gateway to the Mississippi Valley, metropolitan trading center of a thriving agricultural territory and one of America's foremost winter resorts—New Orleans is able and ready to buy.

This rich field can be reached at one advertising cost through the medium to

which these buyers turn daily for information—The Times-Picayune. Integrity, courage and service for 89 years have gained for The Times-Picayune the confidence of readers in almost every financially competent home in New Orleans and its trade area. That circulation dominance has made it the most profitable medium for advertisers, as their continued and increasing preference day after day and year after year proves.

Advertising Lineage, New Orleans Newspapers—1925

	Local	National	Classified	Total
TIMES-PICAYUNE	10,166,735	2,772,775	5,149,344	18,088,854
*ITEM	7,023,431	1,308,918	1,689,423	10,021,772
STATES	6,860,574	966,694	1,265,397	9,092,665
TRIBUNE	4,049,939	991,217	1,145,822	6,186,978

*Figures do not include City Printing, published exclusively in that newspaper on a low-bid basis.

Of 889 national advertisers in the New Orleans field, 775 used The Times-Picayune and 490 used this newspaper exclusively. The National Advertising Department of The Times-Picayune comprises a merchandising bureau that

is the largest and most highly organized maintained by any newspaper in the South, always at the service of any advertiser desiring special market investigations or other merchandising service.

The Times-Picayune has the largest total circulation, largest city circulation, largest carrier circulation both Daily and Sunday and delivers more papers by carriers into more individual homes than any other New Orleans newspaper or combination of newspapers.

You will find it easy to sell it through

The New Orleans Times-Picayune

FIRST FOR THE SOUTH

Member 100,000 Group of American Cities, Inc.

General Representatives: Cone, Rothenburg & Noe, Inc.

Pacific Coast Representatives: R. J. Bidwell Co.

THE NEW ORLEANS TIMES-PICAYUNE

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turesqueness) many times over. If this development so far overshadows all similar selections in the same "fashionably seashore tropical belt," why is Mr. Day using full pages in the *New York Times*?

This is not intended as a slur upon Mr. Day's advertising nor upon advertising as a whole where slogans or their equivalents are used. The gist is simply this: When a somewhat sweeping statement is questioned, it is not the best policy for the advertiser to argue the point in print upon the basis of logic, for as a general rule logic will prove him wrong in the public mind—provided the public bothers to read such a lengthy dissertation—no matter what it may prove in his own mind. And it is the public which buys the matter advertised. Mr. Day has invited such trouble in the advertisement under discussion. But undoubtedly he knows the Florida buyer far better than either Heywood Brown or the writer, so the lots will likely be sold regardless.

AFTER all, why should this matter be considered a controversy? Mr. Brown was writing with the proverbial tongue in cheek. He admits that he knows little at first hand either about Florida or about advertising. His is the view of the layman, and the highly intelligent layman. It is from such sources outside the profession that the most constructive criticism of advertising must come. Mr. Brown is not the only one who is thoroughly sick of listening to Florida selling talk. Many of the so-called developments are notoriously farcical, and much of the advertising matter, especially that going directly through the mail, has been so scandalously misleading as to inspire several complaints to the Better Business Bureaus. That Mr. Brown happened to hit upon a development which is perfectly legitimate was probably a matter of chance.

Boiled down to its basic points, Mr. Brown's criticism of advertising resolves itself into his declaration that advertisers do not understand the value of understatement. This accusation, I think, is best answered by a letter from F. R. Feland which Mr. Brown published in his column following his own attack:

"Advertising, blatant, conspicuous and ubiquitous, nevertheless works in the dark. Understatement, useful in so many forms of writing, has a very limited use in advertising. The value of understatement lies not in the restraint itself, but in the imagination and sympathy of the reader. Advertisements are seldom read with imagination or sympathy. People read them more or less unconsciously as the result of some well-directed thrust at their vanity, their fear, their avarice, their gluttony, their sloth or some instinctive form of self-preservation, self-interest or self-esteem.

"That is why you seldom hear advertisements seriously quoted, and it may be why the amount of advertising carried by any publication is usually in inverse ratio to the highbrowness of its editors or the cephalic index of its readers."

What Is Home without a Gat?

By Leo J. Reynolds

WE hope none of our advertising friends are responsible for a choice lot of advertising we recently clipped from a fireside magazine.

The magazine itself (contents and name) is dedicated to mother and the home. For obvious reasons we do not mention the name of the magazine. The circulation, printed boldly on the cover, nears the million mark.

Expecting to see kiddie cars and dolls and house aprons pictured and written about in the advertising columns, we picked ourself a nice easy chair and thought our Christmas problems were solved.

But, O, how our beautiful childlike faith was shattered!

We couldn't find the dolls, but we did find sixteen advertisements about sixteen lovely, dependable guns. Too cute for words. And, take the copy-writers' words for it, "Satisfaction Guaranteed or Your Money Back." Fair enough. That's the way we want our guns. Otherwise, how can we place the stamp of approval on our Marty Durkins and our Tommy O'Connors? We have a civic reputation and pride to maintain.

The guns can be loaded and unloaded with one hand. Well, now, that's more like it. Order a couple of them, mamma, and "get" grandpa, too!

"Your Last Chance!" "Buy a Good Gun." "Easy to Handle and Easy to Carry!" "Send No Money."

The hand that rocks the cradle is invited to shoot up the town. Practice on the baby, Ma. He can't doze yet. And then take a crack at the old man.

O, the wretchedness of this kind of advertising! What self-respect can a publisher have who accepts messages of this character and invades the home with them? What wonder there are nearly 11,000 murders yearly in America today. How proud the perpetrators of this "get a gat in your home" advertising must feel!

The advertising fraternity has a vigilance association empowered to put the screws on untrue or misleading advertisements. For instance, no advertiser is permitted to say his merchandise is "best"; and yet, a single issue of a national magazine advertises sixteen different brands of death dealing guns—advertises them, if you please, to mothers and children of tender years.

Has the vigilance association any authority over this? If they have, why in heaven's name, don't they put a stop to it? And if they have nothing to say in the matter, why haven't they? Isn't it high time they were vested with authority to say something about the deadly, menacing advertising now going into the homes of America?

Reprinted from *Better Advertising*, published by Ben C. Pittsford, Chicago.



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge \$1.80. Forms close Saturday noon before date of issue.

Business Opportunities

New York Advertising agency, member 4 A's, has attractive opening for account executive who desires to increase his billing and earnings; interested to right party; address in confidence. Box No. 351, Adv. and Selling Fort., 9 East 38th St., New York City.

Multigraying

Quality and Quantity Multigraying. Addressing, Filing In, Folding, Etc. **DEHAAN CIRCULAR LETTER CO. INC.** 14 West 40th St., New York City. Telephone Penn. 3566.

Help Wanted

AN ADVERTISING SOLICITOR

in the Eastern Territory for established technical journal of years' standing. Qualifications must bear careful examination.

Box No. 347,
Advertising and Selling Fort.,
East 38th St.,
New York City.

Wanted: Young man who can handle details of sales promotion work for small company in machinery line, including trade paper advertising and direct-mail. Location, New York State. Box No. 352, Advertising and Selling Fortnightly, 9 East 38th Street, New York City.

WRITER ON BUSINESS SUBJECTS

One of our clients with headquarters in New York has an unusual opening for a man who can think clearly and write vividly about problems of personal salesmanship and other business activities. Ability to analyze and organize material—some experience in selling—an agreeable personality—ideas—common sense; these are some of the other essentials. Send with your reply some samples of your published articles or books which seem to you to demonstrate the foregoing characteristics. State your age, education, present line of work, and what salary you would consider fair to start with. If your letter interests our client, an interview will be arranged at once. All communications confidential. United Advertising Agency, 339 Fifth Avenue, New York City.

WANTED—New York and Eastern Representative for Movie Theatre publication, 100,000 weekly. Guaranteed. Representative may handle other publication. Write Balaban & Katz Macaroni, Suite 927, 411 South Dearborn St., Chicago, Ill.

Position Wanted

Advertising woman, college graduate desires position with advertising agency or commercial illustration studio. For four years associated with large New York agency doing research and accounting for copy and art departments. For the last two years have been with well-known commercial illustrators where I have had charge of all studio production, following through all work to completion, making necessary contacts with clients, also casting and planning for story and commercial illustrations. Thoroughly familiar with all phases of the work. Box No. 348, Adv. and Selling Fort., 9 East 38th St., New York City.

SOME SPECIALTY MANUFACTURER is not getting a fair share of business in the Western New York and Northwestern Pennsylvania Territory. This is due to unfortunate representation, rather than competitive conditions.

This manufacturer is waiting to find just the right man to take his line and make it go in this territory. In such a man he will offer full confidence and support, moderate drawing account, and a chance to make from \$7,000 to \$10,000 per year.

I want to talk to that manufacturer. Then we will find out whether I am the right one for me and whether I am the right man for the line. Thirteen years of sales and advertising work—in the field and as an executive—is the background I bring to his problem. Box No. 350, Adv. and Selling Fort., 9 East 38th St., New York City.

Capable woman with good educational background, pleasing personality and ten years' agency experience, ranging from secretarial to executive in research, seeks connection with advertising agency or manufacturer. Has energy, imagination and initiative; also a sound understanding of the fundamentals of advertising and the practical and productive application of research. Thoroughly familiar with the planning and organizing of sales promotion material and follow-up. Box No. 349, Adv. and Selling Fort., 9 East 38th St., New York City.

WANTED—By young man with 10 years' newspaper experience, position as advertising manager on daily publication. Former assistant business manager of well known Ohio newspaper. Desire middle western or southern location, but not necessary. Good references. Box No. 354, Adv. and Selling Fort., 9 East 38th St., New York City.

Miscellaneous

A Compendium of Compound Words tells in a moment's reference whether a word should be written as two words, with a hyphen, or as one word. 104 pp. \$1.50. F. O. London, B-3816 13ard St., Des Moines, Iowa.

BINDERS

Use a binder to preserve your file of *Portnightly* copies for reference. Stiff cloth covered covers, and die-stamped in gold lettering, each holding one volume (13 issues) \$1.85 including postage. Send your check to Adv. and Selling Fort., 9 East 38th St., New York City.

BOUND VOLUMES

A bound volume of Advertising and Selling Fortnightly makes a handsome and valuable addition to your library. They are bound in black cloth and die-stamped in gold lettering. Each volume is complete with index, cross-fitted under title of article and name of author, making it valuable for reference purposes. The cost (which includes postage) is \$5.00 per volume. Send your check to Adv. and Selling Fort., 9 East 38th St., New York City.

"To rise above mediocrity ~ ~ requires enthusiasm and a determination not to be satisfied with anything short of one's ideals." ~R.R. Updegraff



Reproduced from an advertisement of Franklin Simon & Company

DON'T take our advertisements on faith. It is too easy to talk about service and good engraving. It is too easy to pull good proofs of any engraving on special proofing paper. Believe us only when you yourself have made the test, have had your cuts delivered to you on time, proofed on the stock on which they are to print.

The **EMPIRE STATE ENGRAVING COMPANY**
165-167 William Street, New York