

# Advertising & Selling

PUBLISHED FORTNIGHTLY



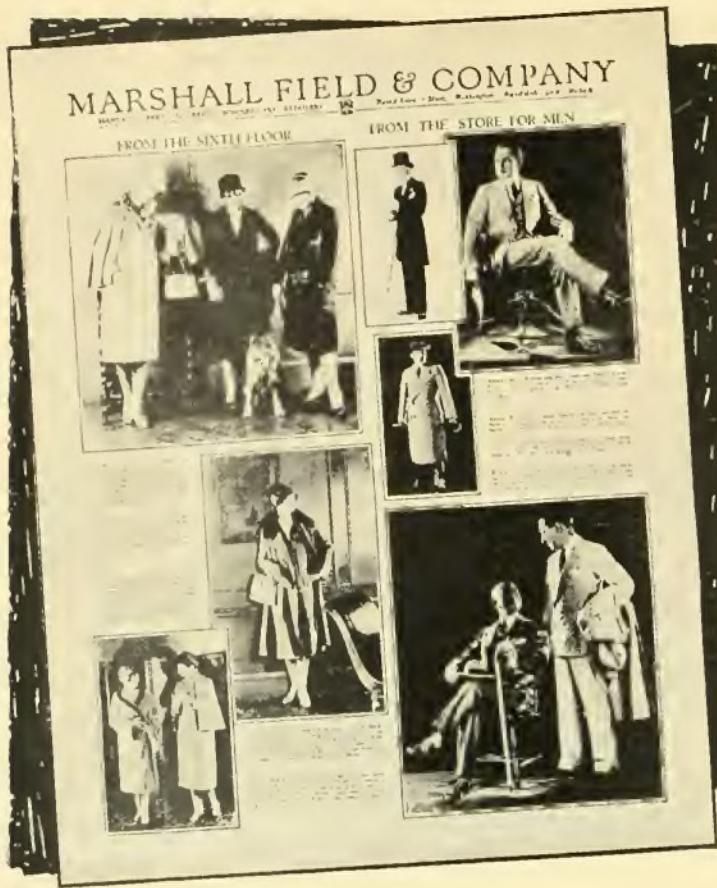
Painted by Jon O. Brubaker for National Association of Book Publishers  
Medal Winner, Annual Exhibition, Art Directors Club of New York

MAY 19, 1926

15 CENTS A COPY

## *In this issue:*

“Growing Pains of a Giant Industry” By H. A. Haring; “Thumb-Tacks Do Not Make Product Outlets” By W. R. Hotchkin; “What Will It Cost to Start a Direct Selling Business?” By Henry B. Flarsheim; “Studying the Structure of Industrial Buying” By R. Bigelow Lockwood



*A page advertisement, in miniature, from the schedule of Marshall Field & Company in the Photogravure Section of The Chicago Daily News—the only photogravure section in Chicago used by Marshall Field & Company.*

## The Mirror of Fine Merchandise

The high character of the Marshall Field & Company advertising is emphasized in the Photogravure Section of The Chicago Daily News. In this medium Marshall Field & Company almost literally mirror to the people of Chicago the qualities of their high-grade merchandise.

Knowing the home selling influence of The Daily News and the general popularity of the Photogravure Section among Chicago families, local advertisers in the first four months of 1926 placed 85,155 agate lines of photogravure advertising in The Daily News—approximately ten times the total of their other photogravure advertising in Chicago.

*The Saturday Photogravure Section of*

## THE CHICAGO DAILY NEWS

*First in Chicago*

### ADVERTISING REPRESENTATIVES

NEW YORK

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

DETROIT

Woodward & Kelly  
Fine Arts Building

CHICAGO

Woodward & Kelly  
360 N. Michigan Ave.

SAN FRANCISCO

C. Geo. Krogness  
353 First Nat'l Bank Bldg.

# Cars that rust in peace in the grave yards behind Repair Shops

**T**HEY stand in a pathetic group, with weeds poking through their wheels and puddles of dirty rain-water on their broken running boards. You've seen them many times, those cars that have made their last trip. Has it ever occurred to you that most of them are casualties in the endless war that is waged in a motor between deadly heat and friction—and motor-oil?

The way your motor operates today depends on how well its motor-oil fought heat and friction yesterday—and last week—and a month ago.

#### Why many motor-oils fail

When a motor-oil goes into action it is no longer the cool, gleaming liquid that you see poured into your crankcase. Only a thin film of the oil actually holds the fighting line. This film covers all the vital parts of the motor and comes between all the whirling, flying metal surfaces. As long as that protective film remains unbroken, the motor is safeguarded from destructive heat and friction.

But the oil-film itself is subjected to terrific punishment. It must withstand the bitter lash of searing, scorching heat—and tearing, grinding friction.

Far too often ordinary motor-oil fails. The film, under this two-fold punishment, breaks,

and burns. Through the broken, shattered film vital parts of the motor are exposed. Hot, unprotected surfaces chafe against each other. Withering heat attacks the raw metal. Insidious friction begins its work of destruction.

Then, before you even know your motor-oil has lost its fight, you have a seized piston, a scored cylinder or a burned-out bearing. And you find

yourself paying big bills to the mechanic who repairs the damage.

#### The "film of protection" that does not fail

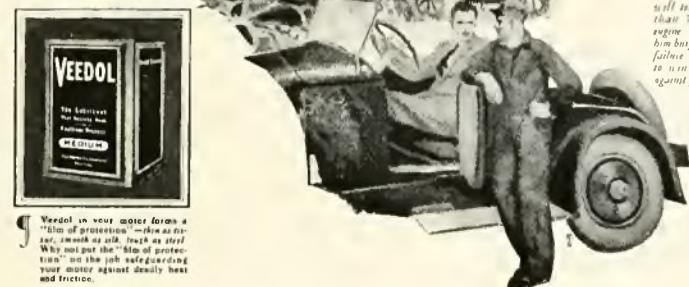
Because the whole secret of correct motor lubrication lies in the protective oil-film. Tide Water technologists spent years in studying motor oils alone but only films. They made hundreds and hundreds of laboratory experiments and road tests. Finally they perfected, in Veedol, an oil that offers the utmost resistance to deadly heat and friction. An oil which gives the "film of protection"—thin as tissue, smooth as silk, tough as steel.

In fast increasing thousands, car owners are learning that the Veedol "film of protection" is a motor's most steadfast defender. Stop, today, at the first orange and black Veedol sign and have your crankcase drained and refilled with the correct Veedol oil for your particular motor; this is designated on a chart, the Veedol Motor Protection Guide, which the dealer has. Or, better still, let the dealer give you complete Veedol lubrication—the "film of protection" for every part of your car.

Then you can be certain that the fighting "film of protection" is on the job safeguarding your motor. That means fewer casualties in the war with heat and friction. And when you turn your car in, the resale price you receive will be a genuine tribute to your motor's most steadfast defender—the Veedol "film of protection."

Tide Water Oil Sales Corporation, 111 Broadway, New York. Branches or warehouses in all principal cities.

Any honest repairman  
will tell you that more  
than  $\frac{3}{4}$  of all the  
engine repairs that keep  
business carried by the  
failure of some motor-oil  
to give its mortal fight  
against deadly heat  
and friction.



An advertisement prepared for the Tide Water Oil Sales Corporation

# Facts need never be dull

The man in the street isn't interested in the life of Shelley. But call it "Ariel", write it as a love story and you have—a best seller.

The man in the street doesn't give a thought to bacteriologists. But call them "Microbe Hunters", make them adventurers, and you have—a best seller.

The man in the street doesn't care about biology. But call it "Why We Behave Like Human Beings", write

it in the liveliest newspaper fashion, and you have—a best seller.

The man in the car doesn't think about motor oil. But call it the "Film of Protection", write it as a war story, and you have—a best seller.

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

Joseph Richards Company, 253 Park Avenue, New York City.

**RICHARDS** • • • *Facts First—then Advertising*

# Transportation makes the Indianapolis Radius unique among American markets

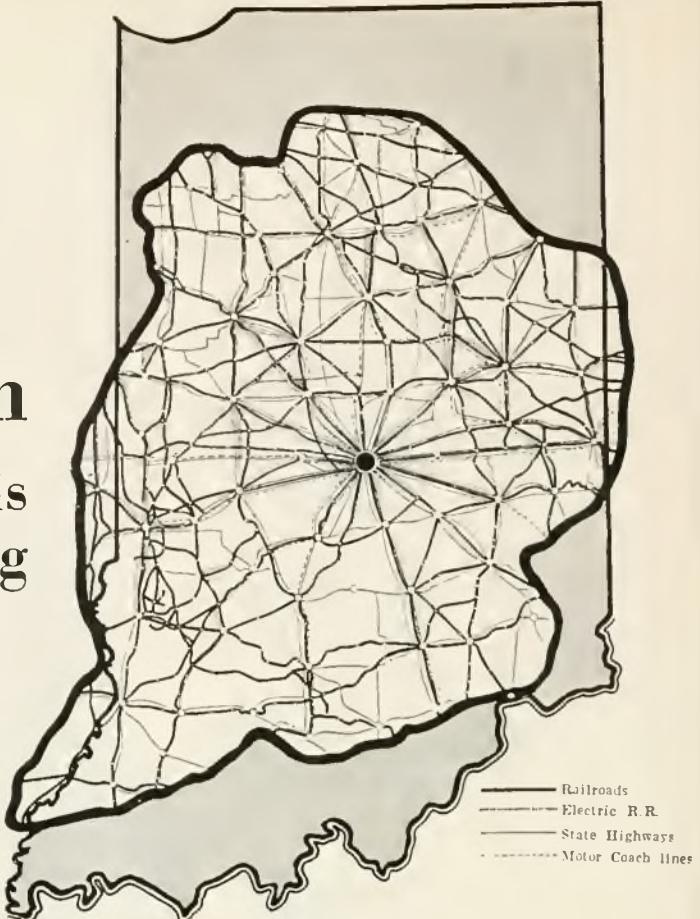
ANDERSON (33.521), thirty-four miles from Indianapolis, is only fifty minutes from the retail shopping district *by the clock*.

Salesmen traveling the Indianapolis Radius are able to make twice the national average of calls per day with ease.

Indianapolis jobbers, making full use of the unsurpassed service facilities of this remarkable transportation system, dominate the Indianapolis Radius to a degree that is unique for a market of this size.

1,992,713 persons live in The Indianapolis Radius. They are so closely bound together by this spiderweb of railroads, electric railways, motor coach lines and state arterial highways that there is practically no dividing line between urban and rural populations—for the merchandiser.

Capitalizing this remarkable transportation system, The Indianapolis News renders a suburban and country circu-



lation service that is a model for all evening newspapers in America—an intensive suburban coverage by private motor delivery that is without a parallel.

What do these things mean to a national advertiser?

Simply that distribution is more easily won and held in the Indianapolis Radius than in any comparable market in America.

And, because of the unique dominance of Indiana's greatest newspaper and most powerful advertising medium, this rich market can be merchandised at surprisingly low cost.

Rich rewards await the merchandiser who appreciates the unique opportunities of this market and goes after them.

# 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

## Association of National Advertisers

Held their semi-annual meeting at Chicago on May 10, 11 and 12. Among the speakers were Marco Morrow, assistant publisher, Capper Publications; Horace C. Klein, publisher, *St. Paul Farmer*; and G. Lynn Sumner, president, G. Lynn Sumner Company. The following resolution was passed by the meeting: Resolved, That the Association of National Advertisers goes on record as being unalterably opposed to any method of circulation getting which has for its prime object the production of mere quantity circulation. The Association is opposed to many practices which have crept into the publication field and which are inimical to the interests not only of advertisers but of the publishers themselves. It urges its members thoroughly to study the circulation methods of any proposed medium as shown in reports available, and to support those publishers who will do everything in their power to eliminate circulation abuses.

## Donald M. Crossman

Has resigned as advertising manager of the Niles Bement Pond Company.

## G. J. Johnson

Formerly engaged in direct to the consumer advertising in Detroit, has joined the Oliver M. Byerly Advertising Agency, Cleveland.

## E. P. Remington Advertising Agency, Inc.

Buffalo, N. Y., will direct advertising for the Harrison Granite Company, New York.

## Joshua B. Powers

Announces that he has opened offices at 250 Park Avenue, New York, as exclusive North American advertising representative for *La Prensa*, of Buenos Aires.

## William A. Schreyer

Succeeds F. M. Tibbits on May 17 as business manager of the *Dairymen's League News*.

## W. C. Roux

Has resigned as assistant to the advertising manager of L. Bamberger & Company, Newark, and joined the Joseph E. Hanson Company, Inc., same city.

## O. S. Tyson and Company, Inc.

New York, will direct advertising for the American Foundry Equipment Company, Mishawaka, Ind., of a new device which they have added to their line.



## The Thumbnail Business Review

By Floyd W. Parsons

**T**HE British situation is not one that can be remedied easily or quickly. The mine owners in adhering to the customs of yesterday have refused to substitute machines for men in the mines. Therefore, it is not a matter of wages or hours, but rather a question of modernizing coal mining in England and Scotland. To correct this condition merely by negotiation will be a remarkable achievement. We have not seen the end of the British trouble. Subsidies are only palliatives and poor ones at that.

**C**Business conditions in the United States are mixed, if one may so express it. The end of the downward trend of commodity prices is not yet in sight. The wholesale price index of the Department of Labor is now nearly 10 points below the level of a year ago. Farm products are down most, clothing materials next, and fuels and chemicals least of all. This declining tendency of commodity prices has accentuated hand-to-mouth buying.

**C**April has brought an increased demand for iron and steel products. This is important if it is more than a temporary change. Railroads are buying more equipment, and the April production of automobiles was 2 per cent ahead of last year and 10 per cent above the three-year average. It must be remembered, however, that prices are lower than last year and the same amount of money will purchase a larger number of units.

**C**Leading bankers insist that we will not witness an industrial depression this year and that the business adjustment will go on without any serious reaction in trade. It should not be overlooked, however, that April records in a number of important industries appear to indicate a definite downward trend in manufactures.

## Wells Advertising Agency, Inc.

Boston, has been appointed to direct advertising for Live Leather Products, Inc., Cambridge, Mass., manufacturers of Live Leather Belts and Garters.

## The Blackman Company, Inc.

New York, has been appointed to direct advertising for the National Gypsum Company, Buffalo, N. Y.

## E. M. Swasey

Vice-president of the *American Weekly*, New York, has moved to Los Angeles, where he will represent the *American Weekly* on the Pacific Coast.

## George Hearst

Oldest son of William Randolph Hearst, has been elected president of the New York American, Inc., publishers of the *New York American*. He succeeds Joseph A. Moore, who has been recently elected chairman of the board of the Butterick Company.

## Thomas P. Comerford

Director of publicity for the Namm store, has been elected as president of the Advertising Club of the Brooklyn Chamber of Commerce. Jack G. Lloyd was elected vice-president. Charles F. Wark, retiring president; Charles B. Royce, Frederick G. Lutz, Harry Clark and Frank E. Morrison were elected to the executive committee.

## "The Fourth Estate"

A weekly journal devoted to news about newspapers and writers, has been sold to a syndicate of newspapermen. Walter Sammis is editor of the reorganized publication; H. M. Newman and Fred J. Runde are the new publisher and business manager, respectively. Ernest F. Birmingham was the former publisher.

## Thomas E. Spence

Recently vice-president and general sales manager of the Electrolux Company, has been appointed general sales manager of the Coldak Corporation, New York, manufacturers of Coldak electric refrigerators, which a short time ago opened national executive and sales offices at 8 West Fortieth Street, New York.

## R. H. Bethea

Has been appointed by The McLain-Simpers Organization, Philadelphia, as resident manager of the southern territory, with headquarters in the Chamber of Commerce Building, Greenville, S. C.

## Thomas A. Edison, Inc.

Orange, N. J., announces the promotion of Arthur L. Walsh, advertising manager of the musical phonograph division, to manager of that division and vice-president of Thomas A. Edison, Inc.

[ADDITIONAL NEWS ON OTHER PAGES]



# THE WOMAN PAYS? PERHAPS!

But when it comes to actual settlement in cash, every merchant knows it's the American business man who foots the nation's bills! The new fur coat—the new car—college expenses—the trip south—the latest radio—the winter's fuel—the housekeeping expenses—who is expected to pay for all these things?

He is an indulgent and proud parent—determined that his family shall have the best of everything. And, as a business man, too, he is equally proud of the product with which his name is identified. Whether at home or in business he is a spender who insists on quality first.

Over 218,000 of the most successful business men in America subscribe to *Nation's Business*. They regard it as the voice of American business. Over 54,000 are presidents of business organizations!

These men form one of the most notable groups in the world. As a class, they are probably the best dressed, the best living, and have the best cared for families in all the history of civilization.

*Nation's Business* is a magazine for seasoned men.

If you have something really good to sell, think of that!

# NATION'S BUSINESS

MERLE THORPE, *Editor*

*Published Monthly at Washington by the Chamber of Commerce  
of the United States.*

# Birmingham Is Your Market

## Millions of Dollars

are pouring into Birmingham to be invested in  
Real Estate and Buildings.

## Thousands of People

are coming into Birmingham to build homes, to follow their trades and occupations, to establish themselves in new business and commercial enterprises—where opportunity is greater.

**The News continues to be a constant, reliable influence in the daily lives of Birmingham people**

All Advertising Records  
Smashed by April Volume  
—1,688,810 Lines—

New peak figures in advertising were attained by The News during the month just past. All previous records in the history of Alabama newspapers were topped by this amazing volume—1,688,810 lines.

Such a total could have been achieved only by a newspaper of dominant circulation, bearing the full confidence of its readers and carrying with it the definite knowledge in the minds of all that it constantly produced results for its advertisers at the lowest cost per sale.

For five years October, 1920, was the record month in the history of The News in point of advertising. October, 1925, broke this long-standing record. November, 1925, topped October, making another new record, and now comes April, 1926, with a greater volume of advertising than was published in November, 1925.

Unprecedented prosperity in the Birmingham district, coupled with an ever increasing dominance of the newspaper field in Alabama, achieved this remarkable result.

The Birmingham News possesses the full confidence of readers and advertisers alike, or it could not continually break its own records.

New High Water Mark  
Net Paid for April  
Daily 81,088  
Sunday 93,822

New peak figures in both daily and Sunday net paid circulation were attained by The News during April, the average for the month topping all previous records.

The Birmingham News is sold solely on its merits as a newspaper. It has achieved this magnificent total circulation—approximately 48,000 daily and 51,000 Sunday, being concentrated under the head of city circulation—by producing the best possible newspaper for its thousands of readers to enjoy.

The best and most adequate news services that money can buy, together with the cream of features of all kinds, including all those things that interest every member of the family, have enabled The News over the years to maintain a steady and almost uninterrupted growth and development. To have built such a circulation is truly a gigantic task; to have held its consistent dominance in the circulation field has been truly an achievement. Only an ideal of constant improvement and betterment could have made it possible.

## To Advertisers—The News Offers

Complete Effective Coverage  
Permanent Prestige

True Reader Acceptance  
Results—with Profits

# The Birmingham News

THE SOUTH'S GREATEST NEWSPAPER

*National Representatives*

KELLY-SMITH COMPANY

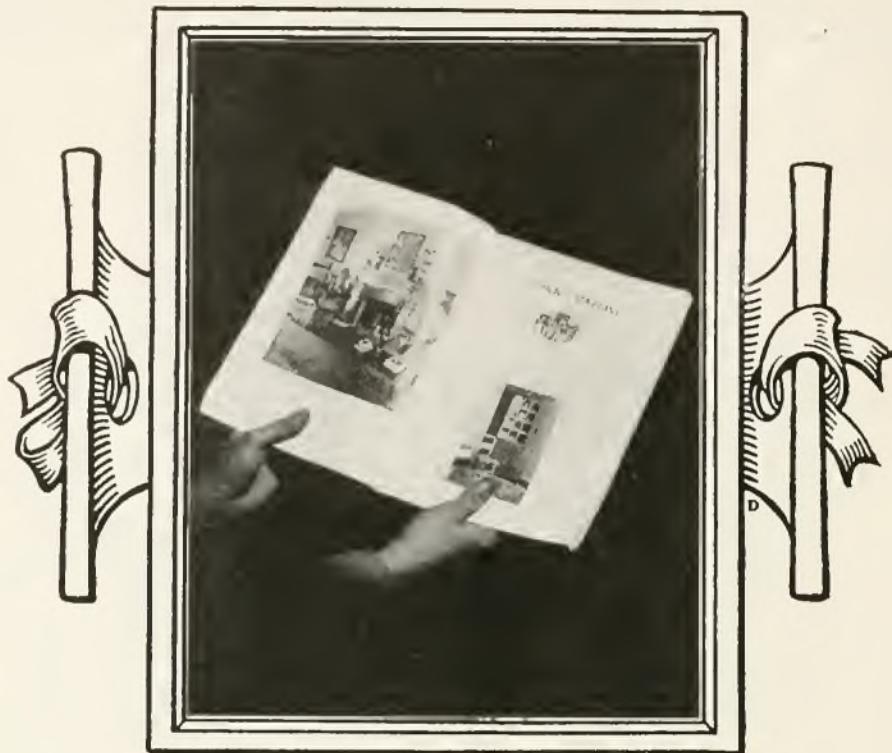
Marbridge Building  
New York City

Waterman Building  
Boston, Mass.

Atlantic Building  
Philadelphia, Pa.

Tribune Tower  
Chicago, Ill.

J. C. HARRIS, Jr., Atlanta



**"I Haven't Read THE HOUSE BEAUTIFUL  
Five Years for Nothing... And I Know  
Just About What I Want, BUT..."**

So writes one subscriber and in similar vein more than two thousand others each month asking our Home Builder's Service Bureau the how and why of home building and decorating. It is the service rendered these inquirers which gives The House Beautiful its commanding prestige in the home building class publication field. The House

Beautiful covers one subject thoroughly in each issue—and that subject is the same every month of the twelve—how to make a beautiful, livable home. The prestige and following of The House Beautiful means hard cash value to every advertiser. Interest in its pages is specific—response is interest of the genuine sort. Shall we send you all the facts?

*Circulation 70,000 Net Paid (ABC)  
Rebate-backed, Guaranteed  
Plus liberal bonus for balance of this year*

# THE HOUSE BEAUTIFUL

8 Arlington Street

Boston, Massachusetts

*A Member of the Class Group*

# Industrial Sales Methods

## *can be as highly developed as Production Methods*

INTENSIVE, highly efficient production methods are the accepted standard in American Industry today.

But intensive and efficient sales and distribution methods are by no means as universally well developed.

Waste, lost motion, unnecessary costs;—do these factors take their toll from your sales efforts? They needn't.

Effective sales and advertising methods can be developed to meet the present-day needs of industrial selling. Sound policies and concentration of effort in the worthwhile in .ustrial markets, do produce results.

We know, because we have helped a representative group of manufacturers to solve their problems of present-day sales and advertising.

Every client of this agency has enjoyed a consistent' steady growth in sales volume; several have made remarkable advances in a comparatively short time. We are quite content to be judged by results, the work we have done for others. Our present accounts are old, well established concerns; the average length of our association with them is five years, and this organization is not yet ten years old.

The details of what we have accomplished will indicate what we can do for you if you sell to the industrial markets.

You can have these details by asking, without incurring any obligation.

**RUSSELL T. GRAY, Inc.**

Advertising Engineers  
Peoples Life Building  
CHICAGO

Telephone Central 7750



Please do not send for  
this book unless you  
sell to industry.

Industrial  
advertising  
exclusively

The First Vice President picked up two letters from his desk, fingered them a moment, looked thoughtful, handed them to his credit manager.

"What about these two houses?" he asked.

"As far as the matter of credit goes," replied the latter, "each offers perfectly sound collateral. But I must say that I got a more favorable impression of the first one than the second."

Nothing would have come of this incident, in all probability, if it had not been for the fact that the vice president was under the necessity of drawing the credit lines rather closely at this particular time.

\* \* \* \*

That is the interesting thing about such small details as the impression created by your letter paper. Lots of times they do not matter. At least, they do not seem to matter. But you can never be sure when they do and when they don't.

Crane & Company make Crane's Bond out of all new white rags for the use of financial and industrial corporations, and leading business houses which find that its dignity, fine quality and prestige are valuable assets. Because of its bright, clear color, its fine, even texture, its rugged strength, Crane's Bond is used for business stationery, bank forms, drafts, letters of credit, plans, stocks, bonds, and insurance policies. Crane's Bond is distributed all over the United States. The next time you need stationery, checks, invoices, ask for estimates and sample sheets of Crane's Bond No. 29.



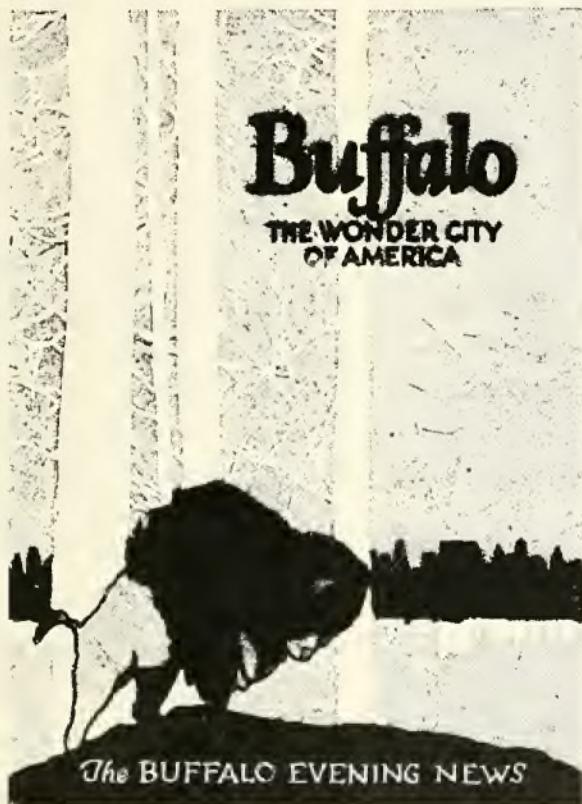
CRANE & COMPANY, INC. DALTON, MASSACHUSETTS

# Buffalo the Wonder City of America

*"The growth of Buffalo within the next 15 years will be the outstanding feature of municipal development in America."*

—W. R. Hopkins, City Manager, Cleveland, O.

## This Book is of Importance to National Advertisers



A NEW book on the Buffalo market detailing many facts of major interest to advertisers has just been published.

National advertisers will find much of importance in this book on Buffalo. In addition to an outline of this rapidly growing market, it contains much detailed information as to wholesale and retail outlets.

Copies have been mailed to many advertisers and advertising agencies. Others interested may receive a copy upon request.

*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 Over  
140,000

Marbridge Bldg., New York  
Waterman Bldg., Boston

Tribune Tower, Chicago  
Atlantic Bldg., Philadelphia

# What we owe to 35 years



**V**ARIOUS criticisms might be leveled at age in an advertising agency.

The adjectives *conservative*, *solid*, *substantial*, are frequently applied; not without the idea that they may carry some such quiet implication as old-fashioned, stodgy, and complacent.

But age confers certain benefits upon an organization.

Every day our people hear of some newer agency struggling with a problem that we mastered years ago—just when, we have forgotten; just how, we might find it difficult to specify; except that today what is an unsolved difficulty with some is smooth-running routine with us.

Perhaps two of the weightiest problems that any agency has to consider are the twin creative problems of copy and art.

On our staff at the present time are some five art directors. Years ago, when our volume of business required the services of more than one art director, we were somewhat perplexed over the question of finding art director number two.

It is possible and often

practicable to hire capable art direction, but three of our art directors were developed within our own organization.

Then there is the problem of developing and managing a group of able copy writers. It is a matter of pride with us that our present staff is mainly composed of men and women who, although cutting their literary eye-teeth elsewhere, have matured largely since they came with us.

Quite recently, published announcements appeared, stating that all the Colgate advertising would hereafter be directed by us. Within the fortnight we were bombarded with letters and telephone calls from copy men seeking employment on the strength of the news. This would have seemed surprising to us if the same thing had not happened many times before when other large advertisers had engaged us. It is difficult to realize that there is any widespread practice of employing new people to serve new busi-

ness. It was many years ago that we decried the practice of selling service short.

Perhaps the kindest thing that was ever said about George Batten Company was that its work constantly improved because of a "noble dissatisfaction." Not the dissatisfaction that manifests itself occasionally in a tea-cup revolution, but the sane, healthy dissatisfaction that is the saving grace of every democratic organization—dissatisfaction with the idea that the way we did things last year was the best way—or the only way.

And this attitude among our men is one of the reasons why we have found it possible to expand along with our clientele with very little necessity for seeking major strength outside our own organization.

As a more sagacious Father William might have remarked to the young man, "in thirty-five years we have learned not to stand on our heads."

GEORGE BATTEN COMPANY, Inc.

*Advertising*



# The Only Kind of Advertisement That is Ever Read

The only advertisement that is read is the advertisement that is *seen*.

No doubt you have had the uncomfortable experience of looking through a 36 or 40 page newspaper two or three times before you could find your own advertisement. And you have wondered, with a distressed feeling in the vicinity of your pocketbook, how many thousands of the readers of that newspaper haven't seen the page upon which your advertisement was printed, and how many thousands more have given it only a hasty glance.

The city man sees advertising all day long, every day in the week. No matter which way he turns, somebody is trying to sell him something.

The small town and rural citizen sees little advertising. If he is a farmer, all the advertising he sees is in the few publications which come into his home. And of these publications, The Country Newspaper is the one which receives the most careful reading. No other publication on earth is read so thoroughly, ads and all, by every member of every family to which it goes. And, as it contains only a few pages, not an advertisement is missed.

For 100% reader attention, and reader interest, advertise in The Country Newspaper. Severally, these papers are small; as a mass they cover the country districts, the little towns and villages, completely and thoroughly.

Buy The Country Newspaper as ONE medium, for that is what it is. Buy as much of its circulation as you need—9½ million covering the whole country, or smaller units covering such States, zones or sections as your selling problems may make advisable.

*The country newspapers represented by the American Press Association present the only intensive coverage of the largest single population group in the United States—the only 100% coverage of 60% of the entire National Market.*



*Country newspapers can be selected individually 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

122 So. Michigan Avenue  
CHICAGO

New York City

68 West Adams Avenue  
DETROIT

# Will you allow great retailers marketing success

*How they have analyzed the market—  
how they concentrate their advertising  
on a 12-mile area • •*

TRULY Boston seems to be a fruitful field for national advertising. And it is. The existence in Boston of some of the greatest retail stores in the United States proves this. Their business volume, their lists of charge accounts are additional proof.

Because so many national campaigns felt disappointment with results in Boston, whereas Boston retailers experienced no such difficulty, the Globe decided to investigate the Boston market.

## A seeming 30-mile trading radius— really 12 miles

And the Globe found that the chief difference in principle between most national campaigns coming into Boston, and Boston retail advertising, lay in the conception of the Boston market.

The secret lies in separating the real Boston buying population from the population that merely lives near Boston.

The Globe investigated parcel deliveries of great Boston stores. And it learned that 74% of these parcels go to homes *within 12 miles*.

The Globe obtained from a leading department store an analysis of the location of its charge accounts. It learned that 64% of these are *within 12 miles*.

Then the Globe analyzed retail outlets in all leading fields. Numerically these outlets show a majority within the 12-mile area. In actual business volume this strength is greater than it seems because these stores within the 12-mile area are the bellwether stores—biggest in volume—real leaders.

## How the Globe parallels this new trading area

Within this newly-defined trading area the Sunday Globe offers the largest circulation of any newspaper in Boston, and its daily circulation is even greater than on Sunday. That is why in 1925 Boston department stores placed the daily Globe first on their list, and in the Sunday Globe used *as much space as in the three other Sunday papers combined*.

The Globe sells Boston—the Key trading area of 12 miles—1,700,000 people whose per capita wealth is nearly \$2000. It commands the liking of these people through editorial merit. It interests women through the oldest woman's page in America. It interests men through its full treatment of sports. It is politically and religiously nonpartisan.

## Sell the Key trading area through the Globe

The Globe covers the 12-mile trading area more intensely than any other Boston paper. That 12-mile area is Boston's Key market. Retail sales prove it; density of population and per capita buying power prove it.

Study the map at the right. See how the Globe leads in the key market. Note the figures on distributing outlets. Then buy the Globe *first* in Boston.

TOTAL NET PAID CIRCULATION IS

279,461 Daily

326,532 Sunday

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

to show you the way to  
in Boston?



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

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

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

The Boston Globe  
*The Globe sells Boston*

NEW YORK TIMES, MONDAY, APRIL 26.

**HAILS BETTER HOMES WEEK.**

Hoover Calls for National Effort to Raise the Standards.

WASHINGTON, April 25.—In making final announcement of the opening of Better Homes Week, April 25 to May 1, which is to be observed in more than 3,000 communities within the United States, Secretary Hoover, who is President of Better Homes in America, says:

"More than 3,000 local committees have engaged in Better Homes campaigns for their communities this year. We expect that the men, women and children of America will take full advantage of their work and that as a result we shall make a definite advance in the standards and ideals of our housing and home life.

"The local demonstration houses ex-

hibited each year are improving in architectural qualities. Construction is being made more economical, the interior arrangement more livable, the equipment better adapted to well-ordered housekeeping, and the decoration and furnishing more attractive.

"The Better Homes Committees are making good in developing the practical art of home making, and in adapting the products of modern industry and the results of research to the individual needs of families in their communities. Their exhibits and lectures reach millions who are striving to improve their homes.

"Most of the programs emphasize better housing and a finer type of home life as one of the first aims of individual effort and of community life. The welfare of the home and its surroundings deserve greater recognition in the conduct of municipal affairs and in the activities of business. "These are matters in which every individual and organization has opportunity to make a definite contribution to the welfare of his community and the nation as well."

The  
Delineator  
founded  
The Better Homes  
Movement  
-1921

## A Record of Accomplished Service

1907-1910

*The Delineator* promoted a child-rescue campaign and found homes for 21,000 children.

1916-1917

*The Delineator* launched the "Save-the-Seventh-Baby" campaign, the good results of which are still in evidence.

1917

*The Delineator* developed the Junior Red Cross, which in 1917 was made a national organization.

1918

*The Delineator* adopted Landres et St. Georges, adjoining Argonne Cemetery, where 37,000 American soldiers sleep.

1919

The Editor of *The Delineator* conducted a campaign for the benefit of Madame Marie Curie, the discoverer of radium. \$110,000 worth of radium was purchased and a life-long pension of \$2500 a year was provided for Madame Curie.

1921

*The Delineator* founded and financed the Better Homes in America movement, which grew into a public service organization with Herbert Hoover as president and Dr. James Ford of Harvard University as director.

1922

The late Dr. L. Emmett Holt organized a child health educational department in *The Delineator*, assisted by several of the greatest American child specialists.

1925-1926

At the request of *The Delineator* the officers of the American Medical Association recently called the first conference in the world to consider the relation of weight to health in adults. Articles by leading authorities on the subject are now running in *The Delineator*.

*A Magazine of  
Planned Service ~*

# The DELINEATOR

# Advertising & Selling

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**\$195**

St. Louis Superior  
The SUPERIOR refrigerating unit consisting of the front coil and compressor is completely ready for installation in any home or business.  
The SUPERIOR refrigerator is built to last. It has no mechanical parts or moving metal surfaces. A wonderful system. Prices on request.

*They buy such VALUE!*

\*THE value of certain substances does not depend on the value that you want to sell them for. You can sell a car, a house, a boat, and an antique, and yet get a PROFIT. Every advertising man, however, can find in or the lack of value that certain products have. You can sell a PLASTER wall, a valuable because of what it is and how expensive will have added value to a house after they have had REPAIRS. The SUPERIOR refrigerator is built to last. It has no mechanical parts or moving metal surfaces, compressed air, pressure, rubber, insulated refrigerating cabinet and low prices.

© 1926 by the original proprietors  
ST. LOUIS SUPERIOR REFRIGERATION, Inc.  
LOUIS, MO.

**Superior** ELECTRIC REFRIGERATION

FEW of the industries of today have open to them such a wide and promising field for development as that which lies before the manufacturers of "iceless" refrigerators. It is a field which has been assiduously cultivated and built up by a few pioneering concerns until today it offers a golden promise to new firms, attracting many which before might have scorned it. H. A. Haring has written an article in this issue of ADVERTISING & SELLING, describing some of the problems that this field presents to the newcomer and to the oldtimer as well. It is the sort of constructive business article which this publication likes to present to its readers, and the editors hereby recommend that you read "Growing Pains of a Giant Industry."

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

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# One of nature's most helpful gifts to womankind

*Have you used it? Do you know  
how other women are using it to  
their daily advantage?*



From the hot, scorching desert among the mountains of Southern California there comes to millions of American homes—perhaps to yours—a pure white crystal. A crystal that performs a magic service in countless ways that make for easier and more efficient household work: cleaning, sterilizing and preserving wherever it is used. Such is Borax. The only product of its kind in the world.

From grandmother's time Borax has had a place in the American home. And today it is rendering a service so broad and so varied that it has actually become the magic crystal of the home.

#### What Borax does in the laundry

First let us tell you about its chemical action in water. It actually softens water. Gives much finer action to whatever kind of soap is used. By neutralizing certain mineral elements in practically all water, Borax allows the soap to do its work better, and so tends to prevent the formation of that greasy slime, often found on the surface of the laundry water or the sides of the tubs.

Due to its action as a water softener and solvent, Borax makes possible real whitening, which protects the fabrics from harmful substances which may otherwise cling to them. Then, too, Borax is a sterilizing agent. It not only makes

the laundry come out cleaner looking, but it actually *is* cleaner, sterilized by the Borax.

Used with colored fabrics Borax not only does not fade colors, it actually brightens them.

#### For washing dishes, glasses and glassware

In dishwashing Borax has exactly the same action as in laundry water as in laundry work. The washing work is easier and more effective. You will detect an extra softness in the water. After rinsing off the soap, your cooking utensils will smell clean, your glasses will sparkle and your china take on a new lustre.

#### A boon for general housecleaning

With plain soap and water lots of rubbing is needed to remove the film of dirt and grime that always collects on the bathtub, washbowls, or the kitchen sink. Borax cleans them hygienically and quickly. The finest porcelain cannot be scratched or injured by the use of Borax because it has no abrasive action on the enamel.

For cleaning the refrigerator use a strong solution of Borax regularly, and your ice box will be sweet and clean as never before.

THE action of Borax sterilizes dishes makes them clean.

When at regular periods it is time to get into those dark corners and crevices of cupboards and closets where dirt somehow just always does collect, plenty of Borax in the water will rid them of germs and dirt, and you will have the comfort of knowing that they have had a thorough sanitary cleaning.

What about Borax and the hands?

Every woman is deeply concerned about the condition of her hands after so much washing and cleaning work.

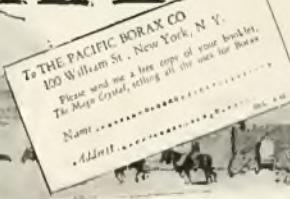
The truly remarkable thing about

Borax is that its use overcomes the harmful effects on the hands of the free caustic of soap—most important reason for using Borax. Borax is an antiseptic, non-caustic and in no way injurious.

Twenty Mule Team Borax is on sale at grocery, drug and department stores. Directions for its use are on the package.

If for certain uses you prefer Borax and soap combined in one product you can secure this combination in Twenty Mule Team Borax-Soap Chips. They are especially recommended for laundering and dishwashing whether done by hand or by washing machine, and are equally satisfactory for general household use. Write us if your grocer doesn't carry them.

# Twenty mule team **BORAX**



*Will you send me a few  
samples for testing? I am  
using them now and  
they are wonderful.*



The Pacific Coast Borax Company is resuming national advertising in a campaign which starts in current issues of leading women's magazines. This new advertising for the famous "Twenty Mule Team" Borax is being handled by The McCann Company.

# THE H.K. McCANN COMPANY *Advertising*

NEW YORK  
CHICAGO

CLEVELAND  
LOS ANGELES

SAN FRANCISCO  
MONTREAL

DENVER  
TORONTO

MAY 19, 1926

# Advertising & Selling

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## Growing Pains of a Giant Industry

And Some Warning Notes to Manufacturers Who Are Thinking of Rushing Post-Haste Into the Making of Electrical Refrigerators

*By H. A. Haring*

DURING the past winter investors have been flooded with circulars from banking houses which give glowing accounts of the fortunes to be made through purchase of shares in electric refrigeration companies. Much that they claim is true. Yet it may be wise to recall the fact that the pioneer in this field, The Kelvinator Company, has been for twenty years struggling to circumvent the inherent difficulties of "iceless refrigeration." For more years than that number they have been marketing electric refrigerating machines, but under conditions that limited their availability to the wealthy and those so located that a competent man was within reach for repairs.

Only within four years has electric refrigeration become available at a moderate price — \$200-\$250 — and only within this brief period has commercial development of the new device been possible. Within one year



Courtesy Servel Corporation

ALTHOUGH one company has been struggling in the field for twenty years, it is only quite recently that electric refrigeration has become available at a moderate price. Since then, however, this infant prodigy of the commercial world has been attracting promoters in wholesale numbers, many of them knowing little of the problems they are up against in this attractive field.

fully a score of concerns have been launched to manufacture and market "iceless" refrigerators of one type or another; probably twice that many more are preparing to enter the field.

This infant industry, with its alluring markets, has been more attractive to promoters and bankers than radio, another infant prodigy of the commercial world. Refrigeration has "snubbed the nose" of the rival infant, chiefly because it has appealed to promoters as one stage nearer to a necessity. Refrigeration is a household appliance, while radio, in a sense, is for entertainment. Of even greater significance is the fact that many manufacturers, seeking to round out a line of seasonal nature and who for that purpose have contemplated radio, have flopped to refrigeration, even after two or three years of experimentation. Electric refrigeration has appealed more powerfully to the imagination; for marketing, it has the in-

finite charm of being a "woman's appeal"; it seems less risky than radio, particularly in view of the decimation of radio makers, in a single year, through bankruptcy.

Despite all its Florida glamour, electric refrigeration will probably score in 1926 the second, and the last, year of bonanza profits. Thereafter prices will tumble, and at once will be precipitated the scramble to determine which is fittest to live. Somewhat the same thing is about to be repeated that occurred with automobiles: hardly a city east of the Rockies has not had its automobile factory, ambitiously organized but gone now with memory only of blasted hopes, the reason being, not that good automobiles could not be manufactured but that they could not be profitably sold.

For the salesman, electric refrigeration opens up a world of opportunities. Arguments are easy when the customer is eager to possess an equipment with so many virtues of convenience and sanitation. Pressure is matched against this eagerness, the order is booked; the salesman turns in the cash-down payment to his employer, collects his selling commission, and rushes for a new customer.

For the dealer, who employs him, the selling process has only begun. The new device must be kept sold throughout the dragging months of deferred payments, often for a year beyond.

Troubles begin with delivery. For the electric refrigerator is not delivered, as was the old ice-box, merely by setting it off at the purchaser's doorsill. The new equipment must be installed and demonstrated in working order. Only a few models of the cabinet itself can be shifted about the house at will; many must be fixed in some exact spot; the piping must often be carried to the basement, where also is set up the motor-compressor unit. Connection must be made with the electric wire.

In common with all mechanical contrivances, trouble will be incident with owning and operating an electric refrigerator. The ordinary woman does not want to fool with anything mechanical, be the instruction sheet ever so simple. She—and her husband is just as bad—drives the automobile to a garage for cleaning a spark plug, even for pouring oil into the motor. When the compressor of the refrigerator "goes dead" or when "the little ice cubes

won't freeze," it is to the dealer that the telephone call comes; and although the serviceman, when he gets to the home, finds his job one of instruction rather than of repairing, the item of cost to the dealer is an offset to his apparent profits in the sale. At such times as real servicing is required, the housewife will be aghast when she sees a man in begrimed overalls with a kit of tools who, no doubt, after arriving, will sit around and wait two hours while a helper goes to "the shop" for a bit of copper pipe.

Of the tens of thousands of electric refrigerators installed during 1925, many were repossessed by the dealers (and ultimately the makers) for manufacturing defects. Weaknesses, not apparent in the laboratory, developed under conditions of use. This experience came to the four or five pioneer makers; new entrants into the business must expect that their first season's early earnings will diminish through "allowances for unusual servicing" and for "re-putting machines through the factory."

In the end, as one factor in the arrival of the fit, those makes will endure for which servicing proves

[CONTINUED ON PAGE 52]

## Naming Things By Earnest Elmo Calkins

**T**HREE is a legend that God brought all the animals, one by one, to Adam and that he named them.

Some skeptics said, "That was nothing; of course he could tell what the names were by looking at them. Any one could see that an elephant was an elephant." Which of course was but another way of saying that after a while a name becomes a part of the thing named and acquires its own individuality and seems to be the only name for it.

What a pity that advertising men cannot take a fig-leaf out of Adam's book and name the things they are asked to name as appropriately as Adam named the elephant. Is it not surprising that Arthur Brisbane, who never seems to lack a felicitous word, could think of nothing better to call his magnificently upspringing tower at Park Avenue and Fifty-seventh Street than "Ritz"? But real estate men appear to be conspicuously lacking in imagination. Take those Florida developments, for instance. A number of them simply appropriated well-known California names,

no doubt flattering themselves on their shrewdness in calling their enterprises "Hollywood" or "Pasadena" when, on the contrary, they were simply giving evidence of colossal stupidity and laying the foundation for endless confusion.

It is evident that the reaction against coined names for advertising products has set in because it was being carried to the limits of absurdity. There seems to be a doubt as to whether a coined name is really so potent as was thought when the idea was new, and Uneeda and Kodak were in their prime. I think the unprejudiced terminologist will agree that Squibbs Dental Cream, as a name, ranks higher than Ipana, or Iodenta or Pebecco. That Murphy's Brushing Lacquer sounds better than Apex, or is it Opex? That Heinz Tomato Ketchup is more self-respecting than Jello and that all have this one quality in common—the common name of the article connected with its manufacturer's requires the latter when it is mentioned, while the coined name can always be separated from the business and acquires a kind of character of its own, as the manufacturers of Pianola and Kodak have learned to their cost.

# Thumb-Tacks Do Not Make Product Outlets

*By W. R. Hotchkin*

MOST salesmen look upon their thickly tacked distribution maps with large chortles of joy. With their heels on the glass tops of their mahogany desks, and amid large clouds of pungent smoke from their Havana perfectos or imperials, they lean back in their chairs to indulge the pipe-dream of a job well done, because the map on the wall now looks like a sheet of sticky fly-paper on a humid August afternoon. In no part of the dream-picture is there any suggestion that those multitudinous thumb-tacks are largely tombstones that mark the spots where salesmen need not go again, until the store's present ample stocks of the manufacturer's goods are sold to consumers. Nowhere in that beautiful dream is there any realization that half of those thumb-tacks inevitably mark the locations of stores that are stuck with goods that are glued down in shelves and stock-rooms as hopelessly as are the flies on the grocer's sticky paper. That rosy dream shows no darkened shadow at the point where a dealer is stuck, and a manufacturer's outlet is plugged up tight—perhaps for all time.

Now let's get down to brass tacks and make a blackboard demonstration of this rarely solved problem of the fight for bigger sales volume. Let's forget superstitions, old methods and conventions—let's cast out foolish sentimentality and mawkish sympathy for thin-skinned old-fogyism—and let's solve this most vital problem faced by manufacturers with the cold mathematics of Euclid. The people of the United States contribute upwards of a billion dollars a year to charity; so why should manufacturers contribute other billions of dollars in lost sales, just to be good sports, and follow old methods and musty traditions?

Let's smash that old bogey about the saturation point for any commodity—for there is no such thing.

Come up to the blackboard and inspect these facts:



*Hypothesis:* Every manufacturer of wanted goods is capable of producing more of those goods than he is now selling, and would sell many more if people who could use them were only told about them in the proper manner and knew where to buy.

*Theorem:* Goods are not completely sold, when they are merely transferred to the shelves of a store, or local agency.

Facts about conditions of distribution and consumer selling:

Fact 1. You, Mr. Manufacturer, have the facilities or available capital to produce more goods than you are now able to sell.

Fact 2. There are thousands, perhaps millions of people, in the United States and other parts of the world, who would be glad to buy your goods, if they knew about them—saw them—were told about them—in their home stores.

Fact 3. Most of those people have plenty of money to buy your goods, if desire for possession were only created and stimulated.

Fact 4. The cost of selling continues wastefully high, year after year, because repeat sales are slow and constantly hard to make where the goods have sold slowly in the stores; and new stores must constantly be found to supply the orders that will replace those lost in stores that will not buy again.

Fact 5. The only way to lower the cost of selling is by establishing a condition whereby stores readily, and often without solicitation, send continuous repeat orders.

Fact 6. Such profitable repeat orders

from stores come only after general desire for the goods has been established and maintained among the people of those communities.

Now let us face some of the facts that most manufacturers, sales managers, and their advisers, either do not realize or refuse to face and admit, and over which they constantly try to ride rough-shod by the questionable force that is wastefully generated by large and costly general advertising:

Fact 7. Stores are not eleemosynary institutions for the financing of local publicity for opulent manufacturers.

Fact 8. The merchant tries to supply all goods in his lines that are called for by his customers; but he spends his own advertising money to exploit those goods on which he expects the largest volume of sales and profits.

Fact 9. No manufacturer has the right to demand that a local merchant shall spend his own money to exploit the manufacturer's goods in his community.

Fact 10. Only a small percentage of the salespeople, even in the best stores, will properly show, or can intelligently exploit, the goods that they have in their departments. Most salespeople show and sell only goods that customers know about and ask for.

Fact 11. Every retail store in which a manufacturer's goods are on sale is that manufacturer's local agency for his goods, for which he pays no overhead cost—no rent, no salaries of salespeople, no light, heat, wrapping, delivery, accounting—no collecting of money, or bad bills.

Fact 12. The increased sale of any goods in any store accomplishes all these highly valuable objects—

a. It establishes that goods as desirable to maintain always in full supply in the store's stocks.

b. It places that goods in that small but favored group which salespeople show first because it sells most easily and quickly.

c. It establishes confidence about the goods in customers' minds, because so many other people buy it.

d. It creates the best possible publicity for the goods either as one purchaser after another recommends what she buys to her friends, or her friends see that she buys and uses them.

Now any of the audience may go to the blackboard and erase any of the above stated facts which they can successfully controvert. But if

[CONTINUED ON PAGE 80]

# The Art Directors Club Holds Its Fifth Annual Exhibit



*Photographs*—H. W. Scandlin for Hooven Owens Rentschler Company. Harry Varley, Inc., Medal.



*Black and White Line*—Bertrand Zadig for George H. Doran and Company, Medal.



*Above—Black and White Illustration*—F. R. Gruger for Freed-Eisemann Corporation. L. S. Goldsmith and Company, Medal.

*At Left—Paintings and Drawings in Color—Still Life*—Merritt Cutler for H. J. Heinz Company. Calkins & Holden, Inc., Medal.





*Paintings and Drawings in Color—Figures—Henry Raleigh for Cheek-Neal Coffee Company. J. Walter Thompson Company, Inc., Medal.*



### MARQUETTE ENAMEL



THIS year's exhibit is the fifth that has been arranged by the Art Directors Club of New York City. Smaller canvases, the employment of more modern techniques and the appearance of new names on the list of awards are features of the exhibition which opened at the Art Center 65 East 56th Street, New York, on May 5 and will continue until May 29

Above—*Decorative Design*—E. A. Wilson for W. Va. Pulp and Paper Co. Rogers & Co., Medal.  
At. Left—*Paintings and Drawings in Color—Miscellaneous*—E. A. Georgi for Rusling Wood, Inc. Calkins & Holden, Inc., Medal.

# "How Much Will It Cost To Start A Direct-Selling Business?"

*By Henry B. Flarsheim*

Secretary, The Marx-Flarsheim Company, Cincinnati, Ohio

THE first question the manufacturer asks himself and his advisers when he considers going into direct selling is, "How much will it cost me to start?" But my experience has been that what he usually wants to say and what he usually thinks is, "How little will it cost me to start?" The trouble starts with this mental attitude, because the "piker age" in straight-line marketing is over. The companies which are making money in the field today are those which are operating on a big scale. Speaking broadly, and with due allowance for the exceptions to the rule, the big direct-selling company has the same advantages over its small rival that the grocery chain has over the corner grocer and the great manufacturing plant has over the attic factory. The laws of economics obstinately persist in applying themselves to straight-line marketing, and big volume means decreased overhead cost per unit—a lower proportionate cost for advertising and the prestige which goes with size and age.

I do not want to leave the impression that only the big, well-established, powerfully financed company can make a success in direct-selling. Every year concerns start with small beginnings and, as if by magic, develop big volume.

Generally speaking, however, the big concern, the well-financed concern has a tremendous advantage over the little fellow in the field of straight-line selling. His initial investment need not run into hundreds of thousands of dollars, but the resources must be waiting and ready

## *A Typical Budget Used by a Direct-Selling Company*

Showing estimated sales, expenses and profits for first year's operations.

	Percentage of Gross Sales
GROSS SALES .....	\$450,000 100%
LESS 20% Commission to Salesmen	\$90,000
Bonus to producers .....	5,000
	95,000 21.11
NET SALES .....	\$355,000 78.89
 <b>COST OF MERCHANDISE</b> (supplied by parent organization at cost of labor and material, plus factory overhead. Returned goods can be resold) .....	
	\$210,000 46.73
 <b>COST OF SELLING:</b>	
Advertising space .....	40,000
Art work, engraving, etc .....	2,500
Selling outfit (furnished free on request) .....	40,000
Preliminary work by agency (survey of market, preparation of selling outfit, office forms, record systems, literature, follow-up methods, etc.) .....	2,500
	85,000 18.99
 <b>OPERATING EXPENSE:</b>	
Executive's salary .....	\$5,200
Other Salaries .....	6,000
Office Rent .....	1,200
Light, Heat and Phone .....	300
Stationery, Postage, Circulars, etc. ....	19,500
Shipping cartons and hauling .....	9,000
Expense of handling unlisted and returned shipments .....	3,000
Miscellaneous expenses: Insurance, Taxes, Depreciation, etc.....	2,500
	46,700 10.38
5,000 1.11	
FACTOR OF SAFETY.....	\$347,000 77.11
NET PROFIT .....	\$8,000 1.78

IT is interesting to know that at the end of the year the books of this company—of the "mail-order" type reflected the figures of the budget reproduced above with astonishing exactitude in most details

to back up the business as it develops.

Why do so many beginners in straight-line selling, even though they are supported by a strong financial structure, fail to establish permanent successes in the field? The reason is clear. Direct selling has, in the past, suffered just as advertising itself has suffered—from the attitude of mind summed up in the word "game." Readers of this paper

are familiar with the person who starts advertising without a clear idea of results to be achieved, or methods and cost of reaching the goal, because he regards all advertising as guess-work anyhow.

Advertising is not a "game." Nor is straight-line marketing. It's a business; with definite principles, specific perils, and perfectly obvious methods of achieving success—if one can only see them. Every move in the mail-order and direct-selling business can be charted in percentages. With the proper background of experience, the successful direct-seller can figure that out of a hundred, or a thousand, or ten thousand inquiries obtained, a certain definite percentage of initial orders will be received with a given product and proposition. A certain definite number of agents will quit after sending in one order. A certain number of agents will still be producing business after a month, six months, a year.

To enter direct-selling without knowing these "guide-posts" of percentage figures, expecting to "try out this game" by spending a few hundred or even a few thousand dollars, is simply to invite the total loss of that investment. But ever greater folly is to start a direct-selling business on guess-work, without a definite program of expenditure.

Just how a new firm lays the foundation of a successful business is illustrated by the budget which accompanies this paper. This budget proved, after the first year's business, to have been justified

[CONTINUED ON PAGE 42]



4 LN NUGOODS  
NEW YORK



THE first two commercial photographs to be sent to this country by the new process. Above, the Abraham & Straus London office; at left, Wanamaker's reproduction of the latest model Reboux hat

# Trans-Atlantic Advertising Now Transmitted by Photoradio

*By Frank Hough*

IT would be platitudinous to reiterate that we are living in an age of mechanical wonders. Indeed, so common have the "wonders" become that the advent of a new invention, a revolutionary process, causes scarcely more than a momentary ripple on the hectic surface of American life. When it comes to inventions, we are the most blasé of the blasé; which is, perhaps, the reason that we accept them more readily than does any other nation.

On May 1 there was placed in operation by the Radio Corporation of America a new service: The trans-Atlantic transmission of photographs by radio. The Saturday evening newspapers of that date carried curious-looking pictures of events which had taken place thousands of miles away within a day or two of the appearance of the pictures in

New York. A few odd-millions of persons noted, marvelled a moment or two at the wonder of it, and passed on. A grand "publicity stunt" was probably the first reaction of the general public, inured to present-day business methods. But they quickly realized it was more than that. Today, scarcely a week since, that service has become an accepted fact.

To those who are close to the radio industry, the photoradio invention of Captain Richard H. Ranger comes as the culmination to years of experimentation and labor. It has long been predicted, and even after its realization in its present stage of development, elaborate preparations were made to insure its practicability before it was permitted to burst, almost without warning, upon the public. And, as is almost always

the case in such matters, forward-looking advertisers were following each step eagerly, waiting only for the first opportunity to step into the breach and make use of an advertising tool which, even at this early date in its existence, gives promise of being one of inestimable importance in certain lines of business.

Two such advertisers were John Wanamaker and the Retail Research Association, which includes seventeen associated department stores in as many cities throughout the country. At the top of this page are reproduced their respective insertions which appeared almost simultaneously in the evening papers, May 1. And behind those two curious looking cuts lie stories of clear-sighted opportunism such as make business history but which, unfortunately, cannot be dealt with in detail here.

So far as can be ascertained in the present rather confused state of things, credit for the first purely commercial photograph to be transmitted overseas by radio belongs to Ralph Harris, director of publicity for the Retail Research Association, one of the first to realize the great potentialities of the method. The photograph, reproduced at the right, shows the London office of his organization and appeared in the evening papers over the name of Abraham & Straus, Brooklyn, the local member of the association. It was received in New York at 5:10 a. m., preceding the Wanamaker picture by a short time.

The latter is reproduced at the left. It shows a new model Reboux hat and was rushed to London from the milliner's salon in Paris by aeroplane, there to be put on the air. Immediately upon its receipt the photograph was prepared for publication while the model itself was copied and placed upon display in the store with all the promptness and dispatch of which American business is capable, with the result that similar reproductions were obtainable to order the following Monday morning.

So much for the historical angle of the situation. The advertiser's true interest lies in the future possibilities.

AS previously implied in this article, there is far more in this process than immediately meets the eye. A glorious "publicity stunt" this may have been for the R. C. A., for the newspapers and for the advertisers who were so quick to profit by the opening of the service, but only a purblind cynic will dismiss the matter with that. When the tumult and the shouting dies, and when humorists and pseudo humorists get all through chuckling over the details of some of the queer smudges which are called pictures, we will find ourselves in possession of a device which has the effect of drawing two continents closer together for the equivalent of thousands of miles, and which makes possible an almost instantaneous transmission of ideas in a more graphic manner than words alone could ever do.

It is quite natural that the dealers in women's wear, dependent as they are upon Paris for style, should be the first to make use of this device. Note again Wanamaker and the Reboux hat. Even while the original model was bursting upon Paris and while the lesser fry of that city were copying it in haste, here in New York similar copies were on

order. It is not necessary to point out that this was only made possible by pictorial reproduction; nor is it necessary to dwell in detail upon the influence which this process prom-



### FIRST PHOTO-RADIO "ADVERGRAM"

FROM JOHN WANAMAKER NEW YORK  
TO JOHN WANAMAKER LONDON

"The Radio Corporation of America to  
the Marconi Company of London

PUBLISHED SIMULTANEOUSLY

IN LONDON PARIS NEW YORK AND PHILADELPHIA

"The Atlantic Ocean in our thoughts is not half as wide as it used to be," wrote John Wanamaker in 1919. "The balloons traveling over it, and the airplanes, and the visions of inventors and engineers and the Columbuses who are exploring the air, altogether have created the belief that the whole world has come to be neighbors." It was the age of Kipling's "Night Mail."

Came then a greater magic—the radio

In 1922 Wanamakers, which had received Marconigrams on top of their buildings as early as 1907, began radio broadcasting—our programs being heard in Europe

December 10, 1923, the Wanamaker station, WOO, transmitted for the first time across the Atlantic the voice of a president of the United States, the Harding Memorial address of President Coolidge

March 18, 1924 the first store radiophone communication from house to house across the sea was from John Wanamaker New York to John Wanamaker London

Now comes the photo-radio advergram

Reboux hat will be radiod to you in New York Friday reported the London house of John Wanamaker last week. It was flashed through the air 3000 miles over the ocean and published in the Wanamaker advertisement the same day, the hat being reproduced in the Wanamaker stores for American women while it is still new in Paris

Today we reverse the process. We publish simultaneously in London, Paris, New York and Philadelphia, this announcement set up in type and illustrated in New York—photographed and radiod to London and thence to Paris—published the same day in the metropolises of two continents.

The magic of radio! What is it?

John Wanamaker's life-long friend, General Booth, now in New York, would no doubt call it not magic but the natural expression of a spiritual force. Edison would, of course, term it electrical—telling at the same time that no one knows what electricity is. The Prince of Wales would doubtless say that radio expresses that spirit of business which welds together the British Empire—that quick, intimate contact of mind with mind engaged in mutual service leading to a better understanding and more goodwill among all people.

Beyond the mere broadcasting of merchandise, or even of business announcements designed merely to sell, the merchant will find the radio of great service in building not only name and reputation and good will, but in linking country with country, people with people—to the end that all may live and work together peacefully and happily.

In the business of living no one can live to himself alone!



WANAMAKER reproduced this advertisement simultaneously in New York, Philadelphia, London and Paris. That this new process of radio transmission of photographs is highly practical and not merely "stunt" advertising is discussed in the accompanying article, drawing on the experiences which two concerns have already had

ises to exert upon the style trend of this country and upon those merchants who are quick to appreciate and make use of it.

Mr. Harris received a second photograph for his organization on Sunday night, May 2, and with this another record was established—12 hours, 52 minutes from London to San Francisco, via radio and the now established telephoto process used by the American Telephone & Telegraph Company. This gives some idea of the possibilities of the process, even at the present stage of its development.

AS in the case of the Wanamaker photograph, this was a style picture, rushed from Paris by aeroplane. It showed Mme. Charlotte, head designer for Maison Premet, wearing a tailored suit specially designed to make its first appearance at the races on Sunday, May 9. Not only was it relayed to the Pacific Coast as previously described, but copies of the radio photo were sent out by special post to the other stores which are members of the association, with the result that this particular creation will be copied and advertised throughout the country and that these copies will appear quite generally over here simultaneously with the appearance of the original in Paris. At this rate, contrasting American manufacturing and merchandising with the French, it requires no great stretch of the imagination to perceive the possible time in the future when the creations of the Paris couturiers will have appeared in this country in copies even before the originals have been introduced abroad.

Of course, such concerns as those here cited are the first and most obvious users of such a process, but it should not therefore be considered their sole prerogative nor should theirs be considered the only type of business in which this invention can find a logical place. To an American manufacturer desiring to introduce a product abroad, a foreign manufacturer wishing to introduce a product over here, an advertising agency wishing to place copy direct and quickly, or to any concern desiring to advertise simultaneously and upon short notice in a number of places, this service should prove invaluable.

Wanamaker has already tested the last named practice, as illustrated on the second page of this article. The advertisement there reproduced was prepared in New York and sent abroad to London and Paris by a reverse of the procedure previously de-

[CONTINUED ON PAGE 50]

# Studying the Structure of Industrial Buying

*By R. Bigelow Lockwood*

INDUSTRIAL sales programs which are most successful are based on definite sales objectives for reaching industrial markets. Hit or miss methods have no longer a place in modern industrial business planning.

To apply direct-line principles to industrial sales promotion is an undertaking far from complicated. The number of principles necessary may be counted on the fingers of one hand, minus the thumb. Starting with the index finger and working down, they are listed in the following order:

1. Market determination
2. Buying habits
3. Channels of approach
4. Appeals

As these principles form the four corner stones of any plan aimed to break down the barrier of sales resistance surrounding the industrial buyer, it may be well to explain a little more fully what lies behind them.

Leaving out the frills, the income produced by industry in this country

is approximately sixty-one billion dollars per year or 54.5 per cent of all of America's combined business activities—an important fact to consider when determining the worth while markets to cultivate.

Despite the tremendous structure of industrial markets as a whole, the classification of these markets to fit into a specific sales problem is not difficult, for the structure of industry is composed of certain definite divisions all of which may be segregated and analyzed. It needs only a proper working knowledge of these divisions to enable the manufacturer to plan his market structure with assurance and thus avoid waste through aimless distribution.

Again, expressing the situation in terms as simple as possible, industry is divided into two basic groups—service industries and manufacturing industries. And these two groups have nine major divisions, as follows—

- Service Industries
1. Mines and Quarries
  2. Public Utilities
  3. Power Plants

## Manufacturing Industries

1. Process Industries
2. Mechanical Industries
3. Textile Industries
4. Lumber Industries
5. Miscellaneous Industries

Naturally each of these divisions has many subdivisions. For example, the group which distinguishes the manufacturing industries is composed of no less than 350 separate industries. Thus, under the major heading of Process Industries we find such distinct activities as paper and wood pulp, leather, rubber goods, glass, bread and bakeries, sugar, manufactured gas, etc.

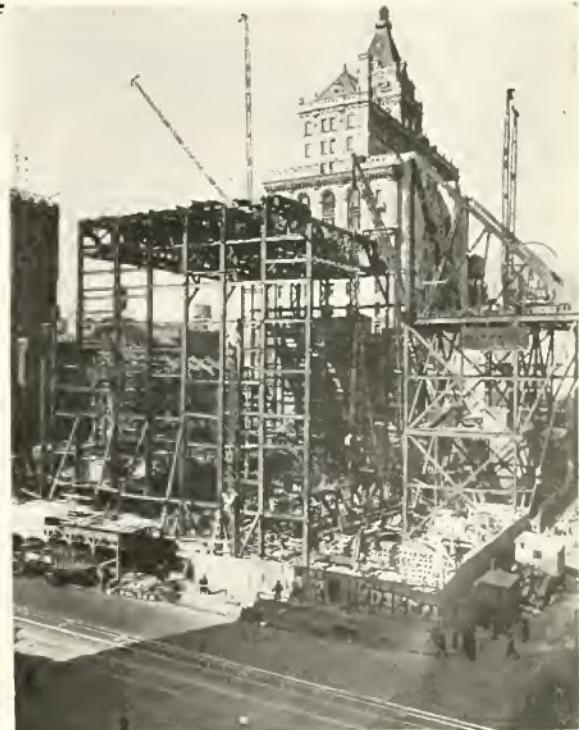
Consequently the manufacturer whose products can be sold to every field is offered a maximum sales objective of approximately 115,000 worth-while units, distributed as follows:

Mines and Quarries.....	11,400 units
Public Utilities .....	26,680 units
Power Plants .....	16,000 units
Construction .....	7,500 units

Manufacturing—Class A prospects.  
Plants employing over 50 workers

[CONTINUED ON PAGE 60]

THE man in the street sees industry like this: noisy activity, swarming workmen and moving machinery straining at gigantic tasks. The man who sells to industry aims to reach the quiet planning behind such scenes and reach the production executives who plan and buy for the great undertakings in which wage earners are engaged



# Le Hypothesis de la Hypotenuse

*By Paul Hollister*

I HAD my face all made up to poke some good clean fun at an Advertising Tendency. On looking through the advertising pages for advertisements to illustrate the deplorable progress of the Tendency, I can't find enough. I have a suspicion that there are plenty more. So we may as well consider the Tendency and then if it gets serious before the paper comes out, the paper will get credit for Alertness.

Anyway, the piece was going to begin as follows:

There are some who were in Paris when the shells from Big Bertha commenced dropping in the city; there are those who were in Paris the day of Armistice; and there are those who were in Paris just after the Wembley convention. But few, indeed, among those who were in Paris then realized that there was fomenting under their very noses a Tendency which for world-shaking proportions would outrank the big gun, the armistice and the convention.

Not a bad interest-arousing introduction? Just vague enough.

Well, one day in Paris in July of 1924 the next issue of *Harper's Bazar* came out. It was packed to the hat with the advertisements of the Paris cutting-up trade. The whole front of the book was jammed so full of smart, snorty little advertisements, and big rough advertisements, and medium-sized trick advertisements, that to the trained eye of the beagle it looked as though *Harper's Bazar* had made a deliberate effort to afford its pages that *cachet* of the *chic*, that *vraisemblance* of the *mode* of *madame*. Had the *Harper's Bazar* stolen, perhaps, a march?

It had. Almost before the ink was dry, as old newspaper boys say, Condé Nast (the organization responsible for the journal of the oh-so-indisputably *mode française*—*Vogue*) had to have three stitches taken in its acute accent. Cries of "Voleur! Voleur!" ("Thief! Thief!") rang up and down the boulevards,



Children playing hide-and-coop in the gardens of the Tuilleries gave themselves up to the *gendarmerie*; children sailing boats in the Luxembourg gardens, a mile away, fled for the *faubourgs*, leaving their frail craft to shift for themselves. The cables blew out fuses between the oh-so-indisputably *bureau parisien* of M. Nast and the *je-ne-sais-pourquoi-pas* offices of M. Nast in the Rue Quarante-Quatrième, New York, while details of the stolen march were exchanged, full rates.

About six weeks later a rather breathless *Vogue* busted out with just as many of the advertisements of the Paris cutting-up trade as had *Harper's Bazar*, barring one or two either way—hardly a difference worth disputing. The *monde* of the *mode* settled back; sighed "it was a good scrap while it lasted;" and gave its attention to other matters.

And that was that. Except that

somewhere up a Paris alley a very smart American gentleman named Wallace, having just given birth to an Advertising Tendency (and gathered in much billing thereby) may have been heard smiling softly to himself.

Wallace—or so runs the legend—had suggested to *Harper's* that it would be a fancy notion if he were to line up all the cutting-up trade in Paris to use space in their magazine. No matter what the rates were; this is not a space-buyers' meeting. They said all right, so Wallace chased around, lined up, swung, and delivered.

It was necessary to make advertisements for all the cutters-up, so he made them. He was excellently qualified to do it, for he is just about the wisest advertising agent in Paris. And to produce them in a short time and to produce them all not identical, called forth his utmost powers of facility, so he reached for a drawing-triangle and made funny modernist marks in all sorts of directions and produced all sorts of simple and explosive advertisements. For the first time an American advertisement-maker in Paris had the nerve to use elements that had already been bravely appearing in the editorial pages of American journals—and to use them to register "Paris" in those very journals. His printer-buddies, the brothers Draeger, shook out all sorts of type for him, and lo, the Tendency.

So, as has been sketched, *Harper's* came out in triangles; *Vogue* came out in spots; and presently came out in more triangles than *Harper's*. Both papers, having been printed in the United States, burst on a peace-loving people wholly unaware of their dangerous significance—and unaware of the shooting that had preceded their *éclat*.

Once started thumbing their well-manicured thumbs at each other, they couldn't quit. They didn't quit. They have kept it up now for two years. The curtain falls, two years pass, the curtain raises. Upon what?

[CONTINUED ON PAGE 84]

# THE • EDITORIAL • PAGE

## The Time Has Come to Tighten the Screws of Censorship

**W**E believe that while the majority of advertisers desire to be truthful in their advertising, it is made difficult by the competition of an unscrupulous minority who are perfectly willing to claim the earth. Their claims make the honest advertiser's statements seem tame and uninspired. The result is a growing tendency to "romance." Much copy is written that makes claims in a spirit of "romance" that the advertisers would not think of sponsoring if they were made as bald statements—yet they are intended to be *read* as such.

We are convinced that the honest majority deplore this tendency but are unable to take steps sufficiently effective to stop it. We believe the time has come for publishers to bring their influence to bear in the form of a very much more rigid censorship of advertising copy—and illustrations. While there would be protests and some more or less righteous indignation, for the most part it would be from the chief offenders. We feel very sure the great majority of advertisers would willingly shape their copy to meet a stricter censorship if they felt that it would be enforced rigidly and impartially.

Not only do we believe that the time has come for tightening the screws of censorship, in all of the media of advertising, but we believe a new type of censorship is needed: a censorship that tells in advance, rather than one that merely edits. It is hardly fair suddenly to begin to edit the copy of advertisers—much of which is in plate form. They should be given notice of the new censorship, not only in advance, but in as concrete form as possible.

The regulations governing acceptance of furniture advertising, recently issued by *The News* (New York), might well be taken as a pattern. These regulations specifically state what *The News* will not accept in furniture advertising, and give concrete interpretations by way of making these regulations clear. This practical method of censoring furniture copy might well be taken up by newspaper and periodical publishers all over America, and by the furniture trade itself; both manufacturers and retailers.

What applies to furniture advertising applies to the advertising of products in practically every other field—clothing, toilet preparations, furs, correspondence courses, automobiles, textiles, building materials, etc. In each field there have grown up claims and terms and insinuations that are known to be false and misleading which should be ruthlessly censored, and which, if they were censored, would make for greater public confidence in the things advertised and in advertising itself; would lead to cleaner business methods; and would result in a friendlier spirit among competitors.

It would be at least a good beginning if just these misleading terms and claims and insinuations were to be censored out of the advertising columns, and such a movement would, we believe, soon enlist the approval and support of every honest advertiser and lead eventually to further improvement.

A censorship program of this kind might well start

on the one hand with the publishers (and the proprietors of other media), and on the other with the trade associations in the various fields. Let the publishers ask the various associations for definite censorship suggestions that would eliminate the false and misleading from copy and illustrations and add to the believability of advertising; and let the various associations ask the cooperation of the publishers in ruling out the unscrupulous advertisers so that the honest kind of advertising they would *like* to do may have a fair chance in a clean field.

No finer, more constructive job could be undertaken by the Associated Advertising Clubs of the World in its Convention next month in Philadelphia than to make this a major issue and, through its Departmentals, take practical steps to organize this new type of censorship in every field represented. It might well be inaugurated as next year's A. A. C. of W. program. It would be ideal as such, for it is one of the very few issues at once broad enough to enlist the interest of the manufacturer and the advertising agent and the publisher who work and think on a national scale, and local enough to be vital to retail merchants and local publishers.

Meanwhile, there is nothing to prevent individual publishers from taking prompt steps to put sharper teeth in their own censorship rules.



## Tomorrow's Fortunes

**A**NALYZE most of the great American fortunes of the past generation and you will find that they were founded on great faiths. One man's faith was in oil, another's in land, another's in minerals.

The fortunes that are being built today are just as surely being built on great faiths, but there is this difference: the emphasis of the faith has been shifted. Today it takes faith in a product or an opportunity, as it always did, but it takes faith in the public, in addition. Those who have the greatest faith in the public—the kind of faith possessed by Henry Ford and H. J. Heinz—and make that faith articulate, as Heinz has always done and Ford is now doing, will build tomorrow's fortunes.



## The Neglected Single Column

**T**IME was when a full column advertisement in the magazines was considerable of a splurge. That was before the dominate-at-any-cost idea was born.

We believe full pages and double spreads are the most efficient and economical units for all those with a full-page or double-spread job to do and with the means to pay for these large spaces; but we believe also that there are in these broad United States many single-column concerns that are not advertising today because the magazines are neglecting to cultivate these prospects and convince them of the value of the single column as an advertising unit.

The fact is, the single column was and still is a mighty good advertising buy.

# Selling Women Their Own Kitchens

Gas Companies Develop Greater Sales by Showing Housewives the Pleasures of Better Home Making

*By Rupert L. Burdick*

ONE important difference between a public utility and any other line of business lies in the fact that a utility is married to its customer for life. It is equally notable that a utility's customer must be monogamous as well. He must cleave unto one gas company as long as he lives in one town. A gas company or any other public utility apparently does not need to exert particular effort to obtain business, but gas companies are no longer monopolies. The basic purpose for which gas is sold has brought it into direct competition with other fuels, notably coal, oil, and electricity. In recent years a competitor less obvious and yet more potent has developed: the change in living habits which has closed the kitchen doors and drawn people out to meals. Delicatessen shops, restaurants, canned and ready-cooked food have called this general strike against home cooking. This is a serious matter for the companies inasmuch as at the present time the kitchen range is the chief consumer of gas, and the domestic cooking business is the major share of the gas companies' output.

There are two methods possible to cope with the new situation: to get new customers, or to resell to old ones. The latter method, because in the long run it is the less expensive, is preferred. An increase in the per capita consumption of gas is

tried for by the distribution of appliances such as gas-fired water heaters, room heaters, laundry stoves, and ironing machines. But though sales have run well over fifty million dollars annually during the past few years, the increase in per capita consumption has not kept pace with the installations. At present they are considered more in the nature of luxuries than of necessities. Some sixty of the companies, looking for a more direct solution for the problem, have found the answer right within the industry, much neglected, previously looked upon as a fad or a mere "fancy trimming" or as some one's pet hobby. This means of meeting competition, boiled down to its essentials, con-



© Phyllis Frederick Photo Service

TO achieve a Renaissance in cooking and thus to increase the popularity of the gas range is the object of a campaign by gas companies which is rapidly assuming nation-wide scope. More than sixty "Home Service" departments have been established in company offices, functioning under trained domestic economists. Lectures and radio broadcasting are featured

sists of teaching women *how* to cook. By taking the bugaboo of difficulty, trouble and uncertainty out of home cookery, these companies are making home cooking a pleasure and, therefore, desirable to their housewife-consumers.

There are more than sixty "Home Service" departments established in gas company offices. Each is in charge of a woman director, who may have one or more assistants. These women are trained domestic economists; they have a basic knowledge of the gas business; and, above all, they were chosen on a basis of likable personality. Their job is to help gas company consumers be better home-keepers.

The detailed activities of these Home Service women are many and varied—they are often called upon by frantic mothers to give advice on washing the baby or about word-ing formal invitations. A recent booklet prepared by Miss Ada Bessie Swann, the 1925 Chairman of the Home Service Committee of the American Gas Association, lists all the major activities of Home Service Departments—too many to cover here. But the one which is most emphasized is the teaching of cooking by modern methods and especially by the temperature control method introduced with the modern oven-controlled gas range.

One might well ask, "Does it work?" Do women who have cooked

[CONTINUED ON PAGE 76]

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	Mabel P. Hanford
Joseph Alger	Chester E. Haring
John D. Anderson	F. W. Hatch
Kenneth Andrews	Roland Hintermeister
J. A. Archbald, jr.	P. M. Hollister
R. P. Bagg	F. G. Hubbard
W. R. Baker, jr.	Matthew Hufnagel
F. T. Baldwin	Gustave E. Hult
Bruce Barton	S. P. Irvin
Robert Barton	Charles D. Kaiser
Carl Burger	R. N. King
G. Kane Campbell	D. P. Kingston
H. G. Canda	A. D. Lehmann
A. D. Chiquoine, jr.	Charles J. Lumb
Margaret Crane	Robert D. MacMillen
Thoreau Cronyn	Wm. C. Magee
J. Davis Danforth	Carolyn T. March
Webster David	Elmer Mason
C. L. Davis	Frank W. McGuirk
Rowland Davis	Allyn B. McIntire
Ernest Donohue	E. J. McLaughlin
B. C. Duffy	Alex F. Osborn
Roy S. Durstine	Leslie S. Pearl
Harriet Elias	T. Arnold Rau
George O. Everett	Irene Smith
G. G. Flory	J. Burton Stevens
K. D. Frankenstein	William M. Strong
R. C. Gellert	A. A. Trenchard
B. E. Giffen	Charles Wadsworth
Geo. F. Gouge	D. B. Wheeler
L. F. Grant	George W. Winter
Gilson B. Gray	C. S. Woolley
E. Dorothy Greig	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

# Export Advertising Is No Longer a Mystery

*By J. W. Sanger*

SOME of you may remember the story of a certain King of Spain who, after futile attempts to make all his subjects fit into one mold to be governed by rule of thumb, gave up the task and became a clock collector. He gathered clocks of every shape and size and kind from every part of the world, and set himself to the task—again a futile one—of having them all tick at exactly the same time. Again he failed and, when dying, said: "What a fool I was to try to make my people do what even my clocks refused to do!"

The point involved for us is, it seems to me, apparent. It is that all of our foreign customers in Europe, South America, Asia and everywhere won't tick exactly as we'd like them to do—not all at the same time. Our job in advertising to these people, in getting them to buy our goods, is to measure their particular national and racial ticks and adjust ourselves to those facts, or, putting it in plain English, we are faced with these questions:

- (A) In what countries and to what people in those countries can we sell our goods?
- (B) What general trade and consumer advertising appeal, if any, may be used?
- (C) In what way and through what medium shall this advertising appear?

Let us consider these three points for a moment.

Take number one—in what countries and to what people in those countries can we sell our goods?

Without basic information regarding the market possibilities of a country that must precede any at-

tempt to advertise there, an exporter is entirely in the dark. No exporter today need, however, be in such a quandary very long. No matter how small he is or how meagerly informed he may be, he can, through such sources of information as our Federal Government, through chambers of commerce at home and abroad, through export trade publications, export trade associations, through modern advertising agencies and other sources, inform himself quickly and thoroughly concerning any country in which he may be interested. There can be no doubt that nearly every advertising and marketing campaign that has failed has done so due to the lack of advance marketing information or owing to the failure to coordinate the sales and advertising plan.

ASSUMING that the exporter has determined his market and its probable limits, and has settled his sales policy, he is then faced with question number two: What general trade and consumer advertising appeal, if any, may be used?

Generally speaking, we may assume that to the trade a profit-

making appeal should be the chief one, since we are appealing not to a consumer but to a merchant or distributor. Our consumer appeal is more difficult and may have to be radically different from the one we use at home. A toilet soap maker, for example, may find it more effective to appeal to Cubans on the ground that, in addition to softening the skin, his soap whitens it. The Chilean, without changing from his habits of a light French breakfast, may be taught to use oatmeal during the day as an invalid and children's food. The efficiency of the Multigraph may be not nearly so

strong an advertising argument to the Argentine merchant as an appeal to his pride of ownership of such a machine. I have cited here just a few practical instances where consumer advertising may not move goods until the whole basis of the appeal was changed to conform to local viewpoints.

Having determined, first, the market and, second, the appeal, the third question—

In what way and through what medium shall this advertising appear?

is by far the easiest to answer. For, thanks to the surveys and compilations covering trade publications, newspapers and magazines all made at first hand, many advertisers and all first-class advertising agencies have remarkably complete and accurate data covering publications throughout the world. This is a condition that did not exist a few years ago and which has been brought about by the fact that the 3500 American exporters who are advertising abroad today have created this demand for working, practical data.

What I have said regarding mar-

[CONTINUED ON PAGE 88]



© Publishers' Photo Service

Portion of an address given by J. W. Sanger, Director of Foreign Service, Frank Seaman, Inc., before the National Foreign Trade Convention.

# Railway Age

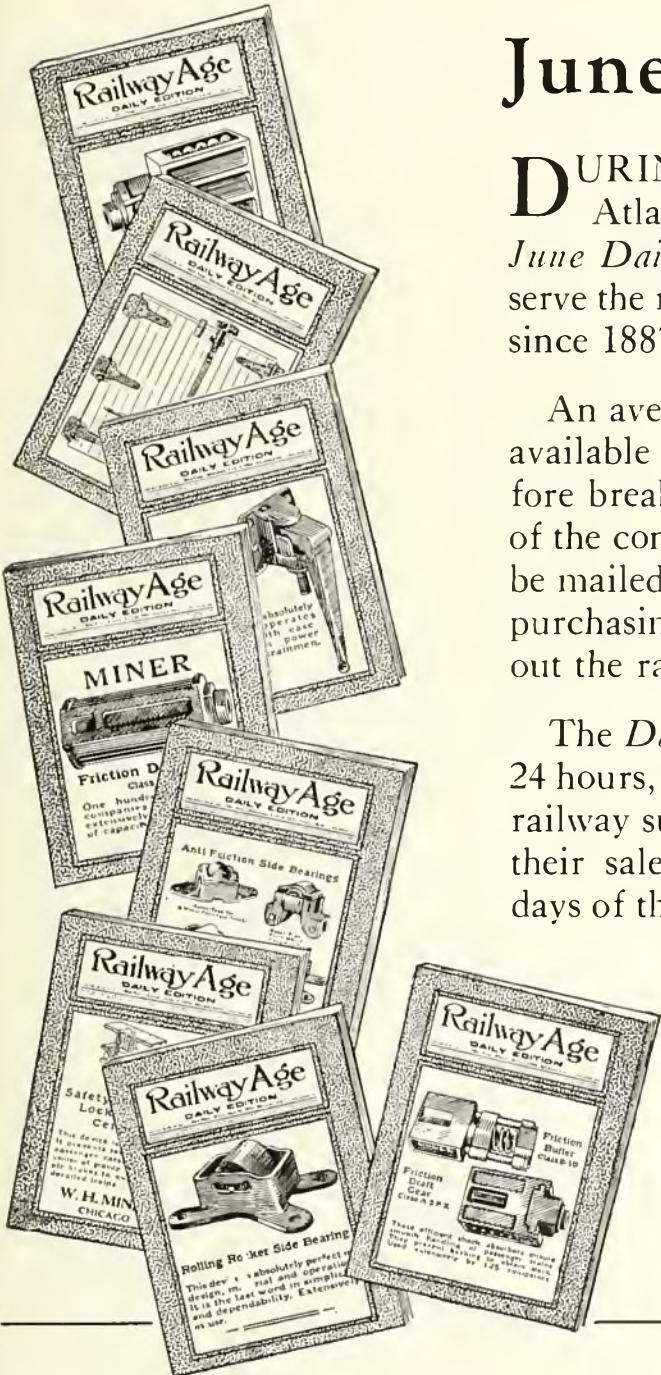
## June Daily Editions

DURING the June Railway Conventions at Atlantic City, June 9-16 inclusive, the *June Daily Editions* of the *Railway Age* will serve the railway industry as has been its custom since 1887.

An average of more than 1600 copies will be available at the conventions each morning before breakfast. And on each of the eight days of the conventions more than 13,000 copies will be mailed to executives, operating officials, and purchasing and mechanical officers throughout the railway industry.

The *Daily*, a full fledged *Railway Age* every 24 hours, presents a most effective means for the railway supply manufacturers to hammer home their sales story eight times during the eight days of the conventions.

*Write for complete information regarding the conventions and the June Daily Editions of the Railway Age.*



## Simmons-Boardman Publishing Company

"The House of Transportation"

30 Church Street

Chicago: 608 S. Dearborn St.

Washington: 17th & H Sts., N. W.

New York, N. Y.

Cleveland, 6007 Euclid Ave.

San Francisco: 74 New Montgomery St.

New Orleans: Mandeville, La.

London: 34 Victoria St. S.W.1.

# Using Men As Machines

## By Floyd W. Parsons

**I**N practically all of our activities we are prone to run to extremes. It is fortunate that in the final analysis we usually strike a fair average in our valuation of new ideas. This is quite true in our studies of the relations of efficiency and psychology to business. A lot of people a few years ago, in their supreme effort to build up higher efficiency, actually tied themselves and their businesses in a perplexing knot. When carried to an extreme, efficiency and red-tape are synonymous, and the result spells waste.

In much the same way the matter of business psychology can become a handicap instead of a help. So many psychologists have sought to use psychology as an effective medicine for every industrial ill. The real job of the intelligent business executive is to separate the wheat from the chaff.

All sorts of rules are laid down by the professional psychologists. But most of these principles remain to be proved, so that the executive who is wise will accept only such statements as are clearly established.

There is not the least bit of doubt that after we cast aside much of the bunk that now exists in the field of business psychology, a very considerable science will remain for the practical utilization of progressive executives. There is much knowledge available on the subject of handwriting and its significant characteristics. Various traits in handwriting bear close relation to certain mental traits in the individual. Postures of the body, facial expression, methods of speaking and movements of the hands, arms and legs, all give evidence concerning tendencies and habits of mental processes. A habit of expression very often is an index of a mental habit. Research in this field is far from complete, but anyone engaged in directing the efforts of employees is overlooking an opportunity if he fails to inform himself along these lines.

It is actually a fact that in some avenues of work, intelligence is more or less of a handicap. A girl employed to run a certain machine in a factory would doubtless become unhappy and dissatisfied if her mind had to run to active and constructive

thinking. Take the game of golf: The young caddy who does not engage in any mental analysis of the mechanics of the swing of the club, moves with rhythm, and gets a naturalness into his swing that is entirely absent in the case of the older person whose conscious mind is the governing factor and who acts by rule rather than instinct.

All of these things indicate how necessary it is for the modern boss to give thought to the fundamental factors that affect human efficiency. Consideration must be given to such things as rest periods, not only for the physical workers who do hard labor, but for the thinkers as well. It has been disclosed in recent times that brain activity involves muscular work and often brings on fatigue more quickly than does hard physical labor. Just as too continuous work with arms and legs may lead to a temporary loss of control over these members, so also, too continuous mental work may lead to temporary loss of control over the muscles involved in that work. It frequently happens that after too much thinking, one is unable to relax the facial muscles. It is quite as necessary to consider physiological conditions in relation to office work as it is to consider the purely physical side of work in the factory.

**T**HE principal factor in increasing efficiency is practice or repetition. One of the chief factors in reducing efficiency is too continuous work. These two principles are thoroughly established and yet they represent almost a paradox. Repetition is necessary for the attainment of skill, but too continuous repetition of an act causes it to become inefficient. Then there are other important factors affecting efficiency, the principal of which is distraction. The occurrence of loud sounds may lead to a temporary increase in efficiency, but only because the worker expends an unusual amount of extra effort. This greater exertion brings on quicker fatigue. Therefore, the problem of distractions in a consideration of efficiency is well worthy of study.

When men are unreasonable in their attitude or difficult to manage,

it may be set down at once that there is a definite cause for this condition. When a soldier is overcome by fatigue, he cannot quit his job, but must go on until the hospital gets him. In industry, the worker who has been the victim of improper management generally deserts his job previous to his nervous breakdown, thereby hiding the fact that the company is suffering from an excess of executive ignorance. It is for this reason that the people higher up in the affairs of management should always be suspicious of any company or department that suffers from a high labor turnover.

**O**NE of our greatest opportunities today is to treat the problems of business as human and not merely scientific. Modern methods of machine production are painfully monotonous. Workers have long hours in which to dream and think, and the result is often the development of pessimism and melancholia. Small ills are magnified and the thoughts run to anger and destruction. Too often a manager devotes his time to trying to find some easy substitute for human understanding. It goes without saying that the average workman is not lily white. But he is less responsible for present conditions than the large employer of labor who sits in his club and declares that socialism is only a working-class conspiracy against the social order.

Conditions in many factories today more nearly resemble a nervous clinic than a professional workroom. I know of one company that during a period of five months had to take on approximately 1000 workers in order to keep 900 employed. If modern psychology could eliminate superstition, unnecessary hatred and delusion of conspiracy from our industrial body, the result of such an accomplishment would represent a great contribution to civilization. There is no greater fallacy than the notion that high wages will remedy our business ills. The owners of American corporations would be on the right road if they were to follow the policy of firing immediately every manager of every company having a high labor turnover.



## A History Outline of Advertising—II

# England in the Early Fifties

By Henry Eckhardt

Illustrated by Ray C. Dreher

FOR perspective a hop back across the water to England is now necessary. England, as I have said before, was the birthplace of every advertising development of those days. Indeed for sheer ingenuity the early English advertiser has probably never been exceeded, either before or since.

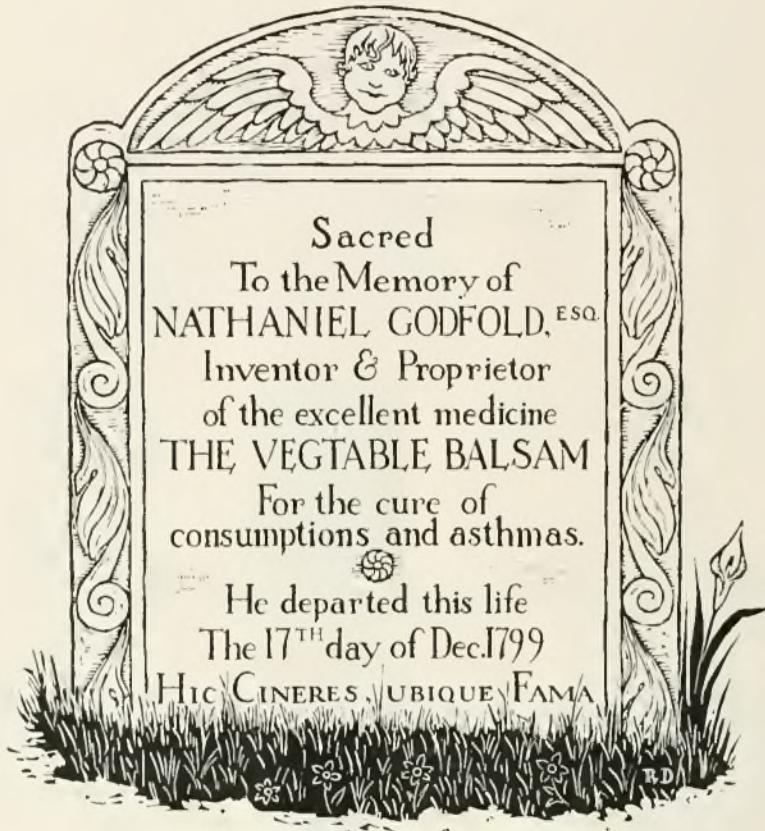
In the churchyard at Godalming, Surrey, there is said to be a tombstone which reads as follows:

Sacred  
To the memory of  
NATHANIEL GODFOLD, ESQ.  
Inventor & Proprietor  
of the excellent medicine  
THE VEGTABLE BALSAM  
For the cure of  
consumptions and asthmas.  
He departed this life  
The 17<sup>TH</sup> day of Dec. 1799  
HIC CINERES, UBIQUE FAMA  
The 17<sup>th</sup> day of  
Dec., 1799  
Hic Cineres, ubique  
Fama

The name which in advertising was William Wrigley to the first half of the Nineteenth Century, was that of an Englishman, Thomas Holloway. Thomas Holloway was the first of the millionaires which advertising has made.

Holloway began business in 1837. He sold an ointment in pots. During his first week he spent 100 pounds for advertising and his net sales were two pounds of ointment. No one would accept his medicines even as a gift. But Holloway had that quality, which in an advertiser is more precious even than genius, namely, persistence.

He kept on advertising. Soon people began to attach value to his ointment. Sales grew and grew; Holloway spread and spread. He spread beyond the confines of England's tight little isle to every civilized country — advertising, advertising,



advertising. By 1869 he was spending \$600,000 a year in advertising! And in 1869 the dollar was worth three times what it is today. Even in this advanced year of 1926 how many advertisers are there with \$1,800,000 appropriations?

However, 1869 and 1926 are decades ahead of our story.

In England, in these early days, there was another individual who helped to set the advertising world agog—George Robbins. George Robbins was probably the first genius which advertising has made. Specifically he was a real estate man with a rare flair for copy.

Even in his day the writing of advertising was recognized as a distinct art and one requiring very special capacities.

Commented the *London Tatler* with keen insight, "The problem of the advertising writer is to mention

the 'universal esteem' or 'general reputation' of things never heard of."

In these requirements George Robbins seemed to excel and to them he added a poetic touch all his own.

Once Robbins had an estate to sell. His copy featured the beauties of its "hanging wood." This "hanging wood" so intrigued a gentleman that he bought without investigating very carefully. When the money was safely in Robbins' bag, the "hanging wood" was disclosed. It proved to be a common gallows.

Again, Robbins was painting the beauties of another property. When finished, the descrip-

tion sounded too perfect, even for Robbins' unblushing ears. So he decided to throw in a fault or two, making the description sound more real. These were the faults: "The litter of the rose leaves and the noise of the nightingales."

Had there been any Bok Awards for eloquent copy, Robbins would surely have qualified; had there been Vigilance Committees and Better Business Bureaus, Robbins would surely have gone to jail.

So flourishing had English advertising become in the early Nineteenth Century, that the government imposed an advertising tax. Perhaps the tax was to discourage advertising; perhaps merely to extract revenue from such evidently prosperous entrepreneurs. The tax was fixed at 6s. 6d. per advertisement, regardless of size. But did the advertisers hold back? On the con-

[CONTINUED ON PAGE 70]



"*The Djer-Kiss*" is an interrupting selling symbol which says better than words that Djer-Kiss products make women lovelier. Expressed photographically, and by famous American and European artists, it is the basic Interrupting Idea of the advertising prepared for the Alfred H. Smith Company by the Federal Advertising Agency, Inc., 6 East 39th Street, New York.

# The 8pt. Page

*by  
Odds Bodkins*

LAST night I went to see "The Great God Brown" at the Garrick Theater. It is novel—the idea of giving the characters masks, which they wear or not depending on whom they are with or whether they desire or dare to show their real selves; and as a play it is interesting. But it seriously needs editing. As it now stands it seems to me a good deal like a first rough draft, rather than a finished O'Neill play.

In particular the speeches are too long and stagey. It is one of the speeches that started me off on this subject, for it has very definite bearing on selling. In one scene *Cybel* has a long speech that to me symbolizes what is the matter with a great deal of selling: Anne Shoemaker, who took the part of *Cybel*, just naturally *didn't believe in that speech*. She seemed rather ashamed of it. One could almost see her thinking, "I'll say this because it's in the script and I've got to, but I do wish Mr. O'Neill would change it—let me say what I naturally would say."

I've heard dozens of salesmen talk like Anne Shoemaker spoke those lines. If I were a salesmanager, I should fear this more than any other fault my salesmen could develop. Selling is done with conviction, not with conversation.

—8-pt—

E. W. Garfield, of the advertising department of The Sherwin-Williams Company, sends me a novel cut-out being used by the Methodist Episcopal Church of Rush, New York. You open the door and find not only pews full of people listening to Rev. William L. Deighton preaching; but a list of this up-and-coming pastor's texts, taken from the advertising columns of the public prints:

"His Master's Voice."  
"Kodak as You Go."  
"There's a Reason."  
"It Covers the Earth."  
(Now I see why E. W. G. found it so interesting!)

"Eventually, Why Not Now?"

My own reaction to this type of text is mixed: I admire the alertness of a pastor who swings religion into the stream of people's everyday lives and thoughts, yet it would be difficult for me to sit through one of these advertising sermons without

my mind playing with such slogan texts as—"Focused Heat," "Cook with the gas turned off," etc.

—8-pt—

And speaking of church advertising. I was much impressed by a page advertisement in the Washington (D. C.) *Post* last week. Five columns were devoted to notices of the services in all the Washington churches the coming Sunday. The other three columns contained a list of business firms which had subscribed to a fund to pay for this advertisement—every kind of a business, from a boiler foundry to a national bank. Sixty-four firms in all, advertising every kind of church, from the Third Church of Christ, Scientist, to the Orthodox Synagogue.

How the gone-and-almost-but-not-quite-forgotten Dr. Klopsch, erstwhile publisher of *The Christian Herald*, would have smacked his editorial lips over this tie-up of the church and the world of commerce! And it does seem like a hopeful sign.

—8-pt—

Recently I ventured the opinion that to stop reading entirely for a week might be beneficial. Now comes a memo from Walter Koch (the lower case is his, so don't blame the printer): "Yes—siree!—leaving all reading go for a week is a wonderful idea! It's hard to do—but I'm with you! Every time I get 'clogged up' I stop reading and start thinking."

That last phrase will bear re-reading.

—8-pt—

I've always thought of the Pennsylvania as an efficiently operated railroad, but not as being particularly human. But when I sat down in one of its dining cars (and it interests me to



note that some time since the Pennsylvania abandoned its attempt to rechristen its diners "restaurant cars") and met Raleigh Crews, for twenty years a chef on Pennsylvania diners, mixing salad dressing on the cover of the menu, I experienced a friendlier feeling at once for this red railroad.

"Well," said Mrs. Bodkins, who was traveling with me, "that's interesting—to think they are so particular on these diners that they make their salad dressing. I supposed of course they'd use bottled salad dressing."

Curious! To me the picture meant good-will; to Mrs. B., good salad!

—8-pt—

Vernon R. Churchill, of Ilionig Cooper Co., San Francisco, submits a letter of application his firm received in answer to an advertisement, which he offers as proof that the applicant is "suffering from advertising exposure."

Your advertisement in Sunday's *Evening* for advertising man with opportunities for advancement has interested me. I have not been directly connected with any advertising firm, but have some knowledge of the profession, which I gained through a friend of mine who is a bill poster.

I should say he was somewhat underexposed, even for an outdoor subject!

—8-pt—

I see by the papers that H. Gordon Selfridge stated the other day that we Americans take business too seriously. "I look on my business as a hobby," he is quoted as saying, "and when it begins to worry me I take a trip."

I begin to understand now why Selfridge has succeeded in building so substantial a retail business in London when even his best friends predicted that he couldn't make a go of it. Whenever he came to a stone wall, he took a trip and got far enough away to see over the top of it; then he got a running start and jumped it!

I record this for the benefit of any subscriber who has decided that he is going to be so terribly busy this summer that he can't take time for a vacation.





# What Youth Wants— It Finds a Way to Buy!

Display your product before this national play-market of get-what-they-want young people in the Youth's Companion.

Spring will soon hold sway over the corner lot baseball field, the old swimmin' hole, the streams, the golf links, etc. Motoring, camping, hiking, traveling and frolicing will soon begin.

Start now to broadcast your message every Thursday to this market which buys by far the largest majority of all sporting goods sold. Cash in now—there's 225,000 of them who'll find a way to buy what they want.

*On July 1st, rates will increase \$100 a page on a guarantee of 250,000 net paid circulation. Buy Now in This Rising Market.*

*Rebate Backed Guarantee.*

## THE YOUTH'S COMPANION

8 ARLINGTON ST.

BOSTON, MASS.

An Atlantic Monthly Publication

# Answering Half-Truths

*By E. P. Corbett*

Sales Letter Division, The National Cash Register Company, Dayton, Ohio

**L**HIE writer of the article in your issue of April 21, "Is Direct Mail Losing Its Directions?" certainly is to be commended. Not for what he said, but for saying it and thereby giving opportunity for the exponents of Direct Mail to answer his half-truths.

Criticism such as that referred to is merely a sign of the times—an indication of a perhaps natural, even if unconscious, resentment of the fact that Direct Mail has cast off its swaddling clothes.

The writer of the article implies much but specifies little. His article was written in the indirect way in which much advertising is written. He does not drive straight to a given point. Yet there is, of course, some basis of truth in his criticism. Far be it from this writer to contend that all Direct Mailers are broad in their views. It is more than likely that a considerable number of them do condemn other forms of advertising. It is equally true that there are many publication advertising men who will not admit that Direct Mail has a legitimate reason for being born. But what does all that prove?

The writer of the article lists a few "peculiar disadvantages" of Direct Mail. One, "Lack of standardization of sizes and shapes makes it unhandy to be kept or filed." True enough, but in most cases we do not expect it to be kept or filed. All we ask is that it deliver the message. How many magazines are kept and filed, and of those filed, how many advertisements are later referred to?

Two, "It may be delivered at a highly inopportune time, whereas a recipient will choose his own good time to read a magazine, no matter when it arrives." True again. We'll just balance our chance of our direct mail piece not being read against your chance of having the reader of the magazine ("in his own good time") happening to see your advertisement among hundreds of others.

Three, "It may never reach a very busy man, an important executive, because this man necessarily has his miscellaneous mail censored, though

possibly not his periodicals." And again true, but all direct mail does not go to executives. Then again, the busy man can be reached at home. And will the busy man who has no time to look over his mail, plow through hundreds of advertisements to find yours?

Four, "A high-grade proposition submitted through the mails may

suffer from poor company—nondescript mailing pieces of a much lower character." Aside from the quite obvious answer that such a dire possibility is merely a spur to us to make our direct mail so good that it will stand out, is the equally obvious rejoinder that not all advertisements rank 100 per cent pure.

[CONTINUED ON PAGE 64]

# Much Room for House-Cleaning

*By Ben J. Sweetland*

Sweetland Advertising, Inc., New York

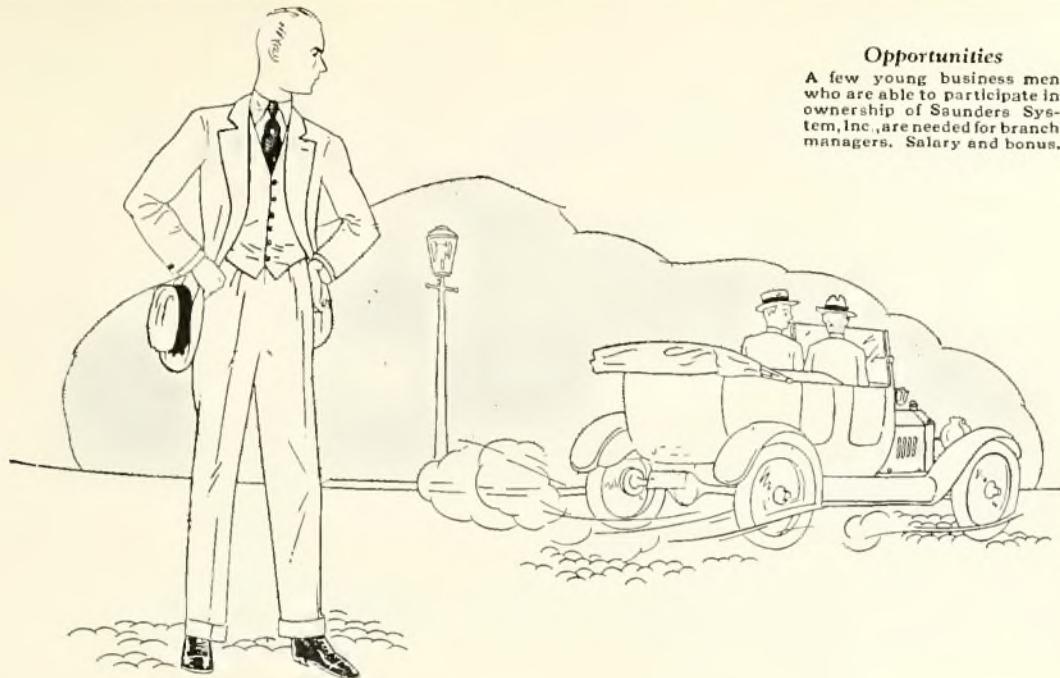
**I**F those in the direct-mail advertising field were to claim that this form of advertising was a panacea for all business ills; that it could be used with greatest economy and efficiency in all merchandising problems to the absolute exclusion of all other forms of advertising—then the author of "Is Direct Mail Losing Its Directions?" in the April 21 issue of this publication is substantially correct.

But let us pause with this "You are—I ain't" schoolboy stuff and look squarely on the direct-mail side of the question. It is true that there is much room for housecleaning. Most knockers of this form of advertising are those who have used it without results. And, in most cases an analysis of these unsuccessful attempts will quickly reveal the reason for the failures.

Periodical advertising has always been, and always will be, a vital factor in merchandising. I never expect to witness the day when it will be replaced by direct-mail or any other form of advertising, but I will see the time when advertisers will be using the mails to a far greater extent than now in furthering their business.

The better advertising agencies are deserving of a large part of the credit for the present day high standard of advertising. These agencies will also welcome the day when the general advertising public has a clearer conception of the important part direct-mail advertising plays in merchandising. If you don't believe this, answer one hundred advertisements and watch the follow-ups. You will be amazed to find how poorly most advertisers handle inquiries received. The sales literature you will receive, in many cases, will be poorly printed, will not be mailed to you promptly and will often miss telling you what you wanted to know regarding the product advertised.

There are no doubt people in the direct-mail field who will make extravagant claims for anything bearing a postage stamp, just as there are a few advertising agencies who will promise anything just to get a good appropriation. It seems, then, merely a matter of using the same good judgment in selecting a direct-mail organization or advertising agency as would be exercised in hiring an employee. Judge them by past performances and their ability.



# The Saunders' Hated to Borrow! —so the Saunders System was started!

**B**ACK in 1915, there was a sign on a certain Omaha office door—"Saunders Company, Real Estate."

Real estate prospects, be it recorded here, were not too numerous in Omaha at that time. The Saunders brothers literally had to dig them up. And once they had them, there was always the problem of conveying them to the real estate in which they were interested.

The Saunders' didn't mind walking! But the "prospects"—that was a different matter. So the Saunders boys fell into the convenient habit of borrowing an old Ford from the man with whom they shared the office.

For a while, the plan worked well. But the Saunders' *hated to borrow!* Why, they argued, shouldn't there be some plan whereby a mere pedestrian might *rent* himself into the more affluent *motorist class*.

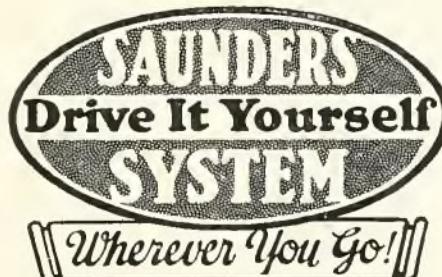
They thought and studied and puzzled. One day they conceived a hazy idea which has since blossomed into the "Saunders System". They bought an old, wheezing Ford touring car, and advertised in the classified section that it might be rented by *the mile*.

People were interested. Another car was purchased and a garage rented. In 1917, just two years after they launched the first Drive-It-Yourself idea, the four brothers and father leased a downtown garage, where with a large stock of cars they began business on a broad scale and laid the foundation of a national chain.

Together, during these years, this father and four sons have worked—until today the Saunders System is serving the entire nation through eighty-five stations in principal cities. Saunders cars last year were driven by customers twenty million miles!

The Saunders System has been successful, because it is based on an *idea*:—the renting by *the mile* of a car you can *drive yourself*. You pay only for actual mileage used. The Saunders System pays all upkeep, repairs, and other expenses.

Today thousands of persons are driving cars for business or pleasure—simply because the *Saunders' hated to borrow*.



Main Office: 1210 Wyandotte St., Kansas City, Mo.  
Chicago Office: 4860 Broadway  
85 Branches in Principal Cities

# "How Much Will It Cost to Start a Direct-Selling Business?"

[CONTINUED FROM PAGE 24]

almost to the dollar in every essential respect. But I must say here, parenthetically, that these figures probably would not apply unchanged to any other business in the world. They were developed after weeks of intensive study of that particular business and are based on the records of scores of other firms in the same and similar lines. Please don't imagine that you can casually adapt them to your own totally different type of merchandising. The point is that instead of trying to guess how little investment he can "get by with," the manufacturer who seriously considers selling direct should ask—and answer—certain definite questions. The first of these is: "What plant capacity have I available for a direct-selling business?"

Not a few direct-selling businesses have been wrecked because this first question was not asked or was answered with a casual "get me the orders and I'll produce the merchandise." When the business did begin to come in, the plant was probably running to capacity filling orders from the old trade; and deliveries were held up until the customers demanded their money back and the agents quit in disgust.

After the capacity for production is determined, the next and most fundamental question to be answered is: "How many units of sale do I want in my first year of selling direct?" The intelligent reply to this question will determine the volume of business that the direct-seller who knows his percentages will attempt to secure during the first season. The sailing, after the first experimental year, is comparatively easy, for the first year's experience will form the groundwork for all future plans.

HAVING decided the number of units to be sold the first year, the next job is to arrive very accurately at the bare cost of manufacturing each unit. Figures on office overhead, shipping cost, etc., of a straight-line business are estimated on a very different basis from that used in selling to the trade. In direct-selling there are no regular salesmen's salaries or expenses, no credit losses. The safest plan is to base all plans and percentages on this actual factory cost per unit. Naturally, if the direct-selling business is to be only one of many other outlets (retail stores, jobbers, etc.) for a big production, the cost of each unit sold direct will be much lower than if the business is to be devoted entirely to straight-line marketing and has to

carry the whole burden of overhead. Then, of course, the business will pay the penalties of the comparatively small volume of sales and production which will be obtained during the early days of the business. Once the desired volume of sales and the manufacturing cost per unit are determined, the next step is to decide upon the selling price. This is, perhaps, the most difficult of all questions to answer, because it involves so many factors.

If the article is to meet the competition of retail stores and of already established direct-selling firms, and if competition is keen, the price must naturally be made to meet or beat this competition. Then, in addition to the overhead expense and the cost of manufacturing, must be considered the element of competition, often the determining factor in arriving at the selling price.

**I**T is no secret that the department stores are out to "get" the direct-sellers of hosiery, with the idea that by underselling the hosiery "canvasser" they will strike a blow at all direct-selling competition. Hosiery has been made a leader to attract women into the stores, week after week and month after month. Profits in selling hosiery have been almost forgotten; prices are often figured on the basis of bare manufacturing cost, without even adding overhead expenses. The manufacturer who starts today to sell hosiery direct must arrive at his prices to meet this competition and must be prepared to fight for every dollar of business he gets.

On the other hand, if the article is a specialty on which there is little or no competition to meet, the price can be made as high as the public will be willing to pay for the service which the article renders. The manufacturing cost then becomes a minor factor and demand or market governs the selling price. Household appliances, novelties, automobile devices, and countless other specialties sold direct are examples of such products. The unit profit in these lines is often enormous but it is justified by the great services the articles render.

Scientific analysis of the market and actual testing of various price ranges will eventually determine the correct selling price for the article—the price which will yield the greatest net profit on the business at the end of the year, not always the price which yields the greatest net profit per unit sold.

A vital factor in fixing the correct selling price is the commission to be

paid salesmen, the over-writing commission for district managers (if the district manager plan is used), bonuses, prizes, "free goods" and other extras.

Naturally these commissions must be covered. The final selling price to the consumer must not be out of reason. At the same time, the commission should not be too low or salespeople and district managers will not be interested.

**O**N some competitive lines the commission is as low as 10 per cent of the price to the consumer, plus some form of bonus for a given volume of net paid business (sales less returns of refused C.O.D.'s). The usual commission is 20 per cent, plus a small bonus. On many specialties, the commission is as high as 30 per cent and it goes up even to 50 per cent on some articles on which the cost is "blind" and the demand good. These high commission rates are ordinarily paid only on articles where the unit of sale is small, usually less than a dollar. Instances of this are "mending fluids" selling at about thirty-five to fifty cents a tube; toilet goods, and food products. The cost of raw materials and manufacturing is small and so is the selling price. Therefore the percentage of commission is usually high to enable salespeople to make a fair income.

The refused merchandise and returned goods factors must also be considered with great care. These are expenses which are part and parcel of direct-selling as shipments are usually made C.O.D. either to the agent or to the consumer, for the net price—the balance due after the commission is paid the agent (in the form of the customer's deposit).

Refused shipments represent one of the "grieves" of the direct-selling business and can never be completely eliminated. Too many factors enter into this phase of the business to be discussed at any length in this paper. Even though the salesman collects an advance deposit on every order, shipments are refused. Naturally the percentage is not fatal or a profitable house-to-house business would be impossible. Experience shows how to reduce such returns to the minimum. In the wearing apparel field—men's suits, women's dresses, etc.—unlifted C.O.D.'s are often as much as ten or fifteen per cent of the total business received. On the other hand, there are firms which, because of the nature of their products or selling methods, suffer but two per cent refused shipments.

Returns of paid-for orders, on the

Q Appeals to the active  
major operating executives  
of large manufacturing companies

# MANUFACTURING INDUSTRIES

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

RUTLEDGE BIRMINGHAM

*Advertising Manager*

Publication of  
The Ronald Press Company

Member A.B.C.—A.B.P.





## Who let loose this deluge?

Contents of  
The Three Circles  
for May, 1926

Frontispiece: "No Suitable Substitute" . A tip from the Employment Office . The continuity Writer . Two Advertisements: Illustration . Help! help! Mr. Noah . Swelling the Deluge (Illustrated) . The Art of Worldly Wisdom . Peculiar Habits—V. Success is Threatened . Editorial Comment for May ("Quiet of the home" aids selling . Encouraging advertising by word-of-mouth . Two advertisers choose right mediums) . Talking Shop and things out of shop.

The Three Circles is published on the first Tuesday of each month for executives who are interested in the use of direct advertising as a definite advertising medium.

Vol. VII. No. 11 Serial No. 83

AMONG other timely articles in the May issue of The Three Circles is one, "Help! help! Mr. Noah," that should be of interest to readers of Advertising and Selling Fortnightly.

Prompted by two advertisements in the April 7th number of Fortnightly, the article is a contribution to the current discussion in this and other publications on the logical use, the advantages and the disadvantages of direct advertising as a definite advertising medium.

Only a few extra copies of The Three Circles for May were printed. They will be gladly sent to sales and advertising executives upon request.

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



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

other hand, can be very effectively checked. If the article is worth the money for which it is sold, if it renders the service claimed for it, few orders will be returned once they are paid for—and then usually not for a refund of the money but for exchange. Virtually all direct-selling is done on the basis of an absolute guarantee, either expressed or implied, that the customer must be satisfied or the money paid will be refunded promptly by the seller.

Of course, if the article is of such a nature that it can be put back on the shelves when returned and resold later, the expense of returned goods will be low—only handling expense plus postage. On the other hand, if the article soils or otherwise deteriorates so that it cannot readily be resold when it is returned; or if it is made up specially like made-to-measure clothes or custom-made shirts, there is a loss to be absorbed. Then returns are a more serious factor. Still, this factor is not so important as the uninformed might believe.

SELDOM is a firm selling the straight-line way able to make a net profit (unless its volume of business from other sources carries a great proportion of the overhead) without doubling its manufacturing cost to arrive at the selling price. Thus, if an article costs \$10 to make, it should, ordinarily, be sold for \$20. Allowing a commission of 20 per cent or \$4 to the agent, there remains a margin of \$6, or 30 per cent of the selling price, to cover overhead, advertising, returned goods and all the other expenses of doing business. The figure given is based on shipment made "C.O.D. for the balance, plus postage charges." If the manufacturer pays the postage, the price should be made high enough to include it. This way of figuring is, of course, only one of a half-dozen. Many firms which do not have serious competition to meet set their selling prices much higher. Others, in intensely competitive lines, have to be content with less.

One other thought should be kept in mind when determining the selling price: While it need not be lower than the retail price of a similar article—or even as low—value must be given to the consumer in some way.

Often this value does take the form of a saving in price, as in the made-to-measure clothing industry which offers clothing at much lower prices than the local custom tailors. In other lines, the prices are no lower than the store prices for the same articles, as is often true of hosiery sold direct. Or the price may even be slightly higher. But a worthwhile service is rendered by offering a wider range of colors, newer fashions, freshness (in the case of food products), more intelligent salesmanship, the convenience of home buying, and the absolute guarantee of "satisfaction or money refunded." In specialties the service rendered by the articles is usually such that it can safely and conscientiously be sold at

**N. B.** This advertisement is one of a series appearing as a full page in The Enquirer. Each advertisement personalizes a Cincinnati suburb by describing the type of woman characteristic of that suburb; in each advertisement, too, The Enquirer's coverage of the district is shown.



## When a "Highlands lassie" becomes Mrs. Ft. Thomas

BEFORE her marriage, Mrs. Ft. Thomas was a belle of the Kentucky highlands. She golfed and rode and danced—she was always busy.

Today, as the wife of prosperous Mr. Ft. Thomas, she still golfs and dances—her bridge club, her Parent-Teachers' Association, a host of other activities claim her attention, too. But she still has time and money to indulge her love for beautiful things. She knows what she wants—and she can afford to buy it.

Now you may ask, "Where does

Mrs. Ft. Thomas get her shopping information?" Perhaps these figures will tell you: In all of Ft. Thomas are 1,285 residence buildings. Here, 741 Enquirers are delivered every day.

But such coverage of potential buying power is not the only fact of interest to the advertiser. He wants to reach his readers at a time when their minds are receptive to his message. Could there be a better time, Mr. Advertiser, than that morning hour, just before the shopping trip, when the housewife's thoughts are centered on buying?

I. A. KLEIN

New York

Chicago

# THE CINCINNATI

"Goes to the home,

R. J. BIDWELL CO.

San Francisco Los Angeles

# ENQUIRER

stays in the home"



# The Best Ready-to-Wear Merchants In Your Town Read—

*Nugents*  
The Garment Weekly

NUGENTS is the business paper of merchants everywhere who sell Women's, Misses' and Children's Ready-to-Wear garments.

Furthermore, NUGENTS is exclusively a Ready-to-Wear paper and goes to no one else.

11,000 leading retailers of Ready-to-Wear pay \$6.00 a year to have NUGENTS come to them every week in the year.

NUGENTS tells them where to buy—

NUGENTS tells them how to sell.

If your client makes Ready-to-Wear and sells to the retail trade—NUGENTS is the one paper that will get his line before the country's Ready-to-Wear Buyers at low cost and with minimum waste circulation.

Published by  
**THE ALLEN BUSINESS PAPERS, Inc.**  
1225 Broadway, New York  
Lockawanna 9150

prices many times higher than the cost of manufacturing with assurance that a big business will be done.

In highly competitive fields firms will often start by offering amazing values and large commissions, even though they suffer losses. This drastic policy enables them to break into the field at once, to attract a big following of salesmen and to do (as they hope at least) an enormous business. Firms which start on this basis "go broke" with discouraging regularity. But while they last, they make the going mighty hard for everybody else in the business.

SOME firms enjoying a regular trade through retail channels make the selling prices for their house-to-house business so low that they barely break even on it at the end of the year, being satisfied to get added volume and thus decrease the overhead cost per unit chargeable to the entire business. Many manufacturers are satisfied with a small profit to keep their plants running during slack season. The last factor is sometimes extremely important because the season in direct-selling rarely corresponds exactly with the season when the jobber and retailer buy. Even considering the current habits of hand-to-mouth buying, retailers must buy their stock considerably in advance of the consumer-buying season, and when consumers are buying, retailers will send in only a few fill-in orders. The house-to-house agent, on the other hand, does not wait for people to come to him and buy. He takes the merchandise right to their homes and sells it in advance of the season, during the season, and after the retailers ordinarily consider the season to be a matter of history.

With an item in which style predominates, as millinery, the manufacturer offers to the customers, through agents, the styles which the retailers' advance purchases have definitely shown to be favored.

All the factors mentioned above must be carefully considered in fixing the selling price and the commissions to be paid—as well as factors referring to the particular product to be sold.

Let us assume that a manufacturer has determined on these. Simple arithmetic will tell him his expected volume of business in dollars and cents. On that figure must be based the cost of operation.

One important thing must be kept in mind: The manufacturer in thinking about his volume of business should consider the *net* amount he receives and not the selling price to the consumer. In calculating volume, he should first deduct all commissions paid to salesmen, district managers, all bonuses, etc., and figure net paid business only.

Thus, if he sells \$250,000 worth of merchandise at the customer's price and pays the salesman 20 per cent, or \$50,000, he should say that he did a \$200,000 business—not a \$250,000 busi-

ness—and all his computations and estimates would be based on the \$200,000 figure. The manufacturer, we now assume, knows what his volume of business is to be in dollars and cents. He knows his cost of manufacturing and his gross profit. From these figures he must now arrive at his cost of doing business, which will include advertising and sales literature, all his expenses and salaries, cost of operating shipping department and cost of cartons and postage (if he pays postage). How is he to determine this cost of doing business?

Obviously it will vary with every different kind of product and selling plan. Any figures which I give in this paper, or in the budget which accompanies it, are merely suggestive. They probably would not apply unmodified to any business in the world other than the particular one from which they were taken.

The advertising cost frequently runs to about ten per cent of a direct-selling business. It is usually best to start with a higher percentage in the estimate because in the early stages much testing of various appeals will probably be done. Until the manufacturer and his agency know the advertising appeals best suited to the particular business and the best media to use, there is bound to be a certain percentage of early waste which will later be eliminated. No matter how well worked the field or how much experience has been accumulated in it, no one can foretell precisely what the best appeals and the best media will be. Most of this waste will be eliminated if experts in direct-selling are called in when the advertising and selling plans are made, but there is bound to be an apparently "irreducible minimum" of waste at first.

**T**HIS figure of 10 per cent is merely an arbitrary suggestion. Frequently it can be made much higher, if the cost of manufacturing is so low as compared with the price that more can be paid for selling expense of every unit and still leave a substantial profit. And, again, it can often be made lower. One of our clients operated during his first season at 7 per cent for advertising space; another required 18 per cent, which was lowered after the first season to 12.45 per cent and after the first year to 9.28 per cent.

Office salaries and office expenses can be estimated with fair accuracy and depend on the volume of business to be done. If the volume is large, the cost per unit will naturally be less. A capable direct-selling executive can frequently be employed for \$5,000 a year plus an interest in the profits or a commission on net sales over a given figure.

Expense of follow-up literature to convert inquiries into agents or to stimulate agents to send in more business can be calculated with reasonable accuracy—bearing in mind that it is dangerous to underestimate it.

Experts can also determine with fair

# INEVITABLE *as* Compound Interest

*How Good House-  
keeping has attained  
its position in the  
field of Building  
Material advertising.*

**S**TANDARDS of living in the United States have attained a point unequalled elsewhere in the world.

Our homes are more beautiful, more comfortable, more efficient, more satisfying in every way.

The share of women's magazines, such as Good Housekeeping, in raising and maintaining the standard of living at a high level, is one that cannot be ignored.

And among the women's magazines, which one leads in this respect? What is the judgment of manufacturers of

nationally advertised merchandise—the keenest judges of values—in appealing to women? To be more specific, what is the consensus of opinion among advertisers of Building Materials, as indicated by their actions in placing advertising during 1925, in the six leading women's magazines?

Good Housekeeping, 65 accounts; the second magazine, 21.

Good Housekeeping, 39 exclusive accounts; the second magazine, 2.

Good Housekeeping, 151 $\frac{1}{2}$ , pages; the second magazine, 33 $\frac{2}{3}$ .

Such a position is the natural result of faithfully serving its readers. The Good Will which it indicates has grown as inevitably as compound interest.

## GOOD HOUSEKEEPING

CHICAGO

NEW YORK

BOSTON

*This is the second in a series.*

# TO INCREASE SALES All Selling Efforts Must Co-ordinate



WOULD you like

to know how we can help you to get a substantial increase in volume of business without disturbing your present sales and advertising program?

The function of this organization is to create, develop and produce resultful direct sales promotion campaigns.

—campaigns that co-ordinate all the client's selling efforts in a unified drive to get more business—economically.

When will it be most convenient for a representative to call and tell you more about how this can be done?

*You incur no obligation when requesting a representative to call.*

## WILLIAM GREEN

*a Corporation*

Complete Direct Advertising Service and Counsel

Sales Promotion • Marketing • Merchandising

Offices: 627 West 43d Street, New York City

accuracy the other expenses involved in starting a direct-selling business—office expenses, shipping expenses, returns, etc.

The price of the unit is vital in figuring percentages. It usually costs almost as much to handle a dollar or five-dollar order as a fifteen-dollar or even forty-dollar order, and yet the profit from the bigger sale is many times the profit from the smaller.

"How much will it cost to start a direct-selling business?" No flat sum can summarily be stated, of course. The cost depends on the kind of product sold, its market, the facilities for making it, and many other factors which only an expert survey will reveal. In this paper I have tried to indicate the questions a manufacturer must consider carefully before he starts—factors which are too often overlooked by the uninitiated.

Planning a successful, permanent, house-to-house business involves much more than merely running advertising, sending lines and filling orders. Behind every profitable direct-selling business is a carefully laid-out plan resolved into dollars and cents—a budget of sales and expense—which can be determined only after skillful analysis and research. No! Selling direct is not an easy business in which everyone makes a fortune overnight.

[This is the second of a series of articles by Mr. Flarsheim. In an early issue he will discuss "High-Brow and Low-Brow Types of Direct-Selling."—EDITOR.]

### Klau-Van Pietersom-Dunlap-Younggreen, Inc.

Milwaukee, will direct advertising for the Moe-Bridges Company, same city, manufacturers of residence and commercial lighting fixtures.

### Frank Kiernan & Company

New York, announce the removal of their office to 41 Maiden Lane.

### Francis Brooke Farley

Formerly connected with advertising departments in Stromberg-Carlson Tele. Mfg. Co. and Charles Freshman Co., Inc., has been appointed advertising manager of F. A. D. Andrea, Inc., New York.

### The G. Lynn Sumner Company

New York, announces the removal of its offices to the Murray Hill Building, 285 Madison Avenue.

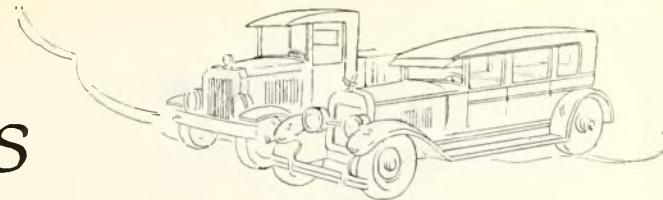
### Pratt & Florea, Inc.

New York, will direct advertising of the Seaford Harbor, Long Island, development for the O. L. Schwencke Land & Investment Company, New York.

### Ralph D. Henderson

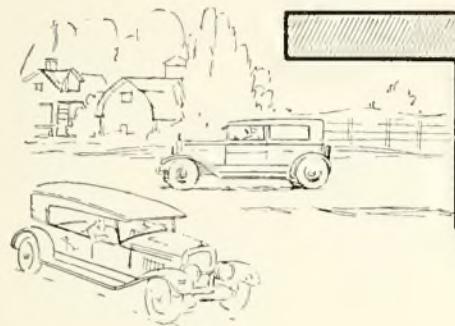
Formerly head of the service department, has been appointed advertising manager of the *Houston (Tex.) Press*. Mr. Henderson replaces A. G. Norment, who will take charge of the national advertising department.

# Which Southern States



# have the most autos and Trucks

?



**OKLAHOMA**  
403,170 autos  
38,065 trucks



**F**IGURES show that Oklahoma leads every Southern state except Texas in number of automobiles. Comparing populations, Oklahoma also leads Texas—for Oklahoma has one auto to every 5 people, while Texas has only one auto to every 5.7 people.

Oklahoma leads all Southern states except Texas and Florida in number of trucks. Florida's large total is, of course, due to the abnormal building boom in that state.

It is an important fact that six of the states with many less automobiles and trucks than Oklahoma have several hundred thousand more population. Oklahoma is only 37 years old—yet, look at the record of leadership that this state has won for herself!

During 1925 automobile sales in Oklahoma exceeded the previous year's record by 27%; truck sales showed an increase of 47.2%! All indications point to the fact that Oklahoma is now entering the third successive year of record-breaking crops. Oklahoma, more than ever before, is a big market for autos, trucks, tires and accessories of all kinds! Throughout the whole of this prosperous farm market the Oklahoma Farmer-Stockman reaches and influences the farm buyers . . . it is the state's *one* farm paper!

It is only natural that the greatest sales increases should take place during the years that Oklahoma farmers have big cash crops — for when Oklahoma farmers prosper, the entire state prospers. This rich trade territory is 73.4% rural!

Jan. 1, 1926	No. of Autos	No. of Trucks
Texas .....	817,765	91,700
Oklahoma .....	403,170	38,065
North Carolina .....	343,115	28,903
Virginia .....	257,446	36,100
Florida .....	257,278	50,038
Kentucky .....	231,854	26,474
Tennessee .....	222,931	25,211
Georgia .....	199,912	30,670
Louisiana .....	175,980	31,000
Alabama .....	172,136	23,193
South Carolina .....	154,929	16,265
Mississippi .....	154,743	18,126
Arkansas .....	147,189	24,253

**The OKLAHOMA  
FARMER-STOCKMAN**  
Oklahoma City

Carl Williams  
Editor

Ralph Miller  
Adv. Mgr.

E. KATZ SPECIAL ADVERTISING AGENCY

NEW YORK

CHICAGO

DETROIT

KANSAS CITY

ATLANTA

SAN FRANCISCO



## Compacts for Farmers' Wives!

Yes, you'll find them, just the same as in city boudoirs. Broadway and Main St. are beautified with the same lipstick.

More than 150 out of 200 dealers agree that farm sales of face powder are increasing. More than half the dealers say compact sales in farm territory are increasing.

One brand of face powder, widely advertised to farm women, has nearly a third of the total reported sales.

Cosmetic sales to farm women can be increased, and demand centered on specific brands, through advertising.

But there's no use telling the men about it.

Concentrate your sales talk to women through publications that farm women read.

**THE FARMER'S WIFE** is not read by men. It does not interest city women. It is the only magazine in the world that interprets women's interests from the farm viewpoint.

And 800,000 farm women read it regularly.

## THE FARMER'S WIFE

A Magazine for Farm Women

WEBB PUBLISHING COMPANY, PUBLISHERS  
St. Paul, Minnesota

Western Representatives  
Standard Farm Papers, Inc.  
307 North Michigan Ave.  
Chicago, Illinois



Members Audit Bureau of Circulation

Eastern Representatives  
Wallace C. Richardson, Inc.  
250 Park Avenue  
New York City

## Advertisements Sent by Radio

[CONTINUED FROM PAGE 26]

scribed, appearing simultaneously in the newspapers of those three cities. With keen perception and taking into account the present limitations of the apparatus, the advertiser exercised special care in producing illustrations and type matter best adapted to reproduction under the existing conditions. The results have been reported as highly satisfactory, although the British general strike, breaking at this time, somewhat curtailed the publication in England and thus caused a worthy effort to lose some of its effectiveness through sheer bad luck. This, incidentally, holds the record for the first commercial photograph sent over from this side by the radio process.

THE nature of the process and the machines which handle the transmission would best be described by an expert radio mechanic. For present purposes suffice it to say that such transmissions are governed by the physical limitations of the apparatus. The largest piece which it is possible to send at one time consists of a strip  $11\frac{1}{2}$  in. long by  $4\frac{1}{4}$  in. wide. As in the case of the Wanamaker advertisement sent from this side, several strips were necessary, these being assembled at the other end and pasted together to form the complete piece. While in the case of an advertisement of this nature such pasting together is quite practical, obviously the same would not hold true of a picture of a single person, object or scene which might be jumbled in the assembling.

The function of the Radio Corporation is purely that of the transmitter. Photographs to be sent are delivered into its hands on one side of the ocean and delivered by it into the hands of a party addressed on the other side. Whether the matter thus handled happens to be news or advertising makes no difference to the R. C. A., and the charge is the same in either case—fifty dollars for the first three and one-half inches of strip and fifteen dollars for each additional inch or fraction thereof; everyone accommodated so far as the equipment will permit.

Everyone realizes that this radio transmission process is in its infancy. The results to date have been somewhat crude in many cases. Photographs which present sharp contrast and are lacking in minute detail reproduce quite satisfactorily, although often photographs of which the reverse is true appear as rather meaningless streaks of ink. This condition is something which only experimentation and constant practice can hope to overcome, but the quick popularity of the process and the warm support which it has been receiving both from newspapers and advertisers promise it the needed

financial support. A year from now—or even less—the products of this process may look quite as different from those of today as does the modern aeroplane from its prototype of ten years ago.

The transmission of advertisements by radio photographs—"Photo-Radio-Advergraming" as Wanamaker calls it—is not a mere "stunt" as so many may have concluded; neither is it a passing fad. Practical today and with the promise of far greater practicality, filling a need which has been felt more and more in our commercial life, it has come to stay and come to develop. At least two progressive advertisers have grasped it and, if we may hazard a prediction, many more are going to do so before a great while has elapsed.

#### *G. Grenville Hunter*

Formerly of Thomas F. Logan, Inc., New York, has joined Winsten & Sullivan, same city, as merchandising and general sales counselor.

#### *Sherman & Lebair, Inc.*

New York, will direct advertising for the Sarnoff-Irving Hat Stores, Inc., manufacturers of men's hats.

#### *The Freeman-Palmer Publications*

New York, have recently purchased *Service Station News*, Los Angeles, Cal., and the *Western Canner & Packer*, San Francisco, and have transferred them both to their San Francisco executive offices. The New York executive offices have been moved to the Candler Building, 220 West Forty-second Street, New York.

#### *George J. Kadel*

Recently sold out his interest in Kadel & Herbert, a news feature photo service, of which he was senior partner, and has been appointed manager of the news picture division of Underwood & Underwood, Inc., New York, succeeding Frank A. Eaton, who has been elected a vice-president of the corporation.

#### *Zero*

Has established an independent art service with offices at 270 Madison Avenue, New York, Room 1404.

#### *"Motorcoach"*

Is the name of a new magazine dealing with motorcoach travel, published by the William F. Noll Company, Inc., 1457 Broadway, New York City. It will be distributed directly to the patrons who ride on the buses and motorcoaches throughout the country. Mr. William F. Noll is president of the corporation. The publishing of *Motorcoach* and the general management of the organization is in charge of Charles A. Sheehan, for many years identified with transportation, publishing and advertising interests, K. H. Stark, formerly advertising manager and secretary of F. A. D. Andres, Inc., will direct the editorial department.

**bragging about  
not being first in  
a field may  
seem unduly modest  
but we like  
to make sure everyone  
knows exactly where  
we stand—  
the recent P. O.  
statements show  
March circulations  
of Detroit Sunday  
newspapers thus—  
News 347,417  
Times 332,365  
Free Press 273,755**

# HOUSE TO HOUSE SELLING

Are you following the interesting articles on direct selling by Henry B. Flarsheim, secretary of the Marx-Flarsheim Co.?

The second article of the series, "How Much Will It Cost to Start a Direct Selling Business?", appears on Page 24 in this issue. This series will be invaluable to the executive who is desirous of getting complete details of this much-misunderstood plan of reaching the consumer.

Mailing the coupon below will assure you of the balance of the house-to-house series of articles together with every issue for a year at a cost of \$3.00. The house-to-house series alone is worth that.

Advertising and Selling,  
9 East 38th St.,  
New York, N. Y.

Please enter my name for a year's subscription. Send me a bill for \$3.00 after I receive the first issue.

Name \_\_\_\_\_

Position \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_

# Growing Pains of a Giant Industry

[CONTINUED FROM PAGE 20]

to be least; those which, in a word, are most simply designed.

Another factor in this ruthless elimination of the less fit lies in the dealer-policies of the makers. The two seasons of 1924 and 1925 were such a minting time for the manufacturers that they overlooked the costs of keeping machines sold. The expense for this extended servicing falls upon the dealer, whose leeway has hardly sufficed. Should the manufacturers persist in their present policies of narrow margins for the dealers, another season will see their boasted "more than 5000 dealers in the United States" converted into mighty boomerang of wail.

First sales have been the easy sales. The public has waited to get rid of the iceman's drip; and selling of electric refrigerators began with the well-to-do, many of whom paid cash. With, however, the intensive campaigns laid out for 1926, the new device will enter a couple hundred thousand homes of lesser wealth, principally on deferred payments but with also a large sprinkling of "trial installations" and with untold thousands of owners who have not the slightest conception of things mechanical, such, for example, as those who never will remember the weekly "defrosting"; or, for another, those countless women of high-strung nerves who will "jump to the ceiling, every time that old motor starts," and whose husbands will frantically telephone the dealer to remove "the darned contraption" before nightfall.

More generous "discounts" must be allowed the dealer. For upon him mount up all these intangible costs of servicing, of demonstrating, of keeping the equipment sold against dissatisfaction.

**I**N the marketing of the electric refrigerator is another element which may have been overlooked. The mere fact that the new invention has stormed the domestic market does not mean that former ice-making methods will go into the discard without a murmur. Should anyone, with money at stake, have lulled himself into thinking that the iceman is about to decamp, let him go to a library and read the files of the ice and refrigerating journals for two years past. In the proceedings of national and regional conventions he will find two highly interesting themes. (1) There is much ill-tempered fault finding, but the cursing is not directed altogether, as might be expected, against electric refrigeration for its inroads into their business; rather, the bemoaning is against themselves for short-sightedness in past years for hav-

ing been slovenly in business methods when the world was at their feet. (2) Amazing reports and surveys appear in the proceedings to indicate the wealth of uncultivated business for "the iceman and his ice." Like the hated coalman of wartime years, the iceman has been so generally scolded by the housewife that she has overlooked his virtues, until now out of clear skies comes an avalanche of double-page spreads from coast to coast extolling the economy and the healthfulness of refrigeration. A chunk of ice in a thoroughly insulated box remains, despite the wonders of electric refrigeration, the most efficient and the cheapest cooling method for the ordinary home that wants "ice" but five months of the twelve. The icemen, individually, may resort to ridicule and vituperation; collectively, however, they are preparing to tell their story as never it has been told.

**M**AKERS of ice-boxes report unprecedented spring sales volume for the current year, while ice makers are preparing to explain to ice customers the value of cork insulation, of wood versus metal for cabinets, of the manifest economy of the 100-pounds icebox as contrasted to that with a 25-pounds ice chest. At the same time, icemen have become sales agencies for certain iceboxes which they approve for efficiency, rather than to continue in the indifference of the past when the householder was allowed to purchase of the department store the cheapest icebox he could find, and never urged even to so slight an investment. Today, with God-given publicity for all refrigeration, the iceman has turned salesman; first, for iceboxes to create demand for his own product; and, second, to sell his own commodity in the face of the housewife's prejudice so recently stirred into consciousness.

Meetings of their associations remind one of the cold-storagemen's conventions about 1910 when political frenzy was trying to throttle cold-storage warehousing; their programs "centered about two purposes: first, how to improve the industry; second, how to quiet the clamor."

When, therefore, the housewife in desperation telephones Saturday afternoon for fifty pounds of ice by special delivery or when she sends to the "corner icing station" for a piece to be brought home on the carpeted floor of her automobile, the iceman, in his turn, may talk into an eager ear. No imagination is needed to believe that the problem of "keeping sold" is considerably more serious from that moment.

# THE Welded Circle



SCRIPPS-HOWARD

MORE than a million and a half families buying homes, building homes, furnishing homes. Millions of individuals dining, dancing, working, riding. Hundreds of thousands of young people with new and pressing needs arising each day. Thousands of new babies each year. A public whose buying power is inexhaustible. Most of them unknown to each other, living in twenty-four different cities, and yet all of them held together by a single unbreakable bond of confidence . . . the readers of the Scripps-Howard newspapers.

For years this public has helped these newspapers develop, by its recognition and approval, into one of the most powerful and constructive

forces in modern journalism. These people have been quick to appreciate the traditions of the great, fearless leaders of journalism that have been perpetuated by these modern newspapers.

And their public has grown, ever loyal and ever confident, into a welded circle of readers whose faith in their chosen publications is implicit. Faith, not only in the fearless editorials and truthful news columns, but in the merchandise offered in the advertising pages as well. Here they find detailed and accurate descriptions of the articles they need. Here are chosen the equipments for workshops and offices, and the decorative schemes for homes. The new automobile

and the contents of the family market-basket are chosen from these pages.

This confidence in the Scripps-Howard newspapers is a most notable achievement. It comes as a rich reward that has crowned many years of staunch adherence to the highest standards of newspaper editing. It comes as a generous return that justifies the continued insistence on integrity and fair dealing in the advertising sections. Every buyer of a Scripps-Howard newspaper, every subscriber to them, and every advertiser who uses their pages, share in the gratifying results that attend this successful and independent enterprise.

## SCRIPPS-HOWARD NEWSPAPERS

MEMBERS AUDIT BUREAU OF CIRCULATIONS

MEMBERS OF THE UNITED PRESS

Cleveland (Ohio)	- - - - -	PRESS
Baltimore (Md.)	- - - - -	POST
Pittsburgh (Pa.)	- - - - -	PRESS
San Francisco (Calif.)	- - -	NEWS
Washington (D. C.)	- - - - -	NEWS
Cincinnati (Ohio)	- - - - -	POST
Indianapolis (Ind.)	- - - - -	TIMES
Denver (Colo.)	- - - - -	EXPRESS
Toledo (Ohio)	- - - - -	NEWS-BEE
Columbus (Ohio)	- - - - -	CITIZEN

Akron (Ohio)	- - - - -	TIMES-PRESS
Birmingham (Ala.)	- - - - -	POST
Memphis (Tenn.)	- - - - -	PRESS
Houston (Texas)	- - - - -	PRESS
Youngstown (Ohio)	- -	TELEGRAM
Ft. Worth (Texas)	- - - - -	PRESS
Oklahoma City (Okla.)	- - - - -	NEWS
Evansville (Ind.)	- - - - -	PRESS
Knoxville (Tenn.)	- - - - -	NEWS
El Paso (Texas)	- - - - -	POST

San Diego (Calif.)	- - - - -	SUN
Terre Haute (Ind.)	- - - - -	POST
Covington (Ky.)	- -	KENTUCKY POST*
Albuquerque (N. Mex.)	STATE-TRIBUNE	

### ALLIED NEWSPAPERS, INC.

National Representatives		
250 Park Ave., New York, N. Y.		
Chicago	Seattle	Cleveland
San Francisco	Detroit	Los Angeles

\*Kentucky edition of the Cincinnati Post.

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

## Beyond the Plan there is no obligation

HAVE you sometimes wished that you could have a chance to size up an advertising agency, actually at work on your own product, before you gave them authority to spend your money?

That is the opportunity we offer you in our plan method. For a nominal fee, agreed upon in advance, we build an Advertising and Selling Plan, in which we present our recommendations and all the investigation and study which led up to them. Beyond the payment of that fee, you are under no obligation to us.

### Quite Different

THIS method of "being actually at work on your own product" is quite different from submitting advance ideas on speculation. It means that for a period of two or three months you have our trained men working on the problems not only of your industry, but also on the problems which are peculiar to your own company and product. You have an opportunity to observe us in action and to judge our methods of procedure—the thoroughness of our preparation, the accuracy of our information, and the reasonableness of our conclusions and recommendations. This costs a nominal fee, beyond which there is no obligation.

### Your Viewpoint

THE first step is the plan conference, in which never less than three, usually more, of our men meet with your executives to get a picture of your business from your viewpoint. That's an all-day's job. Then we work for a period varying from two to three months. You can be in touch with us at any time you wish. At the end we come back with our plan. What happens after that is for you to decide.

May we send you a copy of "The Preparation of a Marketing Plan"? In this book Mr. Hoyt explains more fully the ideas presented above. Give the Memo below to your stenographer and ask her to send for the book today.

CHARLES W. HOYT COMPANY  
Incorporated

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

New York  
Boston Springfield, Mass.  
Winston-Salem

**Tear out this MEMO  
and give to your stenographer**  
Please write to the Charles W. Hoyt Company, Inc., Dept. E3, 116 West 32nd St., New York City, and ask them to send me without obligation a copy of "The Preparation of a Marketing Plan" by Mr. Hoyt.

"Like everything else," says a Chicago maker of butchers' showcases, in speaking of electric refrigerating units for his line, "there is bunk in it. The butchers get the idea that a refrigerating unit is a unit, as a boot is a boot. They install a quarter-ton machine when they ought to have a half-ton, because it costs less. When he took ice, if the lump melted down to six inches the butcher knew the temperature would rise, but when he has a refrigerating unit he thinks he's all set."

**B**EAR in mind, in reading, that we are trying to outline some of the difficulties of electric refrigeration, not, in any sense, to decry its beneficence. In the butcher-shop, for an immediate illustration, the economic gain of the new device is incalculable. For, with butchers, as with other purveyors of perishable foods, it has always been necessary for the owner to go to his shop Sundays to "tend the ice" lest temperatures rise and ruin his meats.

Another reason why prices will tumble is found in the improvements overhanging the market. Within the last fortnight of April, in eight cities no further west than St. Louis and Chicago, I have been in laboratories (or have been told by responsible officials) of eleven established manufacturers of other goods who are trying to perfect electric refrigeration. Not one of the eleven, moreover, is yet in the field nor has yet announced the intention of entering it. The encounters do not include a single maker of electric refrigeration, refrigerating apparatus or any allied equipment; all, however, are searching for some product to supplement other seasonal articles.

On every hand these researches are trying to silence the motor and compressor; to conquer the jar and thud of the recurrent start of the machinery when temperature rises in the coils.

Few of them, odd to recount, have showed the vision to depart from accepted designing.

The prevailing method is to use an electric motor (hence the name of "electric refrigeration") for the needed compression. Yet, as all know, another manner of attaining compression is available, namely, that of heat. Were some maker to perfect a heat-compressor he would have strictly to himself that alluring market where the electric refrigerator cannot enter—all the farms and rural communities where kerosene and gas (either artificial or natural) are available, but where "juice by wire" does not come. Added to this field, exclusively his own, such a manufacturer would preempt the summer resorts of the entire country, wherein of city conveniences the most deplored is an icebox. Kerosene they have. With it they cook and read by night. With it, could they but cool their drinks and keep their perishables, they would be supremely happy—and, incidentally, complete the round of dependence on the oil refineries.

The real selling competition of the electric refrigerator is about one year

in the future. A small host of manufacturers are preparing to pounce on "the greatest selling specialty of the century" with improvements. Enough makers, with exaggerated claims and codeless ethics, are already afield to challenge the security of the six makers who have formed the Electric Refrigeration Council. All the senseless price slashing and pressure sales methods of an overstocked market are in the offing. Out of the turmoil the United States and much of the tropics will be electrically refrigerated with American-made goods, as with all else electrical.

Unbalanced advertising may be expected, or, as a manufacturer of another product recently put it, "our competition has been more in the advertising than in the making." Every "spread" of an electric refrigerator, which fails to make good in its product or in so servicing that product as to keep it sold, detracts, in effect, from the consumer demand created by the restrained claims of the ethically advertised good product.

Yet nothing is more certain for electric refrigeration than that the future is rosy only for well-advertised makes. The market is almost limitless, with vast commercial uses atop of the immediate domestic appeal.

**T**HE equipment, as must be remembered, is a bit of machinery. As such, the need of servicing will never end. Furniture may be sold and forgotten by the dealer; the sewing machine has almost attained the same perfection. Not so, electric refrigeration. With the automobile and the radio in this respect, will there eternally exist the serviceman and his monkey wrench.

Future markets will be developed by the educating aggressiveness of the manufacturers. Only strongly financed companies, backed by the assurance of a dependable product, will have the courage to reinvest first earnings in order to secure ultimate prosperity. That ultimate prosperity for the industry lies in the twofold undertaking of (1) so perfecting the apparatus as to eliminate servicing while coincidentally reducing the first cost to the purchaser, and (2) creating new markets through investigation and education.

The dependable product alone justifies a long-projected advertising campaign. Such only will achieve lasting results.

During the impending struggle for survival, "price appeal" and "over-stock unloading" will unquestionably bring "advertising flashes" that will temporarily disturb those makers who have a broad vision of their industry. Newcomers, with eye more to the curb market for their securities than to the consumer market for their equipment, will come and go, but most certainly, in the end, electric refrigeration will be dominated by well-advertised makers, whose product warrants generous advertising appropriations in the immediate future for the sake of an even high level of profits in the longer future to come.

# Quality multiplied by quantity = Judge

Ten or fifteen *readers* to each copy sold! That has been the answer found in every test conducted by Judge.

To check up this extraordinary showing we asked 4,525 subscribers how many people read their copies of Judge. Their answers average 19.7 readers a copy.

Again, we asked 5,042 *contributors*, people who sent in quips and sketches, how they happened to meet Judge. Nine out of ten of them answered they borrowed it.

The net sale exceeds 200,000. If Judge really averages only ten readers a copy, more than two million people will, nevertheless, see your advertisement.

This is one of the reasons why you see so many new advertisers in Judge.

Line	\$ 2	Page	\$ 750
Column	250	Inside Covers	1,000
Double Column	500	Back Cover	1,500

# Judge

*Management of*

E. R. Crowe & Company, Inc.

New York

Established 1922

Chicago

# THE OPEN FORUM

WHEREIN INDIVIDUAL VIEWS  
ARE FRANKLY EXPRESSED



## Advertising by Telephoto

THE Vacuum Oil Company made the first large use of the American Telephone & Telegraph Company's method of transmitting pictures over telephone circuits on Sunday night, May 9.

This advertisement told the part that Mobiloil had played in the lubrication of the aeroplane used by Commander Byrd in its successful flight to the North Pole.

The Vacuum Oil Company had prepared advertising material for release when announcement was made of the success of the flight. Commander Byrd, however, hopped off so much earlier than his schedule that the advertising mats had not reached the newspapers in time for release in the issues in which announcement was made of the explorer's success.

There was an additional complication, due to the fact that the maps drawn in advance were incorrect, because of Byrd's decision to deviate from the course first decided upon.

The ad was finally taken to the picture department of the telephone company and was transmitted by telephotography to Chicago and San Francisco, and from these points relayed by aeroplane and messenger to other cities in which the ad was to appear. The result was that the advertisement appeared in widely separated parts of the world on the same day in which the first dispatches from the Byrd expedition were printed.

The financial houses have been using this system for the purpose of insuring simultaneous publications of bonds and similar advertising in various cities, and large advertisers have employed it as a stunt. I am informed, however, that this is the first time it has been used merely to meet an emergency.

EBEN GRIFFITHS, Advertising Manager,  
Vacuum Oil Company,  
New York.

## The Picture; Not the Frame

I HAVE read with some interest the article, "Is Direct Mail losing its Directions?" I presume the man who wrote this feels a great deal like the horse, when the automobile first began to drive him from the highways. "Here I am," says the horse, "a time-honored, dependable institution, famed in song and story—and along comes this upstart and shows me nothing but its dust." Unfortunately, Progress is no respector of methods, institutions or habits. That which is slow, inefficient and wasteful must inevitably give way to methods which produce better results,

in less time, at lower cost—as does Direct Mail.

Direct Mail is not interested in betraying the advertiser by supporting the weak sisters of advertising, simply for the sake of harmony. Advertising which pays its purchaser some definite return on his investment inside of a few months is entitled to support, whatever its character.

We are in the advertising business to give the advertiser a return on his investment. We are concerned with the picture, not the frame. The advertiser is not interested in how you propose to get results but in how you will get them—and if so, how soon, how surely and for how much. Direct Mail can tell him before he spends a dollar what returns he can expect—in what time—for how much—and prove its confidence in the estimate by first testing the campaign on a small scale and letting the prompt and definite results show how well the job has been done.

EDWARD H. SCHULZE.

Edward H. Schulze, Inc.,  
New York.

## The Constructive Point of View

WHEN an advertising agency selects a market for its client, it really selects an audience. When the direct mail advertising specialist decides upon a list he also selects an audience. Now the point is what kind of a message will the two give to the audience? Will the message not only command attention, but will it carry that attention to interest, warm that interest to desire with the idea of culminating that desire into action on the part of the purchaser? Is not that the result aimed at by both the agency man and the direct mail man?

I could give many instances of success in the use of space advertising and in the use of direct mail advertising. I could also give you many instances of failures on the part of both and tell you why they failed, but I will give you one instance showing the necessity of the space man giving closer study to direct mail.

A certain agency employed space successfully to create inquiries. Thirty thousand inquiries were created, but that agency failed to organize the machinery and the direct mail advertising necessary to follow up those inquiries, with the result that the writer has not seen or heard of the advertising of this client for some five years.

Thus we come to this point: Would it not have been better had the writer of the critical article taken the con-

structive point of view and, instead of stirring up antagonism, shown how space advertising and direct mail advertising really work hand in hand?

CHARLES S. WIGGINS, President,  
Wiggins Systems, Limited,  
Winnipeg, Man., Canada.

## Reciprocal for Direct Mail

THE advocates of periodical advertising have a wonderful ease; and so have the advocates of direct-by-mail. Each arm of one man has a ease and is capable of acting alone in a wonderful way but ordinarily they act together as do the legs, the eyes, the lungs and the ears.

The two forces almost invariably need reciprocal support as much as a two cylindered engine.

The great fault with periodical advertising, as I see it, is that it is ill-balanced. It would be infinitely better if a large share of the appropriation went into mail and office salesmanship.

As conditions rule at present, neither periodical nor direct-by-mail advertising are working at common efficiency, but seventy per cent at least is working under conditions of uncommon inefficiency—a statement that can be proved to the hilt.

ROBERT RUXTON,  
The University Staff,  
Cambridge, Mass.

## A False Alarm

THE views and sentiments of Mr. Smith of the *Mailbag* are indeed correct in every respect, and I would say that ignorance is mostly responsible for the attacks of the previous unsigned article.

Is there any form of advertising other than direct mail in which the small but forward-going concern can indulge, still remaining within its somewhat meager allowance? If they do use direct by mail, they must be thoroughly satisfied with its results.

I will say this: That either the advertising agencies take it for granted that advertising by mail is a real medium of high quality if used properly, or else there will be a battle of competition in which the odds are against the agencies.

I am hoping they will stop long enough to think that advertising, after all, is selling, and that they should use whatever medium is best, regardless of their personal views on the subject. Such is my advertising moral, and I am sure I am not alone.

GEO. F. BARTHE, Advertising Counsel,  
Syracuse, N. Y.

# *COLLEGE HUMOR contains far more than college humor*



COLLEGE HUMOR fills a niche into which no other magazine fits. It is unique in the choice and blending of its editorial contents consisting of:

- Q Light, lively, and satisfying fiction—typical of Young America—
- Q Articles and sketches from the pens of our leading humorists and satirists—
- Q Jokes, quips, whimsies, and clever conceits selected from the best humorous publications of American colleges—
- Q And its pages are illustrated by the products of the most gifted pens of professional and amateur artists.

As a result of this careful selection and delightful blending of editorial contents, the circulation of College Humor is climbing steadily.

Our February net was 353,000—of which 330,000 copies were sold at news-stands. And the rate is still \$2.00 a line!

[The story of College Humor's rapid rise is of intense interest to every advertiser. One of our representatives will gladly tell it to you. You say When? and Where?]

## College Humor

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 Building, LOS ANGELES, CAL.

**"Meet  
the Wife  
Too"**

**"No  
Buried  
Ads"**

**78%  
Circulation  
in  
Big Buying  
Centers  
Only**

**99%  
Newsdealer  
Circulation**

# The One

Traceable Source of "Dealer Demand" from Advertising is Consumer Demand

*You tell the millions—They'll tell the dealer*

ADVERTISING may have a thousand and one theories—some right, some wrong. But beneath them all there is ONE indisputable fact:

*Orders from jobbers and retailers are based on across-the-counter calls of consumers.*

Giving Mrs. O'Grady and the Colonel's lady what they ask for is the retailer's object in life. Giving the retailer what he asks for is the jobber's business. Creating consumer demand—the basis of all demand—is the business of modern advertising.

Advertising that pays is consumer advertising. It's the only answer yet discovered to the dealer's apathetic, "Get the demand and I'll push your goods." The volume difference be-

tween an article holding leadership in sales and its scores of aspiring competitors is consumer demand.

That is why Liberty, offering four unique advantages in winning maximum consumer influence in the weekly field, has become an advertising sensation.

1

## *"Liberty Meets the Wife, Too"*

85% of all advertisable products are influenced by women in their sale. Few advertisers today can afford to overlook "the wife" in the costly weekly field. 46% of Liberty's readers are women. Every issue appeals alike to men and women because of Liberty's unique policy of editing to both. That means a 100% reading in the home. Because Liberty

appeals to the whole family its reading is multiplied.

## 2

### "No Buried Ads"

Every ad in Liberty is printed at or near the beginning of a fiction or editorial feature. That's due to a unique type of make-up which no other publication employs. Thinking men don't ask "Will my ad be read?" when that ad is booked for Liberty.

## 3

### Minimum Circulation Waste

78% of Liberty's total circulation is in districts which return 74% of the total taxable incomes of the country, 48% of the total motor-car registration, and in which by far the great majority of advertised products are sold.

## 4

### 99% Newsdealer Circulation

Liberty has a net paid, over-the-counter and newsdealer circulation of more than 1,100,000 copies every week. Liberty is

not sent to these readers wrapped up —unlooked for. They buy it, bring it home, read it of their own will. That means a circulation that is *responsive* because it is 100% interested in Liberty.

For those reasons results among the most remarkable in advertising are being attained for scores of America's leading advertisers.

Results that achieve a reduction in inquiry costs of 40% and more. That are multiplying dealer sales. That are activating sales organizations, dormant to costly campaigns in less forceful publications, to respond to a man, almost overnight, to advertising in this amazing weekly.

If consumer influence is your problem, get all the facts about Liberty. Do this in your interest and in ours.

### Advertisers will recognize the value of Liberty's dual appeal

A reading of the contents of this week's Liberty shows how carefully it is edited to appeal to women, as well as to men. This policy, unheard of in the weekly field before Liberty came, gains for Liberty the multiplied reading so important to the advertiser.



**A net paid, over-the-counter and newsdealer circulation of more than 1,100,000 copies every week. Page rate, \$3,000. Rate per page per thousand, \$2.72. The cost of Liberty is lower per thousand circulation—back cover excepted—than any other publication in the weekly field.**

**Tie-up**  
Your Consumer Campaign  
with Trade Publicity

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

**D**ISPLAY advertising forms of Advertising and Selling close ten days preceding the date of issue.

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

Thus, space reservations and copy for display advertisements to appear in the June 2nd issue must reach us not later than May 24th. Classified advertisements will be accepted up to Saturday, May 29th.

# Studying the Structure of Industrial Buying

[CONTINUED FROM PAGE 27]

—28,842 units. (These plants produce 78.3 per cent of all manufactured products.)

#### Manufacturing—Class B Prospects:

Plants employing from 21 to 50 workers—25,379 units (these plants produce 9.8 per cent of all manufactured products).

**T**HE 115,000 units represent more than 95 per cent of the production and income of all industry. It is thus clearly evident that the initial step of market determination is of extreme importance. Few products can be sold to all industries, and the problem therefore becomes one of selecting and noting the most economic and fertile markets. These markets, when selected, can then be attacked one by one in the order of their importance. Experience proves the value of building toward a saturation point in a few carefully selected markets of high absorption value, rather than of adapting a policy of limited penetration into a large number of markets where sales are scattered and sales and advertising effort cannot be concentrated.

A good example of the way this principle operates is given by the McGraw-Hill Publishing Company, in their industrial marketing treatise. The following quotation tells the story:

"A manufacturer selling through over thirty branch offices and making a product used in nearly every industry found it almost impossible to provide definite quotas for sales action. He had proceeded on the policy that every "smoke stack" was an equally good possibility for his equipment. His sales force was demoralized through lack of control. When this manufacturer made an actual analysis of all his prospects in industry he found that 90 per cent of his sales possibilities lay in eight particular fields. He established these fields in their relative order of importance and set beside each a quota for the business that he could reasonably expect. Then he planned his advertising to back up his sales force with a concentrated drive in these fields. This drive established his prestige, enabled him to dominate these particular fields and assured an "open door" for his salesmen with all of his most important customers. Furthermore, the manufacturer then broke down the quotas for each territory. As a result, he gave his sales organization a sound direct policy which could not be sidestepped. Every salesman was assigned definite business and held accountable for this."

Border-line business is dangerous to

pursue and in the determination of profitable markets the temptation to go astray should be avoided.

As the purpose of this article is to sketch quickly the various steps that lead to a successful industrial sales program, let us assume that the first step of market determination has been passed and that worth-while markets have been selected to cultivate through proper sales and advertising effort. Logically the next thing to take up will be a study of the buying habits of the men in the markets to be reached; for a knowledge of markets alone will be of little use unless we know what particular men control the buying, how they keep informed on developments in equipment and what is the general type of appeal to which they are most responsive.

Any analysis of buying habits must lead logically into a study of the concentration and distribution of industrial buying power.

Subsequent articles will develop in more detail some of the specific requirements for a successful industrial campaign. But to serve the present purpose of high spotting these requirements in a broad and general way, it is interesting to note that over 17,000,000 people are employed by the 115,000 units which compose the structure of industry.

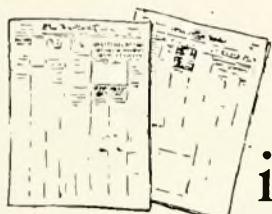
**T**Hese figures, however, should not mislead the manufacturer who is formulating a plan to expand his sales. With the great majority of these 17,000,000 people he is not concerned, for they represent personal rather than industrial buying power. Executives, superintendents, engineers, department heads and all others in whom the manufacturer might be interested represent but a small fraction of the total, the remainder being factory hands, laborers and clerks. Thus in the automobile industry, we find that 80.8 per cent of the people employed are wage earners without industrial buying power, 10.7 per cent are clerks and only executive and operating staff. In the cotton milling industry the percentage of individuals who hold in their grasp the key to industrial buying is even smaller, being only 1.6 per cent. Wage earners in this industry constitute a percentage of 96.6 while clerical staffs amount to 1.7 per cent.

Carrying out this investigation through industry in general, we find a duplication of the same story. Its message to any manufacturer selling to industry is significant, for it shows clearly that the cream of industrial buying

# The *plus-page*

## THE old style newspaper page

*like  
this:*



is a comparatively large visual field. No reader ever sees the whole page at once. But the small News page *like this:*

offers only two-fifths as much to see—a reduced field which can be wholly seen at a glance—a page *minus* many distractions, but with *plus* visibility, *plus* reader attention, *plus* advertising effectiveness. This *plus-page* enjoys a million\* circulation, more readers than any other daily newspaper in America! Bought on the same old agate line basis, it cuts advertising costs! Get the facts!

**THE  NEWS**  
*New York's Picture Newspaper*

Tribune Tower, Chicago 25 PARK PLACE, NEW YORK

\*MARCH CIRCULATION AVERAGES: DAILY, 1,050,033; SUNDAY, 1,291,343

# The Expositor Story In a Nut Shell

April 5, 1926

*Stewart School Supply Company,  
Stockton California.*

Gentlemen:

We have your letter of the 31st.....

We know that we secure more inquiries from advertisements appearing in the EXPOSITOR than perhaps in all the rest of the church periodicals put together. It is a non-sectarian paper and is without doubt the most outstanding religious publication in this country.

Very truly yours,  
MANITOWOC CHURCH FURNITURE CO.  
CGC/CO

The Architectural Forum after its fifth annual building survey predicts

**\$284,445,000 will be spent for new church buildings in 1926 Anno Domini**

Sell the Minister and You Sell the Business Churchman

He creates new markets  
He studies your advertising

He recommends

Reach 20,000 active ministers—intelligent, reasonable purchasing agents — MONTHLY in

## The EXPOSITOR

The Minister's Trade Journal Since 1899

JOS. M. RAMSEY, Manager

710 Caxton Building  
CLEVELAND, OHIO

17 W. 42nd St. 37 S. Wabash Ave.  
NEW YORK CHICAGO

Send for Sample Copy and Rate Card

power lies in a thin line at the top of the bottle. Small in numbers, as compared with the total number of people employed, it is this narrow strata that spends \$35,500,000.00 annually for equipment, materials, supplies and power in order that the work may be conducted economically and with the most efficient methods.

**A**NALYZING further the buying habits of industry as focused in the executive and operating staffs of industrial concerns, it is found that the buying power for industrial equipment lies with the men responsible for the production activities of the business rather than with the general administrative executives. Thus it is found that superintendents and works managers exert the greatest buying influence. General managers are next, followed in turn by the chief engineers and engineering departments. Down the scale are such company officers as presidents, vice-presidents, treasurers and finally directors.

That this is true is easy to understand once the buying habits of industry are weighed and appreciated. The "operating staff" of any industrial company is clearly made up of men with direct production responsibilities who are accountable for results that can be secured only through the proper application of machinery and equipment. Our plan, therefore, must accept the fact that buyers should be sought by responsibilities rather than by titles and that the men who must be sold are those in charge of production, engineering and maintenance.

Having made a study of the buying habits and determined the type of men to reach, the next step in any well balanced program of sales promotion will be to chart out ways and means for reaching them.

There are four channels of approach available and these may and should be used in proportion to their relative importance in the fields to be approached. They are—

1. Salesmen and agents
2. Inspection trips, conventions and exhibits
3. Manufacturers' literature
4. Industrial publications

It will probably be interesting in another issue to discuss these channels in more detail and uncover the possibilities that lie in each. At this time, however, it will be sufficient to touch upon them merely as subjects which every balanced plan should carefully study and compare.

Here again is an important step in our plan which is worthy of individual treatment but which may be covered briefly to suit our present purpose.

In discussing this fourth step, we are face to face with a problem the decision of which will govern not only the keynote of the advertising copy but the type of approach rendered by salesmen and the kind of material which should be put into manufacturers' literature.

Let us fully recognize the fact that industry uses equipment only as "the means to an end." Thus the industrial buyer, who is held responsible for results, wants performance facts so that he can predict accurately what to expect in the way of production, service and economy. In short, he demands to know what the product will do rather than how it is made. He values above all else descriptions of installations, working data, cost figures and descriptions of new features from the standpoint of service rendered. Design and construction details are secondary.

Lifting this out of the realm of purely advertising copy and applying it to manufacturer's sales force, we find that industry is receptive to the calls of salesmen in proportion to the practical information on developments in equipment and performance which salesmen are trained to yield.

The same holds true for manufacturer's literature, and the kind which furnishes information on the application and performance of the equipment is more valued than the type which generalizes or is merely a plea for an inquiry.

Looking back over the four steps which have been discussed, we find that they mesh accurately into each other like a train of carefully ground gears.

**F**IRST, the determination of the worth-while markets by careful market analysis. Second, the establishment of the proper buyers in the markets. Third, the appointment of advertising behind the sales force as a direct channel of approach to buyers. Fourth, the development of appeals that will tie the product directly to the production problem of each of the fields.

To incorporate the four cardinal principles of industrial marketing into a definite and balanced plan capable of execution requires a certain amount of careful self-analysis on the part of any manufacturer who desires to do the job correctly. The best housewife in the world cannot prepare a cake from the finest recipe unless she checks up the contents of the pantry and finds out whether the necessary ingredients are available. If short of butter, there is just one thing to do; replenish the larder.

In the same way a manufacturer should take an inventory of the facilities he has on hand so as to fit them into their proper places in the plan. Thus for the first step it will be well to take a "company preview." This inventory can set up the following factors as guides in taking stock: General history. Financial position. Plant facilities. Service facilities.

Following this, it would seem logical to make a product study. First the products might be classified so as to fall into any of the following groups: Operating equipment, Machine parts, Raw materials, Supplies and tools, Service. Then the principal factors can be distinguished under the following headings: Classification. Performance,



ROGER BACON might have conquered the air back in the thirteenth century, but the blind forces of ignorance and superstition were against him. Because they had never seen a man fly the people of his day forbade the wise old friar from even attempting anything so ridiculous.

In our day and time we boast of our far-sightedness. We know that almost every round of the sun sees things done that were never done before—discovers things never before imagined.

Comfort Magazine circulation is covering a new, rich, and but slightly developed rural market where your sales are bound to grow. Many manufacturers have been too busy with their big city markets to note the recent rapid changes taking

place on the farms and in the small towns—changes that have completely altered the whole character of rural life. Paved highways and low priced motor cars have brought the farmer and his family to the counter in the small town of 10,000 population or less where the farmer daily buys over 50% of the goods sold.

Comfort, an old friend of 38 years' standing to its six million readers, is peculiarly fitted to carry your message to them about your goods and to help you with your distribution problems.

# COMFORT

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

AUGUSTA, MAINE  
250 Park Avenue • New York City  
1635 Marquette Bldg • Chicago  
LAST FORMS CLOSE 18TH OF SECOND  
MONTH PRECEDING DATE OF ISSUE



## CHALFONTE-HADDON HALL ATLANTIC CITY

*Spring and Summer  
Outdoors:*  
SEA BATHING  
BOARDWALK  
ACTIVITIES  
GOLF  
TENNIS  
YACHTING  
FISHING  
AVIATION

Due to their wonderful location, their personal attention to guests, all the most modern material comforts, and their sincere atmosphere of friendly hospitality—these two delightful hotels have long enjoyed a most unusual patronage, nationwide in extent.

*American plan only. Always open.  
Illustrated folder and rates on request.*



LEEDS and LIPPINCOTT  
COMPANY

*On the Beach and Boardwalk. In very  
center of things*  
*"Dual-Trio" Radio Concerts, Tuesday  
evenings. Tune in WPG at 9*

Technical advantages, Price situation, Recognition, Special advantages.

When outlining the sales plan, the principal features to be considered will be found somewhat as follows: General plan of sales organization, Sales policy, Method of distribution, Type of salesmen, Method of compensating salesmen, Discount to distributor or dealer, Methods of sales promotion, Selling costs.

Coming to the question of methods of distribution to industry, the following possibilities will naturally be studied: Will the selling be done direct? Will manufacturer's agents or machinery dealers handle the product? Will it be distributed through jobbers as brokers? Will the outlet be through mill supply houses?

As to types of salesmen, these questions should be answered. Will they be sales specialists or unspecialized salesmen? Will they be merely order takers?

Finally, the principal market requirements may be set down as follows: Required of the manufacturer—performance, service, price, guarantees; required of the manufacturer's salesmen—knowledge, records, suggestions; required of the advertising—performance data—design and construction details, service information.

After all, the plan's the thing, and it is entirely practical to build an industrial marking plan around certain scientific principles which lift the proposed program out of the element of doubt and guesswork and direct its operation along sound lines of good judgment. With the foregoing as an introduction, it will be possible, and doubtless interesting, to expand certain phases later and discuss them from a closer viewpoint than has here been possible.

## Answering Half-Truths

[CONTINUED FROM PAGE 40]

Bad company is bad company, wherever it may be found.

Five—"Finally, most mailing lists, in practice, are terribly inefficient and wasteful because they are two inclusive." Truly an awful indictment. Of course, it might have some effect upon those who know nothing about advertising of any sort. Wonder if it would be inefficient and wasteful to advertise women's hats or similar articles in a hardware journal?

Why did not your unknown correspondent in all honesty state that his criticism should apply to individuals and to their ignorance rather than to Direct Mail in itself? Ignorance is always in the majority. But on the other hand, not all users of Direct Mail are ignorant. To lay the mistakes and ignorance of individuals at the feet of Direct Mail smacks of an attempt to becloud the issue and to stir up unnecessary trouble rather than to clear the atmosphere.

## HERE IT IS - MAIL NOW

ADVERTISING AND SELLING  
9 EAST 38th STREET, NEW YORK, N. Y.

CANADIAN, \$3.50  
FOREIGN, \$4.00

Enter My Subscription to ADVERTISING & SELLING for

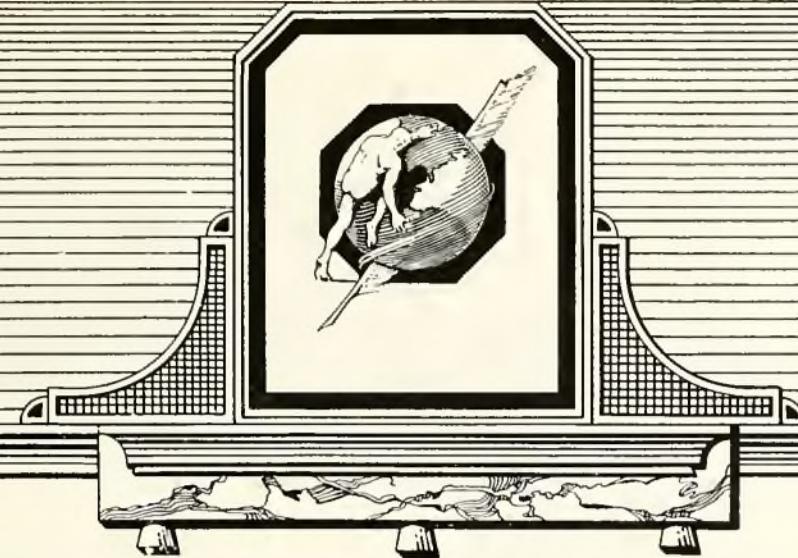
- One Year (26 Issues) at \$3.00
- Two Years (52 Issues) at \$5.00

Name ..... Position .....

Company .....

Address .....

City ..... State .....



## *Graduated, M. A.*

Said Lord Morley, "There is nothing more terrible than mettle in a blind horse". This truth prevails in the advertising business. It is no place for over-much confidence in the *energy* of the understrapper if the advertiser is to be gratified by profits other than the sight of his name in print. On this basis, our creative department is peopled by only Graduate Makers of Advertising — hailing from the four points of the compass—geographically and in experience.

**The Geyer Company**  
*Advertising*

Third National Building, Dayton, Ohio



Regular Price, \$20.00;  
Special Price for Set,  
\$17.50

Small Monthly Payments

## ADVERTISING AND SELLING EXPERIENCE —at your fingers' ends

THIS is the indispensable advertising and selling reference and home-study set. Hundreds of men and women are using it to push themselves ahead. Hundreds of experts in all branches of marketing have it handy for reference. Agencies throughout the country have these books in their libraries. Colleges and universities use the books as texts. If you're in advertising, or selling, or any branch of marketing, don't be without the good this set can bring you.

### S. Roland Hall's Library of Advertising and Selling

Four Volumes, 3323 Pages, 5½ x 8,  
Flexible Binding, 1090 Illustrations.  
\$1.50 in ten days and \$2.00 monthly  
for eight months.

The big, well-paying jobs call for men with all-around knowledge of the entire selling business—advertising, personal salesmanship, planning, managing, etc. Add to your own experience a working command of the principles and methods that have been proved in the experiences of the most successful selling organizations. You get them hundreds of them—in

#### *The best experience of leading organizations*

Covers as much ground as courses costing five or ten times as much. Written in the most instructive style, profusely illustrated with half-tones, line drawings, graphs, charts, maps, tables. Complete campaigns of many kinds outlined. Thousands of sales ideas and plans, time-saving methods and stimulating suggestion for daily use in solving marketing problems of all kinds—manufacturer to small retailer. Examples taken from scores of such prominent concerns as Burroughs Adding Machine Co., Kuppenheimer & Co., Morris & Co., National Cash Register Co., American Gladiator Co., Conklin Pen Manufacturing Co., Eastman Kodak Co., Marshall Field & Co., Lord & Taylor, United Cigar Stores, J. C. Peaney & Co.

### Special Library Price \$17.50

No Money Down  
Small Monthly Payments  
Examine the Library  
for 10 Days  
FREE

#### FREE EXAMINATION COUPON

McGraw-Hill Book Company, Inc.  
370 Seventh Avenue, New York.

You may send me the HALL LIBRARY OF ADVERTISING AND SELLING for ten days' free examination.

If the books are satisfactory, I will send \$1.50 in ten days and \$2 a month until your special price of \$17.50 has been paid. If not wanted, I will write you for shipping instructions.

Name .....  
Address .....  
Position .....  
Company ..... AF 5-19-20



# Going to Philadelphia

June 19—24

The reception plans of the Poor Richard Club are virtually crystallized. The overseas delegates who will come by way of New York will be met at Quarantine by a delegation and escorted to their hotels. The delegation will then come by train or by motorbus under escort to Philadelphia.

They will be met at Trenton by a division of Pennsylvania State constabulary and at the State line by a corps of Philadelphia motorcycle police. The caravan will then proceed to Independence Hall, where it will be received by Mayor Kendrick, Howard C. Story, president, Poor Richard Club; Mrs. Ellen S. Patten, president, Philadelphia Club of Advertising Women; Rowe Stewart, general chairman; Norbert A. Considine, chairman of the reception committee; Associates of Poor Richard, and other men and women who stand high in the city's civic and business affairs.

\* \* \* \*

Arrangements have been made with railroad passenger associations embracing every section of the United States and Canada from which club members attending the convention will be enabled to obtain a special rate of one-and-one-half fares for the round trip to Philadelphia. Such tickets will be placed on sale for a period beginning June 9 for the farthest points and slightly later for those located nearer the scene of activities.

In order to obtain this special rate it will be necessary for each member to have an identification slip. These may be obtained from Earle Pearson, General Manager of the Associated Advertising Clubs. Only one is necessary for the use of member and dependent members of his or her family.

Summer excursion fares on a lower basis than round trip identification certificate plan fares will also be in effect from the far western territory, including Arizona, California, Idaho,

Nevada, Oregon, Washington and British Columbia. Such tickets will be on sale daily from May 22 to September 15, with return limit of October 31.

\* \* \* \*

Rowe Stewart, general chairman of the convention committee, has appointed a committee of the poor Richard Club under the leadership of John H. Sinberg to invite the most prominent business and professional men of Philadelphia to extend the hospitality of the city to the visiting delegates. Mayor Kendrick and former Mayors Edwin S. Stuart, Thomas B. Smith and J. Hampton Moore have been added to the long list of notables who have already accepted.

Mr. Stewart has announced that special medals will be struck off to be presented to the associates, designating them as official escorts and entertainers, and cards will be issued to admit them to all the convention sessions.

\* \* \* \*

Henry Lewis Appleton has been appointed chairman of a group of poor Richard Club members who will make arrangements for the handling of the elaborate advertising pageant which will be staged as a special convention feature on June 21. All advertising clubs have been invited to participate, either by making up floats to represent their cities, or by sending uniformed marching groups of their members.

The pageant will form in ten divisions, which will include demonstrations by individual clubs, civic activities of the city of Philadelphia, the origin and evolution of advertising, displays by famous national advertisers, women's advertising clubs, Philadelphia concerns of 150 or more years' standing, and several other divisions which are yet to be announced.

\* \* \* \*

More than six hundred women delegates are expected at the convention, and elaborate preparations for their

General Outdoor Ad Co.

MAURICE L. ROTHSCHILD  
STATE AT JACKSON



STETSON HATS · Styled for Young Men



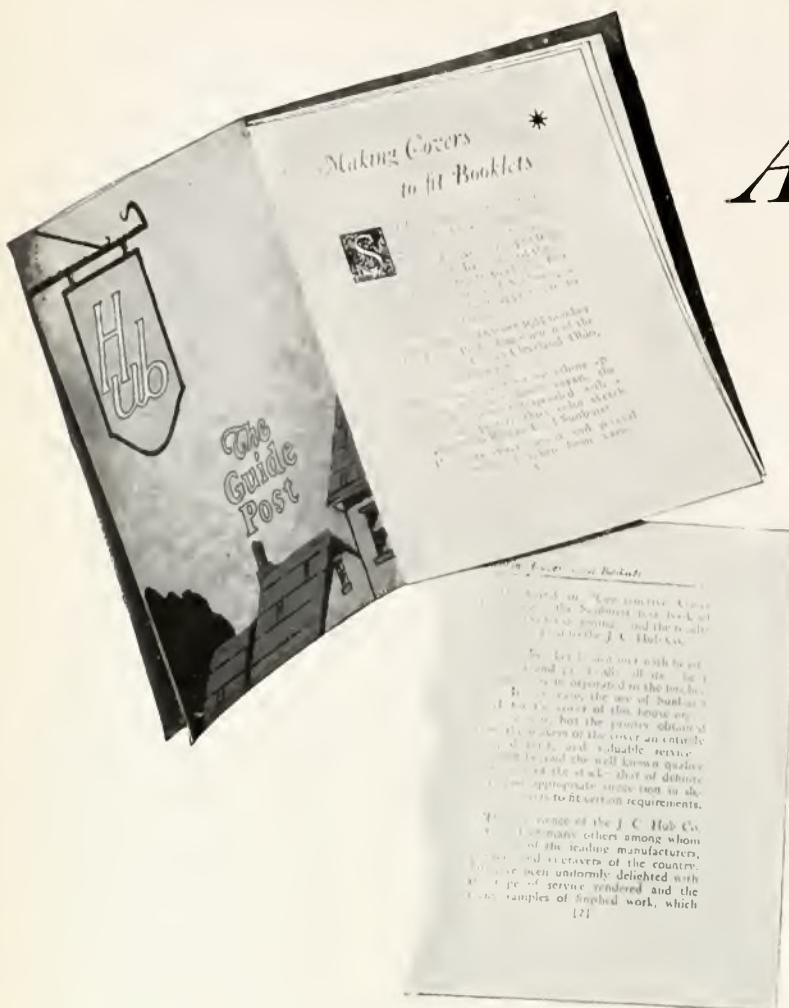
## ANOTHER STEP TOWARD MAKING THE SALE

By telling the public the name and location of the dealer's store, Outdoor Painted Displays can go one step farther toward closing the sale. This is one particular advantage of Outdoor Advertising which delivers direct sales results and enhances the local effectiveness of a national campaign.

One Park Avenue  
New York City

Harrison & Loomis Streets  
Chicago, Ill.

General Outdoor Advertising Co.



# *A page from Experience*

\*The new Sunburst Cover Suggestion Service — and Constructive Cover Designing, the text book of modern poster design is helping hundreds of advertisers, artists, printers and engravers with their everyday cover problems.

**A**N attractive series of Hampden booklets is being prepared dealing with actual examples of Covers designed by this popular Sunburst Suggestion Service and used by well known advertisers. You should know more about this book and this Service.

## HAMPDEN GLAZED PAPER AND CARD CO. HOLYOKE, MASSACHUSETTS

Distributors for Great Britain

FRED'K JOHNSON, LTD.  
11-b Upper Thames St.  
London, E. C. 4

Export Office  
W. H. MILES  
59 Pearl St., New York City

HAMPDEN GLAZED PAPER & CARD CO., Holyoke, Mass.

Please put me on the list to receive the series of booklets about Sunburst Covers.

Name .....

Company .....

Address .....

City ..... State.....

As

Sales Offices

NEW YORK, N. Y.

CHICAGO, ILL.

SAN FRANCISCO, CAL.

TORONTO, CAN.

entertainment are being made by the Philadelphia Club of Advertising Women, under the direction of Miss Florence Dart, general chairman of the convention program committee. Included among the features are: A formal reception at the Ritz-Carlton on Sunday evening, June 20, a luncheon at the Penn Athletic Club on the following Tuesday, and a grand ball at the Bellevue-Stratford Hotel on Tuesday evening. On Monday evening, in the pageant which is to be a feature of the convention, an imposing float will be featured, depicting the advent of women into the advertising field.

\* \* \* \*

Many of the pulpits Sunday morning and Sunday evening will be occupied by ministers and laymen who will speak on the value of church advertising and on the influence of advertising in the enlightenment and progress of the world.

The keynote of Sunday's inspirational meetings will be sounded by Dr. S. Parkes Cadman of Brooklyn, known to every radio fan in North America for the virility and worthwhileness of his messages. This meeting will be held in the city's new auditorium, on the grounds within the Sesquicentennial Exposition. There will be choral singing by societies from the various States of the Union, music by famous orchestras, including the Philadelphia Orchestra, and by the audience, led by one of the most capable song leaders of America. Dr. Cadman's address will be on the subject of advertising and imagination.

\* \* \* \*

Thursday night will be the great outdoor musical festival. This will depict in song and music the epic of America and will show the development of America from Columbus to Coolidge. Five thousand trained voices and massed bands of hundreds of pieces led by John Philip Sousa will fill the great \$3,000,000 stadium with song and music. A great stage, 100 feet deep and 200 feet wide, will be erected in the open end of the horseshoe, and immense amplifiers will make audible to the entire audience every word spoken and every note sounded. This musical festival is under the chairmanship of Philip C. Staples, assisted by Harry T. Jordan and Dr. Herbert J. Tily.

\* \* \* \*

H. Ennis Jones, in charge of the Camden, N. J., end of the entertainment, states that the Victor Talking Machine Company is preparing an elaborate program and entertainment for the delegates to be followed by a luncheon given by the city of Camden in the city's new auditorium. All of these entertainment features are "spotted" after the business sessions, with the exception of the women's tours, which are confined to women in the party who are not delegates.

\* \* \* \*

Clifford Elvins, Imperial Life Assurance Company, Toronto, has been appointed general chairman of the con-



## A statement regarding the editorial policy of The American Mercury

(Reprinted from January, 1926, issue)

The American Mercury is open to the discussion of questions on which educated and civilized people differ; in such areas it permits and welcomes the utmost freedom of opinion.

But there are also regions in which intelligible discussion is quite impossible. The American Mercury cannot affront its readers by dealing with such topics gravely. It will go on poking fun at them hereafter as in the past.

*The fastest growing  
quality circulation*

730 Fifth Avenue  
New York

# THE RECORDER

## Penetrates The Best Stores

**¶** There are 15,000 High-Rated Shoe Merchants in the United States.

**¶** The Boot and Shoe Recorder is read by 78.3% of them, each week.

**¶** In quality its circulation is the highest.

**¶** In quantity its circulation is also the highest.

## 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

## The NEIL HOUSE

The newest and now the Leading Hotel in COLUMBUS, OHIO  
Opposite the State Capital  
655 ROOMS - 655 BATHS  
RATES FROM \$16.75  
EUROPEAN PLAN

The facilities for dances, luncheons, dinner and card parties, large or small, are unusually good that Sorority and Fraternity functions are always enjoyed.

Under the Direction of  
GUSTAVE W. DRACH, President and Architect  
FREDERICK W. BERGMAN, Managing Director

SPECIAL FEATURES  
Club Meals in Main Dining Room and Grill Room.  
Blue Plate Luncheon.  
COUNTER SERVICE AT POPULAR PRICES  
Luncheon Clubs served in private dining rooms at 75¢ per person.

## HOTEL EMPIRE

New York's newest and most beautifully furnished hotel - accomodating 1034 guests  
Broadway at 63<sup>rd</sup> Street.  
ROOM WITH PRIVATE TOILET \$250  
ROOM WITH PRIVATE BATH \$350  
ALL OUTSIDE ROOMS

vention committee of the Insurance Advertising Conference, and is working with his committeemen on plans for an extensive session in conjunction with the Advertising Convention. H. H. Charles, former president of the Advertising Club of New York, is in charge of the program committee. More than two hundred delegates are expected, and they will make their headquarters at the Hotel Benjamin Franklin.

\* \* \* \* \*

The Associated Retail Advertisers, a department of the National Advertising Commission, has made elaborate plans for its departmental sessions, to be held June 22 and 23. Sheldon R. Coons, of Gimbel Bros., New York, is president of the organization, and Thomas P. Comeford, of A. I. Namm & Co., Brooklyn, is chairman of the program committee. The following speakers have been announced: Vernon W. Van Fleet, member of the Federal Trade Commission; Edward L. Greene, managing director of the National Better Business Bureau; Paul M. Mazur, of Lehman Brothers, New York investment bankers; Adam L. Gimbel, executive head of Saks-Fifth Avenue, New York; Irving R. Parsons, advertising manager of the *New York Telegram*; L. E. McGivena, research director of the *Daily News*, New York; and Louis Pedlar, of Pedlar & Ryan, New York advertising agency.

Five dollars will admit anyone to all departmental sessions as well as enroll him in the membership of the organization. Checks should be addressed to Miss Esther Lyman, Secretary, care of D. M. Read Company, Bridgeport, Conn.

\* \* \* \* \*

The Screen Advertisers Association has prepared a one-reel "On to Philadelphia" film which has been presented to the headquarters of the Associated Advertising Clubs as a contribution to the convention movement. The picture runs for about fifteen minutes and contains many entertaining and instructive scenes which are calculated to inspire enthusiasm of club members, as well as depicting the preparations being made for the entertainment of visitors.

The film is open for bookings between now and June 19. It will be lent free except for transportation charges to any advertising club which desires its use. Requests for such bookings should be addressed to Douglas D. Rothacker, 1339 Diversey Parkway, Chicago.

\* \* \* \* \*

A. C. Delaplaine, hotel chairman of the Poor Richard Convention Committee, strongly urges the cooperation of "On-To-Philadelphia" committees of all advertising clubs that have appointed such organizations. He points out the congestion of the Philadelphia hotels which will occur at convention time and describes the service offered by his committee in obtaining the best accommodations possible if given sufficient notice. A list of hotels has been sent to all advertising clubs.

# The Field of Greatest Yield



\$3.700 a Page

Circulation 2,780,000

**All Fiction Field**  
13,000,000 People  
*read these famous fiction magazines*

# Your Salesmen should have as good tools as these—



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

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

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

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

*May We Submit Specimens  
for Inspection Purposes?*

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

# England in Early Fifties

[CONTINUED FROM PAGE 36]

trary, they multiplied. In 1830 they paid the government in advertising taxes £170,649. This same year the tax was reduced to 1s. 6d. By 1839 the volume of individual advertisements in Great Britain and Ireland had grown to 769,088.

The tax did another thing. It forced advertisers to seek other vehicles for their advertising. One of the most popular was a quite substantial vehicle indeed—the so-called advertising van. So thick did these vans grow on the London streets that the traffic jam was worse than a Broadway after-theater tangle. So in 1853 the vans were prohibited entirely and the unsuccessful newspaper advertising tax was repealed.

Evidently all England had been awaiting this tax repeal, waiting for a new rush into this easy way of getting business.

One anonymous writer grew so fearful of what might happen that he came out with a very timely handbook on advertising. His preface was as follows:

The writer of this book is desirous of imparting to other advertisers the result of his own long and dearly bought experience in the matter of advertising, being desirous of saving to them the waste of money which he has incurred, for want of some advisor such as this.

This advisor proved a friend in time. His book ran to five editions. His advice is a most illuminating commentary upon the business as practised in the early 1850's.

He first lists the things which an advertiser "requires to know." They are just four:

1. What journals there are.
2. When and where they are published.
3. What is the extent of their circulation.
4. What is the character of their circulation; i.e., by what classes are they read.

All that worried the advertiser in those unsophisticated days was the media.

Our conscientious advisor then proceeds to list the "tricks of advertising agents." These were, chiefly, two:

1. The agent rents one or more pages of an inferior newspaper and prevails upon an ignorant advertiser to permit him to manage his advertising. The agent puts these advertisements in his worthless papers, charging a great price.
2. The agent receives from the advertiser the cost of the advertisement, obtains credit for them at the newspaper offices, spends the money, and then makes off or takes the benefit of the Insolvent Act.

Small wonder that advertising agents were persons of such low repute. Novice advertisers were like the traditional country ministers in the hands of confidence men.

Happily not all English agents were of that ilk. The advisor followed his exposé with a list of thirteen "respect-

able, responsible and established advertising agents."

This old timer advocated many things which are still being hammered at today. He laid down the rule that character of circulation is more important than quantity; that the charge for an advertisement is secondary; that one must consider the class of persons to be addressed. And he closes with this keen bit of insight into advertising's real usefulness:

By judicious and extensive advertising of anything, that is of a nature likely to be largely used, a large fortune may be certainly acquired; but, remember, it is useless to attempt it on a small scale.

That sounds strangely like the familiar modern platform of "large scale selling."

In an appendix the advisor remembers that there is such a thing as copy. He gives two rules for writing advertisements:

1. Begin with an attractive heading.
2. Be brief as possible, consistent with clearness.

Those also sound strangely like our best modern precepts. Isn't there anything for which this age can take credit?

Fortunately, or unfortunately, the old timer shattered the illusion by giving examples of what he meant. This is what he sets up as a perfect example of attractive heading, brevity and clearness:

John James,  
Draper, 33 High Street

"In London," the advisor concedes, "some more particulars will be requisite. As thus:"

John James,  
Draper, 32 High Holborn  
Shawls for the season, Muslins, Cheap  
Parasols—Great bargains

So after all "attractive heading and brevity" are terms which mean all things to all men. The technique is as important as the rule.

The advisor also had definite ideas on typographical arrangements. "An advertisement that is packed close is less likely to be seen than one that is open, thus:

John James, Draper,  
32 High Holborn, offers the following  
at reduced prices:

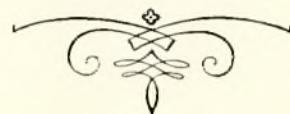
Shawls	Ribbons
Muslin	Silks
Furs	Bonnets
Opera Cloaks	Cotton Goods
Woolens	

Here he comes close indeed to the principle enunciated by the late Benjamin Sherbow and his ever increasing disciples.



## CONTEST WINNER

The attractive Wick Hatband Catalog, winner of the March Cantine Contest, was arranged by Mr. George Mulroy of the Geo. L. Dyer Co., New York, and printed by The Diamond Press, also of New York. Enter your next printing job on a Cantine paper in our quarterly contest closing July first.



## E F F E C T I V E

**G**O THROUGH THE MAIL you yourself receive. Study the pamphlets, booklets even the letter-heads themselves. Note the great difference in their impressiveness—which largely determines their *effectiveness*.

In a dozen different ways, the quality of the paper used influences the impressiveness of every printing job. Remember, cost is based on the results obtained—and in no other way. This is why shrewd advertising executives and printers specify Cantine coated papers for sales literature designed to produce business.

Write for name of our nearest distributor and book of sample Cantine papers. Address: The Martin Cantine Company, Department 100, Saugerties, N. Y. Since 1888, manufacturers of fine coated papers exclusively.

# Cantine's

## COATED PAPERS

**CANFOLD**  
SUPREME FOLDING  
AND PRINTING QUALITY

**ASHOKAN**  
NO. 1 ENAMEL BOOK

**ESOPUS**  
REGULAR  
NO. 2 ENAMEL BOOK

**VELVETONE**  
SEMI-DULL - EASY TO PRINT

**LITHO CIS**  
COATED ONE SIDE

## Dentists are people

"Not interested in dentists—don't make dental supplies!" But—dentists are people. They're rather well-to-do people, too.

They're influential. About ten million citizens respect the judgment of the more than fifty thousand dentists reached monthly by

## ORAL HYGIENE

*Every dentist every month*

1116 Wolfendale Street, N. S.  
PITTSBURGH, PA.

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

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

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

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

## 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 7866

# In Sharper Focus

### S. Roland Hall

HUMILIATING as the confession is, I admit that my entry into advertising was not through the selling of shoes to retailers nor through demonstrating vacuum-cleaners to housewives. My only real selling experience was soliciting advertising for a newspaper, and I didn't like that a darned bit. So, according to present-day precedents, I simply "don't belong" in advertising work. I flopped into advertising work by reason of being a \$30-a-week stenographer thirty-some



years ago in New York. The good stenog. (and I was one and am yet, though I now take dictation from no one but Mrs. H., three young Halls and a number of hard-headed clients) simply has to absorb a lot of the business knowledge that goes into his ear and down through his arm and pencil onto the notebook (Mr. Editor, please remove the *to* from *onto* if it makes your chief proofreader shudder). I absorbed.

The home town was Heathsville, Va.—175 population then and 175 population now. Courthouse, jail, two taverns, public square, monument, easy-going folks—you know. I learned shorthand there, studying alone—a number of years before the International Correspondence Schools started teaching by mail. Then I drifted to cities—finally to old New York. Oh, I forgot. While in the country, I was correspondent for local and town papers and wrote and sold several short stories.

In old downtown New York, I worked first in the New York office of the

*Washington Star*, *Baltimore News*, *Indianapolis News* and *Brooklyn Eagle* with M. Lee Starke—now dead. There I had glimpses of the celebrities of that day—George P. Rowell, George Batten, Charles Austin Bates and many others.

My liking for spare-time study enterprises eventually drew me to the International Correspondence Schools, Scranton, where I spent ten happy years, first creating advertising of various sorts and then preparing advertising and salesmanship courses and teaching these subjects.

I had a little experience with George Frank Lord in his advertising agency work. Eventually I went "from the abstract to the concrete"—as a friend wittily phrased it—and took the job of advertising manager with the Alpha Portland Cement Company at Easton, Pa. Then a few months with Victor Talking Machine Company, where I had insight into another wonderful business. My experience in Camden was not made short by the Victor people. I am grateful for the fact that I have always had fine, broadminded employers and been in enterprises that commanded enthusiastic effort on my own part.

Seven years of running my own small advertising agency, 100 whole minutes away from the roar of Manhattan's elevated, brought me to the end of my first cycle of fifty years last January. It's great sport to have to meet your own payroll, O. K. your own expense account, and deal with the advertising committees on four or five different accounts.

I see more romance and fun in business than I did twenty years ago. And if you who read this piece don't believe I feel young and fit, gaze upon this snap of me and Brother Stout of the Chicago Club as we entertained the advertising people on board the good ship Republic in July, 1924. I'm the "white hope" in this scene.

Confidentially, Mr. Editor, I think that the instinct to teach, write or to preach may prove to be just as logical a starting point for an advertising career as experience in selling shoes or cream-separators. If selling were the principal requisite, what an army of gay boys we could recruit, for advertising work, from the million or more of salesmen we have. Now I have started an argument—one of my principal amusements. Of course I believe that selling experience helps an advertising man. So does reporting experience or any other kind of experience that trains one to find out things for oneself and to tell them convincingly to others, especially strangers.

# Working 18 hours a day

Your Advertising works 6 hours  
longer in the **Globe-Democrat**  
than in any other St. Louis daily



**GLOBE-DEMOCRAT** advertising works 18 hours a day—six hours longer than the advertising in any other St. Louis daily.

It begins to exert its influence at 9 o'clock at night (in The First City Edition). .... It works till its last reader is in bed.

Next morning it is on the job with the first riser, and it works all morning.

At noon the evening papers get on the job.... three ... six.... no, nine hours late!

And The **Globe-Democrat** is still plugging away.... putting in its good old 18-hour working day.

By the time the evening papers get to work, The **Globe-Democrat** has had time to tell St. Louis and The 49th State about what you are selling.

Efficiency?.... Yes, greater efficiency than your advertising dollar can get in any other St. Louis newspaper.

For here is selling influence which works for you six hours extra.... And works when work is important.

It reaches customers during the hours when they can buy. It impresses them at the logical and the psychological time.

# St Louis **Globe-Democrat**

St. Louis' Largest Daily

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

# A Proposal to Dismember Texas

In the national scheme of things Texas occasionally suffers from her own great size. Her agricultural leadership of America is discounted. Buying-power is considered per square mile, and the Great Open Spaces are counted in. Only occasionally, of course.

Occasionally somebody forgets that Texas is not only the State of greatest farm income but the State of greatest income *per acre* of cultivated land. That for economy of merchandising, the open spaces can be passed up. That certain parts of Texas are as closely-knit and as rich as any in America.

If Texas is too big, cut it up. Single out, for instance, the Dallas area—Prosperity Zone—where in a brief hundred-mile circle one-third of all the Texans live, and nearly one-half the State's vast wealth is created.

\* \* \*

Prosperity Zone is not idly named. It has perhaps the highest average of increased business,

during the last few years, of any American market except Florida. Clean, substantial development that continues unabated today.

A State in itself, this Zone, with a larger population than all Kansas and as valuable crops as all New York or Pennsylvania. A scene of huge oil development. A well-railroaded and well-roaded community, with a city at its center whose population has doubled in the last ten years.

There have been some remarkable sales-records written in the Dallas market, but *none more remarkable than those being written by many sales organizations right now.*

\* \* \*

There is only one newspaper by which Prosperity Zone can be thoroughly covered. It is a paper of outstanding character and influence.

A conservative, temperate, yet vigorous and progressive paper.

A paper grown old in leadership, yet never more impressively a leader than today.

*Dallas is the door to Texas  
The News is the key to Dallas*



# The Dallas Morning News

*If you see it wherever you go—  
it's an*  
**EINSON-FREEMAN  
WINDOW DISPLAY**

[327 E. 29th St.  
Lexington 5780  
New York City]



## House Organs

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

We produce The Bigelow Magazine

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



## Art Directors Club Makes Annual Awards

**A**WARDS for the winners in the Fifth Annual Exhibition of Advertising Art, conducted by the Art Directors Club of New York, which opened at the Art Center, 65 East Fifty-sixth Street, on May 5 and will run through until May 29, have been made in the various groups as follows (names of advertiser, agency and artist in order):

**PAINTINGS AND DRAWINGS IN COLOR:**  
(a) *Figure Section*—Medal to Cheek-National Coffee Company; J. Walter Thompson Company, Inc.; Henry Raleigh. Honorable mentions: (1) Pratt & Lambert, Inc.; A. P. Hill Company, Inc.; Walter Biggs. (2) American Radiator Company; Barton, Durstine & Osborn, Inc.; Lucile Patterson Marsh.

(b) *Still Life Section*—Medal to H. J. Heinz Company; Calkins & Holden, Inc.; Merritt Cutler. Honorable mentions: (1) Atwater Kent Manufacturing Company; Barton, Durstine & Osborn, Inc.; Charles Kaiser. (2) The Jell-O Company, Inc.; The Dauchy Company, Inc.; Linn Ball.

(c) *Miscellaneous Section*—Medal to Rusling Wood, Inc.; Calkins & Holden, Inc.; E. A. Georgi. Honorable mentions: (1) Franco-Belgique Tours Company; Albert Frank & Company, Inc.; Peter Helck. (2) Davey Tree Expert Company; J. Walter Thompson Company, Inc.; Frank Swift Chase.

**POSTERS AND CAR CARDS:** Medal and Baron Collier Prize to National Association of Book Publishers; Jon O. Brubaker. Honorable mentions: (1) New York Edison Company; F. G. Cooper. (2) Cathedral of St. John the Divine; Tamblyn and Brown; Adolphe Treidler.

**BLACK AND WHITE LINE:** Medal to George H. Doran & Company; Bertrand Zadig. Honorable mentions: (1) Freed-Eisemann Corporation; Hommann, Tarcher & Cornell, Inc.; Wilford Jones. (2) Ovington's; Pedlar & Ryan, Inc.; Wallace Morgan.

**BLACK AND WHITE ILLUSTRATION:** Medal to Freed-Eisemann Corporation; L. S. Goldsmith & Company; F. R. Gruger. Honorable mentions: (1) Holeproof Hosiery Company; Lord & Thomas; Floyd M. Davis. (2) Lehigh Portland Cement Company; The Blackman Company, Inc.; Hugh Ferris.

**DECORATIVE DESIGN:** Medal to West Virginia Pulp & Paper Company; Rogers And Company; E. A. Wilson. Honorable mentions: (1) West Virginia Pulp & Paper Company; Rogers And Company; T. M. Cleland. (2) Strathmore Paper Company; Federal Advertising Agency, Inc.; Guido and Lawrence Rosa.

**PHOTOGRAPHS:** Medal to Hooven Rent-schler Company; Harry Varley, Inc.; H. W. Scandinavian. Honorable mentions: (1) Welch Grape Juice Company; J. Walter Thompson Company, Inc.; Edward J. Steichen. (2) The Gorham Company; Barrows & Richardson; William Shewell Ellis.

### E. W. Beatty

Formerly advertising manager for the Michigan State Automobile School, and more recently secretary, has joined Whipple and Black, Detroit advertising agency.

### R. C. Beadle

By a decision handed down by the surrogate, has acquired for the Coal Publishing Corporation the *Coal Trade Journal*, which has for many years been in the estate of the late Frederick E. Saward. The *Coal Trade Journal*, it is understood, will be consolidated with *Coal* but continued as a weekly publication. The offices of the Coal Publishing Corporation are at 11 Broadway, New York, and Hampden House, Kingsway, London, W. C. 2.

# The Most Alert Among The Alert

OF THE 27,000,000 families in this country, how many are worth cultivating?

There are 16,000,000 names of automobile owners. . . . Too high a proportion of the total to be selective.

There are 7,000,000 names on last year's income tax lists. The new tax bill will strike off 2,300,000, leaving only 4,700,000. . . . Too small a proportion

Both income and automobile statistics are curiously misleading. For example, they distort the relative values of agricultural sections.

There is an intermediate index of market value, which has proved itself for our purpose. It is the home telephone.

The roster of 8,500,000 residence telephones more correctly than any other market measure represents the distribution of buying power and activity as between states, cities and towns.

A telephone signifies that a home can afford more than the bare necessities. But it has a deeper meaning than money. For the telephone is found only in homes which have lifted themselves above the dead level, which have widening interests and contacts with the world outside, homes which are *alert*.

For eleven years The Digest has been sending its circulars to the telephone subscribers. By this method it has increased its circulation to more than 1,400,000. This is a further refinement of the market—a sifting of millions of alert people, at every income level, to find the million who are *most alert*—the active, intelligent ruling minds of America.

Get Digest readers to buy your product—get them to buy it first and keep them buying it—and you'll sell not only to them but to the far greater number who follow where they lead.

# The Literary Digest

# Direct Selling!

Are you thinking seriously about applying the powerful "house-to-house" method of marketing to your own business?

Don't guess or experiment blindly. Get definite figures on costs, selling plans, sales per agent, display methods, and prospective profits from The Marx-Flarsheim Co., the leading advertising agency specializing in house-to-house selling.

Our clients include many successful direct-selling firms, to whom we will gladly refer anyone interested.

Inquiries from responsible manufacturers are invited. If possible, the letter should detail all essential preliminary facts and plans, so that our reply can be complete and relative to your own business. No obligation, of course.

**The MARX-FLARSHEIM Co.**  
Advertising  
Rockaway Building  
CINCINNATI



Advertising  Typographers

Good typography invites reading. It offers no distraction to the message. It makes no attempt to display unusual type faces and curious characters. It endeavors to tell the advertiser's story simply and well—without interruption. Pittsford typography is good typography.

**Ben C. Pittsford Company**  
431 So. Dearborn St., Chicago  
Phone Harrison 7131

## Better Direct-Mail Results!

Catch the eye with Selling Aid Cutout Picture sales ideas. Increase "pull." Send 10c today for proofs and advertising plans.

**SELLING AID**  
808 Wabash Ave., Chicago



# Selling Women Their Own Kitchens

[CONTINUED FROM PAGE 30]

for years (and tired of it) and the flappers of today actually let a gas company woman—a young woman, perhaps—try to teach them cooking? The inquirer would need to take only a brief glance into the auditorium of the Public Service Electric and Gas Company in Newark, some afternoon, to find an overwhelming answer in the form of thirteen hundred women of every age, class and nationality sitting for three hours watching and listening to Miss Swann describe and demonstrate (on the stage) the preparation of a meal.

OR he might go over to Brooklyn to see Miss Marjorie E. Pidgeon—affectionately known in the Kings Highway and Coney Island district of the Brooklyn Borough Gas Company as "The Girl in White"—hold two hundred women spellbound every Wednesday afternoon with her charming discussion and able skill in cake making (and other cookery). One should watch her nonchalantly put a "ticklish" cake into the oven, set the regulator, walk away and pay no further attention to the cake until the clock said it was done—no breathless peering into the oven, no testing with a broom-straw, no worry about "falling." And then the applause when she takes a perfect cake out of the oven at the appointed time!

Again he might stand for half an hour in the appliance sales room of the Peoples Gas Light and Coke Company in Chicago, and see the hundreds of women (and men) stop at the Home Service booth for recipes and information supplied by the staff of Mrs. Anna J. Peterson, who broadcasts radio cooking lessons nearly every day.

The women welcome these cooking classes; young and old, rich and poor alike seize the chance to learn a better way, an easier way to cook standard dishes, and to find out how to cook fancy dishes and others they had feared to attempt. And they come back "next time" bragging of their success or appealing for additional help, in following the instructions.

These Home Service Directors teach economy in the use of gas, showing how to combine dishes on one range burner, how to turn down the flame to the minimum needed, how to plan a meal so as to use the oven or broiler for as many things at one time as possible. They are not selfish to the extent of wanting housewives to waste gas. But they want the consumers to use more gas economically and be glad to do it.

One of the particular phases of the modern way of housekeeping that these gas companies are fighting against is the neglect of the use of the gas range oven. The cook of today unconsciously tends to use only the "top of the stove"—oven cooked foods are those supposed to be too much trouble. Home made cakes and pies, biscuits and other pastry are "out of style"—especially since they can be bought so cheaply at the nearby bakery. Broiler pans and roasting pans must be cleaned—which means trouble.

To keep the oven busy, as well as the other gas burners, the directors emphasize diet studies, decry the fried meal, make cake-decorating a desirable "stunt" and an easy one, and spend much time on the subject of pie crust—the despair of their audience. What woman is there who can resist the desire to fuss with a pastry tube, making fancy designs on a cake; what husband is there who won't ask for more of the light, flaky crusted pie that beats "mother's"? And, so, back into style comes the range oven, especially when equipped with an oven thermometer or a temperature control device.

THIS work among the gas companies has been used in isolated cases previous to 1923; it has grown by leaps and bounds since. Even yet it can hardly be called a general practice. Although one or two companies have been able to show startling increases in domestic gas sales among customers attending these cooking lessons (running as high as 200 per cent increase): there has not been sufficient time to gather definite statistical evidence to prove the results that observers are sure have come about. The effects are naturally only cumulative and will show themselves increasingly greater each year.

Nevertheless, there are some very vivid collateral results, especially in the line of improved public relations, reduction in complaints about appliances, fewer unwarranted high-bill discussions, which are directly traceable to the improved service which housewives are getting from their ranges. These alone would justify "Home Service," and have made the entire gas industry aware to the value and effect of such work. The dramatic way in which this service is conducted, the winning personalities of the directors, and the honest effort to help women, has brought consumers into sympathetic relationship to the gas companies having such departments at their disposal.

"To rise above mediocrity ~~ requires enthusiasm and a determination not to be satisfied with anything short of one's ideals." ~R.R.Updegraff



*Painted by Walter Biggs for the Postum Cereal Company and awarded a first prize at the exhibition of the Art Directors' Club, Philadelphia. Courtesy Young & Rubicam.*

**T**O produce work that approximates perfection it is necessary to employ in its preparation men who possess an intelligent conception of their subject matter and the technique necessary to its proper execution. We as an organization which believes in employing only those who are masters of their craft, are pleased to see Young and Rubicam, a concern which entertains a similar opinion, have their work accorded the recognition which it so justly merits.

The EMPIRE STATE ENGRAVING COMPANY  
~~ 165-167 William Street. New York ~~

# Condors

THE condor in the National Zoological Park lays an egg and presents an advertising parallel.

The event is front page stuff. She averages one ovum in four years. It's valued at \$750. It can't be bought. The authorities chortle. The head keeper kisses her. A sub-underling feeds her choice bits of carion. And to a common hen is delegated the duty of parking on the egg until the promise is kept.

In the meantime the hens in E-O-WAY and points adjacent go on laying eggs every day—some days—which are worth more in the aggregate than all the gold mined in any similar time.

It seems to me that advertising is judged too much by its exceptions and too little by its rules. Men are judged that way. And magazines.

It's natural enough. Human nature, being what it is, loves the spectacular too much to analyze it.

If advertising results consisted wholly of condors' eggs, the sound of the undertaker would be heard in the offing and on the tombstone would be engraved the single word, STARVED.

Fortunately, advertising in good and circumspectly circulated industrial papers is, like the hen, on the job most of the time. It keeps quietly and surely piling up food for sustenance instead of something for small boys to gaze at on Sundays and holidays.

Personally, I refuse to worry if I never see a condor, but I'll fret a lot if I can't get 'em poached on toast tomorrow morning.

*a. R. Mayev.*

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

One reason for Industrial Power's method of CONTROLLED CIRCULATION is that when conditions are not wholly favorable to "laying" in one plant they are in another. You can't miss much when your advertising is searching throughout 42,000 establishments!



## The British Strike

The British general strike was not an attempt at revolution, though if it had long continued, there is more than a possibility that it might have taken some such form.

It was not an endeavor on the part of MacDonald, Henderson and Thomas to set up an "alternative government," though these men, having tasted the sweets of power, would like to enjoy them again.

It was, at bottom, a protest against an uneconomic wage-standard, against irregular employment, against hunger, against housing conditions which are so bad that Englishmen have been ashamed of them for more than a generation.

It was, moreover, a protest against the unwillingness—or the inability—of British employers to modernize their methods and their machines; a frame of mind which is, at one and the same time, the despair and the admiration of the business men of other lands. To suggestion, criticism and comment, the British factory-owner has only one reply, "My way is best."

The British worker is, if such a thing is possible, even more stubborn than his boss. Once the cheapest of workers—because the most productive, he is today the most expensive—because the least productive.

What makes existing conditions in Great Britain all the more deplorable is that the British business man wants to do the right thing. And though you might not think so, if you saw him in action (!), the British worker is animated by the same desire.

To bring these groups together; to make them see eye to eye and realize that they are "all in the same boat," as Mr. Baldwin phrased it, is a task which calls for all the courage, all the patience and all the genius for compromise which Englishmen are credited with having.

## An "Extra-Hazardous" Occupation

Authorship, journalism—call it what you will—is an occupation which has more than its fair share of uncertainties. The insurance companies would, I imagine, classify it as "extra-hazardous."

You devote a week—or two weeks—to the preparation of an article on a subject which seems to you to be interesting and timely. You mail it to the publication which "ought to take it." It doesn't. It sends your Ms. back with a celerity which heightens your respect for the efficiency of the post-office department and lowers your confidence in the intelligence of editors. That afternoon or the next day you send that same Ms. to another editor. Your first experience is repeated—not once, but half a dozen times.

Then a Bright Idea occurs to you—usually about the time you are ready for bed. You can't get rid of it. "That's a good sign," you say to yourself. "Shows the idea has vitality." So you don your dressing-gown, light your pipe and between 11.20 p.m. and 2.45 a.m., you write 2500 words. You have your story typed. You mail it. For two weeks, you hear nothing. Then—"We shall be glad to publish your article. Will such-and-such a price"—it is invariably a hundred dollars more or less than you had in mind—"be satisfactory?"

Such happenings are the compensations of authorship.

## How One Man "Does It"

If you would like to know how one man "does it," ask John L. Blair, president, New Process Company, Warren, Pa., to put your name on his mailing list.

If Mr. Blair does that—and I think he will—you will receive—oh, perhaps, half a dozen times a year, letters from Warren offering you an overcoat, or shirts, or a traveling bag which—the letters, I mean—are so convincing that you simply cannot resist them. Note, please, that I said "convincing," not "plausible."

Listen to this extract from Mr. Blair's latest:

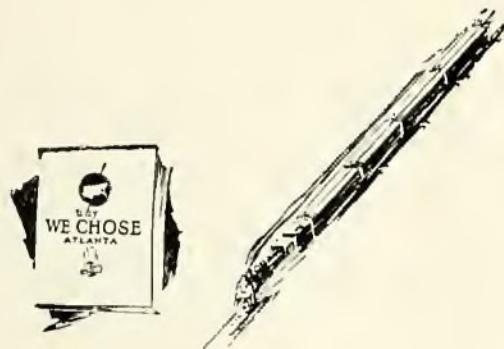
"All we want you to do is try out this new 'Handibag' for a week. If at the end of that time, you should like the bag so well that you want to keep it for yourself, you can send us—NOT the \$12 or \$15 you would expect to pay for a genuine cowhide bag in a store—but our special Introductory Price to you—only \$7.95. Otherwise, all that is necessary is just to ship it back in its original container at our expense, and in payment for the week's use, give us your judgment of its salability."

"Naturally, we are not making offers such as this to everyone. Naturally, too, your advice will be of value to us only if we can get it soon—before the vacation season opens up." JAMOC.

# One Hundred Million Dollars!



## The Largest Textile Deal in History for the ATLANTA Industrial Area



*Send for this booklet*

Containing the actual experiences of some of the 560 great concerns that have chosen to serve the South from Atlanta

GOODRICH and FISK, two great tire companies announced recently a development that with other similar developments, will within two years put 60% of the American tire fabric production, and 50% of the world's production, in Georgia and the Atlanta Industrial Area.

### Why Do They All Choose the Atlanta Area?

GOODRICH, FISK, GOODYEAR—all have selected this section within the last few weeks. Why? For the same reasons that nearly six hundred nationally known concerns have also come here, representing all lines of industry.

Because of vital production economies, due to savings in Labor, Power, Raw Materials,

Taxes and other vital factors—and because Atlanta is indisputably Industrial Headquarters of the South.

The Atlanta Industrial Bureau will be glad to give you the same data that has been the basis of these developments, presented from the standpoint of your business.

*Write to INDUSTRIAL BUREAU  
2031 Chamber of Commerce*

# ATLANTA

*Industrial Headquarters of the South.*



# The Architectural Record has 6,635 Architect and Engineer subscribers

28% more than its nearest competitor—42% over the 3rd paper in the field—and 47% over the 4th

*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 December, 1925—11,537)

**The ARCHITECTURAL RECORD**  
119 West Fortieth Street, New York, N. Y.

Member A. B. C.

Member A. B. P., Inc.

## TESTIMONIALS

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

Let us prove that for you. You want photostats when you want 'em. We get them to you.

Commerce Photo-Print Corporation  
80 Maiden Lane New York City

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

THE JOHN ICELSTROEM COMPANY  
Massillon, Ohio Good Salesmen Wanted

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

**PROVE IT!**  
**SHOW THE LETTER**

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

Write for samples and prices.

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

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.

## Thumb-Tacks Are Not Product Outlets

[CONTINUED FROM PAGE 21]

those facts stand as written, what shall be the attendant corollaries and conclusions?

Why not these, as a starter:

1. To increase a manufacturer's sales volume, the most vital action would seem to be to obtain the largest possible flow of the products which he sells, through all of the local outlets to ultimate consumers.

To create desire for one's product in a community where one's goods are not on sale is to spend money to sell the product of competitors—for the competitor's goods are always sold in such cases.

2. Every thumb-tack in the distribution map indicates a point where the manufacturer's goods are lying in stock—perhaps dying in stock—and crying aloud for sales help.

Why do you refuse to pull out that plug and put on some local advertising pressure to get your goods selling in that community and get a new and bigger repeat order from that store?

Kindly look back at our blackboard and re-read facts 7 and 9; then read facts 2, 3 and 10. Next consider facts 5 and 6.

After a not too brief cogitation, get out your records and look over your advertising budget. Have before your mind just how much money you are spending to shoot arrows of hope into the air—which of course is highly profitable, as all advertising evidence proves. That you should do; but this other you must not leave undone.

But, if it is valuable to "tell the world" about your goods, when half of some large fraction of the readers of your advertising have no chance to find your goods for sale in their communities; how infinitely more valuable will it be to lay out a definite part of your advertising appropriation to create and stimulate desire for your goods in those exact spots where the thumb-tacks are?

When the manufacturer, or his agent or adviser, suggests that all his advertising money is spent on shooting into the air, and he hasn't any left to exploit his goods in the exact spots where his goods are on sale, I wonder how the term "hard-headed business men" ever got coined, for its generally accepted definition.

And now the ultimate conclusion of the wise manufacturer.

He will carefully analyze his figures of selling cost in this way:

1. How much does it now cost me to sell goods in the old-fashioned, conventional manner, which leaves the goods to stagnate on shelves of stores, causing half of my prospects to die, and retarding my sales possibilities in all stores?

2. How much more goods would it be possible to sell at each of my local outlets, if I did local advertising at those points to stimulate desire for my goods

# POWER

Fred R. Low

*Editor in Chief.* Past President A.S.M.E., Past Member American Engineering Council, Chairman A.S.M.E. Boiler Code Committee, Chairman A.S.M.E. Power Test Code Committee, Author of several Engineering works, Member Nat. Assoc. Stationary Engineers—an outstanding figure in the industry. Editor of POWER for 37 years.

A. D. Blake

*Associate Editor of POWER* for 15 years. Graduate Mechanical Engineer, 3 years power plant construction experience—Member A.S.M.E., N.A.S.E., Member A.S.M.E., Sub-committee on Industrial Power.

C. H. Berry

*Associate Editor.* Formerly Assistant Professor Steam Engineering at Cornell, then Technical Engineer of Power Plants, Detroit Edison Company. Member A.S.M.E. Power Test Codes Committee, Chairman A.S.M.E. Sub-committee on Steam Turbines, Member American Refractories Institute.

F. A. Annett

*Electrical Editor.* Five years instructor in Electrical Engineering, five years in the design, construction and operation of electrical machinery, and eleven years on POWER Editorial staff. Member A.I.E.E., N.A.S.E. and Association Iron and Steel Elec. Engineers.

L. H. Morrison

*Oil Engine Editor.* Graduate Mechanical Engineer, 15 years experience in design, erection and operation of oil engines. Sec. Gas Power Section of A.S.M.E. Member N.A.S.E. Author authoritative works on oil engines.

P. W. Swain

*Associate Editor.* Graduate of both Yale and Syracuse. Instructor in Power Engineering at Yale for two years. Chairman Papers Committee of American Welding Society, Chairman Sub-committee on bibliography of feed water investigation, A.S.M.E. and N.E.L.A. Member N.A.S.E.

A. L. Cole

Three years of design experience, 8 years as chief engineer of a 15,000 k.w. station. Specializes on boilers and powdered fuel. Member A.S.M.E.

Thomas Wilson

*Western Editor.* Graduate engineer, 20 years practical experience. Member A.S.M.E. and Western Soc. of Engineers. Member Executive Committee of Chicago Section A.S.M.E. Member N.A.S.E.

F. L. Beers

*Copy Editor.* Member of POWER Staff for 25 years to whose hands all copy must go for final check and approval.

These Men Make  
POWER

A.B.P.  
Published  
at 10th Ave. and  
36th St.,  
New York

By the McGraw-Hill Publishing Co., Inc.

Devoted to the Power Problems  
of All Industries

## Proof of Leadership—

There are many proofs of the leadership of POWER—

And curiously enough one of the most striking proofs is the size and quality of its foreign circulation.

POWER has far and away the largest circulation beyond the seas of any power paper published in America—a circulation almost exclusively among prominent consulting and operating engineers.

Engineers abroad watch American power developments keenly. They want the facts. And they get them just as the leading consulting and operating engineers here at home get them—by subscribing to POWER.

Their choice is a frank recognition of the leadership of POWER in America.

The leadership of POWER springs from the quality of its editors.

Note them! Men of special training, experts in the field, men of ideas and judgment

Yes, men do make papers!

A.B.C.

Are YOU using the selling power  
of POWER?



## seeds

**S**CIENTISTS today are seriously discussing whether man in the next thousand years may not be obliterated from the world—by insects. The reason is their tremendous increase coupled with man's elimination of their natural enemies.

Fragile, destroyed by a blow, some of them living but a few short moments, insects as a group have a tenacious grip on life because of their prodigal reproduction. Every egg an insect lays is as complete and perfect as Nature can make it. Each one has world-wide possibilities. An insect doesn't seem to worry about waste circulation.

The reproduction of business is largely influenced by advertising. The effectiveness of the individual units of that advertising is increased by painstaking care and excellence in such seemingly small details as—engravings.

### Gatchel & Manning, INC.

C. A. STINSON, President

#### Photo Engravers

West Washington Square • 230 South 7th St.  
PHILADELPHIA

among the people of those communities?

3. How much would it cost to lay out a program of regular advertising in all the communities where my goods are on sale; or at least in all the important communities?

4. How much less would my selling cost to stores be, if I did this local advertising, and made the dealer realize that my goods were constantly wanted by his customers?

5. When the saving on lower selling cost would be added to the increased profits that would be made on the larger sales volume, would I not find the local advertising campaign cost me only a small part of the added profits that I would make? Then, with this large increase of output, my factory overhead percentage should be greatly reduced, increasing still more my net profits.

6. Since sales of my goods could be doubled at many points and multiplied in many other points, it would seem to prove that they might be similarly increased at all points. This multiplication of the units would of course double the total sales volume, and thus double my advertising appropriation without increasing my percentage of advertising cost.

7. Since we seem to have nearly approached the apparent point of saturation, under our present policy, and the new policy seems to offer a quite logical method of increasing our sales, I hereby resolve to try out the plan at a hundred representative points and see just what definite results can be secured. It may be the one big thing that I can do to beat competition next year.

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#### League of Advertising Women of New York

At the annual meeting of the board of directors of the League elected Helen M. Rockey, a copy writer in the advertising department of the New York Edison Company, president for the coming year. Miss Rockey succeeds Minna Hall Simmons of the Powers Reproduction Corporation, president for the past two years. Anna M. McLean of the John B. Woodward Company was elected vice-president; Emily Connor, Marchbanks Press, corresponding secretary; Mae Shortle, Rogers & Company, printers, recording secretary, and Elsie E. Wilson, American Radiator Company, was reelected treasurer.

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#### The John Day Company, Inc.

New York, is the name of a new corporation with offices at 25 West Forty-fifth Street, which has been formed by Richard J. Walsh, Cleland Austin, Trell Yocum and Guy Holt to publish books.

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#### Dorland Agency, Inc.

New York, announces the opening of their Florida headquarters at 914 Olympia Theater Building, Miami, under the management of John A. Cleary. Mr. Cleary was formerly director of advertising and sales promotion for the Cadillac Motor Car Company, Detroit, Mich., and the Peerless Motor Car Company, Cleveland, Ohio. He has conducted his own advertising business in Miami during the past year.



# Here is a Publication Sold Solely on Its Contents, Yet...

- has the largest circulation
- at the highest subscription price
- in a field which is America's second largest manufacturing industry

**M**R. O. C. HARN in a recent contribution to *Printers' Ink* stressed the fact that too few buyers of space investigate the kind of audiences they buy. He mentions specifically the price paid for subscriptions, how the readers are induced to subscribe, the degree of interest.

TEXTILE WORLD'S readers subscribe because they are shown that the publication has real value to them of a business or technical nature. All mail subscription solicitation is based on actual editorial contents. All premiums given for prompt payment consist of

technical reprints from the publication.

The renewal rate runs between 65 and 75 per cent, according to business conditions. Now 71.80 per cent.

No clubbing offers. No installments. No so-called "subscription getting schemes."

And yet TEXTILE WORLD has more than twice as many "Class A" subscriptions (textile mills and executives) as any other textile publication audited by the A. B. C.

Ask for a copy of "How To Sell To Textile Mills" using your letterhead.

Member  
Audit Bureau of  
Circulations

# TextileWorld

334 Fourth Avenue

New York

Member  
Associated Business  
Papers, Inc.

# Drilling Deep— for Sales

A mere scratch on the surface does not get oil, nor can paying production be assured without "makin' hole" in proved location.

OIL TRADE drills deep and it drills where results are sure. Its circulation is a proved circulation. It goes to the men who influence the buying, and it goes deep into their consciousness.

The OIL TRADE advertiser is no "wildcatter". He's taking no chances—he's sure of results.

Our Department of Research and Selling Helps has prepared a survey of the market in the oil industry, in booklet form. Its title is "More Business from The Oil Industry". Send for a copy.

*The*  
**Oil Trade**  
 350 Madison Avenue  
 New York City

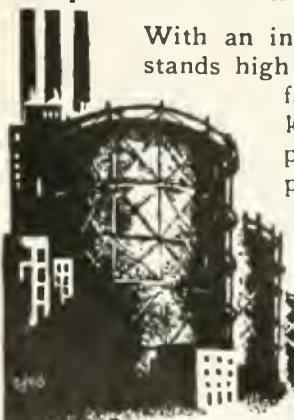
Chicago

Tulsa

Los Angeles

## "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**

## Le Hypothesis de la Hypotenuse

[CONTINUED FROM PAGE 28]

Upon an epidemic. Triangles run wild in American advertising. Triangles and circles and sectors and vortices, foci and hypotenuses and oblates. All the brave old madness of the "Nude Coming Downstairs," diluted with strawberry ice cream soda and air-brushed flat on the page. Do you make a corset? Fine! Jimmy, hand me them dividers and that there triangle, and let's go! Scramble the circles and raise hell with the hexagons. Don't complete anything; vignette everything. Background? Oh, stick in some more triangles, blur the edges of them! Closing date? All right—there you are, sir—and all in the exact time of eighteen minutes, four seconds, according to three out of five of the stop-watches.

BUT they didn't stop at corsets. Franklin, that grand old duck-billed guardian of the integrity of motor-car manufacture, fell for the geometrics early and with Everett Henry's drawings of queer scenery, produced a campaign that, whatever else it was, was different and still is. (It won't be, much longer.) Right on our very hearth Edison Mazda brought forth a Post—double all full of zig-zagging light rays, and interesting too, if I do roll a log. Maybe Edison Mazda would have done this if it hadn't been for what Wallace did in Paris in 1924; maybe Edison Mazda would have realized that the Japanese flag is the best piece of display on earth; and maybe not. Corticelli, Barbara Lee, Van Raalte, Bourjois, Hickson—they all fell. Saks-Fifth Avenue, after playing around with a graphic style derived from New England by way of Herald Square, has set out to corner all the geometric advertising in America; and all the little shops, and the night clubs, and the department stores in the sticks, and the Bon Dieu alone knows how many others, are torn twixt love and duty trying to decide whether to do anything so daring or not. Four out of five times not.

Yes, it is a feminine style, this polyhedral panic. It goes with the crazy printed fabrics that go on females. Altogether it has been built into a fine fad and presently will run itself into the ground, like most mannerisms that are not manners. Heyworth Campbell, who will answer at the gate of justice for more than the average, and who was doing monkey-triangles on his editorial pages in *Vogue* long before Wallace gave his shower, says it is through; says he is not going to draw another triangle; he is off 'em; hereafter he will use nothing but French curves and brass rules. If he says it is through, it is. But it probably is not—not until the last far-flung Pasadena tea room:

## NUMBER SIX OF A SERIES GIVING GLIMPSES INTO VERMONT INDUSTRIES



*Left*—Typical Vermont scenery—part of the attraction for Vermont's thousands of visitors.

*Below*—One of Vermont's many charming summer places.



## Vacation Resorts in Vermont

*This state assumes an additional importance to advertisers because of them*

### An Unequalled Resort

Vermont attracts thousands of tourists each year. Within its borders is a profusion of beautiful scenery unequalled anywhere. The sports it offers bring many enthusiasts. And, being so near the great urban centers of southern New England and the Atlantic Coast states, it has the advantage of accessibility.

### Its Attractions

The attractions of Vermont are to be found in every portion of the state. All over there are splendid golf courses which delight enthusiasts. There is magnificent fishing in lakes, brooks and rivers. There are over 125 lakes exceeding 75 acres in area. Then, there are the large and widely known hotels for those who care for this type

of accommodation. And there are the smaller but comfortable and homelike establishments which delight others.

There is the Long Trail, a well-marked foot path which follows the Green Mountains thru their entire length, and includes the ascent of the more important peaks in the range. 15,000 people tramp over at least a part of this trail each summer, spending \$150,000 as they go.

### Camps and Winter Sports

Another of Vermont's summer activities is the camps, which enroll over 6000 boys and girls for the summer months. These increase Vermont's importance as a resort because parents, coming to visit their children, find it so delightful that they pass their vacations there, too.

Altho summer is the time when visitors predominate, sports in the winter season are also having their influence in bringing an increasing number of visitors during the season each year.

### New Buying Power

Vermont's visitors come into the state and spend millions of dollars each year. They not only bring wealth and buying power to Vermont and its residents, but they buy enormous amounts of goods for themselves in the trading centers of Barre, Burlington, Brattleboro, Rutland, Bennington and St. Johnsbury. By remembering that these are the big cities about which all of Vermont's commercial activity centers, you will easily be able to pick the proper newspapers to carry your message in this state.

# VERMONT ALLIED DAILIES

Barre Times	∴	Brattleboro Reformer	∴	Bennington Banner
Burlington Free Press	∴	Rutland Herald	∴	St. Johnsbury Caledonian Record

# LIVESTOCK 1925 \$120,000,000

In  
WEST  
TEXAS  
  
Our  
Trade  
Territory

1925 LIVESTOCK  
PRODUCTION IN OUR  
TRADE TERRITORY  
\$120,000,000.



—and That's Only  
One Item

*A Billion Dollar Territory Covered with One Medium*

## THE STAR-TELEGRAM AND RECORD-TELEGRAM

MORE CIRCULATION IN THIS TERRITORY THAN ANY THREE  
OTHER MEDIUMS COMBINED

Daily Net Paid Over 115,000	No Premiums No Contests	Sunday Net Paid Over 120,000
--------------------------------	----------------------------	---------------------------------

### 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.

has tasted of the kick in this oh-so-French stimulant to advertising art.

Of course, it isn't French. There's some of the old cubistic in it, and a good deal of Austrian and Czechoslovakian, and some McKnight Kauffer (which is American English by way of south-German posters). The French maddened it up and simplified it some, and we have been prancing along the path of the fad, buttering it mostly.

Chasing a fad like this in the production of advertisements is wholesome, if we don't go in all over and apply it to everything regardless. Fortunately there are some sensible advertisers left whose money we are spending, and who won't convert our breathless up-to-dateness into their cash. The pleasant convalescence ahead, after the disease has run its course, is that we shall have found what real good there may be in it, we shall have been stimulated to think a little more about the possibilities of the printed page, and we shall experience all the chastening conscience of a good rugged hangover.

Meanwhile, the astute Mons. Wallace may drop into any Sandeman grocery in Paris and indulge himself in a Porto Blane and send us the bill. We'll let *Harper's Bazar* and *Vogue* match to see who pays.

#### 4. Bischoff

For five years with *Automotive Merchandising* and before that with the Chilton Company, is now representing *Jobber Topics* and *Motor Maintenance*, published by the Irving-Cloud Publishing Company, Chicago.

#### The Brotherton Company

Detroit, will direct advertising for the Hercules Motors Corporation of Canton, Ohio.

#### Samuel E. Ryder

Formerly with the Moto Meter, Inc., New York, has been appointed general sales manager of the Vlcek Tool Company, Cleveland.

#### Criterion Photocraft Company

Commercial photographers, announce their removal to 22 West Thirtieth Street, New York.

#### Myers-Beeson-Golden, Inc.

New York, will direct advertising for the Stetson Drug Corporation, New York, distributors of Stetson Tablets for Indigestion; for Mot-Acs, Inc., same city, manufacturers of Mot-Acs, a heater for automobiles that utilizes the hot water from the radiator; and for the United States Sand Paper Company, Williamsport, Pa., makers of Mapbrand sandpapers and emery cloths.

#### R. B. Donnelly

Formerly account executive in the New York office of Erwin, Wasey & Company, and prior to that divisional advertising manager of the B. F. Goodrich Rubber Company, has joined the staff of the D'Arcy Advertising Company, St. Louis.

#### Book and Booklet Compilation

If you want a striking and thorough-going book or booklet compiled; or a prospectus, or a special article, ask for a quotation from us. We have 17 years' experience at research, compilation and high-class writing. Also unequalled facilities for digging up live, important data, chart-making, and also for household and food booklet work.

#### THE BUSINESS BOURSE

15 West 37th St. New York City

Tel.: Wisconsin 5067

In London, represented by Business Research Services, Ltd., Middleleigh House, Caxton Street, London, W.C.

#### American lumberman

Published in CHICAGO

Member  
A. B. C.

READ wherever  
Lumber  
is cut or sold.



At the conclusion of each volume an index will be published and mailed to you.

# Superior Selling Power

## In the World's Greatest Market

### *First in*

#### Total Advertising

New York Evening Newspapers

THE Sun's continued leadership in advertising among New York evening newspapers is not due to unusual strength in a few classifications only—but to the fact that advertisers in every classification have found The Sun an exceptionally profitable medium through which to sell their products in New York.

Every month for the last ten months The Sun has published more advertising and has made larger gains in advertising than any other New York evening newspaper.

### *First in*

#### National Advertising

New York Evening Newspapers

TO manufacturers who have new products to introduce and to those who seek increased sales for products already established in New York, The Sun is a powerful selling force in the world's greatest market.

For years National Advertisers have placed more advertising in The Sun than in any other New York evening newspaper. During the first four months of 1926 they used over 350,000 lines more in The Sun than in the next New York evening newspaper.

### *First in*

#### Local Advertising

New York Evening Newspapers

LOCAL merchants are in an unusually advantageous position to judge the selling power of local newspapers. They are experienced judges of the buying habits and the newspaper reading habits of the people in the territory which they serve every day. They depend on their advertising to produce quick, traceable results.

During the first four months of 1926 The Sun led all New York evening newspapers both in volume of Local Advertising and in gains.

THE SUN is one of the great newspapers of the country. It is a clean, progressive, interesting newspaper—intelligently edited for intelligent men and women. It is free from sensationalism, prejudice and partisanship.

The circulation of THE SUN—already the largest weekday circulation among the better class homes of New York—is going steadily ahead on a sound, healthy basis. THE SUN'S average daily net paid circulation during the six months ended March 31, 1926, was 257,067. This represents an increase of 11,593 copies a day over the corresponding period of 1925—an increase won without the use of prizes, contests or other similar methods of forcing circulation—an increase won purely on the merits of THE SUN as a newspaper.

**The**  
280 BROADWAY



**Sun**

NEW YORK

BOSTON  
Old South Building

WASHINGTON, D. C.  
Munsey Building

CHICAGO  
208 So. La Salle St.

SAN FRANCISCO  
First National Bank Building

LOS ANGELES  
Van Nuys Building

PARIS  
49 Avenue de l'Opera

LONDON  
40-43 Fleet St.

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## Export Advertising No Mystery

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kets and the determination of the copy appeal is equally sound for foreign or for domestic business. As a matter of fact, I do not know any sharp line of demarcation between them. There was a time when the American manufacturer located east of the Mississippi regarded the Rocky Mountains and Pacific Coast regions as foreign. They were, in the sense that they were strange to him. Canada was foreign territory to him also. He entered these markets and their strangeness disappeared. He looked afield and saw Cuba and Mexico with a different background and a different language from his own. Yet today he does business there with almost the same ease as in territories one hundred miles from his factory. He has merely extended his trading zones from his own immediate neighborhood, section by section, state by state, and finally, country by country until now—and then only for the purposes of administration—does he distinguish foreign from domestic trade.

IT may, however, be well to make this point at this time—that while the old so-called "mystery" of export advertising has been properly relegated to its place among the other illusions that never really existed, there is a danger that we may fail to recognize that it still has its complexities. Let me illustrate concretely what I mean: American safety razors are sold in every country of the world but under widely varying conditions. In China, for example, the itinerant barbers among the natives, not the natives themselves, might be the prospects. In India, for example, to advertise and picture a low-caste native shaving himself with any particular make of razor might easily put a taboo on it for natives of a higher caste. Or, a canned milk advertiser who pictured his product being used by Japanese or Chinese in coffee and tea might better recognize that they don't drink coffee at all, that they drink tea without milk and that the appeal might better be made on the grounds that canned milk is a nourishing food for children and invalids. So that those of us who are concerned with the making of effective advertising arguments may well avoid the danger that lurks in the fine-sounding phrase that "human nature is the same everywhere." Undoubtedly everybody eats some kind of food, wears some kind of clothing and uses some kind of shelter. The difference is in the *kind* of food and clothing and shelter, in the *habits* that they develop and the *ways* in which these instincts and desires are satisfied. Take cosmetics as an example: Our manufacturers will find it easier to reach the market of the Manchu woman of

Northern China with powders and rouges if they recognize that the base of her makeup is not cold cream but a preparation of honey.

**M**ASS production plus world-wide transportation is a development only of yesterday and enabled us to produce and deliver four million American automobiles last year to seventy-five different countries in the world. And yet, without the mass selling power of advertising, no such production and selling schedule would have been possible. Instance after instance might be multiplied to show that modern advertising dovetails with modern transportation and with the telegraph, the telephone and other discoveries and inventions to make possible the quickest world-wide distribution of goods.

#### Evans, Kip & Hackett, Inc.

New York, will direct advertising for the Grimes Radio Engineering Company, Staten Island, N. Y., and for B. Presman, New York, makers of Santonin, a vermifuge for live stock and human beings.

#### Peck Advertising Agency, Inc.

New York, will direct advertising for the Art Metal Works, Newark, N. J., makers of Ronson toy guns and machines.

#### Churchill-Hall, Inc.

New York, will direct advertising for the Kingsbury Manufacturing Company, Keene, N. H., makers of toys.

#### Whipple & Black

Detroit, Mich., will direct advertising for C. W. Treadwell, real estate.

#### P. F. O'Keefe Advertising Agency, Inc.

Boston, will direct advertising for the Cities Service Refining Company, Boston; the Vincent Whitney Company, Boston and San Francisco; and the Riverside Boiler Works, Inc., Cambridge, Mass. The agency announces the appointments as account executives of Otis Adams, formerly with the Martin V. Kelley Company, Inc., New York, and of C. Richard Kloforn, formerly with the Charles W. Hoyt Company, Inc., New York, and recently advertising director of the Connecticut Electric Manufacturing Company, Bridgeport, Conn.

#### R. A. Ware

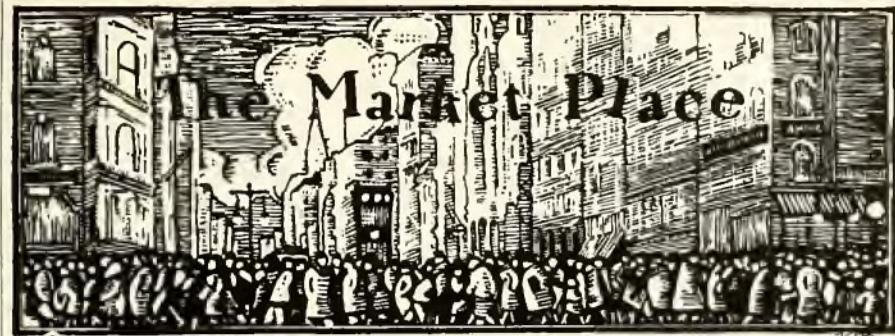
Has resigned from the Log Cabin Products Company, St. Paul, Minn., for which he was general sales manager for the last six years.

#### Federal Advertising Agency, Inc.

New York, announces the election to its board of Guy Gilpatrick, service director, and Frank J. Kaus, business manager.

#### Frank L. Erskine

Advertising manager of the W. L. Douglas Shoe Company, Brockton, Mass., has resigned because of poor health. George B. Hendrecks, sales manager, succeeds him.



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

**WANTED A PRODUCT**—to be sold by mail through our 10,000 representatives. Explain your proposition in detail. Mary Arden, 68 Independence Square, Philadelphia, Pa.

#### Service

Balda Art Service, Oshkosh, Wis., creators of Letterheads, Advertising Illustrations, Cover Designs, Labels, Cartoons, etc. Sketches submitted with price for drawing and engraving cut complete. Give us a trial.

**Artist, Lettering, Figures, Trade Marks, Expert workmanship, low pay.** Pencil sketches free. Entire job attended to. Original selling art work visualized. Bryant 8610. Dommer, 76 W. 46th St., New York City.

#### Position Wanted

##### WIDE AWAKE

Young married man associated with printing and publishing business for six years, seeks position with agency, department store or manufacturer. Writes result-getting copy, understands type, layout, engravings; has sales experience. College trained, Protestant. Now employed. J. B. Robinson, Grove City, Pa.

**Advertising Artist and Direct Sales Specialist.** 10 years planning, executing high-class advertising literature, seeks part or full time position. Box No. 390, Advertising and Selling, 9 East 38th St., New York City.

**ADVERTISING** layout and detail man with 2 years' commercial art training desires position with future; 3 years' experience national advertiser. Box No. 386, Advertising and Selling, 9 East 38th St., New York City.

**SALES MANAGER**, experienced handling salesmen, food line, all territory east of Chicago, desires position. Box No. 389, Advertising and Selling, 9 East 38th St., New York City.

**EDITOR-WRITER**, university trained, mature, with proven capacity for producing vivid, interesting and thought-compelling articles, seeks change from retail advertising to diversified job demanding initiative, newspaper sense and a higher-than-ordinary ideal of the function of the printed word; might consider travel; pleasing personality. Christian, single. Box 651, City Hall Station, New York, N. Y.

Is there an agency or publisher somewhere that can use a young man, age 22, married? Been with present publisher 5 years and knows the game. Box No. 391, Advertising and Selling, 9 East 38th St., New York City.

#### Help Wanted

Young man, under 30, to sell advertising space on established weekly industrial newspaper. Must have had not less than one year's experience in selling space. Give full experience over period of five years. Communications will be held strictly confidential. Box No. 388, Advertising and Selling, 9 East 38th St., New York City.

**Wanted by an association of established business papers on the Pacific Coast, a representative to solicit advertising on the Eastern Seaboard.** In reply please give full details and mention method of compensation you prefer. Box No. 383, Advertising and Selling, 9 East 38th St., New York City.

#### Multigraphing

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.  
**DEHAAN CIRCULAR LETTER CO., INC.**  
120 W. 42nd St., New York City.  
Telephone Wis. 5483

#### Miscellaneous

**STOCK ELECTROTYPESES**  
Send Fifty Cents for 15th edition of the SPATULA CUT CATALOG and you will get your money's worth of entertaining pictures even if you never buy an electrotype of any one of the nearly 1500 advertising cuts illustrated. Mostly old style cuts. No big heads with little bodies. Spatula Publishing Co., 10 Alden St., Boston, 14, Mass.

#### BINDERS

Use a binder to preserve your file of Advertising and Selling copies for reference. Stiff cloth covered covers, and die-stamped in gold lettering, each holding one volume (13 issues) \$1.85 including postage. Send your check to Advertising and Selling, 9 East 38th St., New York City.

#### BOUNDED VOLUMES

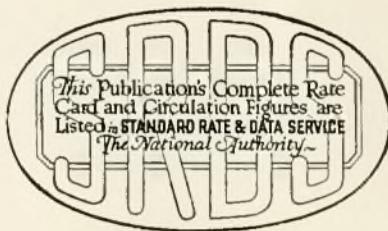
A bound volume of Advertising and Selling makes a handsome and valuable addition to your library. They are bound in black cloth and die-stamped in gold lettering. Each volume is complete with index, cross-filed under title of article and name of author making it valuable for reference purposes. The cost (which includes postage) is \$5.00 per volume. Send your check to Advertising and Selling, 9 East 38th St., New York City.

"This is to advise you that we have received the March issue of Standard Rate and Data Service and are enclosing herewith renewal card, as we are anxious not to miss an issue of the Service."

*Rickenbacker Motor Company.*

"Your Service has repaid us time and again, and it has become such a fixed habit to refer to Standard Rate and Data Service, that we would be lost without one."

*Harvey, Zoeller & Company,  
An Advertising Agency.*



*PUBLISHERS*—This electro will be furnished to you free of charge. Use the symbol in your advertisements, direct-by-mail matter, letter-heads, etc. It's a business-producing tie-up—links your promotional efforts with your listing in STANDARD RATE & DATA SERVICE.

----- USE THIS COUPON -----

Special 30-Day Approval Order

STANDARD RATE & DATA SERVICE,  
536 Lake Shore Drive,  
Chicago, Illinois.

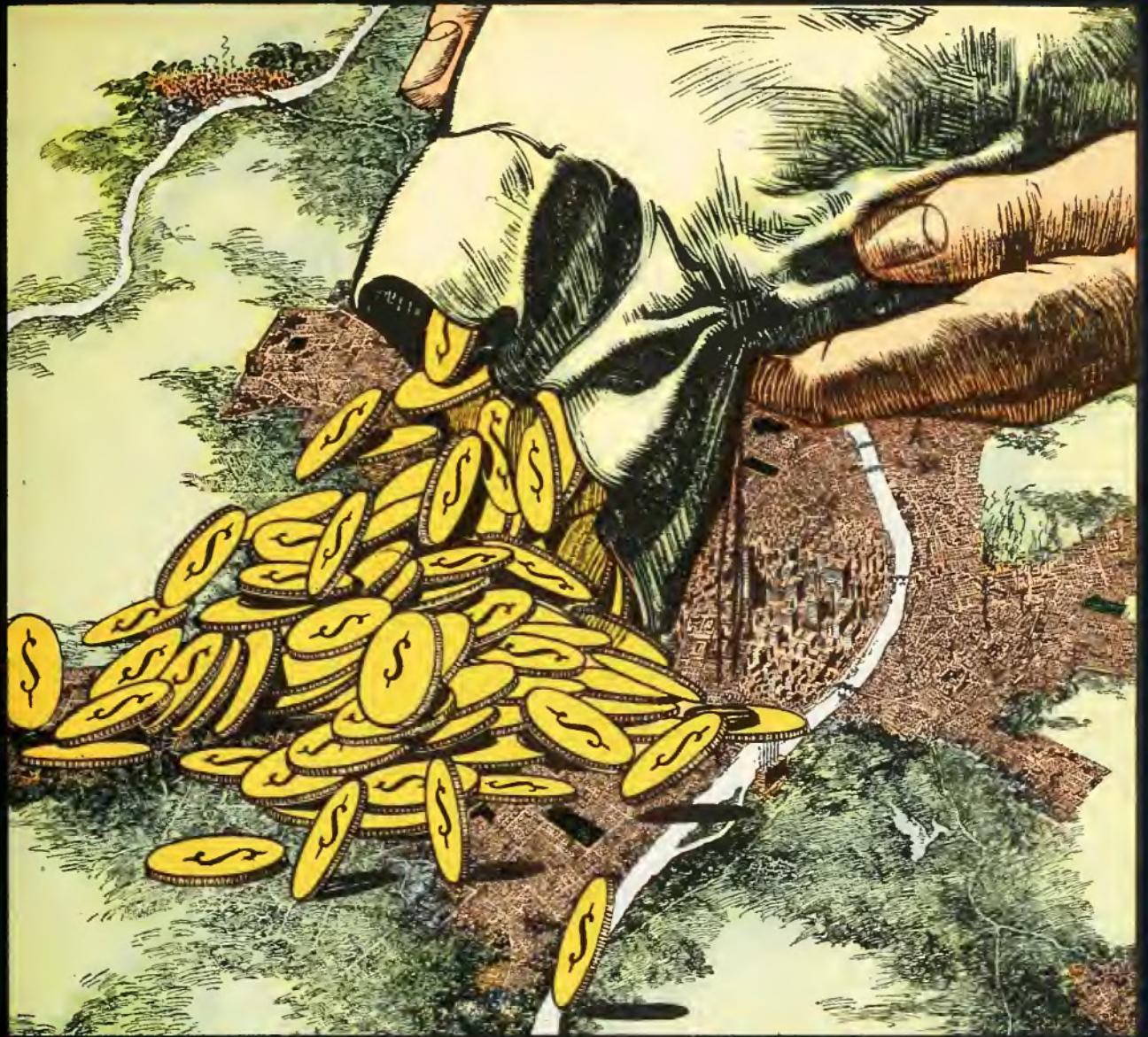
192...

GENTLEMEN: You may send to us, prepaid, a copy of the current number of Standard Rate & Data Service, together with all bulletins issued since it was published for "30 days" use. Unless we return it at the end of thirty days you may bill us for \$30.00, which is the cost of one year's subscription. The issue we receive is to be considered the initial number to be followed by a revised copy on the tenth of each month. The Service is to be maintained accurately by bulletins issued every other day.

Firm Name ..... Street Address .....

City ..... State .....

Individual Signing Order ..... Official Position .....



Millions are being  
poured into ~ ~

*The*  
**BILLIONAREA**  
~ the GREATER ST. LOUIS MARKET



# ST. LOUIS POST

*One of the major industrial developments in "The Billionarea" is the establishment here, in effect, of another Schenectady.*

The highest ranking P+D+C

# Adding another Schenectady to "The BILLIONAREA"

*Another basic reason for the tremendous development of the Greater St. Louis Market*

**I**N ADDITION to a normal, annual purchasing power of more than a Billion Dollars—greater per family than that of any other major market in America, with one exception—

In addition to a construction program totaling more than a Billion Dollars—

There is an industrial side to the growth and prosperity of the Greater St. Louis Market that is particularly impressive to national advertisers.

These facts tell their own story:

One of the major industrial developments of far-reaching consequence in increasing the purchasing power and prosperity of "The BILLIONAREA" is the establishment here, in effect, of another Schenectady.

The General Electric Company has recently purchased a factory site of 155 acres, and has announced its intention of making St. Louis one of its principal manufacturing and distributing points.

The Westinghouse Electric Company has recently purchased a large site for a million dollar plant in St. Louis.

The Brown-Boveri Electric Co. purchased a tract upon which they will build a \$2,000,000 plant for manufacturing electrical machinery.

The Century Electric Company has acquired, at a cost of half a million dollars, an additional tract and intends to immediately start construction on the first of several building units.

This electrical manufacturing development is only one phase of the phenomenal industrial activity of the Greater St. Louis Market.

In one industrial section alone, the new plants constructed or in process of erection, including those of the General Motors Company, represent an expenditure in excess of \$75,000,000. This gives employment to 25,000 additional workers—furnishing comfortable maintenance for a population equal to a city of 100,000—another Schenectady.

Some indication of the rapid trend of industrial establishments to the Greater St. Louis district is shown by the fact that 156 new factories have come to St. Louis in the last few years.

It is such facts as these that are attracting national advertisers to this unusually active and increasingly prosperous market.

The dominant newspaper, with the largest circulation in the Greater St. Louis Market, and carrying by far the greatest volume of advertising—is the St. Louis Post-Dispatch.

# DISPATCH

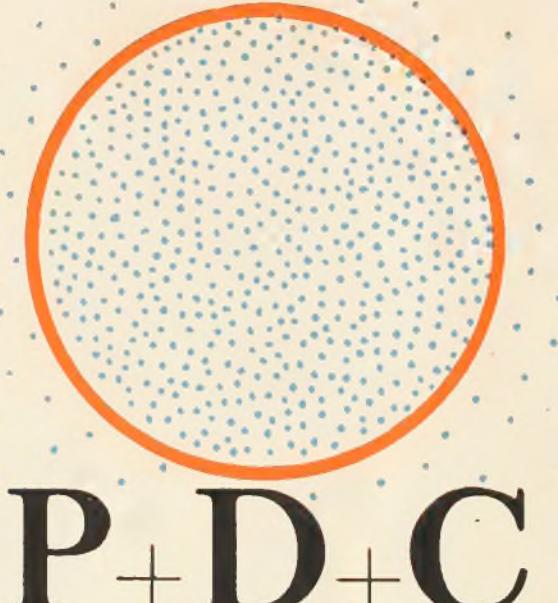
newspaper of "The BILLIONAREA"—the Greater St. Louis Market

**B**ecause the St. Louis Post-Dispatch has the greatest circulation in this rich area, it offers national advertisers a P+D+C value almost without parallel in America.

It reaches more **People** with more **Dollars** with a greater **Coverage** of "The Billionarea" than any other newspaper. Its coverage is so complete that this one news-

paper alone taps the unusual buying power of practically every home in the Greater St. Louis Market.

The fact that both local and national advertisers recognize the Post-Dispatch as the most powerful selling force in the Greater St. Louis Market is proved by its volume of advertising—almost equal to that of all other St. Louis newspapers combined.



# P+D+C

## *The Advertiser's Micrometer of a Newspaper*

The very principles that have been long recognized as fundamental in the analysis of any market are, for exactly the same reasons, fundamental in the analysis of a newspaper's market. Those principles are the relation of

**Population**

**Dollars (or Purchasing Power)**

**Coverage**

For the convenience of national advertisers, the St. Louis Post-Dispatch has published a P+D+C Manual which describes the fundamental principles of measuring a market from the standpoint of newspaper advertising

by identically the same accepted standards that have long been used in measuring a market from the standpoint of selling.

The Post-Dispatch has also just completed a Book of Information About St. Louis and "The BILLION AREA"—the Greater St. Louis Market, that will be of inestimable value to any advertiser.

*Both books  
free—on  
request*



Address  
**St. Louis Post-Dispatch, St. Louis**

### *National Advertising Offices*

**NEW YORK**  
285 Madison Ave.

**CHICAGO**  
Tribune Tower

**DETROIT**  
Book Bldg.

**KANSAS CITY**  
Coca Cola Bldg.

**SAN FRANCISCO**  
564 Market St.

**LOS ANGELES**  
Title Insurance Bldg.

**SEATTLE**  
Terminal Sales Bldg.