

# Advertising & Selling

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Photograph by Baron De Meyer for Oneida Community, Ltd.

JULY 28, 1926

15 CENTS A COPY

## *In this issue:*

“Common Sense in Selling” By WILLIAM R. BASSET; “What Changes May We Expect in Radio Manufacturing?” By H. A. HARING; “Do You Re-Sell Your Product to the Customer Who Buys It?” By W. R. HOTCHKIN; “An Approach to Direct Mail”; “Inquiries and Their Significance” By DON FRANCISCO

# FOOD PRODUCTS *Are a* *Barometer of the Advertisers' Market*

A NEWSPAPER proved most efficient for the advertising of food products certainly is the most effective medium for reaching the buyers of a city.

The Daily News leads the daily newspapers of Chicago in food advertising\* because it holds the confidence of the mass of newspaper readers in Chicago—and especially readers of the type who read and heed advertising.

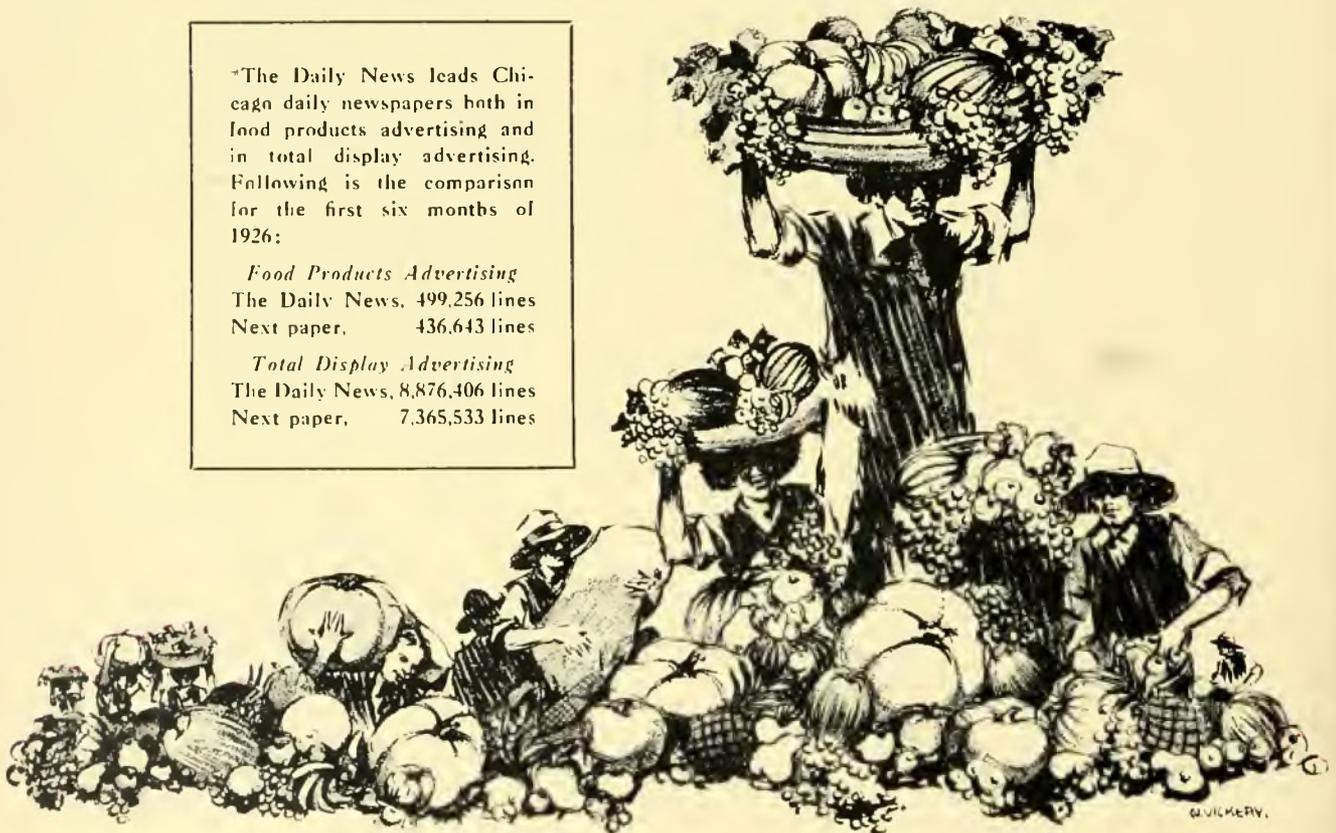
To sell food products—or any other merchandise—in Chicago, advertise them as the majority do—in The Daily News.

Through its 400,000 daily circulation—approximately 1,200,000 home readers—The Daily News offers advertisers not only the best means of selling their products in Chicago but an unrivaled market for the sale of their merchandise through a single newspaper.

\*The Daily News leads Chicago daily newspapers both in food products advertising and in total display advertising. Following is the comparison for the first six months of 1926:

*Food Products Advertising*  
The Daily News, 499,256 lines  
Next paper, 436,643 lines

*Total Display Advertising*  
The Daily News, 8,876,406 lines  
Next paper, 7,365,533 lines



## 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. Gen. Krogness  
353 First Nat'l Bank Bldg.

# Died of a Broken Oil Film

*If your motor dies, on a lonely road, because you run out of gas, that's one story. And you may even be able to laugh at it—a week later.*

**BUT—**

... if your motor dies because your oil has failed, that's another tale and a sadder one. For, there's nothing funny about a dismal trip to a repair-shop. And still less to laugh about the first of the month when you get the bill.

Yet the failure of motor-oils is so common that it is responsible for three-fourths of all engine repairs. And most motors that have wheezed their last tired mile to an early grave died of a broken-oil-film.

#### *The motor oil's responsibility*

A motor oil, in action, forms a thin film over the vital parts of a motor. This film penetrates between all the whirling, sliding surfaces and prevents destructive chafing of metal against metal.

But the oil-film itself is subjected to terrific punishment. It is lashed by withering heat. It is ground by relentless friction. Under that punishment the film of ordinary oil often breaks and burns.

Through the broken, shattered film hot metal chafes against hot metal. Insidious friction sets up its work of destruction.

Often before you know the oil has failed, you have a burned-out bearing, a scored cylinder or a seized piston. That means big repair bills.

Because motor lubrication is a matter of oil films, Tide Water technologists spent years in studying and testing not only oils but *oil films*. Finally they perfected, in Veedol an oil which gives the "film of protection," *thin as tissue, smooth*

*as silk, tough as steel.* A fighting film which resists to the uttermost deadly heat and friction.

Hundreds of thousands of car-owners have found, in Veedol, their motor's most steadfast defender. Let the Veedol "film of protection" safeguard your motor and keep it sweet-running and free from repairs.

Whenever a dealer displays the orange and black Veedol sign, you will find the Veedol Motor Protection Guide, a chart which tells which Veedol oil your particular motor requires.

#### *Complete Veedol Lubrication*

Have your crankcase drained and re-filled with the correct Veedol oil today. Or, better still, let the dealer give you complete Veedol lubrication—the "film of protection" for every part of your car.

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



**The FILM of  
PROTECTION**

*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 mystery 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, 255 Park Avenue, New York City.

**RICHARDS** , , , , *Facts First—then Advertising*

# Truly a Capital

In every sense of the word, Indianapolis is the capital of Indiana.

It is the largest city—more than three times larger than any other. It is at the geographical center of the state, easily accessible from the four corners through the magnificent transportation system radiating from the capital. It is the commercial, financial, social, political, educational and cultural capital of the state.

On every farm, in every village, town and city, in every home and in every corner store in Indiana, the influence of the capital city is felt.

Distribution and sale, in every line,

follow the lead of Indianapolis. A merchandiser, seeking his share of the business originating from Indiana's three million population, must, imperatively, win it in Indianapolis first.

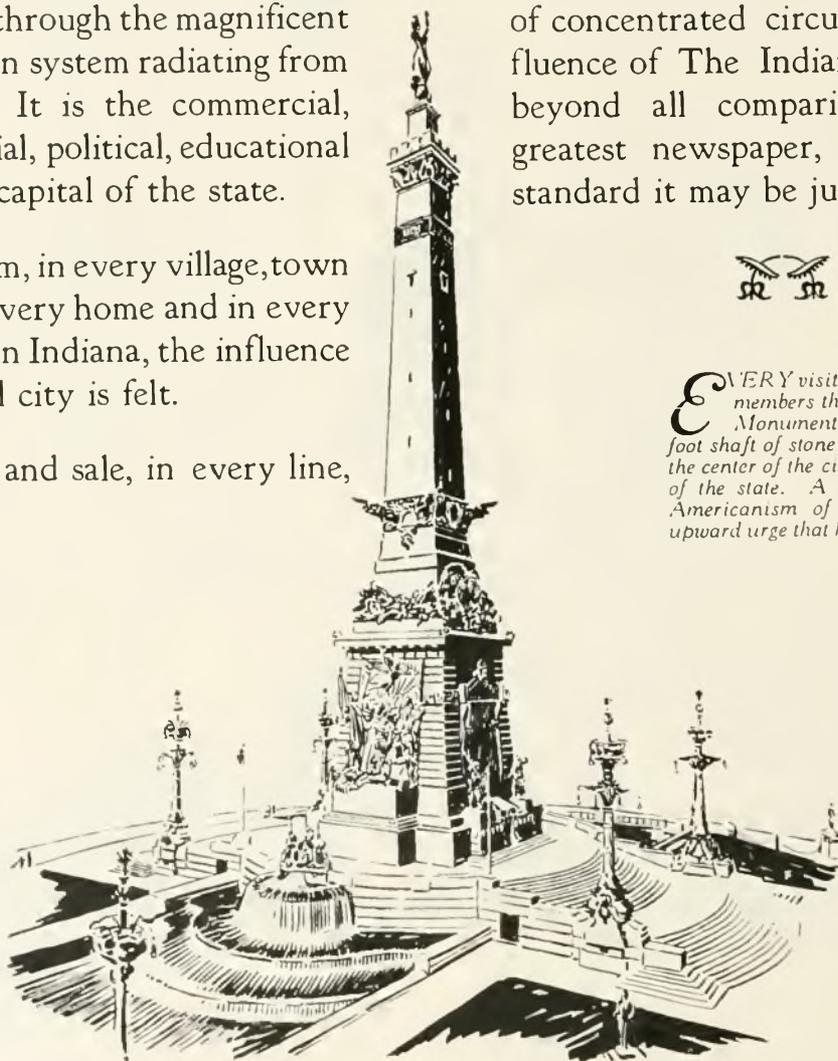
In the Indianapolis Radius lives two-thirds of the population of the state. All other markets divide the other third.

And the influence of Indianapolis over the other third is of paramount importance.

The Indianapolis Radius is the zone of concentrated circulation and influence of The Indianapolis News, beyond all comparison Indiana's greatest newspaper, by whatever standard it may be judged.



EVERY visitor to Indianapolis remembers the Soldiers' and Sailors' Monument, a magnificent 300-foot shaft of stone, rising from a circle in the center of the city. It is, too, the center of the state. A symbol of the stalwart Americanism of Indiana, and of the upward urge that has made Indianapolis.



## THE INDIANAPOLIS NEWS

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

FRANK T. CARROLL, Advertising Director

Chicago, J. E. LUTZ  
The Tower Building

# Everybody's Business

By *Floyd W. Parsons*

**T**HE ladder of success in business is built on interrogations. The man who wins today has formed the habit of questioning the why and wherefore of every happening. Individual curiosity, mixed with a healthy lack of respect for tradition and precedent, is the greatest force now speeding up civilization. Our most important discoveries have come from phenomena which everybody has seen but only one has noticed.

It is not possible in this age of change and speed to forecast correctly where a new method or new material will find its greatest application. Because of this the business executive of the present can no longer get ahead by attending strictly to merely his own business. The dangers that threaten most industries are from without; not from within. The discoverer of tungsten never dreamed that this metal would one day revolutionize illumination. In fact, tungsten had no practical use or value for 100 years. The citizen of ancient Greece who noticed that when he rubbed a piece of amber on his toga the garment would attract particles, had no idea whatever that this new knowledge represented the first thought in the development of a multitude of great electrical industries.

Opportunities still exist for the lowliest layman to make the world's greatest discovery. In fact, knowing too much often handicaps progress. When Henry Ford decided to make his own plate glass, he gave the assignment to engineers who had never made plate glass. The result was that these engineers, who did not know what could not be done and who had but little to forget, designed a glass plant that is saving Ford two or three millions of dollars a year over the old, established method.

All of us are handling objects each day that contain undiscovered secrets which would revolutionize life. Slowly but surely the veil covering the face of futurity is being lifted and the treasures of hidden knowledge disclosed. Dr. MacDougal, a close student of plant physiology, has actually succeeded in producing a working model of a living cell. This cell grows and absorbs sodium and potassium selectively in a manner similar to the absorption action by plants. This means that we have made a long step forward toward producing light artificially. Dr. MacDougal's cell cannot commence to function until someone has "thrown the switch." In other words, man must upset the balance and start things going. In the case of a natural living cell this is not necessary, for nature



Courtesy General Electric Company

has provided an unknown mechanism that functions automatically.

Hardly less amazing are the experiments of Smits and Karssen, who have succeeded in changing base lead into mercury. Who can say how long it will be before we change it into gold on a commercial scale? What would then happen to the currencies of the nations of the world?

Dr. Harvey of Princeton is on the trail of the heatless light that occurs in certain animals such as the firefly. In these luminiscent insects, the production of light is accomplished without the generation of any appreciable amount of heat. At present, even with all of our progress along this line, the person buying a dollar's worth of light pays ninety cents for dark heat. What a tremendous change

will come in life when we find the answer to this cold-light problem.

Marconi and one of his associates have discovered a way to use short waves so that we can conduct long-distance wireless telegraphy in the daylight hours. Until now it has been possible to do this only at night because of the longer waves used. The marvelous advances taking place in the field of transmission by wire are building a new industry. Who would have believed a few years ago that we would soon be able to translate electric currents into light and shade, and send pictures from New York to San Francisco by telegraph. Telephones are being placed on all of the better German trains and notwithstanding that the train covers a mile or more during an ordinary phone conversation, the audibility leaves nothing to be desired. Pattern designs in silk are now cabled across the ocean from France to manufacturers in the United States. What an advance all of this represents over the day of the single iron wire that could carry but one message.

On every side of us new professions are being created and new industries coming into action. From the beginning of history one of the greatest fights of man has been against the ravages of ice. We now see the development of a new science—ice engineering. New methods of ice control will save hundreds of lives and millions in property every year. Cutting the cost of handling snow and ice in cities will cut our tax bills materially. One remedy for this ice evil appears to be a new substance called "thermite."

Even the person who really tries, finds it difficult to keep step with current technical developments. What chance, therefore, has the man who is indifferent to the consequences of research?

SO GREATLY is The New Yorker's circulation—now exceeding 45,000 copies—concentrated in New York—that its sales represent to New York newsdealers a franchise exceeded in value by only three other magazines.

THE  
NEW YORKER

25 West 45th Street, New York

SIXTEEN advertisers of passenger cars have contracted for publication in the last six months of 1926 157 pages of advertising — a volume exceeded in the corresponding period of last year by only one other magazine.

THE  
NEW YORKER

25 West 45th Street, New York

# The FOURTH ESTATE

33<sup>rd</sup> Year

No. 1691

**“—A Knockout!”**

was the enthusiastic advertising world's verdict on  
the July 24th issue of

## THE NEW FOURTH ESTATE

[[ the first pace-setting number of the  
publication under its new ownership ]]

*Now—a daringly different  
publication for*

**NATIONAL ADVERTISERS—  
AGENCY EXECUTIVES—NEWS-  
PAPER MAKERS**

**DON'T MISS IT!**

Pin a dollar bill to your letter-head and get the  
next twelve weekly issues. You owe it to yourself  
to see them. (Annual subscription \$4.)

The FOURTH ESTATE, under entirely new owner-  
ship, is published at 25 West 43rd Street, New York

# L i f e presents ...

## Andy Consumer

Reproduced from a full page in LIFE



### YOU HAVE TRIED HARD, BUT YOU CAN'T BORE ME

YOU advertisers—I hate to admit it, but what you say interests me MUCH.

You may think you're talking about your product in your ads but you're not. You are talking about my money. (Try and get some of it!)

Next to my income, I like my expenses best.

Well, you birds sit up nights trying to think up fine ways to give me more for what I spend. You vie with one another to offer me the

most for a dollar. I like to see you vie. Vie on!

I like to read your bloomin' ads. I like to window-shop in newspapers and magazines. I like to compare your beans and belts and broughams.

My dollars come hard. I like to see you fellows trying hard to get them. You make my money seem almost important. You give my coin the consideration it deserves.

No, you boys don't bore me for a minute.

Andy  
Consumer

THE NATIONAL ADVERTISER BETS HIS  
ADVERTISING MONEY THAT HIS PRODUCT IS RIGHT

(Andy Consumer might have said "All advertising has news value to the consumer." But it strikes us we have heard that before. So Andy says "You have tried hard to bore me, but you can't." He is merely putting new powder under old phrases—telling the same old story of advertising economics to the public in a new way—that's all—and we hope you advertisers like it.)

ONE thing LIFE has learned is the use of humor for serious jobs.

LIFE—like you—is a bit of a crusader. (You crusade to sell your goods, you know.) We checked Fourth of July foolishness. We unchecked horses. We told on Teapot Dome two years before it boiled over. And so forth.

But the most fun LIFE ever had—and one of the most serious jobs LIFE ever tackled—has been our Andy Consumer crusade to tell the public the economic kindness advertising does 'em.

It is working. We have made points with humor in the mouth of Andy Consumer that have been mere mumbles in the mouths of more ponderous apostles of the same gospel.

After all, the public is people. They like humor. And this partially explains why more advertisers every week realize the advantage of putting their serious advertising messages into LIFE's pages in an environment that is far from staid and solemn.

LIFE's reader amiability is an asset to every LIFE advertiser.

ANDY CONSUMER'S talks on advertising are published in pamphlet form. If you can distribute copies to salesmen, dealers or customers, LIFE will gladly furnish, at cost, reprints or plates of this series.

# L i f e

127 Federal Street  
BOSTON, MASS.

598 Madison Avenue  
NEW YORK, N. Y.

360 N. Michigan Ave.  
CHICAGO, ILL.

# IN MEMPHIS, TENN. PLAY TO A FULL HOUSE

You can't possibly expect to play to a "full house" in Memphis without THE MEMPHIS PRESS, the leading daily in CITY CIRCULATION, according to A. B. C. figures.

And Mr. Space Buyer, let this thought percolate, you can cover the City with The Press alone at about one-half the cost!

Afternoon coverage at that!

Ask us for more dope on the Memphis Audience and its favorite "star performer".

## THE MEMPHIS PRESS

A Scripps-Howard Newspaper

*"Memphis Merchants Know That The Press Pulls"*

{ National Representatives—Allied Newspapers, Inc., 250 Park Ave., New York City; 410 N Michigan Ave., Chicago; Cleveland, Detroit, San Francisco, Los Angeles, Seattle. }

# *Sell to the home-builders in the Northern Nine Counties*



THE Northern Nine Counties of New Jersey comprise 500,000 families—with a very large proportion of them young, upward-thrusting people. People who have their way in the world to make, who are makers of new homes, who are raising new families.

80,000 of these families have incomes exceeding \$3,000, a number significantly coincident with the 83,000 readers of Charm.

This year 2,200 of them are building new homes valued at \$24,460,000.

This is a substantial building market—the fourth largest in the country, in fact.

In expenditures per capita, it is even the third largest.

That is, New Jersey, although tenth largest of all the states in population, is one of the most primary markets for building material—and all other good goods which go into the appointment of better class homes.

Charm, The Magazine of New Jersey Home Interests, reaches this cream of the building market, reaches it intensively and exclusively.

May we tell you more about how to reach this distinctive market of 80,000 of New Jersey's best people through



CHARM  
*The Magazine of  
New Jersey Home Interests*

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

## *In Cosmopolitan Homes . . . Where Luxuries are Necessities*



*This is a Cosmopolitan home in Washington, D. C. where 1 out of every 4 families reads Cosmopolitan*

### *A Pleasant Place to Read . . . . That Shaded Verandah*

**D**AYLIGHT saving . . . . and long summer afternoons and evenings.

A wicker porch chair . . . . and Cosmopolitan!

How comfortable it is to relax! How delightful to be carried away to lands of romance, to dare vicariously with some gay adventurer or, again, to philosophize with such men as H. G. Wells, Winston Churchill or our own George Ade.

The doors of the mind open wide to new impressions, new suggestions—suggestions both of ours and of yours.

Yes, yours, too! . . . your buying suggestions enter with Cosmopolitan into 1,500,000 homes, nine-tenths of them located in the urban market—

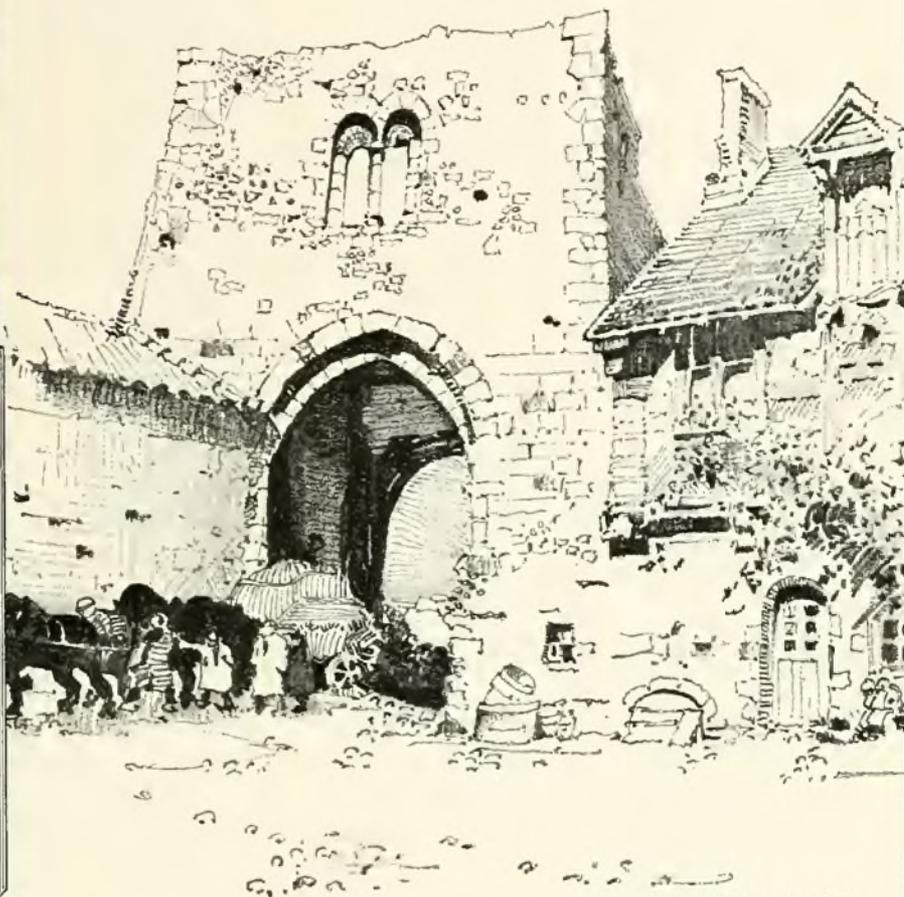
Where advertised goods beckon invitingly from shop window and counter—

Where people earn more and spend more—

And where the luxuries of yesterday are the necessities of today.

Here is a market for your wares richer than any merchant of Cathay ever dreamed of. *Make it yours!*

*Have you studied Cosmopolitan's trading center plan of marketing? Any Cosmopolitan salesman will be glad to put it at your service. . . .*



Courtesy Eberhard Faber Pencil Co.

# Photo-Engraving enables the pencil to prove its product

*A Notation by James Wallen*

The PENCIL in the hands of an artist is a slender phial from which beauty pours . . . We used to advertise the pencil neatly



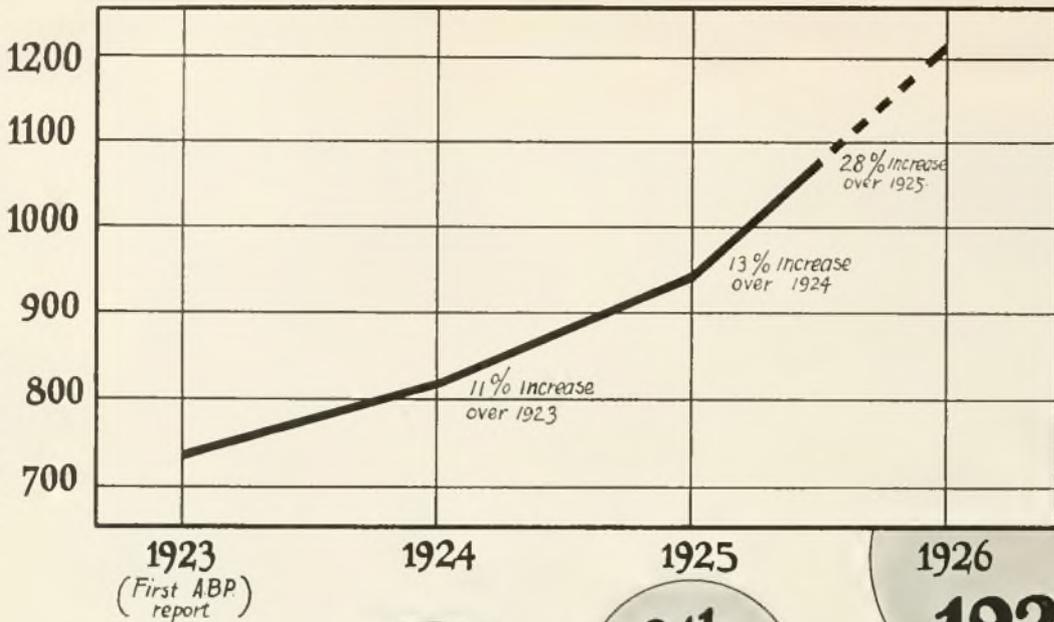
boxed, but today, by photo-engraving, we show what the pencil achieves. . . . A pencil is known by the drawings it makes.

*The credo of the AMERICAN PHOTO-ENGRAVERS ASSOCIATION is presented in the Paul Revere booklet . . . free on request*

## AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO

Pages placed by Russell T. Gray, Inc. in A.B.P. Pubs.



12th  
1923

10th  
place  
1924

8th  
place  
1925

1926

## Some Facts About Industrial Advertising

THE last report of the A.B.P., covering A.B.P. space placed by *all* advertising agencies, shows another consistent gain for this organization. Up from 12th place in 1923—to 10th place in 1924—to 8th place in 1925—and our records show a bigger-than-ever increase for the first six months of 1926! The chart tells the story.

But the A.B.P. report covers space placed by all agencies in a wide range of "trade" papers as well as "industrial" papers. Because we handle only industrial advertising, we could use less than half of the A.B.P. papers for our clients in 1925. The standing of Russell T. Gray, Inc., is built on industrial ad-

vertising exclusively — no dealer "trade" journal space. A comparison of agency standing on the basis only of *industrial* advertising placed would show this organization in *first* place—or fighting!

Such consistent growth over a period of years and such high standing can be accomplished only by sound business policies, genuine ability and a broad knowledge of industry. Our first client—since 1917—is still with us.



If you sell to industry, you will be interested in our booklet, "the advertising engineer," which will show you the principles of service which make possible this remarkable record.

Russell T. Gray, Inc., Advertising Engineers  
1500 Peoples Life Bldg., Chicago

Telephone Central 7750

Industrial  
advertising  
exclusively

# THE BUTTERICK QUARTERLIES

Advertising Department

41st St. & 6th Ave.  
NEW YORK CITY

RAY G. MAXWELL  
Advertising Manager

NEW YORK · CHICAGO  
BOSTON · SAN FRANCISCO

July 7, 1926.

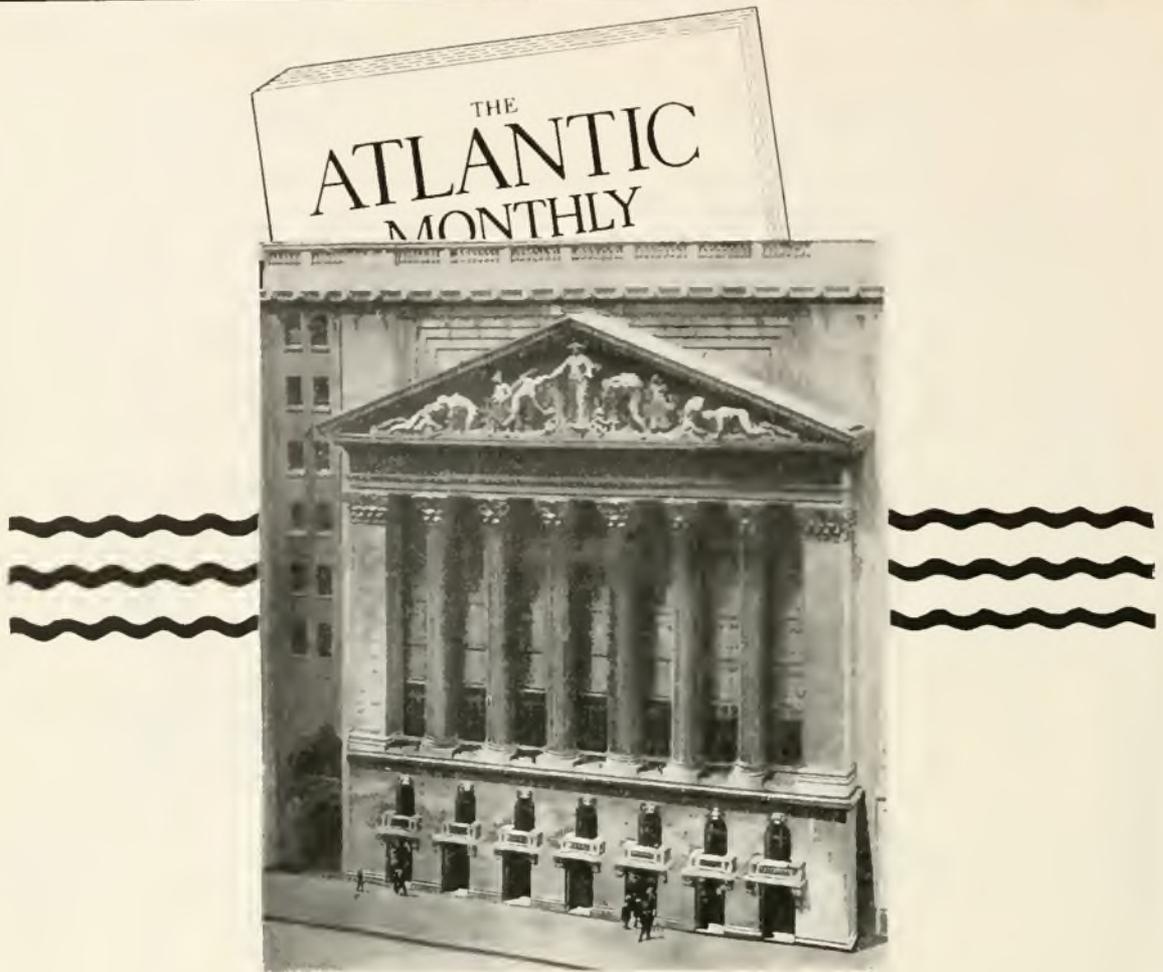
*Insert read July 28  
Moore*

Mr. J. H. Moore, Gen. Mgr.  
Advertising & Selling Fortnightly  
9 East 38th Street  
New York, N. Y.

Dear Mr. Moore:

Please insert page announcement  
that the Autumn 1926 issue of The Butterick  
Quarterlies, just closed, shows a  
35% INCREASE  
in advertising revenue over the previous  
Autumn.

Cordially yours,  
*Ray G. Maxwell*  
Manager,  
THE BUTTERICK QUARTERLIES



## When You Jar Wall Street You've Done Something!

Professor W. Z. Ripley's article "From Main Street to Wall Street," published in the Atlantic for January created a profound impression on the Nation's financial center—and upon the investing public.

In commenting upon the article, the Boston Globe said, "If you believe a professor, writing in a literary magazine can't start something you had better listen to the story of Prof. Ripley. It's worth listening to."

Within a week following its publication the great newspapers of the country had taken it up, an avalanche of letters poured into the Atlantic's office.

*Within a month the Board of Governors of the New York Stock Exchange had taken actual steps to remedy the situation and the President had summoned Professor Ripley to the White House. The President commended the article to the attention of every American.*

Just one more instance of the Atlantic's influence and prestige. It commands the interest, respect and even action of the Nation's business leaders.

Advertising value is in direct ratio to editorial influence. Here's influence upon the greatest known buying power—a compelling endorsement of the Atlantic's advertising value. More interesting facts on request. Write for them, now.

*Circulation 110,000 net paid (A.B.C.) rebate-backed guaranteed*

**THE ATLANTIC MONTHLY**  
*A Quality Group Magazine*

8 ARLINGTON STREET

BOSTON, MASS.

# Advertising & Selling

VOLUME SEVEN—NUMBER SEVEN

July 28, 1926

Everybody's Business	5
FLOYD W. PARSONS	
Common Sense in Selling	19
WILLIAM R. BASSET	
Ears to You, Senor Covarrubias	21
GEORGE BURNHAM	
Picking the Dramatic Sales Idea for Direct Selling	22
HENRY B. FLARSHEIM	
What Changes May We Expect in Radio Manufacturing?	23
H. A. HARING	
Manhattan's Lunch Time Population	25
Do You Re-Sell Your Product to the Customer Who Buys It?	27
W. R. HOTCHKIN	
The High Cost of Salesmen	28
PERCIVAL WHITE	
The Editorial Page	29
An Open Letter to a Grande Dame	30
An Approach to Direct Mail	32
VERNEUR E. PRATT	
Something Different in Dealers	34
JOHN HENRY	
Inquiries and Their Significance	36
DON FRANCISCO	
Good Bye Broadway Salesmanager	38
V. V. LAWLESS	
They're in Wall Street Now	40
CHRISTOPHER JAMES	
The 8-pt Page by Odds Bodkins	44
The Open Forum	60
In Sharper Focus	62
NORMAN E. OLDS	
RICHARD W. WALLACE	
E. O. W.	66
The News Digest	75



Photo by Lejaren à Hiller

**A**N age of startling change and development threatens to go to our heads. Many business men are clinging to antique methods and, paradoxically enough, are also leaping without prolonged thought to adopt the fads and fancies of the day. In this issue William R. Basset makes a strong plea for a greater use of common sense in selling; for a reconsideration of policies on their own merits whether they happen to be relics of a previous generation or the fallacious enthusiasms of a more recent period. He advocates the cost per call method of analyzing selling and indicates in detail the greater efficiency to be gained by a recognition of the personality of the individual salesman and a consequent adaptation of him to appropriate assignments.

M. C. ROBBINS, PRESIDENT

J. H. MOORE, *General Manager*

OFFICES: 9 EAST 38TH STREET, NEW YORK

Telephone: Caledonia 9770

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

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

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

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

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

NEW ORLEANS:  
H. H. MARSH  
Mandeville, Louisiana

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

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

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A McGraw-Hill Publication

# American Machinist

## “To keep sharpened up with the times”

This striking phrase occurs in a recent letter from the Master Mechanic of a large factory which produces automatic conveying systems. The writer thus explains his careful study each week of the advertising pages of the *American Machinist*.

To keep sharpened up with the times!

How vividly that phrase does describe the attitude of thousands of shop executives toward the *American Machinist*!

“I always keep eight or ten copies of the latest issues of the *American Machinist* on my desk to refer to in considering new equipment,” writes the Chief of the Equipment Department of a leading automobile plant.

“I always refer to the advertising in the *American Machinist* and it is a sort of dictionary for me when looking up new stuff,” comes from the General Superintendent of a large Pennsylvania steel company.

This enthusiasm is typical of the metal-working industries as a whole. And the *American Machinist* is read by a substantial majority of men of this calibre in *every* metal-working industry.

Do you sell to industry? *American Machinist* will help you keep constantly in touch with such men as these, men keen for facts, keen to keep sharpened up with the times!

### AMERICAN MACHINIST

Tenth Avenue at 36th Street  
New York

JULY 28, 1926

# Advertising & Selling

FREDERICK C. KENDALL, *Editor*

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

## Common Sense In Selling

*By William R. Basset*

Chairman of the Board, Miller, Franklin, Basset & Company

SOME time ago we began to see that traditional factory methods were usually wrong. Farsighted manufacturers thereupon hid themselves into their shops and, taking a firm and none too gentle grip upon the long gray whiskers of the venerable, senile customs, threw them discourteously into the factory dump—whereupon costs invariably declined at greatly surprising speed.

It is time to be as drastic with the innumerable be-whiskered selling policies which have already lived a generation or so too long. And while we are throwing them out it will be well to scrutinize, with the same end in view, some of the new-fangled fallacious policies which have been adopted in the past few years. The mere age or youth of a policy is no test of its soundness.

In some respects our ancestors, who kept their eyes always on the net profits, thought straighter on selling problems than we do. A number of gingerbread trimmings have lately been tacked on-

to the marketing structure which attract the eye and keep the mind of the observer from the fact that the purpose of selling is to sell at a profit and not to practice elaborate rites and ceremonies.

Some few have realized that many of the frills of selling are bunk. They are applying common sense, backed with definite knowledge, and are going after sales that return

profits. The others will shortly have to do likewise or go onto the junk heap.

Take quantity discounts to large buyers as an example. I can think of nothing more obvious than that a large order is preferable to a small one. It costs less to get a \$5,000 order from one buyer than to sell fifty \$100 orders. Even our grand-

fathers knew that, but then, of course, they had not been taught that the small buyer should be protected. They did not know that business is a charity whose first aim must be to protect, even at the cost of our own business, the financially weak and in all respects unskillful grocer on a side street in Yaphank—even though this altruistic policy should result in someone else getting the big order from a department store. Those old timers showed just what they were by frequently reciting their motto, "I'm not in business for my health."

We take a more humanitarian, if less profitable view—that is, some do. In



© Brown Bros

SELLING costs vary with districts. In small towns or rural districts the salesman is able to make fewer calls per day than in the large cities. The added cost per call entailed is somewhat lessened, however, by the fact that small town dealers are generally more stable and stay sold for a longer time

following the gods of national marketing and of 100 per cent distribution the small retailer takes exaggerated importance in the eyes of sales-managers. When he discovered how important he was, he naturally went after all the concessions he could get, and one of the first was that he be put on the same price level with chain stores, big department stores and mail order houses.

He put up such an outcry that through fear many manufacturers assumed the virtuous policy of "one price to everybody." As a result they lost most of the sales which they might have made to big buyers, and found themselves saddled with an exceedingly high cost of selling to the innumerable small buyers. The cost of selling is always exorbitant for concerns which adhere to the one price basis.

For a long time two such leaders in their industry as Stetson and the Knox Hat Company made no price concessions to the larger buyers. In time they discovered that perhaps this policy was costing them some business from the larger buyers.

Just what led Stetson to change, I do not know, but I do happen to be well acquainted with the Knox business. This concern offered quantity discounts on a sliding scale depending upon how much the retailer bought from Knox in a given period. Lacking definite knowledge of the actual cost to sell to customers of various sizes, they set the quantity discounts by guess. But the company is now gathering figures which will enable them, if necessary, to revise the discounts in proportion to the cost of selling.

**I** RECOMMENDED the same policy to the Scott Paper Company, which sells toilet paper—some of it direct to small retailers, some through jobbers of various sizes and some to consumers such as hotels, railroads and institutions. The Scott Company determines what it costs for a salesman to make a call, and charges this cost against the different classes of customers. Soon it will have definite knowledge as to what it costs to sell to each class, and on this basis will determine a scale of discounts which will attract the

business of the big buyers. Probably each class will get a discount amounting to two-thirds of the difference in the cost of selling his class and that of selling the small retailer, whose price will be the highest. Such a plan offers a price incentive to the big buyer, but retains a part of the saving for the company.

It is important that quantity discounts be set on the basis of definite knowledge of the cost of selling, otherwise such large discounts may be offered as to result in a loss on the big business.

A concern which persists in giving "price protection," as they call it, to small buyers is not merely bucking an economic trend; it is penalizing itself in a money way. In the first place it is playing directly into the hands of more farsighted competitors who offer attractive prices to large buyers. It gets the least profitable, because more expensive, business. And it runs heavier credit risks for its pains. It pays for the inefficiency of the poor, small retailer who cannot compete with more skillful large neighbors.

[CONTINUED ON PAGE 46]

# The Great Divide

*By Kenneth M. Goode*

**I**T is only a thin half-inch of oak. Yet it has already cost business a \$1,000,000 for every square inch of its tawny, grained surface.

Against it, back to back, scrape the office chairs of two advertising men—one faced for the future, the other fixed toward the past. On one side of the partition, Bill Black has a tiny cubbyhole with scant space to keep his records; on the other side, Reddington has room for the deepest conference and the widest discretion.

Black handles direct sales; Red directs the general publicity. Black buys his advertising space and printed matter—as much as he can use at a profit. Red is sold advertising space and printed matter to the full extent of his appropriation.

Red cannot be bothered with coupons and inquiries; Black has heart disease every time the girl is late with the mail. Red can argue invisible increments until his son finishes Harvard; but let a careless fly misplace one decimal point in Black's July sales and Black is out of more than luck. Red endows his firm with cumulative glory, throwing in with generous gesture any little quick business that comes unexpectedly to hand. Black can spend nothing but homing dollars. They must all

be back with the bacon inside ninety days. Black gets full credit for this; but none for the fact that his advertisements, even after they have paid for themselves, last exactly as long as Red's.

As an offset to all his troubles, however, Bill Black has one great compensation: He can spend *all* the money he wants. Nobody tries to pare down his appropriation; in fact, he has no "appropriation." So long as his advertising pays its way, the sky's his only limit. To publishers and advertising agents—to all, in fact, who profit by another's advertising expenditure—the now neglected Bill Black is the one best bright potentiality visible to the naked eye.

For, one of these days, when the profit-per is a whole lot thinner than it is now, some director with a mean eye is going to wake up and say: "Here! We've got to promote Black into the big room or cut Reddington down into the little one. Which?" And some very, very wise vice-president is going to answer, "Why not take out the partition?"

It is only a thin half-inch of oak—that great divide. Yet it has already cost business \$1,000,000 for every square inch of its tawny, grained, old-fashioned surface.



**¡No le Hace!... Es Crema de Larkin**

—La cosa está que arde. Pero la cara, como si tal cosa. Los instrumentos de tortura inspiran deseo de silbar una canción cuando se afeita uno con Crema-Hamamelis de Larkin.

**Fuera de Broma...**

UN NUEVO PRINCIPIO EN LA CREMA DE AFEITAR

¿Recuerda cómo, cuando era niño, su mamá iba por la botella de hamamelis a Ud. llegaba a casa con arañazos o chichones, consecuencia de inevitable resaca? ¿Y recuerda también cómo el hamamelis aliviaba la hinchazón y quitaba el dolor? Los químicos de Larkin han aplicado esta experiencia al desarrollo de un principio enteramente nuevo en la crema de afeitar.

A la mayoría de los hombres les desagrada el afeitar: por buena que sea la navaja, siempre irrita la epidermis y hace que la cara se seque como en carne viva. Y, sin embargo, la decencia y la higiene imponen la obligación de afeitarse. Pero ahora, mediante el proceso de saturación e impregnación, los químicos de Larkin han logrado,

por fin, crear una Crema de Hamamelis para Afeitar.

La Crema-Hamamelis de Larkin para Afeitar prepara la piel y la barba para el paso de la navaja. Aun antes de que ésta toque el rostro, la Crema-Hamamelis de Larkin para Afeitar penetra en el cutis y la pone en condiciones de evitar la irritación. En inicial estado que, además, la Crema-Hamamelis de Larkin para Afeitar produce una espuma abundante y espesa que no se seca en la cara.

La Crema-Hamamelis de Larkin para Afeitar se distingue también por un detalle característico: posee un olor tan sutil como agradable.

Se obtiene en cualquier farmacia.

**Crema-Hamamelis de Larkin para Afeitar**

Representantes en México:  
Compañía Comercial "Herdez" S. A. :: :: López No. 7, México, D. F.

Fabricada por los manufactureros de Mento-Kanfo y las Dos Cremas de Larkin



**¡No le Hace! Es Crema de Larkin**

—A mí no me ven la oreja: cremas van y jabones vienen; hoy una brocha, mañana una navaja o un serrucho; ayer un tajo y pasado mañana un semi-degiello... pero con esta Crema-Hamamelis de Larkin se ha ganado una oreja!

**Fuera de Broma...**

UN NUEVO PRINCIPIO EN LA CREMA DE AFEITAR

¿Recuerda cómo, cuando era niño, su mamá iba por la botella de hamamelis a Ud. llegaba a casa con arañazos o chichones, consecuencia de inevitable resaca? ¿Y recuerda también cómo el hamamelis aliviaba la hinchazón y quitaba el dolor? Los químicos de Larkin han aplicado esta experiencia al desarrollo de un principio enteramente nuevo en la crema de afeitar.

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Fabricada por los manufactureros de Mento-Kanfo y las Dos Cremas de Larkin

# Ears to You, Señor Covarrubias

## By George Burnham

YOUNG Señor Covarrubias has probably done more to put Mexico on the map in recent years than the combined efforts of such gentry as Villa, Carranza, Obregon and the United States Marine Corps. He has demonstrated that our Southern neighbor can produce revolutionary art as well as revolutionary politics, and, having put his native country on the map, now proceeds to put Larkin's Shaving Cream on the map of his native country—which is not intended as a pun.

The series of which the accompanying specimens are a part purports to be Covarrubias' first venture in advertising illustration. Certainly the illustrations are characteristic of his peculiar type of genius, and equally certain it is that their attention value is great. Whether they would sell shaving cream in this country is aside from the point, for obviously that is not their aim.

When in Mexico, do as the Mexicans; and if the drawing of an amiable gentleman slicing off his right ear fails to arouse your desire for emulation, remember that you live north of the Rio Grande.

Incidentally, the illustration just referred to has a curious tie-up with that famous native institution, the bull fight. It seems that there is a custom on such occasions, when the contest has been exceptionally well fought, to present to the matador who had impressed the spectators most the severed ear of the bull he has just killed. This is the supreme award by which an enthusiastic audience may demonstrate its appreciation, and such trophies are highly prized by their recipients.

This custom has fathered the expression which, freely translated, reads: "Ears to you!" (Not to be confused with a similar sounding American expression which thrived

before the Volstead era.) "Ears to you," in general colloquial usage, implies a job well done—"You win the ear," or words to that effect.

THE appeal is, of course, to the Mexican national sense of humor, and the copy ties up with it closely. Freely translated again, we have, "Ears to Larkin Shaving Cream, which is the best of all shaving creams." Then, getting down to the selling talk: "Fuera de Broma," etc.—which means: "But seriously, it is really a new principle in shaving creams." It is adroitly handled, and its appeal is far more subtle than any such bald description can possibly convey to an American.

Each number of the series is tied up with some custom or convention in a similar way, although frequently, as in the other member here reproduced, the message is more readily decipherable to the foreigner.

# Picking the Dramatic Sales Idea for Direct Selling

By Henry B. Flarsheim

Secretary, The Marx-Flarsheim Company, Cincinnati, Ohio

**I** KNOW a young man who sold over \$1,000,000 worth of shoes direct during his first year in business. He started from scratch, with limited capital. Today he has one of the most successful direct businesses in the country. You ask, "How did he do it? What are the secrets?"

My first answer must naturally be that the man has the "mail order sense"—that peculiar mind which is adapted to thinking along direct selling lines. But in addition he followed certain definite, proved methods and plans. And the methods and plans he followed are fundamentally the same which underlie the success of every direct-selling business.

Successful direct-selling requires that the proposition be backed by an idea that lifts it out of the common run. It is not enough, for instance, to sell shoes merely as shoes are sold in the retail stores. The shoes must have features that distinguish them from all others. They must be made differently; fitted differently; measured differently. The special features which make those shoes, not freakish, but more desirable than other shoes—the features which, in short, give direct salespeople something to talk about—are one of the underlying reasons for success. These features are the starting point.

Features alone, of course, will never put over a direct selling business. The merchandise must be right fundamentally. It must give satisfaction, and be worth the money. But assuming these things, special exclusive features will make the business a success.

These features may be little different from others found in the same articles sold in stores or by



Courtesy Opportunity

**A** CERTAIN hosiery concern has had outstanding success in the direct selling field. It sells excellent hose, and the merchandise is well worth the price. But much credit must be given to the way in which this hosiery is sold; to the demonstration put on by the salesman. Even the best of goods will not entirely sell themselves on their inherent qualities alone

other direct-selling firms. But they become new and different if presented and sold in a new way.

I am thinking now of a hosiery firm which has had outstanding success in the direct-selling field. This concern sells excellent hose and the merchandise is well worth the price. Unquestionably this basis of quality is largely responsible for the repeat business this firm enjoys. But much credit must be given to the way in which this hosiery is sold; to the demonstration put on by the salesman; to the many interesting and seemingly new things they can tell

the prospective customer about this line.

A salesman takes out a nail file. He asks you to hold one end of a stocking while he holds the other. He runs the file vigorously across the surface of the hose and convinces you that the hose must possess unusual wearing qualities if it stands up under such a test. The salesman will tell you how many pounds of weight each stocking will support. He will tell you the number of strands of silk in every stocking. He will explain the unusual run-stop. Now it is true that many kinds of hosiery sold in stores possess the very same features. But the clerk never tells you about them because he doesn't know. You hear these features described by the direct salesman. You come to believe that his is different from any hose you ever saw. And you buy.

Not many months ago a sensation was created in the direct clothing industry by a utility suit which was offered at an amazingly low price. The suit was made of a specially treated cotton material which had the ability to resist sparks, moisture, and snagging. Every salesman carried with him a sample of the cloth. When he walked up to a prospective customer he placed the lighted end of a cigar against the surface and showed that the heat did not scorch the fabric. He spilled water on the fabric and showed that it did not soak through. He scored the cloth with a nail or knife blade and proved its snag-resisting quality. Hundreds of thousands of suits were sold by virtue of this demonstration alone. If the garments had been sold merely as inexpensive utility suits, if these dramatic, interesting features had not been

[CONTINUED ON PAGE 68]

# What Changes May We Expect in Radio Manufacturing?

By *H. A. Haring*

**A**T the upper end of the radio industry stand the manufacturers, beloved of advertising agencies and advertising media for their liberal space buying; two years ago beloved but today shunned by the promoting banker with an eye to the curb market. The shakiness of radio is brought to attention when one talks with radio manufacturers. Their business rides the crest of prosperity in December; it sinks to the depths of despondency in May. Ahead is seen a time of sure riches for the manufacturer who will have the strength and brains to survive a year or two longer. Gossip whispers that "A has an overstock of 75,000 sets," or that "B lost \$300,000 last season on their flop-of-a-model," or that "C has twice approached our company to buy them out, but we're too foxy for that old game; for, if we let them alone another thirty days, the bankruptcy court will throw them out of the radio race and we'll have one less competitor to fight."

The story is rather well known. Radio changes have been too frequent and improvements too fundamental. Manufacturers in order to

run their factories as factories must operate to earn profits. They dare not make up radio sets ahead of the season and warehouse the goods. From February to August or September their plants are idle, while the proprietors watch each other with lynxlike eyes, fearful that some improvement will get by without being incorporated in the "new models." Radio makers cannot round out a year of factory operation. Hence their losses, and hence the precariousness of radio manufacturing.

Three manufacturers who brought out improved models in the spring of 1926 have had the whole industry agog. So suspicious are makers of one another that almost no one accepts at face value the statements that "these are our models for 1926." All sorts of devious ways are being pursued "to find out what D has up his sleeve by bring-

ing out that model in April so everybody can copy it."

A Chicago radio-parts maker gives this portrait of the "no-name" radio manufacturer, who is responsible for much of radio chaos:

"We are one of the principal parts makers, and consequently most of the radio makers are visited by our salesmen. We see also a lot of the no-namers. In Chicago there are a hundred of them, and every town in



© Edwin Galloway



© Herbert Photos, Inc.

**R**ADIO advertising has been most wasteful. Extravagant claims and unqualified statements have made radio ridiculous in the minds of the industry's most natural market: namely, the wealthy. Radio density is high in the Bronx, but low on Park Avenue. The "copy" has been altogether too often the type of display which the well-to-do reader unconsciously turns over without even a second glance

Michigan and Wisconsin has one or several.

"Anyone can bust into the business. Almost before we know they are on our books, they will be turning out a hundred or two sets a week. They buy parts for cash because that's the only way we will sell them.

"Then some day our man calls on them. What does he find? A loft, whirring with machinery? Not a bit of it. Four or five boys working in the cellar and about as many more out in the garage, and probably the garage next door used for storing and packing. From September to December they run at top speed. Such a factory has no overhead; it pays no taxes because before tax day it will have disappeared. About the first of Febru-

ary, they'll come sneaking in here with a couple of hundred unopened parts wanting us to buy them back.

"Business has slumped. The owner runs the old car into his garage again, dumps coal into his cellar, and another radio manufacturer is out of business—before he was ever listed in the Chicago telephone directory.

"Such a fellow makes a thousand or fifteen hundred sets, possibly a few hundred more. He calls himself some fancy-named radio corporation, and will grab off a contract for a thousand sets at any price and make the set to match the price; if he ever gets one for 10,000 sets, he'll go broke because he can't manage a big business. But with an output of 1000 to 2000 sets, rushed out in four months, he can make a profit. He

has a good time thinking he is a competitor of Atwater Kent."

Such no-name concerns will reappear in the autumn of 1926. Their life histories will terminate with greater abruptness than in previous years.

The most amateurish industrial engineer could plot the "curve" of no-name radio making. In 1921 and 1922, the demand for radio sets increased far and away beyond the ability of manufacturers to cope with it. It was but natural that parts makers should find a big outlet for their products in the men who built their own radio sets or had their more technical friends build for them. Radio development is throttling the opportunity for amateur manufacturers. Not to specify

[CONTINUED ON PAGE 57]

# Let Both Parties Cooperate

By E. M. Bacon

Advertising Representative, *Field & Stream; Arts & Decoration*

NO doubt Mr. Roberts is correct in stating that some advertising representatives unnecessarily hold up the line. I refer to his article "Are Publication Solicitors Guilty of Lazy Selling?" But he also adds: "In most cases the salesmen themselves are to blame." Well, yes and no, depending on circumstances, speaking of salesmen as a group.

There are many of us who have some such thought as this when calling on an agency or an advertiser: "How does he find the time to grant each of us the courteous interview that usually awaits us? Won't it be to our mutual advantage to make the interview as short as the accomplishment of our mission warrants?"

Naturally, there are occasional interviews that require one, two and even more hours. In such cases neither party desires to cut it short. On the other hand, far more interviews can be terminated in from two to fifteen minutes to the absolute satisfaction of both parties.

In some highbrow sources of sales information one is advised to learn all one can about the man's family, his hobbies and pet schemes. Then, to get your man feeling favorably inclined toward you, the formula says to start in with some such lingo. Bunk! Isn't it better to talk business

first? Then if your man indicates that he isn't overly busy and would really like to have you chat a minute or two—fine. That's true business friendship; the former, nothing short of camouflaged fear of a turn down. If all advertising representatives would endeavor to put their solicitations over quickly and try to close the call before being requested to do so, not only will the points be registered clearly and concisely, but time will be saved for all.

And what is more, it pays. Those of us—and I think we are in the majority—who think first of the other man's time, never find the cold shoulder awaiting us.

Another of the above mentioned highbrow sales formulas tells us to assume that everything we have said in previous interviews has been forgotten—i.e., start again the laborious procedure of showing everything that's in our brief case, at least all that was used previously. Another bunk formula and time-waster! I made a call this morning on an agency man who had been ill and away since before Christmas. I recalled briefly what I had said before and was out of his office in decidedly less than fifteen minutes with his promise to recommend a substantial schedule in my publication. Why, certainly he remembered the details in my story. I accomplished as much

and possibly more than had I tired him out with an hour or two of complete solicitation.

As Mr. Roberts states, time is frequently wasted in waiting for an interview. Sometimes this is due to the inability of the man you are waiting to see to estimate how much time one of Mr. Roberts' long-winded solicitors is going to take. Or it may be an interview with an honest-to-goodness advertising representative where it is impossible to tell into what fields the talk may lead or just how much time it will take. But I fear that only too often it is thoughtlessness on the part of the other man that keeps one sitting in ignorance.

Happily, the times one is kept waiting long without being told how long it will be are comparatively few, thanks to the courtesy of most men on whom we call. However, if the remaining minority would realize how much we appreciate their endeavoring to save our time, it would be another blow to time-wasting.

So let's both cooperate to the fullest extent. Let us make the call snappy—let the other man advise us if we are to be kept waiting and then when we are admitted, endeavor to give us his undivided attention. And the time taken for that ball game or extra afternoon of golf won't be missed at all.

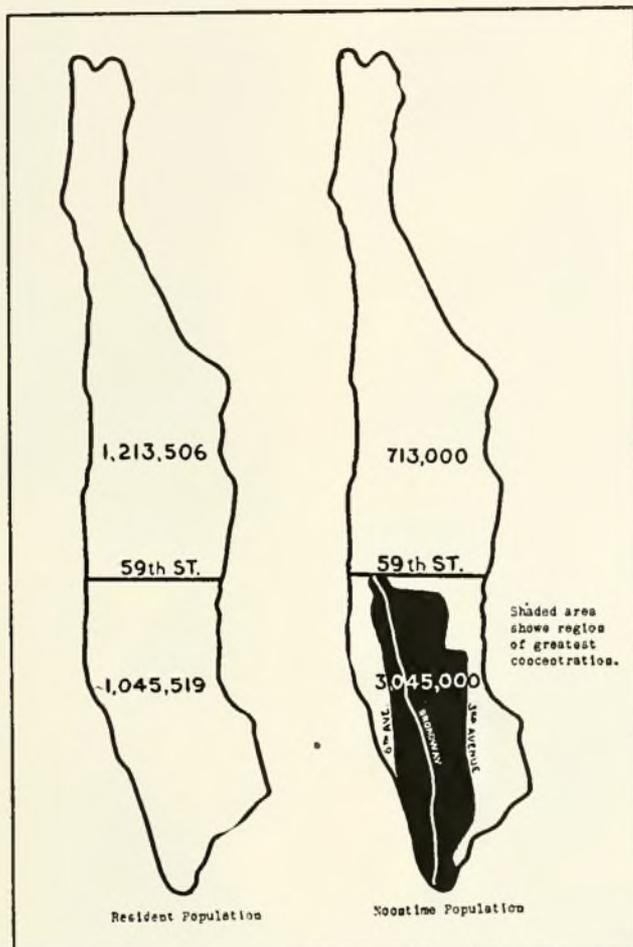
# Manhattan's Lunch Time Population

THE number of restaurant permits issued in New York is eight times the number in Philadelphia or Boston and five times the number in Chicago—facts out of all proportion to the differences in population. These figures do not indicate necessarily that New Yorkers eat more, or that they dine in public more, although either one or both of these things may be true. The probabilities are that the excess is due rather to the huge population that gathers each day on this desert island for luncheon.

There are in effect in New York City about 20,300 restaurant permits. This includes about 3500 drug stores which have to have restaurant permits in order to serve sandwiches and similar edibles at their soda fountains, leaving a total of 16,800 actual restaurants or eating places, in addition to these soda fountains in the five boroughs.

It is estimated that these places will average to serve not less than 300 meals a day, apiece, although of course many of them are small places and would not run that high. On this average base the total is 5,040,000 meals served in public places.

Some of these meals are served to transient visitors from outside of the New York suburban district, but the daily transient hotel population is estimated to be not much over 50,000 people. The 122 leading hotels have a total of 42,538 rooms and allowing 20 per cent for permanent guests and  $1\frac{1}{2}$  guests per day for the remaining rooms would give a total of 51,045 guests. Assuming that these 51,000 people all get three meals each in public eating places, this would account for only 153,000 meals and would leave 4,887,000 meals served by public



places to residents of New York and its suburbs.

The total city and suburban population including the nearby New Jersey cities is about 9,000,000. At three meals a day these would eat 27,000,000 meals, not allowing for infants and invalids. Of this figure the number of meals served in public-eating-places as arrived at by the preceding figures represents 18 per cent.

These figures for restaurants in New York are comparable with the total of 2667 "licensed inn-holders and common victuallers" in Boston, and a total of 4150 *bona fide* restaurants in Chicago, and about 2800 in Philadelphia.

It is thus seen that the percentage of restaurants to the city population is very much greater in New York City than in any other large city in this country. This figure of 18 per cent of all the meals

of this metropolitan area which are eaten in public eating places is partly substantiated by the daily suburban traffic figures. According to figures made public on April 11 by the Transit Commission, the railroads and ferry boats carried into and out of New York City during 1925 a total of more than 338,000,000 passengers, of whom 249,000,000 were classed as commuters. On this basis, the average actual number of commuters during the year was 124,882,831 carried each way.

Figuring on the basis of 340 full traffic days, this is an average of slightly below 370,000 commuters a day. In addition to these figures for the steam railroads, the Hudson & Manhattan carried nearly 50,000,000 in 1925 and the ferry boats practically 50,000,000 more. This makes a total daily of about 500,000 people moving by suburban lines into and out of the city, most of them being people brought in for the business day. In other words, every 24 hours a floating population almost as large as the entire population of Buffalo moves into New York and out again, by railroad and ferry as part of the day's work.

These figures, of course, take no account of the people moving between the boroughs by subway, representing an additional 1,500,000 or more. Thus we have each day a population nearly equal to that of Philadelphia which goes down town by subway and, hence, is away from home for luncheon.

Most of these two million extra people eat some sort of a luncheon in a comparatively small area at the lower end of Manhattan Island. Many of them, to be sure, are rather sketchy meals, but at least it is an impressive thought that day after day this little barren area provides some sort of nourishment for this large flock of commuters.

LANDMARKS THAT SAY CHICAGO THE WORLD OVER



The Great Central Market



... and the home of the telephone

CHICAGO handles more grain than any other city in the world. More lumber, too. More live-stock. And—more telephones. Of the industries that make Chicago the Great Central Market, telephone manufacturing is at the forefront. As makers of the nation's telephones, Western Electric's shops are a vital part of the huge industrial machinery of Chicago. But the making of telephones is just one part of the task. Western Electric must first gather from every corner of the earth the right kind of raw materials. And every raw material must pass through here on its way to the Hawthorne Works—creating one great central market within another.

Western Electric

SINCE 1887 MANUFACTURERS FOR THE BELL SYSTEM

LANDMARKS THAT SAY CHICAGO THE WORLD OVER



Wrigley Building



... and the home of the telephone

A FLAMING monument to a vision that was great though it dealt in things which were small... That is the Wrigley Building. Acres of buildings dedicated to the importance of small parts... That is the Western Electric Hawthorne Works. Here is the center for the making of the nation's telephones. Here thousands work to the thousandth of an inch—producing telephones that because of accuracy in manufacture have become the world's standard.

Western Electric

SINCE 1887 MAKERS AND DISTRIBUTORS OF ELECTRICAL EQUIPMENT

LANDMARKS THAT SAY CHICAGO THE WORLD OVER



ART INSTITUTE



... and the home of the telephone

IN the center of commerce, Art has unfolded its banner and found a place of welcome. And it should be so. Amid the grinding of punch presses and the whirring of wheels, Western Electric has its hand fast to activity—the true activity that strives always to improve and is never satisfied that today's improvement will do for tomorrow. What, perhaps, is one reason why the telephone capital of the world is Chicago.

Western Electric

SINCE 1887 MAKERS AND DISTRIBUTORS OF ELECTRICAL EQUIPMENT

LANDMARKS THAT SAY CHICAGO THE WORLD OVER



CHICAGO UNIVERSITY



... and the home of the telephone

GREAT traditions make a great university—and a great telephone factory. At the Western Electric Hawthorne Works the tradition is to make telephones as good as human skill can make them. The world is searched for materials that are best for the particular purpose. From these materials are formed telephone parts that stand peer-matching glass standards of abstract. And the result? Chicago has become the telephone manufacturing center of the world.

Western Electric

SINCE 1887 MANUFACTURERS FOR THE BELL SYSTEM

THIS country has developed many novel, and often astounding, "movements," not the least popular of which was boosting-your-own-home-town. The constructive thinkers attracted to this new national game possessed distinctive qualities widely noted by foreign observers, seasoned travelers, and realistic novelists. Dignity was not cited as being one of the qualities. But here at last it is to be found, in the Western Electric Company's "Chicago campaign," which won—and deserved to win—the first prize for institutional advertising in the National Industrial Advertisers' Association Convention, held recently at Philadelphia. Critics of the American Scene, take notice.

# Do You Re-Sell Your Product to the Customer Who Buys It?

By *W. R. Hotchkin*

**T**HE bird in the hand is worth two in the bush"—and one satisfied and completely served customer is worth at least a hundred unknown "prospects." And yet the re-selling work is about the worst done activity in commodity distribution. Manufacturers and great national associations spend vast amounts of time and money on the fight against "substitution," while many makers of goods, in the same groups, neglect the most powerful weapon of all in beating that competition.

Primarily there is just one factor that re-sells a commodity, and that is satisfaction with the goods. But "satisfaction" implies many constituent elements. For instance, I buy a chemical stimulant for plants; I don't use it the right way; it burns and kills the plants. Next year I suggest that some fertilizer should be used, but am reminded of the destruction of the last year and take a chance on nature alone. There is no re-sale.

Satisfactory service from commodities requires that the purchaser be fully informed not only of all the uses of the goods, but also of all the chances of using them wrongly. The maker may say that this is not his business, but the re-sale of the goods is his business.

There are vast numbers of commodities that are never half used. Consequently never half of the possible volume is sold. The customer knows only the obvious use of the goods, while there may be many other services that the commodity will render. Some manufacturers illustrate this idea magnificently and secure the consumption of their goods in a dozen different ways, thus multiplying their sales. Certain paint manufacturers, for instance, spend most of their energies on insisting that pure white lead is the base. That is very important, but a small seller of paint. Others do a little better job and spur people to brighten up the premises. But the real creator of desire for paint is the advertiser who torments the latent desires of

good housekeepers by suggesting definite things to do.

Most advertisers seem to assume that prospects will think up the things to do for themselves, if one merely suggests paint. But most people do not. The householder does not want to have a paint job on his hands. The house was painted several years ago and looks good enough to him. But tell him to see if there are spots where the paint is cracked and the clap-boards are rotting by exposure. Tell him that rotted boards will never take good paint afterwards, and he'll begin to worry. The housekeeper may have no thought of any use for paint; but tell her how other people beautify their bedrooms by re-painting the old bedsteads, and suggest color schemes for them. Then suggest artistic ways of decorating the porch furniture. Who ever thought of giving a coat of varnish to the kitchen linoleum, until advertising suggested it?

Now these may seem to be original sale ideas, which of course they are, but why not give them also to people who have bought the commodity? Make them use up the can they bought and buy more while they have the brushes soft and are in painting humor.

**M**ANY manufacturers of package foods are suggesting numerous ways to use the commodity, and they point to what others might do. Almost every kind of food product has one usual method of use, to which most consumers confine it because they do not know about the other ways. Since people do not commonly want the same thing in the same way too frequently, they change. But they would quite as willingly use the same commodity, since it is there, if they could prepare it in a totally new form.

To make people "use things up" and want more—that is the real re-selling job. Most people use the article once, and then drop it—until something suggests using it again. So the frequent suggestion is needed.

There must be sufficient urge provided. That urge might be supplied by what was put in the package; but it can be more positively provided by suggestions of frequent or different uses of the goods.

The purchase of one package may have made a friend of the consumer, or only a part friend. In either case some suggestion in the advertising of a better or more complete manner of using the goods will spur the consumer to try again.

**M**ANY commodities are appreciated to only half of their deserving, because they are only half understood by the purchaser. The makers take it for granted that the purchaser will know as much about the goods as the makers know, but that is rarely possible. After all, things always seem a lot better and finer if we hear somebody enthusiastic about them. Only experts can see and understand all the points of merit in a commodity. People need to be told and re-told. The more the purchase is truthfully glorified in their eyes, the more they will enjoy using it and the more they will get out of its use.

When I am buying a box of strawberries at the market and the man says: "Look at those berries, how fresh and sweet they are! Smell them. Aren't they fine? All good, all the way down the box. No green ones; no little ones!" Don't you think I will like the berries better than if I had to look for all those virtues with my own eyes, without that enthusiasm?

That is one great weakness in selling and re-selling. The maker and the advertiser take too much for granted. They cannot see the value in enthusiasm over obvious things. Also, when they exploit certain facts in one advertisement, they seem to assume that they should never repeat the same statement. And yet why abandon the strongest statements about goods just because they have been stated before?

If I had a commodity selling on the market, I should want every package

[CONTINUED ON PAGE 56]

# The High Cost of Salesmen

By Percival White

**T**WENTY ODD years ago, Frederick W. Taylor, known as the "father of scientific management," stated that industry lay at the mercy of the workman. Today, industry lies at the mercy of the salesman.

All of us, in truth, are at the salesman's mercy. If we approach the salesman, he is waiting for us. If we do not go to him, he will do the "approaching," this being one of his most studied accomplishments. If we do not care for anything today, he will see us just the same. If we are otherwise engaged, he will wait, thank you. If we see him (just to get rid of him), he starts at once to attract our attention, arouse our interest, and incite our desire. If we object, he has an answer for our objection—in fact, he is better acquainted with all of our possible objections than are we ourselves.

Try as we will, we cannot escape him. Capitulation is the only relief. For inevitability, the salesman ranks beside death and taxes.

The function of the salesman is, first, to create our demand, and, second, to satisfy it. Leave everything to the salesman except footing the bill. His task, though not easy, is simple. All he has to do is to make us covetous enough, and he is sure of an order. Supersalesmanship (i.e., the kind that is written about) is the fine art of persuading people to buy something they do not need.

Supersalesmanship is by its nature hostile to science. It depends first upon deception and second upon the power to substitute emotional for rational buying stimuli.

Supersalesmanship, furthermore, sets at defiance the hypotheses of all the classic economists. One pair of shoes, they used to say, is a necessity; two pairs are desirable; three pairs are often convenient; but—so they postulated—there is a point beyond which the benefit to the wearer is not commensurate with the cost.

Does the salesman recognize this



shrinking of the "consumer's surplus"? No. Supersalesmanship demands that the owner of one unit of a salable commodity is a logical prospect for a second and third. Where else is he to find a market for the plethoric production of automobiles, radios, and other impedimenta of prosperity? In the lexicon of salesmanship there is no such phrase as diminishing returns.

**I**N the days of barter, I exchanged my goods for your goods. The satisfaction was supposedly mutual and equal. The logical development of this system, if money is to play a part, would be for me to pay you the monetary equivalent for your goods, and nothing more. But such is not the case. On such a basis, business would immediately collapse. I must not only pay you the equivalent value of your goods, but I must also pay you a premium. In return for which you give me your supersalesmanship.

"The 'high cost of distribution' is largely attributable to the cost of supersalesmanship. I pay for 'distribution,' whether there is any actual distribution or not. If I buy a car, without having to be sold the car, why should I not save the commission of the supersalesman and pay \$900, instead of \$1,000? What reason is there that I should pay someone \$100 for persuading me that I want a certain make of car instead of another make? Have I not the intelligence to settle that question, all by myself, for nothing? I am paying \$100 more than the car is worth in order to help defray the cost which the manufacturer incurs

in attempting to enlarge his market beyond its normal bounds.

The salesman's task is one of appealing to the most primal instincts of the human organism—the desire to possess. Nor is this desire merely a human characteristic; it is common to the entire range of evolutionary development, though the higher we go in the

evolutionary pyramid, the more marked do we find this attribute. Among animals and savages the desire for possession ceases to exist as soon as the simple wants are satisfied. But among ourselves this passion for worldly things knows neither satiety nor even abatement. The more we have, the more we want. Unlimited desire is commonly considered the mark of the highest civilized development.

Accordingly, the increase in material goods has been enormous, particularly in our own enlightened country. The greatest minds of the age are conceded to be those which are striving to devise material articles for which at the present time we have neither need nor use. Thus, the average person has twice as many things to make life easy as he had forty years ago. The millionaire of 1890 could not command the indulgences available to the mechanic of 1926.

Business men produce in huge volume articles with identical characteristics. It becomes necessary to find buyers upon which to foist these things. Obviously, these buyers must have common desires, common requirements, common buying habits, and comparable pecuniary resources. Products have been completely standardized, and 90 per cent of the American population has been standardized to match. At present the supersalesman is working upon our submerged tenth—those individualists who will not come into the fold, and who make his life a burden. How inconvenient is the individualist. He upsets all the market indices.

[CONTINUED ON PAGE 70]

# THE · EDITORIAL · PAGE

## Another Industry Advances

THE wool industry has taken what appears to be a long forward step in consumer relations. Under the auspices of the Wool Council of America a publicity program is to be developed that, if carried out in the spirit of its inception, should do much to improve the status of the industry.

Briefly, a "dictator" is to be appointed who will supervise the expenditure of between \$350,000 and \$500,000 annually in advertising and educational work, to further the use of wool, teach women how to buy and care for woolen fabrics, and engage in certain types of research.

When any industry gets past the free publicity stage and begins to invest its money in so broad a program as this, it is in a fair way to tap the potentialities of that broader cooperation which the public extends to those men and those industries who win its confidence and enlist its active support.



## The Trend Toward Selling Direct

THERE seems to be a general drift toward "selling direct," whether that phrase is interpreted to mean cutting out the jobber or cutting out the retailer.

The tendency is not entirely logical; it is more psychological. It is a restless testing of alternatives, in an era when there is over-production or excess plant capacity. The energy and initiative of manufacturers is reaching out to solve the problem.

In Chicago 20 years ago about 60 per cent of all advertised grocery products were distributed through the well-established grocery wholesalers.

Today that percentage has dwindled to the quite astonishing total of only 12 per cent. True, the chains are absorbing greater and greater volume, and this is only in a sense selling direct; but selling direct to retailer it nevertheless is.

The situation is not in all instances a happy one for manufacturers, for their selling costs are admittedly increased, especially under the new era of hand-to-mouth buying.

As for direct selling to the consumer, this is now admitted to be a cyclical development; it seems to advance shortly after a period of depression, when many salesmen are out of work and the consumer is keen to try supposedly more economical ways of buying. (Incidentally, a recent survey reported in *Women's Wear* showed that 40 per cent of housewives really believe it is cheaper to buy from house-to-house salesmen). But when better times arrive salesmen drop out and the method suffers atrophy.



## Middle-Aged Hum-Drum in Business

IN his *Travel Diary of a Philosopher*, Count Keyserling brings out the thought that crystallization of one's ideas should be postponed as long as possible.

With the individual crystallization is in effect nothing more nor less than the "setting" of middle age.

If it is important for the individual, who has only himself to consider, to postpone this crystallization, how much more important for the responsible executive of a business to fight off the "setting" process of middle age in his business.

For if he allows the business to "set" in its policies and its outlook, he is robbing all those connected with it, or dependent upon it, of its greatest potentialities.

Particularly in the sales department should a business be kept young and flexible, both as to policies and methods, for if the sales department "sets," the whole business settles down to a condition of middle-aged hum-drum that discourages initiative all through the business and marks the beginning of decline.

Count Keyserling's method of postponing this crystallization process in himself is to start out and travel as soon as he feels himself beginning to "set," that his mind may be awakened by contact with life.

This same method is excellent for the business executive, be he president or sales manager: to take to the road, invade some territories he has never visited before, talk with all manner of people, let life come to him afresh, with its expanding markets, its newly developed needs, its unfolding opportunities.



## Modernized Department Store Advertising

WE are all accustomed to see great splashes of space for department store advertising. In the larger cities it is a very serious problem, both for newspaper publisher and reader, because it jams the paper. Students of the situation have long believed that newspaper publishers sell their space too cheaply to department stores, and that less space at higher rates would be more effective.

A western department store owner is making active propaganda against what he calls unbalanced retail advertising programs; claiming that only 16 per cent of the average store's business comes from current, day-to-day advertising; a return too low for the expenditure. He believes that stores should divide equally their appropriation for good-will and current advertising. He believes the stores should not stress "bargains" so much and should do more creative selling. He says there is much too great an emphasis on cheap goods.

This is in effect what national advertisers have urged for a long time. They have seen that department store advertising has been largely uncreative, temporary, transitory. They have urged that department stores do their share of constructive sales effort, to develop consumption increase, change of habit, etc.

Some stores do this—many of the most successful ones. It is refreshing and hopeful to see a department store man himself urge this change, and on the basis, too, of greater possible profit to the store.

# An Open Letter to a Grande Dame



## THE DINGBAT COMPANY, INC.

### Dingbat Dandy Dinnerpails

MY dear Mrs. Reginald de Koven Hothouse:

When you called on our company yesterday afternoon, in the interest of the Goldchester County Goat Show Program (at \$250 a page), I am afraid you found me a trifle unsatisfactory. You seemed piqued (to put it mildly) because we would not take a whirl at your program, and even more provoked because I, whom you condescended to interview, did not show a proper respect for the Social Register as personified by yourself, the official representative of the Goldchester County Goats. You evidently thought my lack of chattiness indicated a corresponding lack of appreciation either of yourself or of your exceedingly *recherche* affair. On the contrary, madam, your solicitation, if I may use the term, was so stimulating that I assure you I did only the decent thing in keeping my mouth shut until you were safely out of my office.

Indeed, from the moment when, at ten minutes before five, you brushed aside my secretary and entered my office without a word of explanation or apology, I was not in a fit state

to hold a civil conversation with anybody. Your sitting down by my desk with one sharp, but smartly gowned elbow on the afternoon's mail which I was signing, did not improve matters.

"I," you said, "am Mrs. Hothouse." You must have seen me groping, for you added, "Mrs. Reginald de Koven Hothouse. . . . I am *not* an advertising woman." Madam, that last was evident enough. I know some scores of advertising women, and I have yet to meet one so deficient in courtesy that she will snub my secretary, or so lacking in consideration that she will interrupt me at my mail.

Nor do I know of anyone who could unblushingly have put forward what you flattered yourself were arguments for the Goldchester Goat Show (at \$250 a throw).

You began by telling what an insufferable crowd of snobs are going to attend your function. Madam, do you suppose I care a whoop that the Social Register will be present *en masse*, that only Rolls Royces will be admitted to the grounds, that the divorce batting average will be well into the four hundreds, that there will be a marquee full of marquises and a bar full of baronets? I do not. In the first place I doubt if it is true. In the second, even if it were true, I doubt if more than a small portion of all those splendid beings would get programs. Your publisher will be more of a fool than I take him for (and more honest than he ever was before), if he prints as many as one-quarter of the copies you promise. And if your hand-painted program girls succeed in forcing into the reluctant palms of male spectators one half the programs that are printed, they will so far outdo their usual performance as to qualify for the *Police Gazette* Program Girls' Championship Belt. Madam, if you and your friends run true to form, the close of the Goldchester Goat Show will see your hired help cramming bales of elaborately printed brochures into their proper receptacles — the garbage cans.

And what, if I may ask a purely rhetorical question, will happen to



such advertisements as do actually find themselves gazed upon by the elite? I find myself reluctant to believe that Basil Sufferingsaints, whose picture was so appropriately a feature of your "dummy," will read any dinnerpail copy with real results to his pocketbook. Basil is an amiable pup—I went to school with him—but he has little need of dinnerpails. Even in his ordinary purchases Basil rarely buys common, ordinary, branded articles. No; as the wariest and smarter outfitters have already discovered, the way to make Basil buy things is to snip off the original trademarks, tie on Bond Street labels and double the price. If I may take Basil and his mother (now Mrs. Puffenheave) as typical of the Goldchester Goat Fanciers, I should say your gang was a remarkably poor market for Dingbat's Duplex Dandy Dinnerpails.

YOU implied, with heavy-handed delicacy, that if we did not come clean with \$250, the entire Goldchester County Set would boycott Dingbat's Dinnerpails. In that case, Mrs. Hothouse, we shall have to get along without you. We have, in our fifty years of doing business, made a fair success of selling dinnerpails on their merits. We have never yet tried buying immunity from boycott, and I guess that at this late date we'll take at least one more chance.

[CONTINUED ON PAGE 59]

BRUCE BARTON

ROY S. DURSTINE

ALEX F. OSBORN

# Barton, Durstine & Osborn

INCORPORATED

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

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

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



NEW YORK  
383 MADISON AVENUE

BOSTON  
30 NEWBURY STREET

BUFFALO  
220 DELAWARE AVENUE

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

# An Approach to Direct Mail

By Verneur E. Pratt

WE have as our problem to advertise and to sell at a profit a non-existent device—say, a clever machine which automatically selects the good employee from the bad. I will presume that we have had experts examine it, and that we are sure that it is right. I presume, in addition, that we have priced it at a figure which will not create too great a sales resistance, and yet will allow a satisfactory profit after making provision for ample sales and ad-



© Ewing Galloway

vertising expense. I still further presume that we have made a market analysis which has proved the need for the machine; which has found out for us where our prime prospects are, and which has divulged for us the fundamental or basic capital limit which we can use as a peg upon which to drape our advertising and selling story.

I presume, also, that our sales manager knows where every prospect is located and that the necessary machinery for going into a direct mail campaign has been assembled—that the names are at least on cards, properly divided geographically, by states, cities and names, and the main groups sub-divided into classifications.

I am making a lot of presumptions here; but unless these things are done, what use have we for a direct mail plan? I presume, again, that we are already prepared and organized to handle any inquiries that the processed direct mail campaign will bring in, and to handle them before they are cold. I suppose we know what season is our best season in which to sell, if any; that we are neither too late nor too far ahead.

Many direct mail campaigns fall down; and in my estimation—after spending several millions of dollars of the "other fellow's" money on direct mail—the reasons for failure can more often be placed to lack of

attention to these fundamental principles and basic preliminary details than to the plan itself.

It is too easy to get out direct mail literature. There are far too many people anxious to help the average man get literature into the mails. On every side we, who have this marvelous automatic employee selecting machine, are assailed by printers, writers, direct mail specialists, multigraphs and all the rest of the army who have something to sell.

AND, naturally, knowing that our machine is the most wonderful machine in the world, but that, of course, our problem is different from any that ever existed before in business, is it any wonder that we are tempted to go right ahead anyway and get out at least a few folders and letters? Suppose we have not made a market analysis? What if we do not know whether the price is right? We can correct that later!

*Don't do it!*

Miss a whole season if you must; argue with the boss; resign if you must. But let's not go ahead until we are positive that every foundation stone in our campaign is solid.

And now we come to what I think is a basic question. Why should we use any direct mail? Because such a vehicle exists and because every-

body else does it? No, we must have a reason for using it or we should not be driven into using it at all. As far as I have been able to see, there are only four reasons why manufacturers should ever use direct mail:

1st: Because we cannot find any adequate publications which cover our prospects without waste in which we can advertise, (because it must be admitted that advertising in publications is cheaper per thousand readers than to send a simple,

printed Government post card to one thousand prospects).

2nd: The need to supplement or follow-up publication advertising.

3rd: A realization that we cannot tell our entire story in publication advertisements due to the physical limitations of space.

4th: That by using direct mail we can direct our selling message in a personalized or localized form to meet exactly the mind of the selected prospects.

Now we get down to the creation of the direct mail plan. We have, undoubtedly, found that we are not going to sell this machine entirely by mail; therefore, our literature and sales letters will not be mail order letters but direct mail letters. We are going to depend on salesmen to do the final closing, and it will be the purpose of our direct mail to accomplish just one thing—and that is this: When our salesman reaches the prospect's office, presents his card and says: "I present Pratt's Automatic Personal Selector," the prospect will say: "Oh, yes," instead of "Huh?" In other words, the direct mail will permit our salesmen to start at ninety instead of zero or ten below zero; and he will have only ten steps to take, instead of 100 or 110. And these steps are all sales steps; none of them are missionary steps; none of them con-

[CONTINUED ON PAGE 51]

# Selling to the Railway Industry

THE departmental organization of the railways necessitates intensive selling methods on your part—but the size of the industry makes the amount of business, once it is secured, worthwhile.

Of utmost importance to your intensive selling campaign are the five departmental publications which comprise *The Railway Service Unit*—they select the men who influence the purchase of your railway products and place your sales story before them.

Each publication, by devoting its pages exclusively to railway problems from the standpoint of one of the five branches of railway service, reaches a definite group of railway officers—intimately and effectively.

*Our Research Department will gladly cooperate with you in determining the railway market for your products.*

**Simmons-Boardman Publishing Company**

*"The House of Transportation"*

30 Church Street

New York, N. Y.

608 S. Dearborn St., Chicago  
New Orleans, Mandeville, La.

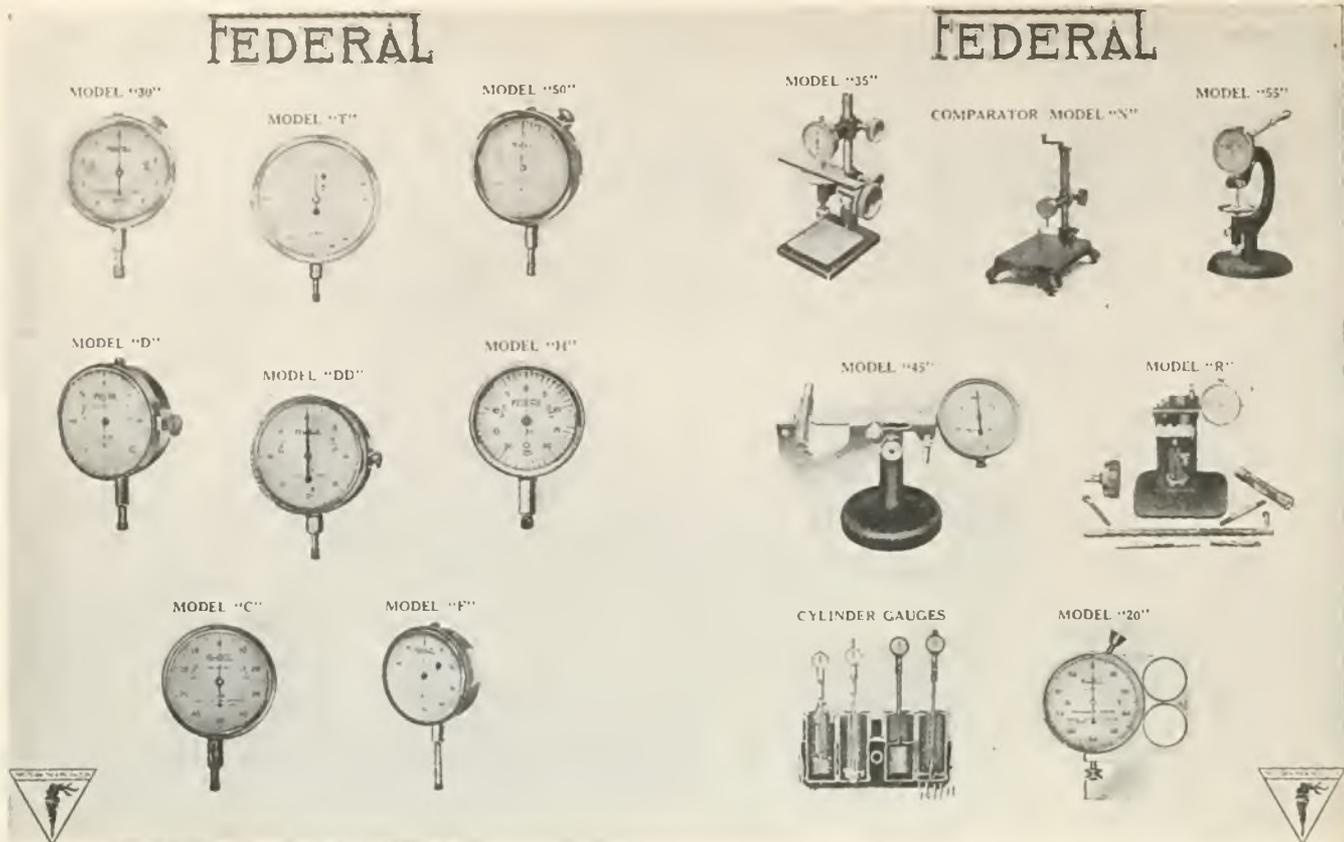
6007 Euclid Ave., Cleveland  
San Francisco Washington, D. C.  
London

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

## The Railway Service Unit

*Five Departmental Publications serving each of the departments in the railway industry individually, effectively, and without waste.*





# Something Different in Dealers

By John Henry

**T**HE average dealer in machinery, small tools or equipment is without individuality. He "represents" the factory in a certain territory and, while he develops a certain reputation, the burden of proof is usually upon the manufacturer. He usually gathers under his wing a miscellaneous line of tools or equipment non-competing, but in very few cases does he handle a group of products which would enable him to specialize in the solution of any given problem. For example, you could not go to any particular dealer as a specialist in drilling, grinding, turning, etc. Each one may carry a piece of equipment to do the job and you must shop around in selecting your tools.

A certain concern in Cleveland has developed a service that is somewhat unusual. It has specialized in precision tools—equipment for machining and measuring particularly accurate work. More than twenty-five different lines are carried, most of them exclusively. Small machines built for special accuracy, small tools, optical and mechanical measuring devices and testing machines are on

display. Anything that can be machined can be measured.

After the establishment of the service came the problem of securing an "individuality." It was useless to employ national or local advertising on account of waste circulation. On account of financial limitations, a house organ was out of the question. Most of the dealers are content to allow the home office to carry the burden, depending upon their name in the advertisement plus personal solicitation.

Another problem was in obtaining a complete picture of their line. A personal catalog was impossible, and it would require a magician to weld the assorted circulars, catalogs and leaflets of the various lines into a standardized form.

All of the problems were rolled into one and solved at one time. A four-page letterhead was designed, a distinctive color being lithographed on each page. This color served as a means of identification, supplied individuality and provided continuity.

Each one of these letters sent to a list of 400 prospects at intervals was devoted to a certain line. The

first page was a letter from the firm, while the inside pages illustrated the outstanding products of the line. Incidentally, each manufacturer printed for the dealer his own two inside pages, which reduced the cost. The letters are multigraphed. When the series was completed, the dealer had a complete catalog of his own showing all the principal products of the various lines. It is assembled in an attractive cover; can be mailed as a complete unit or separated. It has all the advantages of a loose leaf affair and any part may be dropped if the line is discontinued.

Two new series are being planned, one to show the various plants behind each of the lines and a second to show the products being built by the use of this "service."

The originality and individuality of this scheme has been commented on throughout the territory and has resulted in increased sales. The firm has established a reputation as "Accuracy Headquarters," and are often called upon to act as mediators in disputes involving measurements. A service charge is made for this form of cooperation.

## *Nothing to do with Advertising*

Lots of the knottiest advertising problems don't look like advertising problems.

They come under the disguise of a price that is out of line, a fault in trade relations, or perhaps goods that are poorly packaged and do not give good display. Even such matters as increasing profits by reducing the items in a line, or teaching salesmen to use advertising as a tool, or getting the trade to cooperate with a new selling policy—to suggest just a few typical instances—are often real advertising problems.

Vitality so; for any one of them unwisely handled may damage the effectiveness of a perfectly good advertising campaign beyond repair.

The wise advertiser does not regard any of his business problems as “nothing to do with his advertising or his agency.” It is a real part of the work of a good agency to know them all. Often out of its experience it is able to suggest remedies for them. If not, it can at least work in full consciousness of their influence.

In either case the advertiser gains.

CALKINS & HOLDEN, INC.

247 PARK AVENUE · NEW YORK CITY



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# Inquiries and Their Significance

*By Don Francisco*

**W**HAT lessons, if any, have Pacific Coast community advertisers learned through their inquiries? Have inquiries established any fundamentals? In order to answer such questions letters and questionnaires were recently sent to the leading community advertisers of the West Coast, as well as to advertising agencies handling community advertising. Reports were received from those handling the advertising of Seattle, Tacoma, Portland, Californians, Inc., Oakland, Hawaii, All-Year Club, Tucson and San Diego.

As a result of this correspondence only two conclusions are possible:

First—Little has been learned from inquiries;

Second—What has been learned is for the most part considered confidential.

Of the nine Pacific Coast community advertisers who contributed information, only one indicated that it considered cost per inquiry figures of basic importance. However, all but one felt that inquiries were of some value in indicating the relative effectiveness of different advertisements. All the advertisers stated that inquiry costs were considered in renewing schedules and selecting publications but only two stated definitely that they actually based their selection of publications on previous inquiry costs. One advertiser rated inquiry costs as twenty per cent of

the total considerations that governed his choice of copy and eighty per cent of his considerations in choosing media. One community makes no effort to secure inquiries. Most of the advertisers attach great value to each inquiry and every one is systematically followed up by mail.

Of these nine advertisers, eight used magazines, five used daily newspapers, and three used rotogravure sections. Four stated definitely that they had found magazine advertising most productive of inquiries while one had found black and white copy in dailies most successful.

**O**UR own experience with the advertising of the All-Year Club of Southern California and other communities is that magazines produce inquiries at the lowest average cost, rotogravure sections rank second, and daily newspapers third. However, the All-Year Club invests as much money in newspapers as in magazines. In stimulating summer business the magazines copy starts earliest. It is intended to reach those who are planning trips considerably in advance. They have time to write to California for further information. The summer newspaper copy is released in the spring and late summer when vacation planning reaches its climax. It is the final urge, and directs interested readers to the nearest ticket office. Some go to local resort bureaus, which are frequently main-

tained by the newspapers themselves. People planning summer vacations late in the spring are not so likely to write to California and wait for further information. Our returns from magazine copy decrease as the vacation season approaches. Our inquiry costs, therefore, do not prove that magazines are more effective than newspapers.

**I**N testing media it is well-known that travel publications usually produce more inquiries per dollar than general publications, and more inquiries may be expected from general periodicals than from class magazines. Almost every advertiser deliberately uses for their general influence publications which are comparatively poor producers of inquiries. Yet inquiries furnish one clue when seeking the most effective publications of a certain class or when testing the comparative responsiveness of different fields.

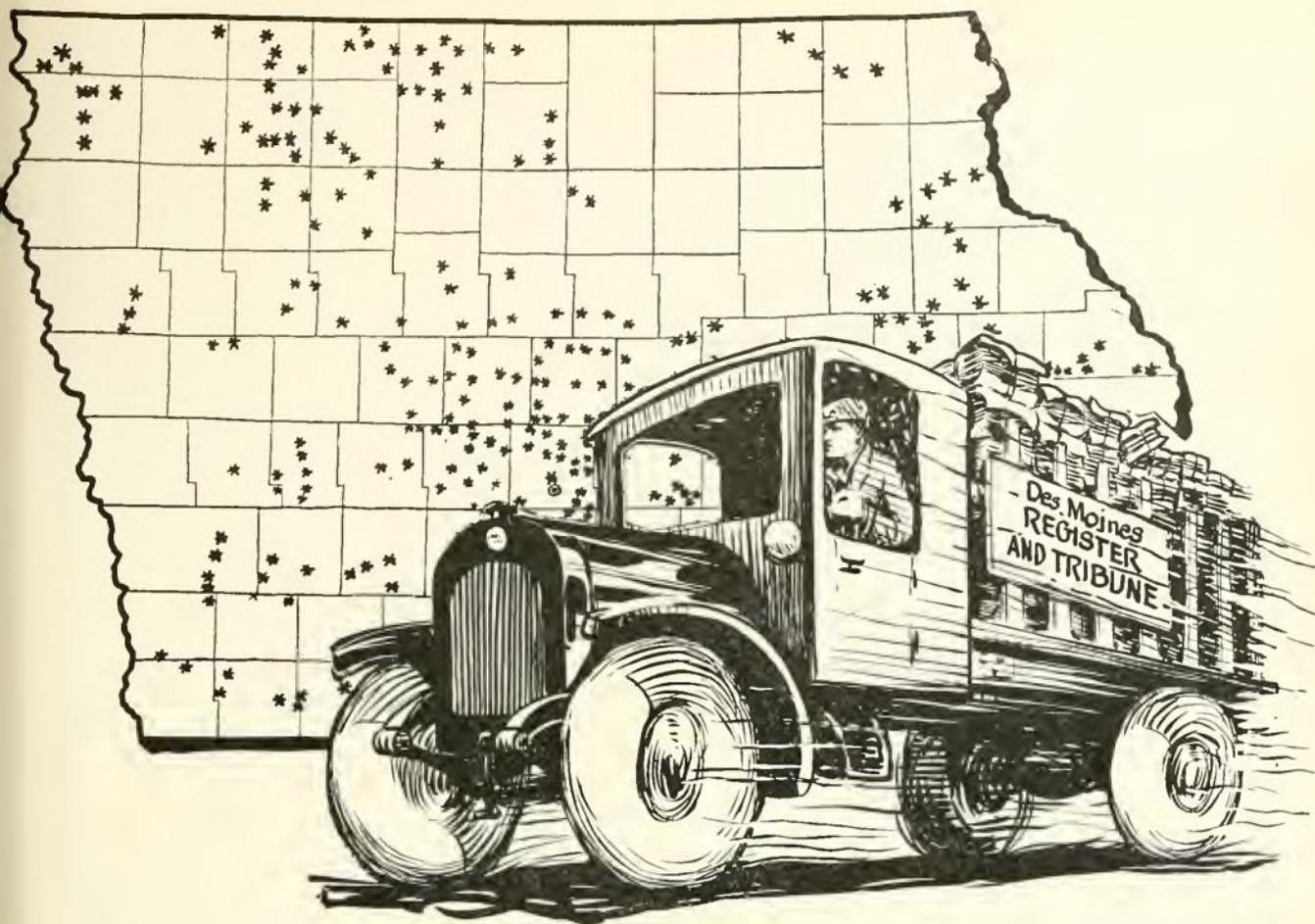
Of the newspaper advertisers who responded to the questionnaire, three said definitely that their inquiries indicated better results when their copy was placed in the general news or "run-of-paper" section. Only one preferred the resort section.

We have always felt that "run-of-paper" position was more effective for informative or educational copy, but in certain publications we use the travel sections because of particularly attractive rates. More people are interested in the news section than in the travel section.

There is no unanimity of opinion

[CONTINUED ON PAGE 42]

Portions of an address delivered before the Community Advertising Department, Pacific Coast Advertising Clubs Association, San Francisco.



## Speeding Up Delivery of The Des Moines Sunday Register

Every town shown by a star on the Iowa map gets The Des Moines Sunday Register by special motor truck. Many of these towns are without Sunday train service. In some towns trains arrive too late in the day for early delivery. In others a later edition can be delivered by truck than by train.

Iowa must be served with Sunday Registers. So The Des Moines Sunday Register has arranged its own exclusive motor hauls, either direct from Des Moines or from junction points where the trucks meet the trains. The Des Moines Sunday Register publishes no "pup" or "bull dog" editions for sale on Saturday outside Des Moines. Every copy of the entire 150,000 circulation is printed Saturday evening or Sunday morning.

Two hundred eighty-six Iowa towns are now served by special Sunday Register truck delivery.

In 801 Iowa cities and towns The Des Moines Sunday Register reaches from one-fifth to nine-tenths of the families. In these points, therefore, as well as in Des Moines, merchants sell products advertised in The Des Moines Sunday Register.

Booklet showing circulation by cities and towns mailed on request to  
The Register and Tribune, Des Moines, Iowa

# Good Bye Broadway Salesmanager

By V. V. Lawless

**C**OLLEGE graduate, brilliant young attorney, highly successful protege of a sound and shrewd New York banker, he had been placed in charge of the sales of a sizable company when its affairs required the watchful supervision of a new board of directors. Although this young man, still in his thirties, had had no practical experience in selling goods or in the selection and training of salesmen, he was selected to take charge of this end of the business for the following reasons:

"Salesmanagement these days is mainly careful watching to see that the company gets every possible dollar for its goods and to see that no money is spent needlessly in having salesmen go where there is no real opportunity for business. The principal element in salesmanagement in a company like this is making for greater efficiency and greater economy. Our products are well known. They are advertised. Distribution was secured long ago. What is needed from here on is sound business judgment backed up by an analytical mind."

And so this man was put into this work.

The regrettable part of the story is that in failing to accomplish his mission he found himself severely blamed and severely criticised. The fault really lay with the men who put him into the position, unless one may blame the young attorney for failing to recognize the magnitude of the job he undertook and underestimating the scope of the work.

Today it is evident to this man that going into salesmanagement without appreciating its difficulties is as foolhardy as though a good, all around salesmanager undertook to defend a highly technical contract against a highly efficient and experienced contract attorney.

And still almost daily we find men who should know better than to take this stand: "A man need not be a good salesman to be a good salesmanager. For that matter, managing salesmen is not selling goods. It

is an entirely different undertaking. You might as well say that a man could not be a good theatrical producer unless he had been a fine actor."

To get back, though, to the attorney salesmanager we were discussing in our opening paragraphs, it might be illuminating to quote from the conversation of a group of salesmanagers who were discussing this individual: "One trouble with him," one of these men explained, "was that he was not market minded."

"What do you mean—market minded?" another man interrupted.

"Just this: There was a salesmanager who was undoubtedly a very good analyst of expense reports and salesmen's condition letters. He could no doubt pick a salesman's hard luck story to pieces and prove to the man that he had been lying to the house. And he could send the salesman on his way humiliated and angry. He could be reasonably sure, too, that that salesman would hardly be inclined to try that sort of thing again. He could sit back in righteous indignation and comment in scathing terms on the inefficiency of salesmen. And he could back up his statements with convincing facts and figures."

**B**UT—he could not take that discouraged, down-hearted chap, just off the road after a nerve-wracking, trying and unsuccessful trip; sit down with him; and quietly and carefully show him how it should be done. And then he could not cheerfully and gladly say to that man, 'Now, Bill, on Monday you and I will hit the trade together for a while.' He could not send that salesman home on Saturday night, seeing things in a new light, realizing that after all it could be done, and just waiting for Monday morning to come so that he and his boss could go out and really do something. This salesmanager could not do that because he was not market minded.

"This particular salesmanager

could not sit back in his chair and visualize the average merchant. He could not sympathize with him in his problems and his difficulties. The ups and downs of retailing meant nothing to him. He could not feel concerned over something he did not know existed. To him, the mass of buyers were ungrateful souls who aggravated the house by not being willing to order promptly and liberally. Or, if not that, then those merchants were being solicited by salesmen who were different and indolent. And all that because he was not 'market minded.'"

**T**HE man who heads a successful sales organization today not only should but must have a keen and sympathetic understanding of his prospective buyer and that prospective buyer's needs. Not only that, but he must see clearly how the merchandise which he has to offer fills a real need for that buyer. In short, he must be thoroughly imbued with the idea that the buyer is much better off with the product than with the number of dollars it cost to buy the product.

There is one more attribute which the modern salesmanager must possess, and that is the realization of the service he is rendering. The salesmanager who is not absolutely convinced that he is rendering a service with his merchandise, a service worth all and more than it costs, is not headed for genuine success because he is condemned to mediocrity before he starts.

And no salesmanager can be in perfect accord and sympathy with his trade and with his men unless he knows the feel and the language of his trade, and understands his men and their problems. He must go further than that. He must not merely know and understand his trade and sense the needs of his trade. He must make his trade appreciate fully the value of the service his house is rendering and he must put that service into language and terms which the buyer can fully understand; and he cannot do that un-

[CONTINUED ON PAGE 52]

FOR your sales-promotion in any field, find the medium that deserves the title *directive MAIL*—then go after 'em! *Directive MAIL* sidesteps the wastebasket and gets its man—*directive MAIL* wins thorough, thoughtful consideration—*directive MAIL* is not merely *your* Idea of What They Ought to Want but *their* Idea of What They Need. In the department and dry goods store market, the Economist Group is the first and foremost; the straight, fast way; the merchant's operating manual. Every issue of every edition has all the distinguishing marks of *directive MAIL*. Other ways and means can help, materially—but use business papers as *backbone*.

Tell and sell the merchant—and  
he'll tell and sell the millions

The ECONOMIST GROUP—*Dry Goods Economist, Merchant-Economist*—reaches the buyers and executives of more than 30,000 stores in 10,000 cities and towns—stores doing over 75% of the U. S. business done in dry goods and department store merchandise. Help on request: 239 West 39th Street, New York—and other principal cities.

# directive MAIL

## LOST in the shuffle—

The odds are all in favor of *directive MAIL*. Incoming matter that is ordered, expected, wanted, needed, sure-to-be-used—gets past the barriers and *straight into the business* every time.

A recent test of ours illustrates the point. We asked the general manager of a busy department store in a city of 16,000 to save for us all direct mail matter of an advertising nature that came in during the week.

After three days of it he threw up his hands—"This is too much! Take it away!" There were no less than 793 separate pieces, proclaiming the virtues and broadcasting the benefits of this, that and the other thing, from floor lamps to lingerie—793 *promotive missiles* hitting a typical small store in three days!

What chance has your pet sales argument in competition with the other 792? Send it out in the form of *directive MAIL*—where you know it will be seen and studied. Send it out as part of a welcome, paid-for service that is awaited and put to work in more than 30,000 retail stores.

For any product of interest to the department store market, the Economist Group is THE connecting link—your direct, swift, sure approach to the men who matter. When you need help—come to headquarters to get it!



# They're in Wall Street Now

## Advertising Men Who Broke Into Finance

### By Christopher James

WALL STREET—the real Wall Street—used to be about as vociferous as a clam. Like Count von Moltke, it knew how to be silent in eleven different languages. When it talked—as it had to, occasionally—it prefaced its remarks with, “You understand, of course, that my name must not be mentioned.”

But Wall Street has changed. The “Shush-Shush” policy which was the rule as recently as 1915 has been scrapped. Today the “Street” is as keen for publicity—of the right sort—as the advance man for Ringling Brothers’ circus.

Practically every New York bank and trust company has its advertising department. So have the big bond houses. The rule which prohibits members of the New York Stock Exchange from advertising still holds. But the more aggressive stock exchange houses have a department which is called “public relations.” It is their mouth-piece. And through it issues a vast amount of printed matter which is not “advertising,” in the strict meaning of the word, but which enlightens the investing public. Advertising could do no more.

The man who has charge of the department of public relations usually has charge of “research and statistics,” as well. The facts he uncovers while researching he uses as “public relations” man. His work is really very similar to that done by advertising agency men except that advertising agencies are more highly departmentalized and the staffs are larger. Nevertheless, the fact remains that Wall Street has accepted the advertising idea, and opened its doors to the advertising man. With the result that more than a few men whose offices, a few years ago, were on Fourth Avenue are now within two or three hundred yards of Bowling Green.

Harvey D. Gibson, president of the New York Trust Company, is the outstanding example of an advertising man who has made a name for himself in Wall Street. Fifteen years or so ago, he was advertising manager for Raymond-Whitcomb, the tourist agents. He left them to

go with the old Liberty National Bank, of which, in a surprisingly few years, he became president. When it was absorbed by, or combined with, the New York Trust Company, he was made president of the combination.

Francis H. Sisson is another former advertising man who has made a name for himself in Wall Street. He is vice-president of the Guaranty Trust Company. Graduate of Knox College, at Galesburg, Illinois, Sisson, after serving his apprenticeship as reporter and business manager, became publisher of the *Galesburg Mail*. Sisson's next venture was as part-owner of the *Peoria Herald-Transcript*. Then, seeking new worlds to conquer, he went East. For a time he was on the editorial staff of *McClures*. Then, in the order named, he was secretary (and advertising manager) of the American Real Estate Company, vice-president and general manager of the H. E. Lesan Advertising Agency, and assistant chairman of the Association of Railway Executives where he was brought in contact with Wall Street.

THE path that led Lee Olwell, executive vice-president of the National City Bank, to Wall Street is a winding one. His first connection with advertising was as a commercial artist for an advertising agency. Then he served the National Cash Register Company as advertising manager. When Hugh Chalmers, vice-president of the N. C. R., left that company and established the Chalmers Motor Car Company, Olwell went with him. Eventually, he became vice-president and general manager. One day he met Charles E. Mitchell of the National City Company. Mitchell was looking for just such a lieutenant as Olwell and Olwell was looking for just such a chief as Mitchell. They got together—of course.

George Buckley—formerly with J. Walter Thompson and more recently president of the Crowell Publishing Company, and, still more recently, publisher of the *Chicago Herald-Examiner*—is first assistant to Mr. Mitchell.

Ernest F. Clymer has recently gone with McClave & Company, members of the New York Stock Exchange. He has had other Wall Street connections—Bonbright & Company, Hornblower & Weeks and Moore & Schley. Research, statistics and public relations, these are the things Clymer specializes in. He is best known in the advertising world for his connection with *McClure's Magazine*.

Roger Hoyt, son of the late Frank Hoyt, publisher of the *Outlook* had considerable experience in publishing as well as advertising before he went with Case, Pomeroy & Company, investment securities, whose advertising manager he is.

CARROLL RAGAN was Francis H. Sisson's assistant when with the American Real Estate Company. He is now with the United States Mortgage & Trust Company as advertising manager.

H. R. Reed—“Hal,” everybody calls him, though his first name is Horatio—is with the Bankers Trust Company, in charge of the “new business” department. Before coming to New York, he represented, successively, the *Review of Reviews*, *Collier's* and the *Christian Herald* in Chicago.

Charles M. Steele is a partner in the stockbroking firm of Auerbach, Pollak & Richardson. He originally intended to go in for medicine, but, somehow or other, found himself in the advertising department of the National Cash Register Company. Later, he served more than one advertising agency as copy-writer. His first experience in Wall Street was in the employ of Dominick & Dominick.

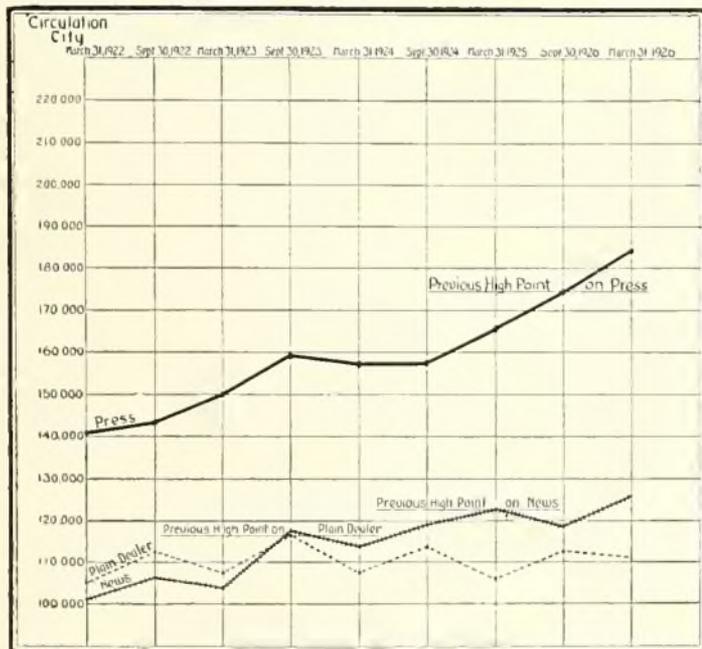
Without exception, these men are better off, financially, than when they bought, sold or wrote advertising. Nevertheless, also without exception, they will tell you that the years they spent bearding the reluctant advertiser in his den or striving to get the boss's “O.K.” on a piece of copy were the happiest in their lives. In this, they are like the old-time circus clown, who “just couldn't bear” the smell of saw-dust—it made him homesick.

# Sales Managers, Space Buyers, Advertising Managers - - File This!

**B**ELOW is an accurate graph of the City Circulation positions of Cleveland's 3 large newspapers for the past 4 years. It tells what Cleveland people think of The Press. To the right are the detailed circulation figures for the same newspapers.

In 12 months The Press has gained more than twice as much City Circulation as the two others COMBINED, and gained more than 7000 more Total circulation than both combined.

The **BOLD FACE FIGURES** indicate the highest CIRCULATION



POINT ever reached by each of the three.

The News has 843 less circulation than it had on September 30, 1923. The Plain Dealer has 6592 less than it had on September 30, 1923, and The Press has 22,527 MORE than it had when its contemporaries were at their highest point.

It is true that The Press has the largest Cleveland circulation, largest True Cleveland Market Circulation, largest total circulation in all Ohio, and has grown faster than any other Cleveland newspaper.

It is true that The Press is the First Advertising Buy in Cleveland!

	Press	City	C. & Sub.	Total
March 31, 1922	140,801	152,507	179,161	
Sept. 30, 1922	143,041	155,909	182,548	
March 31, 1923	150,054	162,912	189,199	
Sept. 30, 1923	159,714	173,477	200,110	
March 31, 1924	157,509	171,059	194,793	
Sept. 30, 1924	157,224	172,122	193,556	
March 31, 1925	165,824	181,160	201,364	
Sept. 30, 1925	174,170	191,275	211,210	
March 31, 1926	<b>184,047</b>	<b>201,966</b>	<b>222,637</b>	

	Plain Dealer	City	C. & Sub.	Total
March 31, 1922	105,283	132,656	180,460	
Sept. 30, 1922	112,137	142,704	192,712	
March 31, 1923	107,168	136,842	188,495	
Sept. 30, 1923	<b>116,477</b>	<b>150,039</b>	<b>206,831</b>	
March 31, 1924	107,454	138,654	191,319	
Sept. 30, 1924	113,288	148,469	204,773	
March 31, 1925	106,093	137,648	190,325	
Sept. 30, 1925	112,839	145,833	199,628	
March 31, 1926	111,282	145,496	200,239	

	News	City	C. & Sub.	Total
March 31, 1922	100,583	116,743	146,467	
Sept. 30, 1922	106,601	124,142	155,297	
March 31, 1923	103,324	120,169	150,477	
Sept. 30, 1923	117,653	136,067	<b>168,623</b>	
March 31, 1924	113,932	130,975	158,752	
Sept. 30, 1924	119,494	137,530	164,488	
March 31, 1925	122,616	140,117	163,842	
Sept. 30, 1925	118,287	136,174	157,739	
March 31, 1926	<b>126,046</b>	<b>144,802</b>	<b>167,780</b>	

# The Cleveland Press

NATIONAL REPRESENTATIVES:  
250 Park Avenue, New York City  
DETROIT : SAN FRANCISCO



ALLIED NEWSPAPERS, INC.  
410 N. Michigan Blvd., Chicago  
SEATTLE : LOS ANGELES

FIRST IN CLEVELAND

LARGEST IN OHIO

# Inquiries and Their Significance

[CONTINUED FROM PAGE 36]

among Pacific Coast community advertisers as to the most effective size of space. However, those who had followed their inquiry costs over a period of years agreed that in general small space produced inquiries at lower costs than large space but that there were other considerations which prompted them to use some large space in practically every schedule. I think it is generally conceded in all types of advertising that many advertisers constantly face situations in which the effect created by advertisements of impressive size is of more importance than greater circulation, more frequent reiteration, and more inquiries per dollar, all of which might be obtained by the use of small space. Usually a combination of large and small space is used.

**C**ONTRARY to expectations, our experiences this year with the newspaper advertising of the All-Year Club showed that our larger copy (three columns by 15 inches with coupons) produced inquiries at half the cost of our small copy (4 inches, single column, without coupons).

It is interesting to note that of the five tourist advertisers who gave information on the three or four periodicals that were most productive of inquiries, one magazine was mentioned by all five, one was mentioned by four, and one by three. This is evidence of consistent pulling power.

One tourist advertiser concentrates in class magazines because of the cost of the trip it is selling. Two use periodicals with general or mass circulation and four use both class and mass circulation.

All the community advertisers reported that they segregated their inquiries to eliminate any that did not seem to warrant follow-up by mail.

A majority of Pacific Coast tourist advertisers who do local advertising in eastern or central states find that they get the most inquiries per dollar from advertising in the Middle West. Asked if the first advertisements of a series pulled better than the later ones, four advertisers answered "yes," two said "sometimes," one reported "no" and two could not answer.

The tendency of inquiries to fall off as the campaign progresses is, of course, also influenced by the season. It must be expected, for example, that in advertising to induce summer visitors to come from the East to the Pacific Coast the number of inquiries will be less in June than in April or early May because trips of such distance are not commonly planned so late as June. We have found it possible to decrease the inquiry costs of the All-Year Club by starting and

ending our seasonal campaigns earlier and by increasing the intervals between insertion dates in each publication.

The summer months are avoided by all the Pacific Coast community advertisers. Those seeking winter visitors find that advertising released between October 1st and January 31st is most productive. The advertising for summer travel is run from February to May inclusive and, in two cases, into June. Copy seeking permanent residents pulls best in winter. To a high degree inquiries from California advertising follow the weather. Given a blizzard in the East during the days in which California's winter advertising appears, a big increase in inquiries is certain. December is the worst winter month. January and February are the best. Industrial advertising is most productive in the autumn and spring. Regardless of what season you are trying to exploit, the lesson of the inquiries apparently is "start early."

A couple of years ago when our quantity of inquiries decreased over previous years we reasoned that the decline was chiefly due to the boom in Florida and the fact that the eastern and mid-western public was "Florida-minded" and less interested in California. We received returns this year at one-third the cost of those received last year. I believe it is safe to conclude that our original diagnosis was correct and that one of the factors which multiplied our inquiries three fold was the termination of the Florida speculative boom and the increased interest in the Pacific Coast.

**O**NE year we selected from the All-Year Club newspaper copy our "best puller" and our "poorest puller," put them side by side and subjected the headlines, general appeal, text and illustrations to a comparative analysis in an effort to discover the basic reasons for the variation in pulling power. We noted two rather outstanding differences that could have accounted for the variance in returns, and thought we might have made an important discovery. However, when we pursued the inquiry further by examining position, date of release, climatic conditions and other factors, we found that the most successful advertisement ran in April and the least successful inquiry puller appeared in June. A further study of the returns from all the advertisements which were released in April and May pulled more returns than those which appeared in June. It was quite apparent that the difference in inquiry returns was due more to the time of release than to any minor differences in the copy story.

These incidents illustrate the difficulty in drawing sound conclusions from inquiries and the danger in superficial examinations.

But the most definite and convincing evidence of what can and cannot be proved by inquiries is to be found in the returns of community advertisers who are able to trace, not only the source of their inquiries, but also the source of their "arrivals."

A tabulated comparison of cost per inquiry and cost per arrival for three years of community advertising shows that, with one or two exceptions, no correlation exists between the value of a periodical as indicated by inquiries and its value as proved by arrivals, or actual sales.

**F**OR example, in the 1922-23 campaign one publication stood first in inquiries but eighth on arrivals. The publication that ranked first on arrivals ranked twenty-first on inquiries. In both the succeeding years it made the poorest showing on inquiries of any publication, yet on actual arrivals it stood second in 1923-24 and was first again in 1924-25.

Another publication is an exception. Its inquiry costs follow its arrival costs very closely, and it pulled consistently year after year. During the three campaigns it stood first twice and third once in inquiries, and first once and second twice on arrivals.

Taking inquiry costs alone, or arrival costs alone, it will be seen that each publication maintained its relative position quite consistently. It is clear, however, that had this advertiser selected his publications solely on the basis of inquiry costs he would have been deprived of some of his most effective media and would have put a great deal of money into less effective periodicals. There is no reason apparent for believing that inquiries are more trustworthy in testing copy than in testing media. There are more ways other than checking inquiries through which the advertiser can gauge the success of his investments. The most efficient advertising is planned and prepared by men who benefit by the lessons of hundreds and perhaps thousands of campaigns, some of which have yielded traceable returns and have established basic laws.

Inquiry figures are worth study but they should not be valued in the same way as are figures on "cost per arrival" or "cost per sale." Rarely can they be safely made the basis of conclusions without other supporting facts.

In fact, inquiry figures are a real danger in the hands of an advertiser who, upon superficial examination, accepts their indications as final.

*A Chain of Influences Which Promote the Sale of Romance Chocolates*



① Mr. and Mrs. Young, typical of the 550,000 frequent and ardent moving picture enthusiasts who read Photoplay—



② catch from the screen tempting suggestions of every kind: things to wear, things for the home, things to eat (confections like these, for instance).



③ Mrs. Young glancing through Photoplay lights again upon the scene from the picture where she saw herself in fancy—



④ And the maker of Romance Chocolates, advertising in Photoplay, captures her fancy for his merchandise.



⑤ How inevitable that reminder advertising at the point of sale should clinch the prior chain of selling influences into



⑥ that most desirable of all ends—a new customer.

## Moving Pictures *DO* Move

**T**HEY move moving picture enthusiasts to new interests.

Clearly it is the most enthusiastic attenders who are moved to the most new interests;—and clearly the most interested attenders are the 550,000 readers of Photoplay.

The screen is no doubt selling *your* product, too.

Don't you see how you can follow

through in Photoplay and put this chain of selling influences to work in your behalf?—the moving picture, the pages of Photoplay, your advertising in Photoplay, dealer aids based on your advertising in Photoplay.

Here are four selling influences growing out of a single advertisement.

May we show you how other advertisers have capitalized this chain of influences to their profit!

## PHOTOPLAY

*Predominant with the 18 to 30 Age Group*

**JAMES R. QUIRK, Publisher**

**C. W. FULLER, Advertising Manager**

221 West 57th St., New York

750 N. Michigan Ave., Chicago

127 Federal St., Boston

# The 8 pt. Page

by

## Odds Bodkins

THE morning paper one day last week carried two news items that seem to me to have very real significance. One was the front-page story of the protest parade of 20,000 French war veterans in Paris, who marched to the statue of George Washington and placed thereon a marble plaque bearing this engraved inscription:

The war veterans of France to the people of the United States.

Over the head of diplomacy, far from political and financial combines, the war veterans of France appeal straight to the people of the United States.

After the deceptions of peace the proposed debt settlement would consecrate the ruin of France and the loss of her independence.

America will understand that the war veterans of France, who are honest, sincere and loyal, are asking in a friendly manner that the study of the question should be taken up once more.

The other item was an insignificant stickful on an inside page stating that in the little town of Grand View, Rockland County, New York, contributions were being solicited for a fund to run advertisements in the Rockland County newspapers stating that the residents of Grand View will no longer trade with the merchants of the neighboring city of Nyack until the fire department of that city agrees to respond to calls from Grand View.

When the people of a great country or of a humble village take things into their own hands and turn to advertising to their fellows, whether they "run" their "copy" on a marble plaque or in a list of county weeklies, it is likely to lead to something.

Let the more intelligent minds among the so-called masses once learn how to use advertising, and the ranting of the reformer will give way to spontaneous expressions of human needs and aspirations that will move men to action in a way that will dumbfound the reactionary politician and amaze the academic sociologist.

"The people" will not remain inarticulate forever!

—8-pt—

The English packet must be in, for the post brings me a fat envelope from England. Opening it I find that my friend, C. R. Wood, of Martin's, Ltd., London, has thoughtfully sent me copies of several of the emergency papers issued during the recent general strike across the water. Interesting in themselves, they are documents which I shall put away, some day to hand down to Odds, Jr., who promises already to be of the temperament which prizes such things.

Isn't it fine to have friends who think of one in such ways?

—8-pt—

The Advertising Club of New York is certainly in the spotlight these days, entertaining all the notables from overseas who visit our shores long enough to get up to Thirty-fifth Street!

Certainly few if any clubs in the city can offer any finer setting for a reception. The old Robb mansion is formal enough in decoration and furnishings to provide the right atmosphere for the reception of distinguished visitors, and at the same time intimate enough to be friendly.

—8-pt—

Just when it seemed as though there couldn't be anything very new in newspaper advertising, along comes the Welte Mignon double column advertise-



You can hear all three  
between luncheon and tea

HERE are three hours between the last flake of pastry at two and the first sip of Pekoe at five. In that short span, without fuss or rush, you can hear the three important reproducing pianos—the only three that can bring great music to your home

And of these, the Welte-Mignon is the only one which embodies the perfected action in the piano perfected to play it. This is very important. Instead of two things joined together to make music, the Welte-Mignon is one instrument built for the single purpose of reproducing every shading of an artist's interpretation.

Hear all three. The investment is not to be lightly made. But give the other two their hour first and then come to our studios. For then you can listen tranquilly while the Welte-Mignon transcends in beauty all you have heard before.

The Perfected  
**WELTE MIGNON**  
IN THE WELTE BUILT WELTE PIANO  
shown exclusively in our studios  
665 FIFTH AVENUE at 53<sup>rd</sup>



ments, one of which I take rare pleasure in reproducing in reduced form.

Charm, freshness, daintiness, musical



atmosphere and copy with "sell," all in modest space. A distinct achievement.

I wonder not that these advertisements won Class AA rating in the advertising exhibition conducted recently by the Music Trades Association.

—8-pt—

I see the National Association of Purchasing Agents, and a number of other associations have finally agreed on a standard invoice form which saves a lot of time and correspondence and paper and misunderstandings.

I well recall the time, some years since, when one of these standard invoice forms would have saved me much embarrassment. Thomas Dreier and I had collaborated in the writing of a full-page newspaper advertisement for a Boston automobile company, for which we were to receive the princely sum of \$100, to be divided \$50-\$50.

Tom was to submit the bill. He did submit the bill, but characteristically enough, he submitted it in the form of a note addressed to the motor company, stating that it was indebted to him in the sum of \$100 if the advertisement was satisfactory; otherwise it was privileged to file his bill in the wastebasket.

The gesture was good, but the billing form was not sufficiently standard! The advertisement was highly satisfactory and the "bill" was approved by the Boston manager and forwarded to the Detroit office for payment. But in Detroit it suffered the misfortune of being mistaken for correspondence. It was filed as such, and reposed in the letter files for months and months before the mistake was discovered and our—or at least my—embarrassment was relieved!

So I'm strong for a standard form of invoice.

—8-pt—

Every once in a while, when this page just naturally won't dummy up right, I am reminded of the composing room foreman Mitchell of the *Sun* tells about in his "Memoirs of an Editor." This foreman, being of limited inventiveness, used to make his short columns justify by adding the words: "This line fills up the column."

# Selling 3,500,000 Pounds of Package Coffee in Milwaukee---



**G**REATER Milwaukee families, during 1925, consumed more than 3,500,000 pounds of package coffee, according to the latest Consumer Analysis of this market.

Of the 79,138 families using package coffee last year, 51% bought one of the five leading brands advertised in newspapers. Three of the five most popular brands advertised exclusively in The Milwaukee Journal. The other two concen-

trated far more of their advertising investment in The Journal than in the other two Milwaukee papers combined!

The remaining 49% of the total package coffee users divided their preference among 97 different brands—mostly unadvertised.

In the rich and stable Milwaukee-Wisconsin market

any advertiser of a good product needs only one paper to build a maximum volume of business at the lowest possible cost per sale—

### Total Paid Food Product and Beverage Advertising

The Three Milwaukee Papers  
(First Six Months of 1926)

	<i>Lines</i>
JOURNAL . . . . .	557,011
Second Paper . . . . .	212,397
Third Paper . . . . .	100,207

The Journal printed more than 2½ times as much food and beverage advertising as the second paper, and more than 5 times as much as the third paper!

## THE MILWAUKEE JOURNAL

FIRST BY MERIT

# Common Sense In Selling

[CONTINUED FROM PAGE 20]

For a long time manufacturers stuck to the stub-pencil-and-back-of-an-envelope method of figuring the cost of making a product. So long as they did this, important wastes went undiscovered. The process consisted essentially of dividing the total expenditures by the total production.

IT was impossible with this plan to determine the exact cost of any product. When accurate figures were determined, revolutionary changes in policy often resulted. I have seen a "leader," which was presumably highly profitable, dropped when figures showed that it was a "dud," and that some neglected orphan in the line was not only wiping out the losses that the darling caused, but was making sufficient additional profit to keep the whole business from sinking forever into the sea of bankruptcy.

The back-of-an-envelope method of securing information is still in vogue in the selling side of business. All that it gives is a flat percentage cost of selling for the business as a whole, which involves no calculation more difficult than dividing the total cost of selling by the total volume of business.

The percentage cost of selling for the business as a whole gives no information that can be of any value as a guide. But if the cost of a salesman's call is determined, that figure can be applied in innumerable ways which will give an insight into the correctness of policies and methods.

As a matter of fact, it costs as much for a salesman to call on a small retailer, who may buy a hundred dollar order, as on a big buyer, who thinks nothing of signing a single order for \$10,000 worth of goods. The percentage cost of selling will never show this; on the contrary it covers it up. But apply the cost for a call to some of your customers and you will learn at once what it actually costs you to sell them.

Few people realize what it does cost to make a call. When both the salesman's direct and indirect expenses are considered, it is not unheard of for a single call by a salesman of ordinary rank to cost as much as \$80. You can't afford to solicit hundred dollar orders at that cost. In some congested territories I have seen a cost which was as little as a dollar, but from five to twenty dollars is more usual.

It may very well be different for every territory, for to a great extent it depends upon the number of calls which it is possible to make in a day. In a city or in a district where the towns are close together it may be possible for a salesman to make fifteen calls a day while in the sparsely settled sections an equally conscientious man may

be able to get in only one or two. Yet it is often true that the man with the low cost for a call can sell more goods than the man whose cost is high. There are more prospective users of the product in his populous territory.

This sometimes results in injustice to the salesman and in losses to his employer. The man with the high cost may be the better salesman, yet when his selling expense is, as usual, reduced to a percentage of his sales and this percentage compared with the figure which has been taken as the norm for the business as a whole, he may appear to be a "dub." An occasional salesman with a sense of justice will use common sense and realize that the comparison is unfair, but lacking definite knowledge, he may not realize that the man with a high cost of selling is actually a "star."

Many an exceptionally good salesman has been fired on the strength of the percentage figure, when truthful figures would have indicated that the common sense procedure would have been to shift him to a territory where he could have made more calls.

SEVERAL concerns which have adopted the cost per call method of analyzing selling expense have discovered the fallacy of one time-honored tradition: that it costs too much to sell in highly competitive territories. Lots of concerns have given cities like New York, Philadelphia and Boston a tentative whirl only to withdraw when they found that competition was severe. Because several calls were required to make the first sale to a prospect, it was assumed that the selling cost was too high, forgetting that the cost per call was slight and that a great many calls could be made for what one would cost in a less competitive but also less productive territory. The far fields looked the greener because it was easier to sell on the first visit. That it cost more to sell in the distant fields was either not known or ignored—probably the former.

Here is another perfectly obvious fact which only a few concerns have turned to their advantage. Instead the majority allow it to work against them.

It is well known that there are two distinct types of salesmen—the brilliant, dashing, persuasive man who is exceptionally effective in opening up new accounts, and the plodding, easy going, pleasant fellow who has not the force to sell to a new prospect but can hold an old one indefinitely. The first likes to go up against new problems often, but he soon gets tired of an old territory and wants new fields to conquer. He has many of the characteristics of the "wildcat" stock salesman.

He can often sell on the first call by sweeping the prospect off his feet. He is a good horse for a short race.

The other type likes to be among his old friends. He wants to stay in one territory which he can cover every few weeks. He remembers that retailer Brown has a wife in the hospital, and a son who is cheer leader at the high school, and mentions both facts when he calls on Brown. He knows something of retail merchandizing, having perhaps been a retailer himself. He knows the dealer's problems; he can offer good suggestions on trimming the window and arranging stock; and he can often show the retailer how to sell more goods or keep his books.

HERE are two well defined types of men each of whom is admirably fitted to handle one of the two distinct problems of selling—getting the new account, and keeping the old account. Yet most concerns, instead of capitalizing and cashing in on the strengths of each, put both at work doing both kinds of selling, thereby handicapping both, and to some extent stimulating the high rate of labor turnover in the selling force. If a man is not doing the class of work he likes, and is best fitted to do, he is going to look for a new job sooner or later. In the meantime the company is the loser.

The makers of Campbell's soup started long ago to use only selected men for the promotional type for opening new accounts. Now that this concern has its goods on the shelves of about 90 per cent of the retailers, it has turned over the maintaining of these accounts to a staff of service men and has, I understand, eliminated the promotional type entirely.

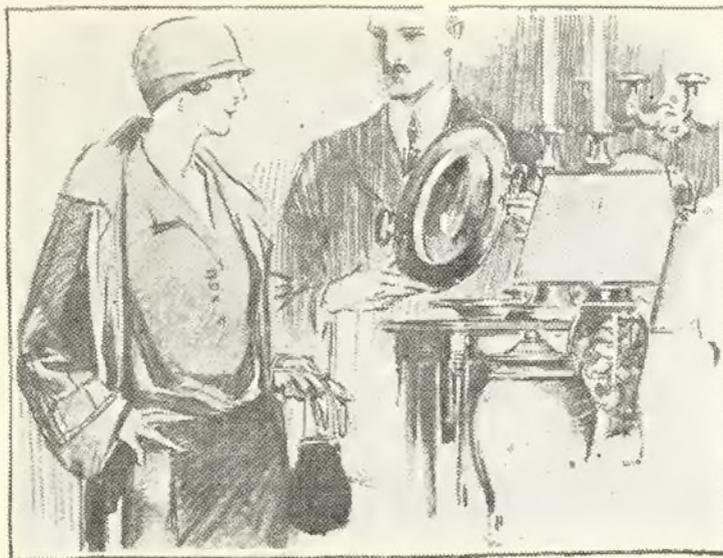
The Scott Paper Company has also, more recently, adopted the same plan of segregating the selling work. They made a test of the plan in Philadelphia, where it worked so well that they are now using it in four of the largest Eastern cities.

Philadelphia was Scott's best territory. It was considered to be about saturated. Seven men worked in the Philadelphia district, all of whom did both kinds of selling. For quite a while these men had been securing a trifle less than three new customers a day.

For the purpose of the test this force was changed to consist of six carefully selected salesmen of the promotional type to go after new business with only one of the service type. The promotional men were given cards bearing the names of all the known unsold prospects in Philadelphia and they were instructed to dig up as many more as possible and to turn in cards for them.

Each promotional man was given a

**[ 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.



## “I’ll take it,” says Mrs. Price Hill

. . . and a value-for-value sale is completed. For Mrs. Price Hill is a shrewd and skillful buyer. That’s one of the reasons she always has money to spend. But only one of the reasons . . .

Shortly after their marriage, Mrs. Price Hill and her husband had a little talk. They listed the things they wanted—a house, a car, membership in a club—and they budgeted their lives to secure these things. The house, of course, came first. A few years later a handsome sedan took its place in the garage behind the house. Then Bill, Jr., was born, and more plans were made. As a result, Bill will go to college when he grows up. In the meantime, the club membership has become a reality, and . . .

Oh, the Price Hills are prospering and

they’ll continue to prosper. Because they plan their lives—and they live their plan.

Considering these facts, it isn’t surprising that every merchant in town seeks the favor of Mrs. Price Hill. But what medium should he use to reach her? Perhaps Mrs. Price Hill’s own preference will tell him. For to the 4,376 residence buildings in this hill-top community, 2,789 Enquirers are delivered.

An impressive circulation, and one, Mr. Advertiser, that is doubly important to you. For this circulation is home-delivered at that precious hour when Mrs. Price Hill is deciding what and where she will buy. You can influence her decision—in your favor—by advertising in The Enquirer.

I. A. KLEIN

New York

Chicago

# THE CINCINNATI

“Goes to the home,

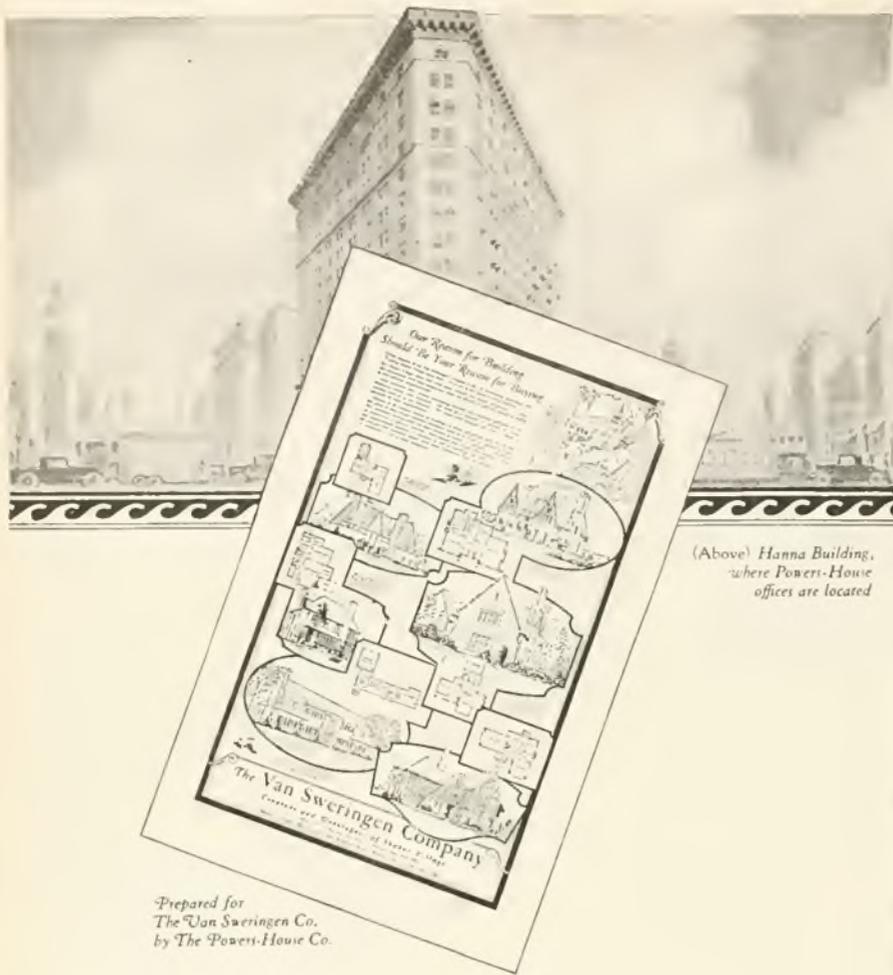


R. J. BIDWELL CO.

San Francisco Los Angeles

# ENQUIRER

stays in the home”



(Above) Hanna Building,  
where Powers-House  
offices are located

Prepared for  
The Van Sweringen Co.  
by The Powers-House Co.

**W**HIRLWIND solicitations can "land" accounts. Waiting for the results so rosily painted can hold them for months—even for a couple of years. But only consistently-maintained service can keep the connection unbroken beyond the three-year mark.

P-H

14 out of the 21 Powers-House clients are beyond that 3-year mark. 12 have passed the 5th mile-stone. 6 have been with us more than 10 years.

P-H

These fourteen advertisers have been with Powers-House a total of 108 years—an average close to 8 years each.

# The Powers-House Co. Advertising

HANNA BUILDING — CLEVELAND, OHIO

Marsh K. Powers, Pres.

Frank E. House, Jr., V. Pres. & Gen. Mgr.

Gordon Ricley, Sec'y

definite section of the city. When he had made the rounds and called on every unsold prospect, he was shifted to another section and another man, better adapted to the next phase of the work, was sent over his route.

One man on his first canvass turned in the names of 67 new prospects whose existence had never been suspected. The next man who covered that section turned in an additional 31 and the third still more. They had dug them up in all sorts of out of the way corners, even down alleys, whose appearance was far from encouraging but which nevertheless contained possible prospects.

**W**HEN the promotional men were turned loose an average of  $4\frac{1}{2}$  new accounts were opened daily—an increase of an appreciable amount—more than 50 per cent.

The survey made by the promotional men as part of their work showed that Philadelphia, instead of being a saturated market, as was thought, was in fact only 50 to 60 per cent saturated from a dealer standpoint. When 90 per cent of the retailers were sold, the promotional men were all taken out of Philadelphia and sent to another city. The service work of keeping the new accounts in line is now handled by three service salesmen. Under the old plan seven men were kept in Philadelphia all of the time. The selling expense has thus been cut more than half. That is what comes of applying the principle of division of labor to selling. When every man does what he can do best and likes best, costs are bound to be cut and sales, in consequence, to rise.

Here is another instance to show how well it pays to dig into figures. One concern which sells a staple has branches consisting of from one to seven men. In a small territory a single man handles the work. In one somewhat larger there is a manager with an assistant. Both of them are expected to get out and sell. In the larger territories the manager is expected to give his time to managing and do no selling.

I realize that there has been nothing spectacular in the instances which I have cited. Old fashioned horse-sense set into action by definite information and by a mind which had very little respect for hoary tradition or new-fangled "bunk" was all that was used. There has been far too much of the spectacular in selling. That is part of the trouble. What should be kept simple has been made unnecessarily intricate.

Selling problems are seldom as complex as "marketing experts" would have us believe. It is a simple, and not at all mysterious, process. Ignorance and useless frills underlie the high cost of selling.

The next twenty-five years will see selling put on as efficient a basis as some, if not unfortunately all, manufacturing is now.

# WHERE TWO CARS ARE NONE TOO MANY



OTOR-CAR makers have long heard talk of the saturation point, of that approaching day when every home that can possibly afford a car will have one. Against this theoretical limitation of sales are cited various opposing factors—replacements, exports, the natural growth of population, the increase of prosperity.

And a fifth, which is becoming more and more important—the plural market, the families which are recognizing that they have use for more than one car.

In hundreds of thousands of homes already the pressure of modern life is such that two cars will be none too many.

Naturally one thinks first of the class who in the half-forgotten age of the horse had a row of stalls and a well-filled carriage shed. But for some years people in that status have had their fleets of cars, big and little, open and closed. Add them all together and they make but a scanty list of prospects.

No, the tempting two-car and three-car market is far wider than that. It is among the moderately well-to-do, the 700,000 or so who will buy additional cars neither for ostentation nor sporting interest nor the mere love of possession, but because they have downright need for more personal transportation.

The man who drives to business is not comfortable in the thought that his wife must go shopping by bus or trolley. The wife, delayed at a tea, wonders uneasily how her husband will like going to the country club in a taxi. The daughter has those engagements of vast importance to youth, which cannot be suitably met on foot. The son has his rights, speaks up boldly for them, and in the up-to-date home gets a fair hearing.

Two cars are none too many. No longer an extravagance, but now the normal requirement of any highly-organized home, the second or third car is bought carefully and with an exact purpose in mind. The discrimination shown in the purchase of such cars is much keener than in that of the first car. Often economy and all-round usefulness are the tests. In other cases, the older car is to become the knock-about and the new one the pride of the family. In either event, the buyer knows cars and has a clear conception of his purpose in buying.

The two- and three-car market is among the readers of THE QUALITY GROUP magazines. This is not merely because of the proved buying power of their 700,000 readers. They are the sort of people who feel and respond to the stimulus of present-day social activity. They have the sense of proportion and family justice which leads to the decision to get another car. They have the intelligence to select only after careful comparison of values—which includes the observation of advertising.

The advertising in THE QUALITY GROUP is *next to thinking matter*.

## THE QUALITY GROUP

285 MADISON AVENUE, NEW YORK

THE ATLANTIC MONTHLY  
THE GOLDEN BOOK MAGAZINE  
HARPER'S MAGAZINE

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

Over 700,000 Copies Sold Each Month

# You Are Right \*Miss Cook!

*Nugents*  
The Garment Weekly

IS exclusively a ready-to-wear paper and does not carry advertising of millinery, hosiery, shoes, piece goods for the yard goods department, linoleum, lace curtains, or anything else not of interest to the wholesale buyer of Women's, Misses' and Children's ready-to-wear garments.

NUGENTS readers are ready-to-wear department buyers in Department Stores, Drygoods Stores and Specialty Shops all over the country as well as resident buyers in New York. And NUGENTS serves this important group well with a

## National Circulation of 11,000 Copies Weekly

reaching 75% of the best retail stores in nearly 3,000 cities and towns, and the buyers representing these establishments purchase millions of dollars' worth of ready-to-wear garments annually.

For building prestige, goodwill and sales among retailers for clients who make and sell ready-to-wear at wholesale, you will find, as other agencies have, that NUGENTS is a mighty valuable paper to use.

NUGENTS recognizes  
Agents

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

\*Miss Cook is the very competent  
space buyer in a responsible New York  
agency.

# Henry Ford's Views on "Too Much Advertising"

By S. Roland Hall

HENRY FORD is a modest as well as a capable man.

In the *New York Times* of May 16 (article by Mary Lee) he is quoted as saying, "I don't know anything about finances."

Some who have followed the Ford plan of financing and have looked admiringly at the annual surpluses of the Ford Motor Company are inclined to think that Mr. Ford is a bit too modest sometimes.

He isn't too modest, however, to express himself on the subject of advertising, and his expression will undoubtedly please that class of modernists who hold that advertising is largely a waste, or at least, a non-productive form of effort.

Mr. Ford is quoted by Miss Lee as saying:

I think we'll have good times if we don't do too much advertising. A good thing will sell itself. Was it Emerson who said that if you make a rat trap better than anybody else's rat trap, everybody'd be running to get it? We must make good things in this country and not do too much talking about them. You've just got to let people know where to get them, and that's all.

We would be just a little more impressed with this sage advice on advertising if the Ford-car advertising had been confined to information as to where to buy Fords—"Ford Cars for sale at 34 Main Street"—for example.

But the truth is that Henry Ford has been canny enough, or his co-workers have been sensible enough, to tell the world that the Ford as an original purchase is the biggest value possible for the price, and that its second-hand value is the greatest of any car on the market. The Ford advertisers have, furthermore, skillfully utilized psychology in that poster headline, "Have Your Own Car This Summer." And the Ford staff went so far as to introduce a special bank-account plan by which people were urged to save for a Ford and thus be able to get it quickly. It is said that in one year nearly 200,000 of these accounts were opened.

Lately some Ford advertisements have unblushingly told the public that the design has been improved so that the "Tin Lizzie" is now actually pretty.

It has recently been announced that the Ford Motor Company has decided to eliminate much of its advertising, on the ground that advertising is largely "economic waste." Whatever Mr. Ford's current opinion may be about advertising, however, he certainly cannot have long believed that informative advertising is unnecessary. Big first value,

big second-hand value, early purchase for summer pleasure, beauty of design, and special bank account for "financing" the transaction make an impressive list of selling points.

The day that this article was written, the writer passed a Ford selling agency in an Eastern city and was moved to read a large poster pasted in the window. The language runs in this fashion:

Costs More to Build—Is Worth More, yet Sells for Less.

If any other manufacturer endeavored to produce a car similar to the high standards of quality in materials and workmanship used by the Ford Motor Co. and with the same tried-and-proved design, it would be impossible to offer it at anything like the present low Ford price.

It was superiority of design in 1908 that established Ford leadership. It is the same Ford design, improved but basically unchanged that is continuing to make the Ford car the outstanding leader among all automobiles.

If this doesn't sound very much like the general run of advertising, this writer is in sore need of new spectacles. But Mr. Ford's current poster goes a great deal further than the foregoing strong claims. Under the heading of "Features that Contribute to Ford's Reliability and Durability," the poster tells about:

Three-point suspension, dual ignition system, planetary transmission, multiple disc-in-oil clutch, thermo cooling system, simple lubrication, Torque type drive—and so forth.

NO one will try to argue that there can never be too much advertising for a given product. Advertising, like face-to-face selling, or like production, can be over-done to the point of waste or unreasonable cost. Successful as the Ford people have been, they have occasionally over-produced and have cut their production back to fit current conditions.

But it is a rare bit of humor for a man whose product has profited by vigorous display campaigns of advertising, and an enormous amount of free publicity, to arise at the height of his own commercial success and urge other producers to beware of "too much advertising" and of the grave danger of "too much talking" about worthy products.

Maybe, however, Will Rogers will take notice, behave himself and stop telling thousands of people how he likes Henry Ford and the Ford machine. If he isn't careful, the country may have to build separate highway systems to take care of Mr. Ford's production.

*The New*  
Delineator

*Twenty Five  
Cents*

## . . . WHAT PRICE

**W**ITH the November issue, the price of Delineator will be 25 cents a copy, three dollars a year. This is an increase in price at a time when the tendency among women's publications seems to be in the opposite direction.

With the lowering of price, circulations will undoubtedly rise, in quantity.

Under these conditions, it may be pertinent to say a few words about the position of Delineator.

✦ ✦ ✦

The character of a magazine determines the character of its circulation and, to a large extent, its quantity.

We know the type of women we want for subscribers. They are the mothers and daughters of substantial families with discerning taste and the means to gratify it.

We believe we know the kind of magazine these

# CIRCULATION

women want. The new Delineator will provide them with fiction by the latest authors, fashions that are smart and authentic, the most advanced information for directing their households.

It is our intention to make that kind of a magazine for that kind of subscribers.

Delineator's circulation will find its own level and it will be a high level. How big it will grow we do not know.



We have set the guarantee at 1,250,000 from the November issue, at which time The Designer is combined with Delineator. It is apparent that, for some time to come, there will be several hundred thousand excess, as the present circulation of the two publications is 1,700,000.

THE BUTTERICK PUBLISHING COMPANY

S. R. LATSHAW, *President*



BUTTERICK BUILDING  
NEW YORK  
HOME OF DELINEATOR

## Approach to Direct Mail

[CONTINUED FROM PAGE 32]

stitute "spade work"; none of them are explanatory. The prospect will know the machine and will be prepared to ask a few additional questions which we have purposely left out of our direct mail, so as to leave the salesman something to talk about with which he can start his interview.

The first thing we will do is to create a "bull's-eye sheet." This consists of the projection of our campaign reduced to numbers of mailings with the pieces included in each summed up, and the totals extended, with the whole projected into the future and reduced to percentages.

As the cost per inquiry was originally calculated and included in the selling price of the machine, every dollar more that an inquiry costs must come out of the projected and expected net profit.

Thus we can figure out a known sum per name to spend for our first mailing. Let's get right on now to our second, third, fourth and up to the tenth mailings.

FOR the sake of argument say we will prepare for our first mailing an assembly consisting of a filled-in, progressive sales letter, a four-page folder and a small eight-page booklet explaining our machine, all three pieces to be enclosed with a self-addressed and stamped return post card in a No. 9 envelope. This assembly can be prepared and mailed, with the stamp, in quite elaborate form, for twenty-five cents, our stipulated limit. We would use exactly the same basis for selecting the literature to be used in our follow-up mailings, the basis of personal likes and desires or dislikes; carefully calculating our cost, so as to get within the amount set on our bull's-eye sheet.

What I believe to be the important feature of all direct mail campaigns is the matter of localizing the message.

By localizing, I mean converting our sales message into terms and arguments which accurately meet the demands and hit the eye of the prospect. For example, in a large institution which is on our prospect list there are four men to whom our literature must be addressed. We do not know which one of these four men will make the final decision to purchase our machine. We suspect that the four will hold a conference, and that if a decision does not come out of the meeting one of the four will render a final decision for or against the purchase of the device.

These four men, we will say, are the president, the employment manager or the personnel director, as he may be called, the treasurer and the engineer.

Now, see how important it is to present our message to each of these four men in language he understands; to

**Newspapers  
basing their  
solicitations on  
coverage of "zones"  
far outside  
their local fields  
must leave  
the real  
home territory  
to other media—  
the Detroit Times  
claims to do  
nothing more than  
*help* with another  
evening and another  
Sunday, to  
cover Greater Detroit  
area.**

The  
**Richmond Times-Dispatch**

Announces

The Appointment of

THE JOHN BUDD COMPANY

As Its

NATIONAL ADVERTISING  
 REPRESENTATIVES



*Effective August 1st, 1926*

present our arguments in reference to the machine to each in such a manner that he will accept without debate.

To the personnel director, our four-page folder will show how it saves his time and how in saving his time it releases hours which he can use to better purpose.

To the president we show how this machine guarantees him fit and perfect employees; how it forms an organization which can carry him on to bigger success; how it relieves him of the annoyances of inefficient employees; how it reduces his turnover of employees, which costs so much money.

To the engineer we concentrate upon the mechanics of the machine and explain to him how accurately the parts are made; how few repairs it needs; how perfectly it is designed, and how it is based upon unique and yet basic engineering principles.

To the treasurer we present our arguments in the form of dollars and cents, showing how the initial investment will amortize itself in actual savings over a period of three years; how, by our term payment plan, he can invest the smaller amount and allow the savings to pay the balance. We tell him how the lesser turnover of employees adds to the net profit.

In other words, we localize our message to each of these groups.

## Good Bye Broadway Salesmanager

[CONTINUED FROM PAGE 38]

less he knows the buyer and his needs.

Now these are things which the "Broadway" salesmanager does not grasp. It is not that he cannot learn them or undervalues them. The fact is that he simply does not know that they exist.

This does not mean that the Broadway salesmanager must, of necessity, have his office on Broadway and Forty-second Street, New York City. He may just as logically be, and often is, located in Peoria, Omaha, St. Paul or Akron. He finds it difficult or apparently unnecessary to leave his desk and work side by side with his men. We must say for his credit that he does not realize the importance of contact with the trade and with his men.

"Say, man," one of this type remarked recently, "I served my time. I have been clear to the Coast and back."

It developed later that this trip to the Coast was one he took at the time of the San Francisco Exposition when his house had an exhibit there. He stopped off at Chicago and the Yellowstone on his trip. In San Francisco he met and talked to several of the firm's customers. And then he came back and what with his correspondence and his golf club the need of traveling seemed remote.

Not long ago, six salesmanagers

## "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**

from big, national companies met in Chicago. They were an outstanding group. Under them, all had hundreds of salesmen together with branch offices, territorial managers and all the machinery of a big selling system.

Now, the outstanding thing about this group of men was not their part record or the size of their jobs or the volume of business done by their respective companies. The one thing which rather impressed the outsider was the thorough and complete knowledge, the first hand knowledge, which each of these men possessed of many purely local conditions.

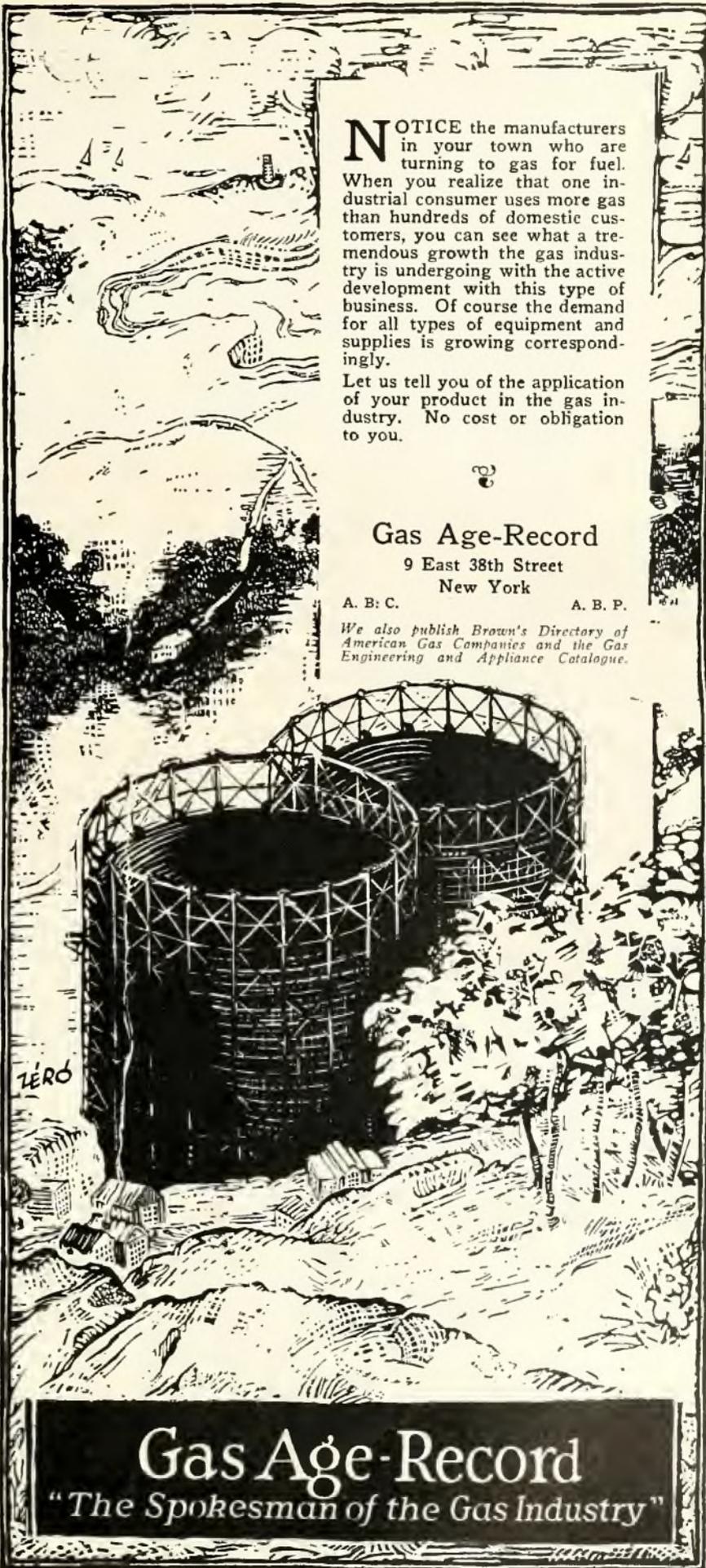
**T**HE conversation went into minute details, without notes, regarding many things in many parts of the country with which only the widely traveled salesman or salesmanager could possibly be familiar. It skipped about from the best way to work a retail man along the West Coast of Florida to how salesmen were "beating the game" by clubbing together and hiring a gasoline launch on Puget Sound. Jobbers in El Paso, Texas, were talked over, and the reason that Fort Worth jobbers could get into certain eastern New Mexico points better than El Paso jobbers. And so the conversation ran.

This could not possibly be the case with desk managers. And after it was all over, we asked one of those "big league" salesmanagers why men with such complete organizations found it necessary to know so thoroughly the entire national field. And here was the answer:

"Got to maintain sales sympathy. The salesman's job is to sell goods. Our job is to keep the house sold on rendering service. To do that, we've got to keep our sales sympathy at a high pitch. The temptation is to sit in a comfortable chair in a comfortable office. But if one does that for even a few weeks without developing trade contact, one gets the house viewpoint and not the trade viewpoint. And woe unto the house which has a salesmanager with the "inside slant." That house immediately starts to slide downhill in the matter of service.

The factory end, the credit end, the shipping and traffic departments all have their troubles. It is easy to let them come to dominate the situation if one lives right among them. You can't expect a factory man to have an outside slant on things. He is an inside man. But he can have the outside situation kept before him by the salesmanager if the salesmanager has a first hand feel of outside conditions as they really are.

But no salesmanager can keep in real touch with the trade and the trade requirements unless he is right in the thick of things. The bigger the salesmanager of the present day, the closer he is to the actual doing of things in the field. Maybe he keeps in touch with operations in the field because he is really a big salesman. Then, again, maybe he is a big salesman because he keeps in touch with things.



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

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

### Gas Age-Record

9 East 38th Street  
New York

A. B. C.

A. B. P.

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

ZERO

**Gas Age-Record**  
"The Spokesman of the Gas Industry"

**Subscriber's Advertising Report**

Mr. *Wm. A. Painter* Title *Consulting Mech. Engineer*  
 Subscriber to *Am. Mechanical Company* City *Detroit*

**Reads advertising section**

1. No .....  Check here  
 2. Occasionally .....   
 3. Regularly, as source of information on developments and improvements

**Suggestions to improve advertising section (new equipment that should be advertised, kind of information desired in advertising, etc.)**  
*Has been a subscriber for over 35 years has clipping and be index. x*

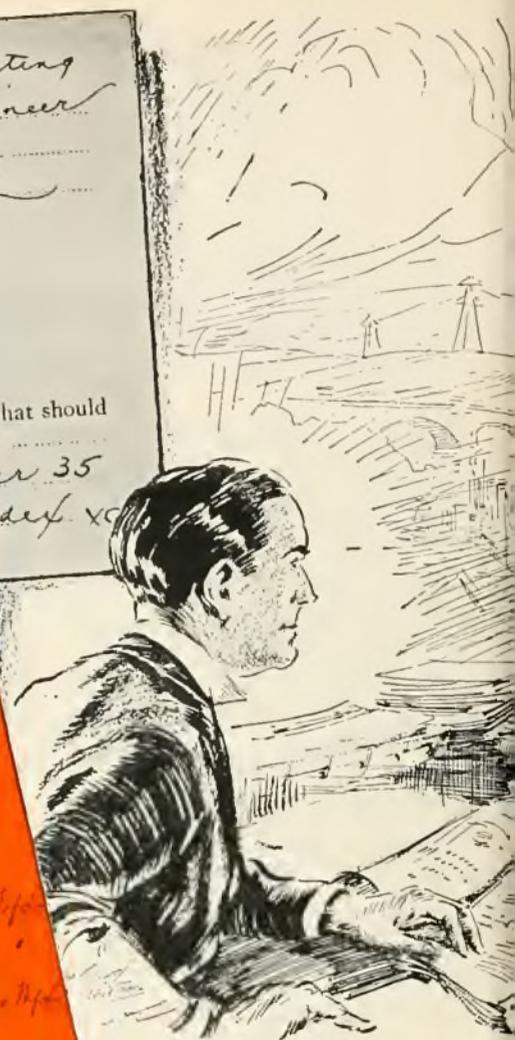
**Report of Recent Purchases** (Equipment, Materials or Supplies)

Initiated by advertising appearing in *Electrical World*

Name of Purchaser *[Redacted]*  
 Address *[Redacted]*  
 Date *[Redacted]* Representative reporting *[Redacted]*

Equipment, materials and supplies purchased

Product	Manufacturer's Name	Quantity
<i>[Redacted]</i>	<i>[Redacted]</i>	<i>[Redacted]</i>
<i>[Redacted]</i>	<i>[Redacted]</i>	<i>[Redacted]</i>
<i>[Redacted]</i>	<i>[Redacted]</i>	<i>[Redacted]</i>



# SELL INDUSTRY through its own publications

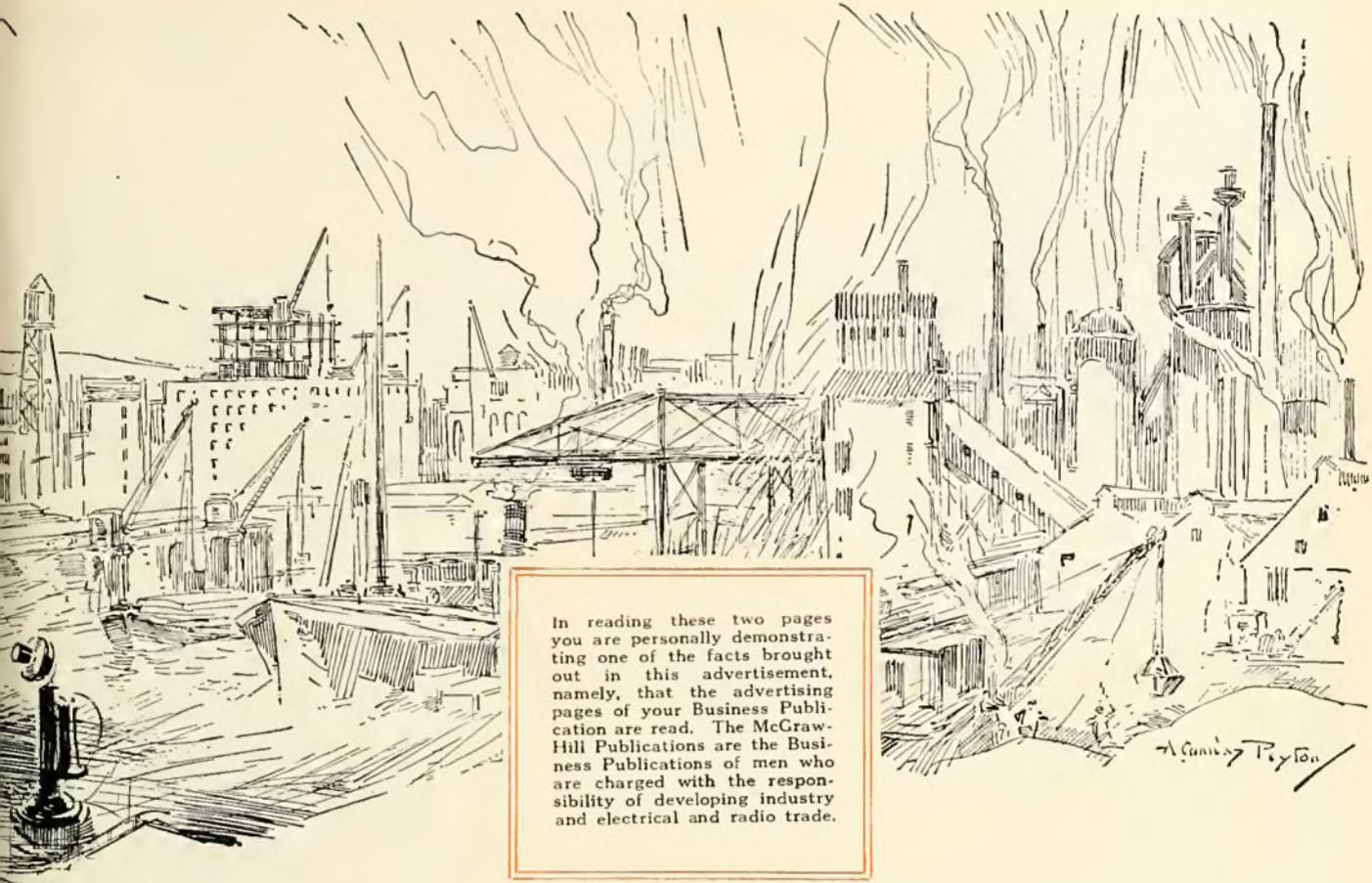
Here's proof that industry's executives depend upon McGraw-Hill Publications for information on the development of their respective industries, and that they use the advertising pages as a buying guide.

Thousands of subscribers were interviewed by McGraw-Hill field men, and cards like those illustrated were filled out for each interview. The results were amazing. Over 90 per cent were close readers of the advertising pages and their purchases from McGraw-Hill advertisers offered conclusive proof of the fertility of McGraw-Hill influence.

The McGraw-Hill Publications are vital factors in the industries they serve. Their prompt receipt is of such importance to subscribers that

changes in mail addresses are invariably given. Fifty thousand changes a year—new homes, office removals and assignments to other localities—are promptly recorded in the McGraw-Hill mailing department. The fact that out of every 7800 McGraw-Hill Publications mailed, only one fails to reach the subscriber because of incorrect address indicates how particular subscribers are to receive their publications promptly.

The proper use of these entrees to the buyers of industry is one of the McGraw-Hill Four Principles of Industrial Marketing. If you are interested in applying these principles in your selling to industry, we will be glad to arrange a consultation with you or your advertising agent. No obligations are entailed.



In reading these two pages you are personally demonstrating one of the facts brought out in this advertisement, namely, that the advertising pages of your Business Publication are read. The McGraw-Hill Publications are the Business Publications of men who are charged with the responsibility of developing industry and electrical and radio trade.

## The McGraw-Hill Four Principles of Industrial Marketing

**MARKET DETERMINATION**—An analysis of markets or related buying groups to determine the potential of each. With a dependable appraisal of each market, selling effort can be directed according to each market's importance.

**BUYING HABITS**—A study of the selected market groups to determine which men in each industry are the controlling buying factors and what policies regulate their buying. Definite knowledge eliminates costly waste in sales effort.

**CHANNELS OF APPROACH**—The authorita-

tive publications through which industries keep in touch with developments are the logical channels through which to approach the buyer. In a balanced program of sales promotion these publications should be used effectively and their use supplemented by a manufacturer's own literature and exhibits.

**APPEALS THAT INFLUENCE**—Determining the appeals that will present the product to the prospective buyer in terms of his own self-interest or needs.

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

# McGraw-Hill Publications

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

**CONSTRUCTION & CIVIL ENGINEERING**  
 ENGINEERING NEWS-RECORD  
 SUCCESSFUL METHODS

**ELECTRICAL**

ELECTRICAL WORLD JOURNAL OF ELECTRICITY  
 ELECTRICAL MERCHANDISING

**INDUSTRIAL**

AMERICAN MACHINIST INDUSTRIAL ENGINEER  
 CHEMICAL & METALLURGICAL ENGINEERING  
 POWER

**MINING**

ENGINEERING & MINING JOURNAL  
 COAL AGE

**TRANSPORTATION**

ELECTRIC RAILWAY JOURNAL  
 BUS TRANSPORTATION

**OVERSEAS**

INGENIERIA INTERNACIONAL  
 AMERICAN MACHINIST  
 (EUROPEAN EDITION)

**RADIO**

RADIO RETAILING

**CATALOGS & DIRECTORIES**

ELECTRICAL TRADE CATALOG  
 ELECTRICAL ENGINEERING CATALOG  
 RADIO TRADE CATALOG  
 KEYSTONE CATALOG KEYSTONE CATALOG  
 (COAL EDITION) (METAL-QUARRY EDITION)  
 COAL CATALOG CENTRAL STATION DIRECTORY  
 ELECTRIC RAILWAY DIRECTORY  
 COAL FIELD DIRECTORY  
 ANALYSIS OF METALLIC AND NON-METALLIC  
 MINING, QUARRYING AND CEMENT INDUSTRIES

## 90 Advertisers

ON July 1, 1926 ninety national advertisers had placed contracts for advertising this fall and winter in The FORUM.

These advertisers have shown their appreciation of the purchasing power of FORUM readers and the value of buying on a rising market.

Member Audit Bureau of Circulations

# FORUM

America's Quality Magazine of Controversy

247 PARK AVENUE

NEW YORK

## The Largest Circulation in South Mississippi

With a daily net paid circulation of 6,512—by A.B.C. report—exceeded by only two newspapers in the whole State, The Daily Herald covers the Gulf Coast of Mississippi completely. Growing from a circulation of 2,527 in 1920, the story of these figures is one of progress.

The Mississippi Coast market is a big one, and is growing rapidly. This is one of the most prosperous sections in the country today. About \$65,000,000 of public and private improvements are under way on this "Riviera of America"; and there's business here "Where Nature Smiles for Fifty Miles."

The Daily Herald will help you sell your products or services to substantial citizens and thousands of visitors who throng this vacation and pleasure resort territory.

## THE DAILY HERALD

GULFPORT

MISSISSIPPI

BILOXI

Geo. W. Wilkes' Sons, Publishers

### THE AMERICAN ARCHITECT

A. B. C. Est. 1876 A. B. P.

"Advertising and Selling to Architects," a booklet prepared to give you a better understanding of the architectural field, is now available.

Your copy will be sent upon request.

243 West 39th St. New York

### EST. 1887 A.B.P. and A.B.C. Published Twice-a-month

A business paper with a 100% reader interest, due to 30 years' constructive policy in helping bakery owners. Oldest paper in the baking field.

New York Office 431 S. DEARBORN ST., 17 E. 42nd St. CHICAGO, ILL.

## Do You Re-Sell Your Product?

[CONTINUED FROM PAGE 27]

to exploit every merit of the goods with abundant enthusiasm to make every purchaser gain the impression that he or she had made the best possible purchase. I should want the merits clearly stated, so that each customer would realize all the good things about the commodity while using it. Then I should want every customer to use the commodity in a proper manner to get the best possible results and thus value it to its fullest extent. Every sale should be the most powerful solicitation of a resale. The urge for more rapid consumption should be eternal.

**I**F my commodity were a cereal, I should want to keep the housekeeper impressed with the great care with which the wheat or oats were selected, or how superior was the source from which they came. I should want to be enthusiastic about the cleanliness of the mills and the thoroughness with which the chaff was winnowed from the grain. I should want to tell something about the thoroughness and effectiveness with which the baking was done before the cereal was made ready to drop into the boiling water for the quick cooking to serve. All simple and seemingly obvious things, but containing vast opportunities for making the housekeeper determine never to use any other kind.

The same analysis is possible for all other products. Just a simply prepared message to be printed on the box or attached as a tag will usually enormously increase the confidence and respect that the purchaser will have for the commodity. Every manufacturer knows such facts about his goods. A mop-holder may possess a patented process which enables the maker to produce one part at a fraction of the cost of that work to another maker. Hence the article may be selling for a lower price while the higher-priced goods, which are thought superior, must be sold at the higher price because they are not so efficiently produced. This story of efficient production would vastly increase the respect of the purchaser for his low cost article.

Thousands of manufacturers are keeping secret the intensely interesting facts about their commodities that would make eternal friends of the purchasers. The more you can do to make the purchaser of your goods feel happy over his purchase, the more definitely you will secure a resale and recommendation to neighbors. The best place and time for impressing him with this information is when the article is in the purchaser's hands and about to be used—the purchaser himself being the demonstration.

# What Changes in Radio Manufacturing

[CONTINUED FROM PAGE 24]

all these trends, it may suffice to mention "simplified control," which introduces some most bothersome manufacturing problems, or the advent of multi-stage radio frequency with the shielded construction. These elements, and others, will render it more and more difficult for the newcomer without capital to market even 100 sets with profit. Radio making has become increasingly a machine-job business, as distinct from a bare assembling of purchased parts. The needed outlay for machine tools, likewise for small tools and jigs, will make it prohibitive for anyone, without appreciable capital and experience in factory management, to attain even a modest position in the radio world.

**T**HE makers of parts sense this new condition. As the self-styled "manufacturers" apply for quotations for 1926, they are being met by counter demands for a showing of their plans and cost-estimates. "We make clear to them," says one of the large parts makers, "that even if they do make 5000 sets and collect all the money, they can't make a dime of profit." The makers of parts, in other words, show common business sense in being willing to sacrifice immediate gain for the ultimate benefit of the industry.

The "curve" of amateur radio "manufacturing" flattened sadly with the winter of 1925-1926. Every indication is that it will drop lower next winter. It will not, moreover, rise next autumn to former levels. At the top of the manufacturing difficulties no-name radios have been hard hit by the changed attitude of important dealers who are concentrating their sales effort on three or four makes. The unknown, unadvertised and unguaranteed radio has no chance at the market.

This series of articles has not sought for statistical exhibits. To set forth how many millions of radio listeners we have, how many sets were sold last season, how many "overs" hang above the summer of 1926, how many sets are scheduled for next season—none of these figures fall within our purpose.

For the manufacturer's profits another phase is weightier than the number of sets to be absorbed.

The trend is toward cabinets. Plain sets in plain cases have for two seasons been yielding to "furniture appeal" types. Estimates vary. We discard all of them. The trend is, however, most pronounced. The new trend in radio has been a bonanza to cabinet makers and furniture factories. To them has come, after fifteen years of struggle to offset failing demand for fine furniture, a chance to operate on production basis.

To the radio manufacturer cabinets have a bright side. For, as the retail price rises from \$75 to \$150 or \$200, an additional \$5 becomes easy for the panel-assembly or "radio chassis" as it has come to be known. Whether the radio-set maker sells the chassis to the cabinet factory or whether he buys the furniture of that factory and sells complete cabinets, matters not, for in either case more dollars may be had for the radio set itself.

The furniture portion of the cabinet requires no demonstrating. It calls for no servicing. The manufacturer, as a result, nets greater profits from the furniture portion of the combined unit than from the radio portion. In addition to this there is the known principle that the larger the unit of sale the greater the profits.

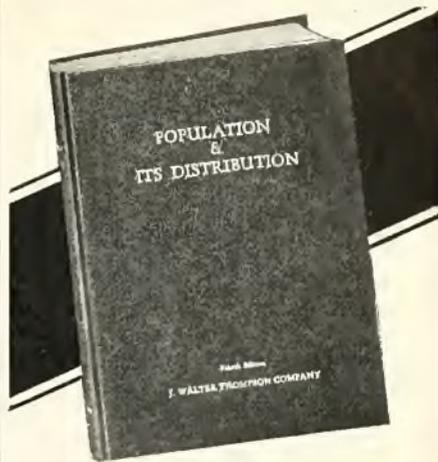
The greater part of the radio industry has underestimated costs of selling, advertising and servicing. Price slashings have multiplied the ratio of these costs to profits, because cutting the price has cut the profits. The opportunity to recover from the price wars is offered by the trend for furniture-appeal, a tendency cordially supported by every retail outlet. The retailer's net is greater with larger units of sale.

**H**OWEVER serious may be radio's seasonal character for the dealer, it is disastrous to the manufacturer. The seasonal variation in radio will undoubtedly be lessened. It may never be eliminated.

With a single conspicuous exception off-season radio manufacturing does not exist. Nor do the factories slowly and gradually ease their production schedules. After the first of February the seasonal slump is so inevitable that dealers cease ordering fresh goods. Distributors work feverishly to "load one more set on each dealer," as one of them describes the process, "while standing firmly against the factory's doing the same thing to us."

Out of this backing of non-buying there comes an abrupt shutdown for the factory. For most radio makers "two weeks' output at January schedules" will supply the trade "for seven months to come."

Gone are the hilarious days of 1922-1924 when radio buyers were crazy. Gone, with them, are the years when "a radio maker got rich no matter what he turned out." Radio making is outgrowing the boyishness of those first five years; the spring months of 1926 brought to the ditch another regiment of makers. It is apparent that the manufacturer who makes only radio (and nothing else) cannot exist. With two or three notable exceptions,



## 679 Retail Trade Areas . . . Tax Returns by Counties

**F**OR executives planning sales operations—arranging quotas—estimating markets—the new edition of "Population and Its Distribution" contains 400 pages of invaluable market data.

This new fourth edition has been completely revised and expanded, including two complete sets of maps full page size and many statistics never before available in book form.

This new book contains—

**679 Retail Shopping Areas**—The retail buying areas of the entire country are given—together with a complete set of maps showing each area according to its commercial rather than political boundaries.

**Income Tax Returns**—Tables and maps showing tax returns for every county in the United States arranged for ready comparison with population figures for the same county.

**Retail and Wholesale Dealers**—A new compilation made for this book covering eighteen trades by states and cities—including hardware, grocery, drugs, automotive, etc.

**Chain Stores**—The number of chain stores in every city over 25,000 is listed. The first compilation of this kind ever published.

**1925 Population Figures**—Latest figures based on state censuses and Federal estimates. The population of cities and towns in each state is grouped according to size. The number of cities in each group and the population of each group can be seen at a glance.

We shall be glad to send you a copy of "Population and Its Distribution" upon receipt of seven dollars and a half (\$7.50). If you wish to return the book within five days we shall refund your money. Just fill out the coupon below.

J. Walter Thompson Company, Dept. K  
244 Madison Ave., New York City

I enclose \$7.50 for the fourth edition of "Population and Its Distribution."

Name .....

Address .....

**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 Aug. 11 issue must reach us not later than Aug. 2nd. Classified advertisements will be accepted up to Saturday, Aug. 7th.

radio manufacturing being so extremely seasonal, he cannot earn enough in four or five months to support twelve months of factory overhead.

Think them over for yourself, those fifteen or twenty well known makers who have survived until August, 1926. One great group includes the names of companies, established in other fields, which have deliberately taken to radio making in order to overcome the off-season nature of their original products: ignition makers, fan makers, magneto makers, speedometer makers, telephone makers, braid makers, chemicals makers, etc. The other great group in radio includes the names of concerns to which radio is all-important. Of this group it may not be generally known, nor is it proper that I make known, the facts further than to say that I believe every one of them is projecting entrance into other manufacturing. They are investigating other products; their laboratories are experimenting as assiduously as their attorneys are delving into rival patent claims. It is not fitting to catalog the products; it is possibly not important. The significant point is that they recognize that the manufacturer of only radio cannot exist.

**O**F radio makers it is apparent that two types will last. The first type will consist of the makers of large quantities of sets to retail under \$100. Theirs will become the "standard" sets, with generous value for the price, produced in modern machine-equipped factories with painstaking inspection.

The second type will be made up of those manufacturers who will be satisfied to have a smaller business with carefully selected dealers, who are interested in handling something different from the standard radio at a popular price. Their product will be of higher price, characterized by individuality of performance and appearance. In every field there is a certain demand for individuality of product.

More manufacturers of the second type than of the first will survive. The great competition will occur among the makers of "standard" sets, whatever those standards may prove to be. The second type will always offer an opening for newcomers of originality and of genius.

The final thing to be said about radio manufacturing hardly requires the saying. It is too self-evident. The radios that endure will be the well-advertised sets.

Radio advertising has been most wasteful. Extravagant claims and unqualified statements, emanating from manufacturers more intent on quick profits than on permanent manufacturing, have made radio ridiculous in the minds of the industry's most natural market; namely, the wealthy. Radio density is high in New York's East Side, Chicago's South Side, Cleveland's Flats. Radio has failed to penetrate deeply on Fifth Avenue, the North Side or Cleveland's Heights.

The reason flares back to radio ad-

vertising, for radio "copy" has savored altogether too much of exaggeration and the manifestly improbable, the sort of display which the well-to-do reader unconsciously turns over without a second glance. Not until the spring of 1925 did radio "copy" reveal the so-called "institutional" character: a definite purpose to educate, cumulatively, a permanent public demand. Unfortunately, this higher motive has not, as yet, influenced all radio makers. Too many of them still depend solely on price appeal supported by extravagances so patent as to turn away an appreciable portion of radio's natural buyers.

Radio advertising of the "special sale" sort; blatant price slashings; self-nullifying claims of a "nationally-known set whose name we dare not divulge"; and the fanciful stencil-name on an unknown and unguaranteed set do not confer a "well-advertised" character to a product. Radio saturation has not been approached. Saturation of "cheap sets" and "no-name" sets is upon us. The ultimate radio market in America began to unfold only in the autumn of 1925.

That unfolding began with the new angle to radio advertising, first apparent in 1925. Radio markets will be developed by educating our people to think of radio as something more than a toy for the "radio bug." They must be weaned from thinking of radio only as an excuse to stay up till two o'clock. Their eyes must be diverted from a jumble of criss-crossed wires flapping like the family wash on the roof of every tenement. Thought must, on the contrary, be focussed on the entertainment "in the air," available at will but gone "forever beyond recall" if not "seized tonight."

"For the world to learn to use soap," commented a radio man who thinks in similes, "marked the beginning of personal hygiene; but even then soap was soap until Pear's in England and Ivory in America began to advertise." Carrying forward the analogy into radio; it will be one thing to educate people to radio-consciousness and another thing to sell them radio-quality.

**N**ONE but the well-made radios can ever be well advertised. A score have disappeared from the market before their advertising had run long enough to make even the name familiar.

The time is gone when shoe-strings will finance a radio "manufacturer," for reasons already given. Only the radio that has qualities that will survive will be able to afford the long-continued advertising necessary to establish its name, and, conversely, only the well-advertised radio will survive. No-names may create local flashes, or at times be pushed through "special sale" efforts for a spasmodic volume of a few thousand sets, but such radio makes have not the permanence that makes for survival.

[This is the fourth of a series of articles by Mr. Haring. The fifth will appear in an early issue.]

## An Open Letter

[CONTINUED FROM PAGE 30]

When you saw that you would probably not get \$250 of our money, madam, you grew so warm in your exasperation that I began to suspect you were not without ulterior motives, to wit: the hope of a commission. It was then that I asked who was printing your program. I was not surprised to hear that the genial Mr. Rookem had the job in hand. Indeed, it is made to order for his peculiar talents. Since the brave days of the war Mr. Rookem has found such fat pickings all too rare. Sixty-four arrangements were easier in those merry times. Now it is all he can do to pay his bootlegger. But I can imagine how his eyes must have gleamed when he landed the Goldchester Goat Show Program. Consider—here is an organization which loves show and dislikes work; which cares little enough about its own money and less about that of other people; which can afford to be arrogant in its demands of advertisers and lax in its requirements of printers. Here are a few women of middle years like yourself, overbearing, heavy losers at bridge and not above turning an honest penny at the expense of advertisers or other mere tradesmen.

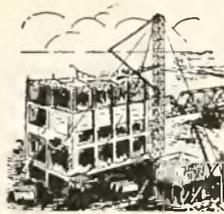
**M**R. ROOKEM has, in brief, the singular advantage of hiring his own employers for a sales force. As saleswomen they are the most unscrupulous of go-getters. As employers they are delightfully incompetent. Mr. Rookem sometimes almost pities them when he thinks of the amount by which his programs, as delivered, will be short. But then he remembers that the only real losers will be the advertisers, and that makes it all right again.

In short, madam, I think less than nothing of the Goldchester County Goat Show Program. It is, so far as I can see, worthless from every point of view.

It is not, however, the phony quality of your proposition that gets under my skin. After all, I listen to scores of equally spurious schemes each year. What made me see red was your intolerable arrogance, your calm disregard of human decency and politeness in your dealings with the "working classes," your contempt of business women, and the high-handedness with which you would carry out your obvious petty humbuggery.

In conclusion, madam, to be frank if vulgar, you are a farce, a false alarm and a flop. Your solicitation is an affront to intelligent business, and your manner of delivering it an insult to the honest men and women who have to endure it. From whom, madam, you will in the future omit the name of

Your obedient and respectful servant,  
ADONIRAN J. WATERSPOUT,  
Sales and Advertising Manager,  
THE DINGBAT COMPANY, INCORPORATED.  
AJW/MM



## News of engineering developments

**I**N the first half of 1926, new construction planned and financed in the power plant field amounted to approximately one billion, eight hundred million dollars.

Definite information concerning this immense expenditure for power plant equipment has been gathered by Power Plant Engineering's field representatives, from its subscribers, also from other sources and passed on to its advertisers.

Twice each month Power Plant Engineering gives its 23,000 subscribers the latest information on methods, machinery, equipment and supplies on which they rely to plan, build, maintain and operate their plants.

Before the first financing, Power Plant Engineering's subscribers know where to buy. Before the first announcement, its advertisers know their products will receive favorable consideration.

## POWER PLANT ENGINEERING

A.B.P. 53 W. Jackson Blvd., Chicago, Ill. A.B.C.

## Conspicuous for Information

**O**IL TRADE is noticed by the men who wield the big blue pencil—the operating executives, the buyers. It calls on them every month for a lively, keen, informative talk, keeping them posted on all that is new and worth knowing in the oil industry. Its editorial pages tell them the "how" of new methods and practices, and its advertising pages tell them "what with."

Send for our booklet  
"More Business from  
the Oil Industry."

The  
**Oil Trade**  
Including Oil Trade Journal and Oil News

350 Madison Ave., New York  
Chicago Tulsa Los Angeles

Publishers of FUEL OIL.

## ADVERTISING M A N A G E R

The man we want is versatile. His sales letters will bring home the bacon. He will create unusual folders and booklets. He will edit our house organ.

Above all:

He will originate starting selling schemes and work hand-in-hand with the sales department.

Firm established over twenty years. Located in pleasant town forty-five miles from New York City. Permanent position and excellent opportunity for producer.

Box No. 404

Advertising & Selling  
9 E. 38th St., New York City



# THE OPEN FORUM

WHEREIN INDIVIDUAL VIEWS  
ARE FRANKLY EXPRESSED



## Selling the Radio Set

**T**HE canny radio dealer should most certainly let his prospect make his own demonstration, as Mr. Haring points out. I recently accompanied my wife's sister to an exclusive radio store where she had decided to buy a set. The eager clerk seized the dials and asked what station we wanted. We named a prominent combination of letters and listened expectantly only to receive a hideous potpourri of uncouth sounds. The salesman was confused and embarrassed; my sister-in-law, disdainful. The manager had to appear from his sanctuary and explain that an old fashioned elevator in the building interfered with the reception whenever it was running.

PAUL C. WHITNEY,  
Richmond, Va.

## Danger of Prize Contests

**A**N interesting article by Mr. Horace J. Donnelly, Jr., on prize contests contains the following statement:

"The law says that any contest for the distribution of prizes by lot or chance where a consideration is involved is a lottery and, therefore, illegal."

This indicates that where there is no consideration, the distribution of prizes by lot or chance would be legal. But the fact remains that the post office department will not permit such contests even where there is no consideration. I believe it had been held that the effort in contesting is in itself a consideration.

The exact limitations as to the right of any manufacturer advertising a prize contest are so highly technical that in spite of my experience with many such contests (some of them very similar to others previously found acceptable) I have made it a practice to submit every piece of circular matter in which a prize is offered to the post office department before sending it to a newspaper or magazine. I strongly advise this in every instance.

The reader, of course, knows that the officials of the post office are not permitted to put their official O. K. on any piece of advertising matter. They will advise as to what is not permitted and they have always been accommodating by going over every point and also by listening carefully to the arguments of the advertiser before telling him conclusively that any piece of matter is non-mailable.

The firm that puts out advertisements or matter that has not been so censored or consulted upon is in my judgment taking a needless risk; the publisher would take a greater risk.

E. T. GUNDLACH, *President*  
Gundlach Advertising Company,  
Chicago.

## Contrary Claims

**T**HE Dr. Lyons advertisement in *The Saturday Evening Post* dated July 17 should furnish a good topic for discussion on the subject of truth in advertising. The tooth paste concern that has been advertising "four out of five" may be right in spite of contrary statements as a result of the Metropolitan Life Insurance Company examinations. If, however, the Dr. Lyons advertisement is truthful the other is not. The fact remains that publishers generally have accepted the "four out of five."

Why not open your forum page to a frank discussion of this concrete case?

LEON P. DUTCH,  
Boston, Mass.

## Perpetual Motion

**F**ROM time immemorial scientists have been searching for a machine of perpetual motion. Prizes, awards and royalties have been offered to spur some inventive genius to the correct solution of this problem. And yet the question remains unsolved—to the scientist.

Turning to the business world, we can find a powerful machine of perpetual motion—advertising.

The manufacturers who advertise receive their awards, prizes and royalties in the form of bigger profits, more business and better cooperation in marketing and distributing.

In studying the operation of this force we must consider the law of supply and demand. We must also consider that all things are equal.

Take the paint business, for an example. We know that the winter months are slack for this field. During this slow period, it is necessary to employ a large amount of advertising sufficient to counteract the dullness of the season. And during July and August, the busiest months, a minimum of advertising is used. But a certain amount of advertising is employed all year.

And here is how we can apply the law of perpetual motion.

In business the natural force is

strong in the summer. Therefore little advertising is needed to maintain an equilibrium. But in winter, when business is slack, more advertising is needed to keep the vital and basic general conditions normal.

Suppose business were good and we stopped advertising. What would happen? Well, suppose you had a machine that ran smoothly and efficiently. Suddenly a small cog stopped working. What would happen? The machine would stop. Time and money would be lost, and all the benefits that accrued from your machine would vanish. And it would be a long time before your machine were once more producing normally.

If you would maintain a perpetual motion of business, the answer is continual advertising.

MURRAY L. SAMUELS,  
Reuter Advertising Agency,  
New York City.

## Eiffel Tower Advertising

**I**N a recent issue of your publication Mr. George F. Sloane wrote on the use of the Eiffel Tower in Paris to advertise a French motor car, and he made the statement that he could not find one person in Paris who confessed to any opposition to the acquisition of the popular and world famous monument by Mr. Citroen.

It happens that I was staying in Paris at the time that the electric signs were being attached and I found a great deal of opposition which was being expressed volubly and emphatically. If I am not mistaken there were questions put in the Chamber of Deputies to the minister in charge. And rightly so. However successful the scheme may have been as a decoration, the fact remains that what is practically a national monument was turned over to a private enterprise for purely personal gain, for the enrichment of a few individuals.

Advertising has made many strides but advertisers still wonder why the public on the whole looks upon their business with suspicion. Not a little of the cause for such distrust and even active dislike can be laid to ill considered advertising. May we all hope that American advertisers do not follow the example of their French *confreres* and unthinkingly break down the valuable goodwill of the public which so many of us are at pains to build up.

JOHN W. POWERS,  
New London, Conn.

# They are looking for suggestions

*That fact creates a timely opportunity  
to suggest the use of your product*

**U**NWAVERING determination to make every issue of practical help to the home, has been a vital force in bringing *Better Homes and Gardens* to its present position as the outstanding home magazine of America.

Readers of *Better Homes and Gardens*, as they pick up each issue, expect to find suggestions for making home life still more enjoyable.

And they are never disappointed. Every day, hundreds of letters thank us with enthusiasm for suggestions that have been adopted and have proved valuable. This same enthusiasm is reflected in the remarkable growth of circulation.

Most of the suggestions they follow require the use of advertised products. Many suggestions come direct from the advertising columns.

When you realize that more than 700,000 American families are reading every issue of *Better Homes and Gardens* with an eye open for new and better ways of spending both time and money—then you can understand why so many national advertisers have found *Better Homes and Gardens* a highly profitable place to suggest the use of their products.

## Rates Increase

*Through the December issue, the rate on *Better Homes and Gardens* remains at \$5 a line. Beginning with the issue of January, the rate goes to \$6 a line to keep pace with the growth in circulation to 850,000.*

# BETTER HOMES *and* GARDENS

E. T. MEREDITH, PUBLISHER

DES MOINES, IOWA

# In Sharper Focus

Norman E. Olds

THEY say that the best way to "get a line" on a person is to find out what he does when he has nothing to do. Tried on Norman E. Olds, this method developed into one of those "when, if and as" propositions.

There seems to be no time when Mr. Olds has nothing to do, but if there

perience, he was appointed to his present position as advertising manager of the company.

There was a time when he played a pretty fair game but now, as a golfer, Mr. Olds is merely a fan. One of the reasons for this is the fact that the Perfection advertising schedule for 1926 is the largest in the history of that 37-year-old company, and that means—work. And so if you desire to learn more about him on the links, you will have to do it "when, if and as" you find him with some spare time to play.

Born a Hoosier, Mr. Olds early in life showed an inclination to get around and see things. By the time he was twenty he had seen most of the United States and Canada, west of Indiana, but he stopped migrating long enough to go through college. He was graduated from Harvard University in 1905 as a civil engineer, a profession which he practiced for a number of years, working gradually into sales engineering, later into strictly sales, and eventually into advertising.



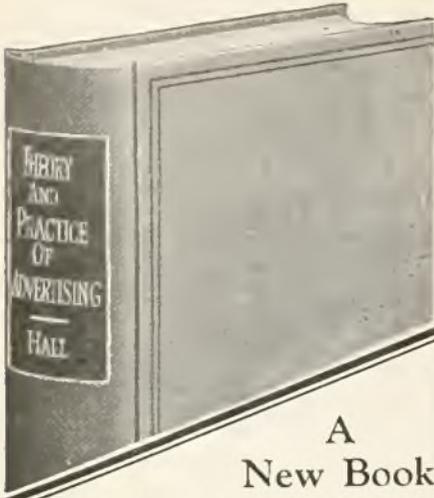
Photo by White Studio

Richard W. Wallace

"GO West young man" was really the step toward the East for Mr. Richard W. Wallace, of Wallace & Draeger, advertising agency, Paris. From his birthplace, Boston, he went West to Chicago when only eighteen years old and there took a job as a commercial artist with George Bene-



dict & Co. It was there he met Joe Lyendecker, and the two framed up the sporting game of coming to Paris for a year or so to study art and painting. This was all back in 1898 when francs were francs but seemed



A  
New Book

By S. Roland Hall

It is a text for beginners and a guide for practitioners.

It covers

- the development of advertising,
- the fundamental principles,
- the methods of representative advertisers.

It explains fundamental principles comprehensively, yet it gives the reader a real grasp of working practice in advertising.

JUST OUT

S. Roland Hall's

**THEORY and PRACTICE  
of ADVERTISING**

(\$5.00)

One of the strong features of the book is its emphasis on the interrelation of advertising with other forms of selling.

The three big sections on Copy Writing are a remarkable contribution to the literature of this subject.

The several sections of "Case Material," showing complete advertising campaigns of representative advertisers, carefully described and analyzed, are of special interest.

The attention given to direct and mail-order advertising

The careful treatment of marketing research—

The detailed discussion of problems of retail advertising -

are other special features of the book.

Examine this new Hall book for  
10 days free

McGraw-Hill Free Examination Coupon

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

You may send me for 10 days' free examination HALL'S THEORY AND PRACTICE OF ADVERTISING, \$5.00. I agree to return the book, postpaid, in 10 days or to remit for it then.

Name .....

Address .....

Position .....

Company .....

A.F.7-28 26

were he would play an occasional game of golf. So we found a man who once had played with him.

"Mr. Olds is an even-tempered player," said he. "No matter how often he tops the ball, he never explodes."

Which is rather good. In fact, it is said the only thing that will make him explode is a newspaper copy reader who, with little regard for facts, takes a story about a person who gets burned while starting a wood or coal fire with kerosene and writes a headline attributing the accident to an "oil stove explosion."

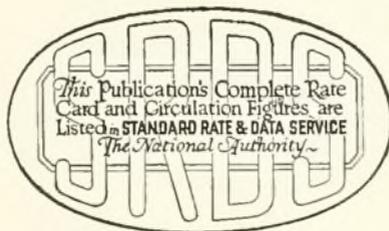
"It has been proved many times that oil stoves cannot explode," Mr. Olds will tell you. And if you were not already aware of the fact, you will gather from this that Norman E. Olds has something or other to do with oil stoves.

It is most emphatically so. Mr. Olds is advertising manager of the Perfection Stove Company of Cleveland, Ohio.

Upon returning from France at the end of the World War, after serving a year and a half as an engineer with the A. E. F., Mr. Olds became the head of the Canadian sales organization of the Perfection Stove Company, manufacturers of oil cook stoves, ovens and heaters.

After four years of what he terms the most strenuous selling of his ex-

If you want to be convinced that **STANDARD RATE AND DATA SERVICE** is essential in selecting the proper mediums for your advertising campaigns—put yourself in the place of our present subscribers.



**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 .....

ADVERTISERS sometimes play a sheep-following and fall into a typographic rut. But there is no sheep-following here. We strive to give to each advertisement an individual character that is at once appropriate and sensible.

It sometimes takes a little more effort to think it out. But it helps our clients' advertising and that is what we're here for.



WIENES TYPOGRAPHIC SERVICE, INCORPORATED  
203 WEST FORTIETH STREET  
NEW YORK

to go no farther, and at the end of a year and a half, Richard Wallace found himself in the precarious position of being broke with no funds to go back home. So he looked for work and found it right away with the printing firm, Draeger Frères, where he started a catalogue line which had not then been previously done in Paris. His first order was for an automobile catalogue, and from that the department grew. For a time he did outside work and then organized the Draeger art department.

Chronologically, his next advance was to be art editor for the eighteen odd publications of the well-known firm of Hachette et Cie. The twelve years he was there led up to the outbreak of the War, when all the men of between-years were lifted into the army and only the very young and the very old were left. Mr. Wallace had a wide gap to fill single-handed. The effort and work in the year and a half that followed wore him to such an extent that he was generously given a year's holiday in Italy. By that time America was in it, and the American Red Cross appealed for Americans who could speak Italian. With his experience, Mr. Wallace was called to be the Inspector of Italian hospitals, which, he says, was a comical experience, for you know how much a commercial artist knows about hospitals. But in times of stress, one can soon learn about anything. There was no more stopping on this job than on any other. The objective was covering Italy, which meant traveling by motor three-fourths of the time, and the joyful task of distributing one million lira donated by Americans among the families of Sicilian and Calabrian men at the front. Captain Wallace's last war job was to open a military store house in Verona, which he conducted until the day of the Armistice.

In 1919 Mr. Wallace and Mr. Draeger set sail for America, the former to report on the publishing business for Hachette et Cie and the latter to purchase printing machinery. But the result of it all was the impression made on both men by the tremendous progress of advertising. So then and there they decided to come back and open an advertising agency in Paris, to build it on American lines as nearly as a French market would permit. To say that they have succeeded is a bland way of saying it. For they have thirty accounts today, among them the two biggest in Paris: Citroen and Au Bon Marche.

Advertising conditions are still far from parallel with those at home. For instance an advertising agent acts of necessity as space seller for magazines. Messrs. Wallace and Draeger act in this capacity for *Harper's Bazar*, *Miroir des Modes*, *Bon Ton*, and *International Studio*.

Mr. Wallace is an unspoiled success. His sharp sense of humor, understanding sympathy, and kindly manner are only a few of the characteristics coupled with a brilliant mind.

## Can This Be Your New Field?

Pipe Organs, Reed Organs, Organ Blowers, Pianos, Radios, Song Books Choir Equipment, Band and Orchestra Instruments are finding Larger Sale Than Ever in the Church Field.

The ONLY advertising medium which is restricted in circulation to the buyers of the field is

### THE EXPOSITOR

*The Ministers' Trade Journal since 1899.*

#### SPECIAL MUSIC NUMBER

Forms Close September 5.

Mailed September 15.

Rate \$75.00 a page

20,000 interested subscribers

Three times the advertising carried by the nearest similar publication. "Undoubtedly the outstanding religious publication. Expositor returns greater than all others combined."



## THE EXPOSITOR

710 Caxton Building, Cleveland, Ohio  
156 Fifth Avenue, New York City  
37 South Wabash Avenue, Chicago, Illinois

# The Plain Dealer—ALONE —will sell it



The Cleveland Plain Dealer is the ESTABLISHED Buying Contact between national manufacturers and the Buying Power of the great Cleveland and Northern Ohio 3,000,000 market.

*The* **Cleveland Plain Dealer**  
in Cleveland and Northern Ohio—ONE Medium ALONE—One Cost Will sell it

J. B. WOODWARD  
110 E. 42nd St.  
New York

WOODWARD & KELLY  
350 N. Mich. Ave., Chicago  
Fine Arts Bldg., Detroit

R. J. BIDWELL CO.  
742 Market St., San Francisco, Cal.  
Times Bldg., Los Angeles, Cal.

R. J. BIDWELL CO.  
White Henry Stuart Bldg.  
Seattle, Wash.

## Started

WHEN I suggested in our advertisement next preceding that a basic name be selected for all advertising men there was a twinkle in my eye, for I was only half in earnest.

You may easily imagine, then, my wide-eyed amazement when in almost every mail since that advertisement has been out, I get a letter from someone giving me his views.

One or two have been of a kidding nature but in the main my suggestion that we call ourselves "advertisers" has been accepted as a good idea, worthy of serious consideration.

It would seem as though I had started something.

I know that a rose by any other name, etc.; yet, I also know enough about psychology to know that names have their influences. (Ask almost anyone whose fond but misguided forebears dubbed him something like Harold or Percival if he wouldn't much rather be known as Jack or Bill).

So, why not a euphonious term to apply to all in the profession?

Most of the criticisms of the name I suggested have been on the ground that it is hard to pronounce or, rather, that it is easy to mispronounce. AD-vert-ist not ad-VER-tist.

Lloyd H. Smith, of Pittsburgh, makes the clever suggestion that the name be "Advertect," which I rather like myself, for it surely would be hard to mispronounce.

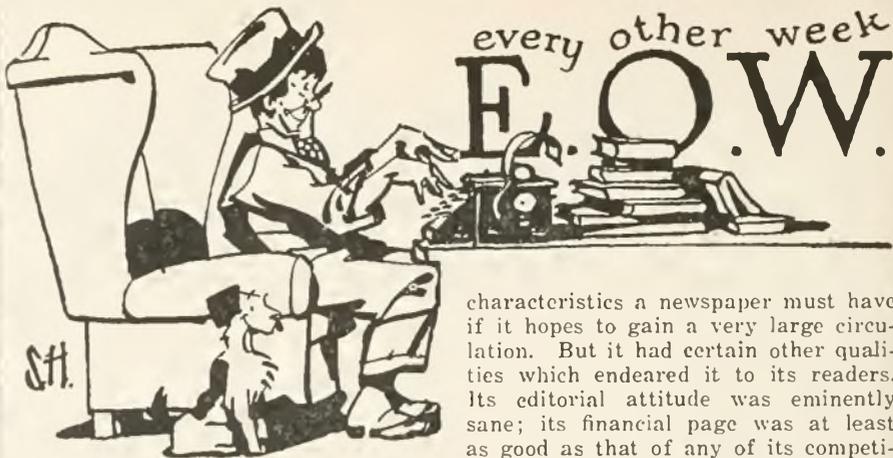
You fellows in the back rows, from whom I have not yet heard, what is your valued opinion? Speak right up loud, please.

If the "returns" I have received from my advertisement on advertisers is a gauge, then there is no excuse for any summer slump ever again, for they prove that people do read and act in the summer as well as in the winter.

*A. R. Maujer.*

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

No matter by what name it is designated or at what time of the year it is used, INDUSTRIAL POWER rings the bell for its customers and rings it and rings it.



### They Know!

At a house-party I met, recently, a man who is connected with a well-known industrial enterprise. He holds a position of some importance in one of the company's branch factories, but his duties do not bring him in contact with its higher officials. All he knows of them is by hearsay.

I happen to be acquainted with more than one of these "higher-ups"—the president, particularly. For him I have very great respect and liking, for in spite of the fact that he is the ranking officer of a \$40,000,000 concern, he is as approachable and unassuming as when I was introduced to him, nearly thirty years ago.

It was interesting to hear what my fellow-guest had to say regarding the men who control the company which employs him. Of the president, whom he had never even seen, he spoke with affection and enthusiasm. "He's a real man," he said. "He hasn't been spoiled by success."

Many and many a time have I had similar experiences. The men in the ranks seem to have an amazingly accurate picture of the outstanding characteristics of the men at the top.

### Too Many Clever People

Edward I. Jordan, of the Jordan Motor Car Company, said something worth remembering in his speech at the Philadelphia convention: "The trouble with selling and advertising is that there are too many clever people connected with the business who are trying to make it complicated instead of making it simple."

This statement has already appeared in A. & S. There is enough "meat" in it to justify its being printed again.

### The New York Evening Post

I am told that when the *New York Evening Post* moves into its new home it will make a bid for a much bigger circulation than it has.

I hope this is true. I hope, too, that the *Post* will try to fill, to some extent, if not entirely, the vacancy in the New York evening newspaper field which the discontinuance of the *Globe* brought about. The *Globe* lacked some of the

characteristics a newspaper must have if it hopes to gain a very large circulation. But it had certain other qualities which endeared it to its readers. Its editorial attitude was eminently sane; its financial page was at least as good as that of any of its competitors and its comments on literature, the stage and music were very much worthwhile.

### A "Must" Picture

Another extraordinarily interesting film has come out of Germany. The name of it is "Variety," and it is now being shown in one of New York's first-run picture houses.

The story is as old as the hills. The way it is told is as new as the latest fashion from Paris.

Like many German films—"The Last Laugh" and "The Golem," for example—"Variety" leaves something to one's imagination. For that reason, it may not be a box-office success. Also, for that reason, it will appeal to people of more than average intelligence.

### An Advertiser's Paradise

I make this extract from Sherwood Anderson's "Notebook":

"Where among us live these creatures of the popular magazine short story, the best selling novel or the moving picture? . . . In the pages of these magazines, no one ever acts as people do in life or thinks as people do in life."

Doesn't this apply to advertising, as well? These duchesses who are pictured as laundering little Billy's underclothes! These princesses—in one piece bathing suits—whose grace and beauty are due, we are told, to this brand of breakfast food or that brand of ginger-ale! These "executives," of such regal bearing that, compared with them, Napoleon was a piker, whose golf-scores have improved fifteen strokes since they donned So-and-so's footwear!

It seems to me that an awful lot of copy-writers and commercial artists are living in a sort of advertiser's paradise, the like of which never was and never will be.

### Luck in Odd Numbers

Next time you pass a cut price drug store or a chain grocery, halt for a minute or two and study the price-tags.

You'll find, I think, that 29 cents is favored above all other prices. Just why, I do not know. But the fact remains.

JAMOC.

# *Announcing*

THE OPENING  
OF A PACIFIC COAST OFFICE  
485 CALIFORNIA STREET  
SAN FRANCISCO, CALIFORNIA  
AND THE APPOINTMENT OF  
W. HUBBARD KEENAN  
AS PACIFIC COAST MANAGER

WOMAN'S HOME COMPANION  
THE AMERICAN MAGAZINE  
COLLIER'S, THE NATIONAL WEEKLY  
FARM & FIRESIDE  
THE MENTOR

THE CROWELL PUBLISHING COMPANY  
FRANK BRAUCHER, *Advertising Director*  
250 PARK AVENUE                      NEW YORK



New York's newest and most beautifully furnished hotel—accommodating 1034 guests  
Broadway at 63<sup>rd</sup> Street.

ROOM WITH PRIVATE TOILET—  
**\$250**  
ROOM WITH PRIVATE BATH—  
**\$350**



**The Only Denne in Canadian Advertising**

You cannot effectively place your Canadian Advertising by merely consulting a Newspaper Directory. You need an Advertising Agency familiar with "on the spot" conditions. Write.

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

## House to House Selling

Here's an organization of direct selling specialists, servicing many of the most successful firms in the field. Our long experience and accumulated knowledge of "Straight Line Marketing" will be valuable to you. Write us about your plans before you experiment. **THE MARX-FLARSHEIM CO.** Rockaway Bldg., Cincinnati

**THE JEWELERS' CIRCULAR**, New York, has for many years published more advertising than have seven other jewelry journals combined.

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

**THE JOHN IGELSTROEM COMPANY**  
Massillon, Ohio Good Salesmen Wanted

## Topeka Daily Capital

The only Kansas daily with circulation throuth the state. Thoroughly covers Topeka, a midwest primary market. Gives real co-operation. An Arthur Copper publication.

Topeka, Kansas

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

## Picking the Dramatic Sales Idea

[CONTINUED FROM PAGE 22]

developed, it would never have been possible for one firm to do \$5,000,000 a year after the third year in business.

Another firm, a cap company, hit upon the idea of making its caps shower-proof. Here again the salesman was furnished with a piece of the cloth and urged to spill water upon it to show its ability to resist moisture. The caps sold high into the thousands—and are still selling.

I HAVE confined my examples to articles of wearing apparel because it is in that field that it often seems difficult to discover unusual talking points. Mechanical products, household appliances, electrical devices lend themselves inherently to interesting demonstrations. Usually to illustrate their use is enough. But one would say, off-hand, "What is there about a suit of clothes, a pair of shoes, a cap, that is so astonishingly different that you can make it the keystone of the business?" Investigation and thought will always reveal such a feature. And then it can be safely put into the hands of salesmen.

The next time you step into a store to buy a shirt or a pair of hose or a suit of clothes, compel the clerk to sell you. Ask him questions about the needlework, the kind and weight of the cloth, the special wearing qualities. Then call upon the salesman of any successful direct-selling firm, and wonder at the remarkable difference in selling tactics.

I hear someone ask, "But surely you do not explain the outstanding successes in the direct-selling field by the few minor features which surround the products? Surely there are reasons more sweeping, more important than these!"

I say that there are other reasons, but no single one so important as the one I have explained.

"But," I hear asked, "how about the economy of buying direct? I have heard that the reason why direct-selling firms have succeeded is that they sell direct from maker to wearer and are able to offer better values than retail stores. Isn't this a more important reason?"

Strange to say, this reason is the same one that I have explained before, only put in different words. It is true that many sales are made because retail stores are undersold. But more often the sales are made because features, knowledge of merchandise, clever selling demonstrations convince the customer that he is getting better values than he can obtain in the stores. Given an article that is sold in the stores for, say, \$5 and given the same article sold through direct salespeople for the same price—but sold and dem-

## We Have a Research On YOUR Industry

The most remarkable value in research obtainable today is our \$150 size of Industry report. Over four hundred separate industries now covered. Reports on each average 75 typewritten pages with charts. Ask for free table of contents of any industry.

## THE BUSINESS BOURSE

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

ELECTRICAL  
ANIMATED  
AND  
STILL

**DISPLAYS**

for  
WINDOW,  
COUNTER,  
and EXHIBITS

Effective—Dignified  
Planned Inexpensively

CONSULT WITH EXPERTS

ANIMATED PRODUCTS CORP.  
19 WEST 27<sup>th</sup> ST. NEW YORK.

## Shoe and Leather Reporter

Boston

The outstanding publication of the shoe, leather and allied industries. Practically 100% coverage of the men who actually do the buying for these industries. In its 67th year. Published each Thursday. \$6 yearly. Member ABP and ABC.

## The Standard Advertising Register

is the best in its field. Ask any user. Supplies valuable information on more than 8,000 advertisers. Write for data and prices.

## National Register Publishing Co.

Incorporated  
15 Moore St., New York City  
R. W. Ferrel, Manager

**American Lumberman**

Published In CHICAGO

Member  
A. B. C.

**READ** wherever  
Lumber  
is cut or sold.

**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.



## —It just doesn't get across!

ABOVE we show a remarkable picture, possibly the most comprehensive picture ever made of the Yale Bowl packed solid with 80,000 people. One of our photographers brought in this picture with the suggestion that it might serve to illustrate further what the *Million plus* circulation of the Daily News means in numbers of people. The folks who buy The News each day would fill the Yale Bowl about thirteen times! This idea doesn't seem to us to get across very strongly. We find it just as hard to visualize thirteen Yale Bowls full of people as we do a million. And while the comparison is quantitatively correct as to buyers of the paper, it still fails to convey the significance of a million circulation as opposed to a million people. It fails to convey any impression of the total number of readers in a million circulation. And it carries no hint or suggestion of the influence of that million circulation as a selling force, and marketing factor. The only adequate expression of this *Marvelous Million* circulation that we have ever met is a market equivalent at least to the city of Chicago. Of course, you can't visualize Chicago as a whole either, but you can get a better idea of it than you can of a million. Chicago is the second largest city market in the United States. Daily News circulation, in the city of New York offers an equivalent market. Keep this fact in mind in the consideration of coming schedules. Get the facts.

### June 1926 Circulations

DAILY	- - - -	1,060,644
SUNDAY	- - -	1,217,554

*These are the largest circulations in America*

## THE NEWS

*New York's Picture Newspaper*

25 PARK PLACE, NEW YORK  
Tribune Tower, Chicago

# A New and Economical Way OF Reaching the Buffalo Market

The Buffalo Courier-Express, alone in the morning field in its territory, offers to all advertisers a complete and concentrated coverage at the lowest rate.

Guessing about reader-duplication, using two newspapers to cover the same ground, are now things of the past as far as Buffalo is concerned. Your advertising in The Buffalo Courier-Express will reach practically all the buyers in Buffalo and adjacent territory.

Also there is a metropolitan Sunday paper, The Buffalo Sunday Courier-Express, which will tell your story to the largest audience reached by any newspaper in New York State outside of New York City.

**Courier**  **EXPRESS**

**Lorenzen & Thompson, Incorporated**  
Publishers' Direct Representatives

Chicago      New York      San Francisco      Seattle

onstrated—the direct salesman will outsell the store clerk every time.

It is sadly true that this vital principle of direct selling is too often overlooked by firms stepping into the business. Not knowing the peculiar mind of the direct salesman, not familiar with the need for "demonstrability" in even the most prosaic of products, they offer the public just shoes, or clothing, or shirt, or whatnot. Usually a short experience with the business teaches such firms the need for special features.

## High Cost of Salesmen

[CONTINUED FROM PAGE 28]

It is upon slight variations from the norm that all organic progress is supposed to depend. But, in sundering this thread upon which the whole evolutionary principle hangs, the supersalesman is merely doing away with a few more basic principles. All the swords of Damocles will not pierce the salesman's cerebrum.

Not that the salesman himself is to blame. A condition exists which he profits by, but over which he has no control. There are more goods produced than there is an active demand for. The salesman is, therefore, made use of in order to force a demand. This forced and artificial demand is often founded on no sound need. At its best, the efforts of supersalesmanship can be regarded merely as educational in character. Considered as education, however, they constitute a lore of the most crude and disorganized sort, an education which is narrow, partisan and vicious. The money expended in educating people by salesmanship and advertising would be sufficient to put them all through college.

Tendencies are on foot which may counteract the top-heavy condition of the marketing structure. Salesmanship has oversold itself. In the highly competitive markets the average consumer is already on the alert, quick to perceive where his advantage lies. Of course, as long as all the competitors spend equally large sums for the hawking of their wares, all prices will tend to stand at a uniform level. But there is always a limit to such a condition. Some merchant eventually realizes the benefit of doing away with the inordinate cost of supersalesmanship. His marketing expenses are thus reduced, his prices become correspondingly low, and he obtains a generous share of the business. This share comes, incidentally, from the more sophisticated and discriminating customers, though at the same time the more intelligent and desirable ones.

The thing the supersalesman sells before all else is himself; that is to say, the personification of salesmanship. He advocates salesmanship as the one sure

### New Directory of Mexican Industries

Compiled and revised by the Mexican Department of Industry, Commerce and Labor.

Containing 16,000 valuable addresses of all industries now operating in the Republic of Mexico.

Machinery manufacturers, raw material houses, exporters, lumbermen, merchants and bankers. You all want to have a copy of this valuable book on Mexican Industries.

Order your copy **TO-DAY**.

\$10.00 Post Paid or remitted C. O. D. Parcel Post if desired.

**Campañia Mexicana de Rotogravado**  
(Mexican Rotogravure Co.)  
MEXICO CITY

*If* it's an event to  
the dealer  
it's an

**EINSON-FREEMAN  
WINDOW DISPLAY**

[327 E. 29th St.  
Lexington 5780  
New York City]



# *Star Men Buy*

## THE KANSAS CITY STAR

### *Offer of Eleven Million Dollars Accepted by Trustees! Paper to Continue Under Present Management and Policies!*

“THE STAR is Kansas City and Kansas City is The Star.” So wrote Charles H. Grasty many years ago.

That statement, true then, has a new significance now. Whatever of doubt and uncertainty has existed as to the future of The Star has given place to a sense of security and permanence. With the purchase of The Star by The Star men, the bond between Kansas City and The Star is cemented with a new loyalty and a new confidence.

William R. Nelson founded The Star forty-six years ago. Under his direction it grew to world fame—a power for good and a scourge for the unrighteous. Its circulation became the marvel of the newspaper world, attaining proportions unheard of in a city the size of Kansas City.

Mr. Nelson died in 1915. Under his will the entire estate, including The Star, was left in trust to his wife and daughter, with the provision that after their death it should be sold and the proceeds used to establish an art foundation for the people of Kansas City.

Meanwhile the paper went forward under the direction of Irwin Kirkwood and the men who had been trained under Mr. Nelson.

The sale of The Star has just been consummated. The offer of eleven million dollars by Irwin Kirkwood in behalf of himself and associates has been accepted by the trustees.

Practically every civic and official body in Kansas City had gone on record urging the sale of The Star to the men who had maintained the standards and continued the success of Mr. Nelson. And these expressions were supplemented by the prayers of that great body of citizenship known as the “common people,” whose unwavering loyalty and good will have ever been the chief pride of The Star and its chief claim to greatness.

The sale of The Kansas City Star to the men who have conducted its management so successfully gives to Kansas City a new pledge of service and a guarantee that the trust imposed in it by the public will be preserved inviolate.

To its quarter million subscribers and to its host of friends in every corner of America The Kansas City Star extends greetings and accepts in all solemnity the task of continuing to carry on the great program of its illustrious founder.

*“The Star is Kansas City and Kansas City is The Star.”*

## THE KANSAS CITY STAR

# Advertisers' Index



## [a]

Allen Business Papers, Inc., The.....	50
American Architect, The.....	56
American Lumberman.....	68
American Machinist.....	18
American Photo Engravers Ass'n.....	67
Animated Products Corp.....	68
Atlantic Monthly, The.....	16

## [b]

Bakers' Helper.....	56
Bakers' Weekly.....	68
Barton, Durstine & Osborn, Inc.....	31
Better Homes & Gardens.....	61
Budd Co., John.....	52
Buffalo Courier-Express, The.....	70
Building Supply News, Inside Back Cover	
Business Bourse, The.....	68
Butterick Publishing Co.	
Insert bet. 50-51.	15

## [c]

Calkins & Holden, Inc.....	35
Charm.....	11
Chicago Daily News, The	
Inside Front Cover	
Chicago Tribune, The.....	Back Cover
Cincinnati Enquirer, The.....	47
Cleveland Plain Dealer.....	65
Cleveland Press, The.....	41
Cosmopolitan, The.....	12
Crane & Co.....	Insert 58-59
Crowell Publishing Co., The.....	67

## [d]

Delineator, The.....	15
Denne & Co., Ltd., A. J.....	68
Des Moines Register & Tribune.....	37
Detroit News.....	74
Detroit Times.....	51

## [e]

Economist Group, The.....	39
Einson Freeman Co.....	70
Empire Hotel.....	68
Empire State Engraving Co.....	82
Expositor, The.....	64

## [f]

Fourth Estate.....	8
Forum.....	56

## [g]

Gas Age-Record.....	53
General Outdoor Advertising Co., Inc.	
Insert bet. 58-59	
Gray, Russell T.....	14
Gulfport Daily Herald, The.....	56

## [i]

Igelstroem Co., The J.....	68
Indianapolis News, The.....	4
Industrial Power.....	66

## [j]

Jewelers' Circular, The.....	68
------------------------------	----

## [k]

Kansas City Star, The.....	71
----------------------------	----

## [l]

Life.....	9
Literary Digest, The.....	80

## [m]

Magazine of Wall Street.....	60
Market Place.....	73
Marx-Flarsheim Co., The.....	68
McClure's Magazine.....	76
McGraw-Hill Book Co., Inc.....	62
McGraw-Hill Co., Inc.....	54-55
Memphis Press.....	10
Mexico Rotogravure Co.....	70
Milwaukee Journal, The.....	45

## [n]

National Register Publishing Co.....	68
New York Daily News, The.....	69
New York Evening Graphic.....	78
New Yorker, The.....	6-7
Nugents (The Garment Weekly).....	50

## [o]

Oil Trade Journal.....	59
------------------------	----

## [p]

People's Home Journal.....	71
Photoplay Magazine.....	43
Power Plant Engineering.....	59
Powers-House Co., The.....	48

## [q]

Quality Group, The.....	49
-------------------------	----

## [r]

Richards Co., Inc., Joseph.....	3
---------------------------------	---

## [s]

Shoe & Leather Reporter.....	68
Simmons-Boardman Pub. Co.....	33
Standard Rate and Data Service.....	63

## [t]

Thompson Co., J. Walter.....	58
Topeka Daily Capital.....	68

## [w]

Weines Typographic Service.....	61
---------------------------------	----

way to overcome competitive obstacles. The average manufacturer has been inclined to accept this recommendation. He himself is thus a victim of super-salesmanship. And thus business is in a continuous state of auto-intoxication.

High-pressure salesmanship, although expensive, is usually considered a legitimate expense, on the theory that any business expedient is legitimate if it gets profitable business away from a competitor. Some business men have educated themselves to the point where they are able to formulate and ask themselves, in coherent fashion, the question: "If I should take the money that I am now putting into high-pressure selling and apply it to certain other purposes, would it not give me an even greater advantage over my competitors?"

Marketing executives must soon be prepared to meet this question. There are several answers to it. Perhaps the most obvious is this: "The money I might save by over-selling a secondary product might, in the long run, be spent more profitably in turning out a product of a better grade, or one more nearly in accord with the demands of the consumer. Such a product would go a long way toward selling itself."

One result of the tendency will be, perhaps, a reaction against mass production. The market, being less and less of a seller's market, and more of a buyer's market than ever, will be the focus of the business man's attention. Production will be a matter of secondary importance. It will wait upon the market. Which is, of course, the normal and proper state of affairs.

Under the changed state of affairs, there would be a new conception of salesmanship: "I will sell a man what he needs and ought to have, and I will not sell him anything else, even though he might be induced to buy." If every salesman and sales manager and quota-setter would adopt that principle, the cost of marketing would soon be reduced. As for the supersalesman, he will find new worlds to conquer, and new threads to cut. But as to his present status, he had better take warning. *Caveat vendor!*

## President of The Six Point League of New York Appoints Committee

At a recent meeting of the executive committee of The Six Point League of New York, an association of newspaper advertising representatives, the president, F. St. John Richards, appointed the following committees: Membership—W. D. Ward (chairman), A. W. Howland, George A. Riley, J. H. Kyle, W. A. Snowden. Speakers—Frederick P. Motz (chairman), Dan A. Carroll, M. D. Bryant, George E. Munro, D. M. Shirk. Constitution—G. W. Brett (chairman), H. N. Kirby, Hugh Burke, Thomas F. Clark, W. C. Bates.

## Scholarships to Be Given

Young women employed in advertising in the Metropolitan District, New York City, are eligible to compete for the two advertising scholarships offered at New York University by the League of Advertising Women of New York.

The scholarships are open to any young woman employed in advertising, working in any capacity. This will include young women employed in advertising agencies, publishers, newspapers and magazines, printers, engravers, department stores, specialty shops, national advertisers and local advertisers. The closing date for receipt of letters is August 15.

The members of the League of Advertising Women serving on the Scholarship Committee are:

Laura Rosenstein, Chairman; Helen M. Rockey, president, League of Advertising Women; Edith M. Burtis, *The Silent Partner*; Bertha Bernstein. Chatham Advertising Agency; Minna Hall Carothers, Powers Reproduction Corporation; Elsie E. Wilson, American Radiator Company.

Working with this committee, and representing New York University, are Prof. George Burton Hotchkiss, Chairman, Department of Marketing, and Prof. Philip Owen Badger, Assistant to the Chancellor. The committee awarding the two memorial advertising scholarships will be assisted by Bruce Barton, president, Barton, Durstine and Osborn; Arthur Williams, vice-president for commercial relations, The New York Edison Company; and Frederick C. Kendall, editor, ADVERTISING AND SELLING.

A date will be set for the oral examinations between August 15 and September 10. They will be simple and consist of a questionnaire which the committee is now preparing, and which will be submitted to New York University for approval. Further details will be announced later. The successful candidates will be required to pass the entrance examinations.

## "Kansas City Star" Sold

The sale of the *Kansas City Star* and the *Times* for \$11,000,000 has been announced by the trustees of the William Rockhill Nelson Trust. The two papers were purchased by the present management, for years associated with William Rockhill Nelson. It is a group headed by Irwin Kirkwood, president-editor of the *Star* and son-in-law of Mr. Nelson, and by A. F. Seested, for many years general-manager of the newspapers. The amounts submitted by the seven unsuccessful bidders were not announced by the trustees, whose statement said merely that the proposal "made by Irwin R. Kirkwood on behalf of himself and his associates is accepted. The price is \$11,000,000, the purchaser assuming current liabilities.



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.

### Position Wanted

ADVERTISING MAN, the sort who gets right in and under your proposition and then produces individualistic advertising that is absolutely different; this man has two progressive clients, and is now ready for the third; correspondence confidential. Box No. 397, Advertising and Selling, 7 East 38th St., New York City.

Experienced trade paper advertising solicitor wants to make a connection with a reliable publishing firm. Will work on any basis agreeable to publishers where opportunity exists to create a real job for himself. Full details gladly given. Box No. 406, Advertising and Selling, 9 East 38th St., New York City.

Graduate Michigan University, School Business Administration, will sacrifice initial salary for a real opportunity to prove ability. Box No. 405, Advertising and Selling, 9 East 38th Street, New York City.

Single, 29-year old, high type, steady and reliable young man, now secretary and treasurer of prominent realtor company in exclusive Phila. suburb, desires change.

Eight years' advertising agency (account executive, copywriting, space buyer, charge of service and production, N. Y. Agency) and N. Y. Times newspaper experience.

Open for only a really worth-while interesting connection. Can meet people. Likes to travel. Write Box 400, Advertising and Selling, 9 E. 38th Street, New York City.

Responsible employers in California or Florida especially invited to respond.

DIRECT SELLING SPECIALIST. 15 years' sales and advertising experience qualifies me to establish a paying sales-by-mail department. Now with prominent advertising agency. Box No. 396, Advertising and Selling, 9 East 38th St., New York City.

SALES AND ADVERTISING EXECUTIVE Able and experienced in applying principles and meeting problems in market analysis, promotion, advertising and sales production. Successful organizer and coach. Staples, specialties, service, agency or manufacturer. Box No. 398, Advertising and Selling, 9 East 38th St., New York City.

### Help Wanted

Daily and Sunday newspaper in Metropolitan City, overnight from New York, has excellent opportunity for live man in Advertising Department who can assist local retail merchants in merchandising problems, advertising copy and all forms of similar service. Salesmanship ability not entirely a requisite. This is not an advertising solicitor's position but a place for a man who can become valuable in the Advertising Department because of the service he can give to the retail merchant. Good salary for right man. An excellent opportunity for advancement. Write fully stating age and experience. All communications will be held strictly confidential. The John Budd Company, 9 East 37th Street, New York City.

Advertising Salesman; character, ability, address; advertising specialties; prolific field; liberal commission, fullest cooperation. Litchfield Corp., 25 Dey St., New York.

Recognized Agency offers excellent opportunity to young man capable of planning, writing and selling sales campaigns. Opportunity according to ability. Write to Guenther-Glaze Adv. Agency, St. Joseph, Mo.

### Business Opportunities

Am organizing a sales agency for intensive coverage of the drug store trade in greater New York. Would like to hear from concerns having a meritorious product and interested to secure this additional sales outlet. Address Box No. 403, Advertising and Selling, 9 East 38th St., New York City.

CAPITAL REQUIRED trade monthly in fast growing field 60,000 to 100,000 advertising revenue first year. Principals are experienced in publishing. Will consider only offers from responsible publishing houses or persons. Box No. 402, Advertising and Selling, 9 East 38th St., New York City.

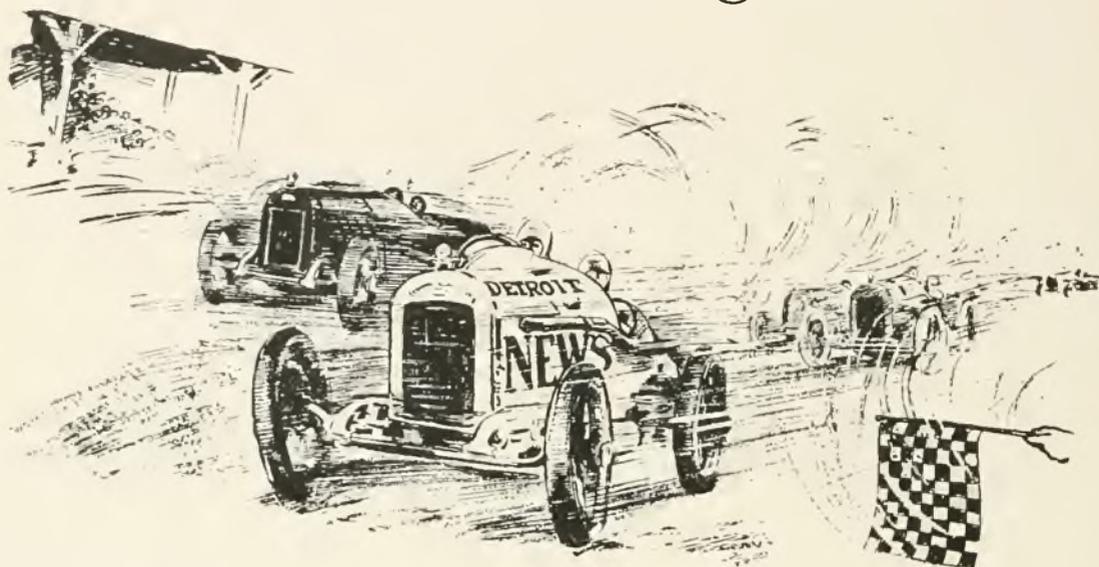
\$500,000 corporation is marketing house to house a much needed, thoroughly successful Kitchen accessory and needs local distributors—men of ability and experience, who can organize and supervise a field force. Very little capital required, with great opportunity to make big money. Sell yourself by letter. Dept. 3, Indianapolis Pump and Tube Company, Indianapolis, Indiana.

### Multigraphing

Quality and Quantity Multigraphing. Addressing, Filing In, Folding, Etc. DEHAN CIRCULAR LETTER CO., INC. 120 W. 42nd St., New York City. Telephone Wis. 5483

**"GIBBONS knows CANADA"**  
 J. J. Gibbons Limited, Advertising Agents  
 TORONTO MONTREAL WINNIPEG

# Detroit News Again Leads All American Newspapers In Total Advertising Volume



## 17,427,326 Lines

Published First 6 Months 1926

### The Rank of The Leaders

	Lines
Detroit News .....	17,427,326
Chicago Tribune .....	16,829,661
New York Times .....	15,251,876
Washington Star .....	14,381,584
Los Angeles Times .....	13,608,084
St. Louis Post-Dispatch .....	12,689,880

Indicative of the marked prosperity of the Detroit market and the ability of The Detroit News to cover it adequately is this new record of 17,427,326 lines of advertising for the first half of 1926. In 1925 The Detroit News achieved a hitherto unprecedented mark with 16,414,678 lines for the same period. The present volume, however, overtops this mark by 1,012,648 lines and gives The News the advertising leadership of America once more—an honor won by The News more times than by any other newspaper.

The signal achievement of The News merits the attention of all buyers of advertising space. The concentration of advertising volume in The News, greater than that of both other Detroit newspapers combined, points to the wonderful economy of selling the Detroit market through the use of its big home newspaper. The Detroit News circulation is the greatest in Michigan and covers Detroit more thoroughly than any other newspaper in a city of Detroit's size or larger.

# The Detroit News

Detroit's HOME Newspaper

335,000 Sunday Circulation

320,000 Weekday Circulation

# The NEWS DIGEST

A complete digest of the news of advertising and selling is here compiled for quick and convenient reference. The Editor will be glad to receive items of news for inclusion in this department. Address ADVERTISING AND SELLING, Number Nine East Thirty-eighth Street, New York City

## CHANGES IN PERSONNEL

Name	Former Company and Position	Now Associated With	Position
Tim Thrift.....	American Multigraph Sales Co., Cleve-land, Ohio, <i>Adv. Mgr.</i>	American Sales Book Co., Ltd., Elmira, N. Y.	<i>Adv. Mgr.</i> (Effective Sept. 1)
W. Hubbard Keenan....	The Crowell Publishing Co., New York	Same Company, Cal.	<i>Pacific Coast Mgr.</i>
Allen L. Woodworth....	Liberty Yeast Co., New York, <i>Gen. Mgr.</i>	Duz Co., New York	<i>Vice-Pres &amp; Gen. Mgr.</i>
A. J. Gerlach.....	Kearney & Trecker Corp., Milwaukee, <i>Adv. Dept.</i>	Same Company	<i>Adv. Mgr.</i>
George W. Small....	"The Literary Digest," New York, <i>Mgr., N. Y. Territory</i>	Same Company	<i>Eastern Sales Mgr.</i>
Floyd Rose.....	Heppenstall Forge & Knife Co., <i>Sec'y &amp; Gen. Sales Mgr.</i>	Vanadium-Alloys Steel Co., Latrobe, Pa.	<i>Vice-Pres.</i>
William W. Lewis....	Cadillac Motor Car Co., Detroit, Mich., <i>Adv. Mgr.</i>	Same Company	<i>Ass't Gen. Sales Mgr. and Director of Adv.</i>
Charles H. McDougall.	George Batten Co., New York, <i>Art Dept.</i>	Same Company, Chicago	<i>Art Director</i>
Louis V. Eytinge....	James F. Newcomb & Co., New York	R. L. Polk & Co., New York	<i>Mgr., Creative Dept.</i>
Nelson R. Perry.....	"Liberty," New York, <i>Eastern Adv. Mgr.</i>	Same Company	<i>Adv. Mgr.</i>
S. B. Brigham.....	Carpenter & Co., Chicago, <i>Eastern Mgr.</i>	Inland Newspapers, Inc., Chicago & New York	<i>Vice-Pres.</i>
George L. Fairbank....	Own Business	The Carpenter Adv. Co., Cleveland	<i>Copywriter</i>
Paul C. Foley.....	F. R. Steel Co., Chicago	The Fred M. Randall Co., Detroit	<i>Radio and Mail Order Division</i>
John M. Easton.....	Jos. N. Eisondrath Co., Chicago	Northern Trust Co., Chicago	<i>Adv. Mgr.</i>
Calvin E. Austin.....	Lord & Thomas, Inc., Chicago, <i>Acc't Executive</i>	"Herald-Examiner," Chicago	<i>Promotion Mgr.</i>
Travers J. Strong....	Osten Adv. Corp., Chicago, <i>Vice-Pres. in Charge of Copy</i>	Thos M. Bowers Adv. Agency, Chicago	<i>Acc't Executive</i>
David E. Caesar.....	Chas. F. W. Nichols Co., Inc., Chicago	H. E. Lesan Adv. Agency, Chicago	<i>Service Mgr.</i>
John L. Hamilton....	IC & E and CN & Z Traction Lines, Columbus, Ohio, <i>Adv. Mgr.</i>	The International Derrick & Equipment Co., Columbus, Ohio	<i>Adv. Mgr.</i>
J. C. Roth.....	Pratt & Lambert, Inc., Buffalo, N. Y., <i>Ass't Sales Mgr. Central Division.</i>	Same Company	<i>Sales Mgr. Central Division</i>
Ralph W. Smiley....	Aetna Affiliated Co., Hartford, Conn., <i>Editorial Supervisor.</i>	Metropolitan Casualty Ins. Co., N. Y.	<i>Director of Publicity</i>
Lester E. Lloyd.....	Max Block Cigar Co., <i>Office Mgr.</i>	Houston "Post-Dispatch"	<i>Merchandising Ser. Mgr.</i>
John Condon.....	Condon-Milne-Gibson, Inc., Tacoma, Wash., <i>Partner</i>	The Condon Company, Seattle	<i>Pres. &amp; Treas.</i>
E. Percy Jamson....	Aunt Jemima Mills Company, St. Joseph, Mo., <i>Eastern Sales Mgr.</i>	California Fruit Growers' Exchange, San Dimas, Cal.	<i>Sales Mgr., Products Dept</i>
Arthur A. Brown....	Westinghouse Electric & Mfg. Co., East, Pittsburgh, Pa., <i>Mgr. of Syndicate Oper.</i>	Same Company	<i>Ass't to Vice-Pres.</i>
Robert Campbell....	Congoleum-Nairn, Inc., Phila., <i>Vice-Pres.</i>	Celluloid Co., Newark, N. J.	<i>Pres.</i>
G. L. Greene.....	Hall & Emory, Inc., Portland, Ore., <i>In Charge of Production</i>	Same Company, Seattle, Wash.	<i>In Charge of Production</i>
Coleman R. Gray....	Scruggs-Vandervoort-Barney, St. Louis, <i>Adv. Mgr.</i>	The George W. Blahon Co., Phila.	<i>Adv. &amp; Sales Prod. Mgr.</i>
Albert M. Pulaski....	The Penton Publishing Co., Cleveland, Ohio, <i>New England Adv. Rep.</i>	Resigned	
T. W. Le Quatte....	The Potts-Turnbull Adv. Co., Chicago, <i>Vice-Pres.</i>	"Farm Life," Spencer, Ind.	<i>Adv. Mgr.</i>
Glenn A. Gunderson..	Edison Electric Appliance Co., Chicago, <i>Ass't to Adv. Mgr.</i>	American Flyer Mfg. Co., Chicago	<i>Adv. Mgr.</i>
Arthur W. Thompson..	The Philadelphia Co., Pittsburgh, Pa., <i>President</i>	The United Gas Improvement Co., Philadelphia	<i>Pres. (Effective Sept. 1)</i>
F. J. Roetzel.....	Cuneo Press, Chicago, <i>Sales Mgr.</i>	Manz Corp., Chicago	<i>Eastern Rep.</i>
Charles R. Adams....	"News-Tribune," Duluth, Minn., <i>Vice-Pres.</i>	"Herald," Syracuse, N. Y.	<i>Business Mgr.</i>
L. D. Gehrig.....	"Journal and Post-Express" and "Sunday American," Rochester, N. Y., <i>Adv. Mgr.</i>	Resigned	
J. W. Greely.....	Hassler-Pacific Co., Indianapolis, Seattle, <i>Mgr.</i>	M. C. Mogensen & Co., Inc., Chicago	<i>Seattle Mgr.</i>
Robert Keil.....	M. C. Morgensen & Co., Inc., Chicago, <i>Seattle Mgr.</i>	Same Company	<i>San Francisco Mgr.</i>
Clarence G. Stoll....	Western Electric Co., <i>Gen. Mgr. of Mfg.</i>	Same Company	<i>Vice-Pres.</i>
H. C. Barringer....	"News," Indianapolis, <i>Classified Adv. Mgr.</i>	"Journal" and "American," Syracuse, N. Y.	<i>Classified Adv. Mgr.</i>
A. G. Burns.....	Noe-Equ Textile Mills, Inc., Reading, Pa., <i>Prom. Sales Mgr.</i>	Fasheen Knitting Mills, East Boston, Mass.	<i>Gen. Sales Mgr.</i>
George M. Earnshaw..	"Rock Products," Chicago, <i>Central Adv. Rep.</i>	Same Company	<i>Adv. Mgr.</i>
Ralph C. Sullivan....	Barrel & Box, Chicago, <i>Business Mgr.</i>	"Rock Products," Chicago	<i>Eastern Mgr.</i>
L. J. Belnap.....	Rolls-Royce Co. of America, New York, <i>Pres.</i>	Worthington Pump & Machine Corp., New York	<i>Pres.</i>

# The Columbus of Writing Talent



IN 1899, McClure's discovered a new writer, published his first novel and helped him climb the ladder leading to the pinnacle of fame.

That writer was Booth Tarkington.

The new McClure's, continuing this quest for new writing talent, is publishing the work of new authors who show promise. Not being content with these voyages of discovery, many stories by the more popular writers of today appear in McClure's.

Booth Tarkington	Kathleen Norris
Octavus Roy Cohen	Arthur Stringer
Wallace Irwin	Edith Barnard Delano
Ben Hecht	E. Phillips Oppenheim

From your knowledge of these authors, you will see that the new McClure's appeals to a great cross section of educated, buying American people.

At the present time the rate of \$1.10 a line and \$450 a page is based on a guaranteed A. B. C. sale of 200,000 copies. Edited for men and women, young and old, it goes into the homes to be read by 200,000 families. When you consider that 60,000 distributors are pushing it, that 94 Metropolitan newspapers carry display circulation copy, it seems certain that advertisers who come in now will receive a substantial circulation bonus.

With such an editorial line-up, and with the discovery of new writing talent, you are assured of reader interest, which, as you know, is in direct proportion to advertising results.

## The New *McCLURE'S* The Magazine of Romance

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

Advertising  
& Selling

# The NEWS DIGEST

Issue of  
July 28, 1926

## CHANGES IN PERSONNEL (Continued)

Name	Former Company and Position	Now Associated With	Position
A. H. Everson, Jr.	Staten Island Shipbuilding Corp., Staten Island, N. Y., Sales Mgr.	Chas. M. Higgins & Co., Brooklyn, N. Y.	Prod. Ass't and Gen. Plant Engineer
Garrison Ball	American Bronze Corp., Berwyn, Pa., Vice-Pres. and Sales Mgr.	Motor & Accessory Mfg. Ass'n, New York	Field Sec'y
L. A. Selman	The Fox Furnace Co., Elyria, Ohio, Adv. Mgr.	Same Company	Mgr. of Cabinet Heater Sales
George H. Sheldon	George Batten Co., Inc., New York, Acc't Executive	The Corman Co., New York	Acc't Executive
Frank C. Karpp	Richard Frohm Co., Los Angeles, Mgr.	Michigan Industries Corp., Detroit	Sales Mgr.
A. G. Winkler	"Oil Trade and Fuel Oil," New York, Associate Editor	Same Company	Service Mgr.
Joseph B. Seaman	Seaman Paper Co., First Vice-Pres.	Resigned	
Richard W. Griswold	Travelers' Insurance Co., Hartford, Conn.	The Deane Co., Hartford, Conn.	Vice-Pres.
J. B. Linerd	"Liberty," New York, Adv. Mgr.	Resigned	
Thomas L. Yates	"The Evening Gazette," Fulton, Mo., Adv. Mgr.	Resigned	
Joseph X. Netter	Creske-Everett, Inc., New York, Vice-Pres.	Own Agency, New York	
F. D. McDonald	St. Louis "Times," Gen. Mgr.	St. Louis "Star"	Business Mgr.

## CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
Shur-On Standard Optical Co., Inc.	Geneva, N. Y.	"Shur-On" Glasses	H. K. McCann Co., New York
Borden Farm Products Co.	New York	Dairy Products	Olmstead, Perrin & Leffingwell, New York
Florida East Coast Railway Co.	St. Augustine, Fla.	Transportation	Frank Presbrey Co., New York
Florida East Coast Hotels Co.	St. Augustine, Fla.	Hotels	Frank Presbrey Co., New York
The Pausin Engineering Co.	Newark, N. J.	"Octacone" Loud Speaker	The Laurence Fertig Co., Inc., New York
Dunlap & Ware	New York	"White Rouge" Soap & Glycerine	The Laurence Fertig Co., Inc., New York
Soap Mfr.'s Association (Name not yet decided)			Newell Emmett Co., New York
Fales Chemical Co., Inc.	Cornwall Landing, N.Y.	Automobile Body Polish	The Dauchy Co., New York
Johnson & Johnson	New Brunswick, N. J.	"Nupak"	George Batten Co., New York
The Gasoline Register Co.	Chicago	"Meas-ur-check" Gasoline Recorder	Irvin F. Paschall, Chicago
Direct Service Co.	Oil City, Pa.	Garage Heaters	Harry Botsford, Titusville, Pa.
The Houde Engineering Corp.	Buffalo, N. Y.	Automobile Accessories	Henri, Hurst & McDonald, Chicago
Aluminum Products Co.	La Grange, Ill.	Aluminum Kitchen Utensils	Thos. M. Bowers Adv. Agcy., Chicago
Atlantic Hotel	Chicago	Hotel	Thos. M. Bowers Adv. Agcy., Chicago
Schoenhofen Co.	Chicago	Beverages	Thos. M. Bowers Adv. Agcy., Chicago
Service Laboratories, Inc.	Chicago	Eau de Cologne	Thos. M. Bowers Adv. Agcy., Chicago
The Norlipp Co.	Chicago	Automobile Accessories	Thos. M. Bowers Adv. Agcy., Chicago
Weinberg Fause & Schiller Co.	Chicago	"Oxford" Clothes	Thos. M. Bowers Adv. Agcy., Chicago
The Ayvad Mfg. Co.	Hoboken, N. J.	Sporting Goods	H. A. Calahan Agency, New York
Marietta Mfg. Co.	Indianapolis	"Sani Onyx" Marble	D. A. C. Hennessy Co., Indianapolis
Larned, Carter & Co.	Detroit	Men's Clothing	C. C. Winningham, Inc., Detroit
A. O. D. Baldwin Nursery Co.	Bridgman, Mich.	Nursery Stock	Frank B. White Co., Chicago
Feltman Bros, Inc.	New York	Infants' Wear	Spivak Adv. Agcy, New York
Fifield & Stevenson	Chicago	Men's Furnishings	Dade Epstein Adv. Agcy, Chicago
The Ground Gripper Shoe Co.	Boston	Shoes	Scheck Adv. Agcy, Newark, N. J.
Amplion Corp. of America	New York	Amplion Loud Speakers	Foote & Morgan, Inc., New York
Seacoast Canning Co.	Eastport, Me.	Bull Dog Sardines	Foote & Morgan, Inc., New York
Jack Horner, Inc.	New York	Jack Horner Pies	Foote & Morgan, Inc., New York
American Electric Corp.	New York	Electric Refrigerators	Sackheim & Scherman, Inc., New York
Charles Warner Company	Wilmington, Del.	Cement & Lime	Fox & Mackenzie, Phila.
American Lime & Stone Co.	Bellefonte, Pa.	Lime & Stone	Fox & Mackenzie, Phila.
Ideal Cocoa & Chocolate Co.	Litiz, Pa.	Chocolate & Cocoa	Fox & Mackenzie, Phila.
A. I. Wyner Co.	New York	"Sag-No-Mor" Fabrics	Foote & Morgan, Inc., New York
The Block Drug Co.	New York	Carmen Complexion Powder	The Dauchy Co., Inc., New York
Victoria Paper Mills Co., Inc.	Fulton, N. Y.	Paper	The Green & Van Sant Co., Baltimore, Md.
The American Gas Machine Co.	Albert Lea, Mich.	Heating Appliances	Greve Adv. Agcy., Inc., St. Paul, Minn.
The Sherwin-Williams Co.	Cleveland	Paints & Varnishes	Henri, Hurst & McDonald, Chicago
Christiana Ferry Co.	Wilmington, Del.	Transportation	Charles C. Green Adv. Agcy., Inc., Phila.

## NEW PUBLICATIONS

Name	Published by	Address	First Issue	Issuance	Page	Type	Size
"The Pet Shop"	Jos. Byrne Pub. Co.	713 Sixth Ave., New York	July	Monthly	8 3/4	x	9 1/2
"Children, The Magazine for Parents"	The Parents' Publishing Ass'n, Inc.	353 Madison Ave., New York	October	Monthly	7x10		3-16
"Two Worlds Monthly"	Two Worlds Pub. Co.	500 Fifth Ave.	July 5	Monthly	5x7 1/2		

# A great newspaper performs a public service



*This is the cartoon that aroused the ire of the I. R. T. attorney.*

THE New York Evening Graphic published this cartoon by Charles Macaulay, on Wednesday, July 7th.

A few days thereafter, James L. Quackenbush, the I. R. T. attorney, threatened to prosecute the Graphic (mentioning the cartoon in particular) and any other newspaper which attempted to further the strike or publish cartoons or facts leading the public to believe the subways were unsafe.

"I hope he does start criminal action," said Emile Gauvreau, managing editor of the Graphic. "We believe there is danger in unskilled operation, and we believe it is our duty to warn people of that danger. We would welcome a test case."

It seems to us that, in the circumstances, this was public service. A newspaper certainly is negligent in its duty to its readers if it does not warn against dangers.—Editor & Publisher.

STRIKES, like war, are costly and useless. Without taking sides now in this particular strike of the motormen and switchmen of the Interborough, we see the enormous cost and the futility of the strike's continuance. Let the strikers figure their total loss in wages during the strike. Let the management figure the enormous cost of paying strikebreakers; the cost of transportation of bringing these hundreds of men to the city of New York; the cost of housing and feed-

ing; the enormous cost of guarding. Add the loss of the strikers and the enormous cost to the management, and it will be seen how easy it is to split the difference and adjust this strike.

And above all things, there is the great danger of the possible loss of life which cannot be figured in dollars and cents.—Editorial in the July 7th issue of the New York Evening Graphic.

*THE first duty of a newspaper is fearlessly to further the interests of its readers. Only in the proportion to which a newspaper fulfills this purpose will it gain public confidence—and a newspaper that enjoys the confidence of its public offers advertisers that certainty of reader interest which makes advertising pay.*

NEW YORK  
**EVENING  
GRAPHIC**

Harry A. Ahern, Advertising Mgr. Charles H. Shattuck, Western Mgr.  
25 City Hall Place, New York 168 N. Michigan Ave., Chicago

Advertising  
& Selling

# The NEWS DIGEST

Issue of  
July 28, 1926

## NEW ADVERTISING AGENCIES AND SERVICES, ETC.

C. F. Kern Adv. Agcy.....720 Liberty Building, Phila.....	Advertising Agcy...	C. F. Kern, Owner
The Condon Co., Inc.....Tacoma, Wash.....	Advertising Agcy...	John Condon, Pres. E. Larry Jardeen, Vice-Pres. & Sec'y
The Deane Co.....68 Temple Street, Hartford, Conn.....	Advertising Agency	Julian L. Deane, Pres. Richard W. Griswold, Vice-Pres. Charles H. Gillette, Secy.-Treas. Richard M. Potter, Chairman of Board
Thomas Kivlan, Inc.....Chicago .....	Poster Service .....	Thomas Kivlan and A. R. Frawley
Inland Newspapers, Inc.....New York and Chicago.....	Newspaper .....	Arthur W. Cooley, Pres.; Stephen B. Brigham, Vice-Pres.
The Gotham Photo-Engraving. 229-239 West 28 St., New York.....	Engravers .....	A. G. Aprikan, Pres.; E. A. Sanders, Sec'y-Treas.

## PUBLICATION CHANGES AND APPOINTMENTS

"The New York Times".....Appoints, Gilman, Nicoll & Ruthman as its New England Advertising Representative with Stanley Pratt in charge.

"Florida Morning State," Tallahassee, and "Times," Hendersonville, N. C. ....Appoint Frost, Landis & Kohn, Inc., as their National Advertising Representative.

"Times-Dispatch," Richmond, Va.....Appoints John Budd Co. as its National Advertising Representative.

"Sports Afield," Chicago.....Appoints A. T. Sears & Son as its Western Representative; R. L. Hunter as its Eastern Representative; Carl McNealey as its Pacific Coast Representative, and K. K. Alberts as its Minnesota Representative.

"Shipper and Carrier" .....Heretofore published by Evans-Brown Co., Inc., New York, has been purchased by Frank H. Tate and will be merged with "Packing and Shipping."

"Free Press," Knoxville, Tenn.....Appoints, Hamilton-Dellisser, Inc., as its National Advertising Representative.

"Life," Bridgeport, Conn.....Appoints, Powers & Stone as its National Advertising Representative.

"Star," Kansas City and the "Times," Kansas City .....Have been sold by the estate of William R. Nelson to the present management headed by Irwin Kirkwood.

## MISCELLANEOUS

The Crowell Publishing Co., publishers of the "Woman's Home Companion," "The American Magazine," "Collier's, the National Weekly," "Farm and Fireside" and "The Mentor," announce the opening of a Pacific Coast Office at 485 California Street, San Francisco, with W. Hubbard Keenan as Pacific Coast Mgr.

The Fox Adv. Agcy. and the Tom H. Bartel...Have merged into the Bartel Co. with T. H. Bartel, Pres. & H. V. Fox, Vice-Pres. Co., Detroit

Consolidated Publishers, Inc., New York.....Has been formed to acquire stock control of "The Toledo Blade," The Newark (N.J.) "Star-Eagle," "The Duluth Herald" and "The Lancaster (Pa.) New Era." All stock will be held by Paul Block, Pres. and his associates in the management of these newspapers.

The Ralston Pnrina Company, St. Louis.....Has purchased the Ry-Crisp Co. of Minneapolis, makers of "Ry-Crisp" health bread.

Condon-Milne-Gibson Co., Inc., Tacoma, Wash.Name changed to Milne-Ryan-Gibson, Inc.

Baldwin-Whitten-Ackerman Nurseries.....Name changed to O. A. D. Baldwin Nursery Co. Bridgman, Mich.

"School & College Cafeteria".....Name changed to "School Feeding Management"

## CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

Name	Business	From	To
Herr Adv. Agcy.....	Advertising Agency	McKnight Bldg., Minneapolis.....	Baker Bldg., Minneapolis
"Concrete" (New York Office).....	Publication	441 Lexington Ave., New York.....	100 West 42 St., New York
Sherman & LeBair, Inc.....	Advertising Agency	116 West 32nd St., New York.....	183 Madison Ave., New York
Wortman Brown & Co., Inc.....	Sales Counsel & Adv. Service	298 Genessee St., Utica, N. Y.....	The Mayro Bldg., Bank Pl., Utica
The "Cleveland Shopping News".....	Publication	1435 East 12th St., Cleveland.....	5309 Hamilton Ave., Cleveland

# Alert Women of 1926

**M**EN have always held curious ideas about women. They delight in generalizations about a sex which is infinitely various.

In his own home the male is habitually an unob-servant creature. Leaving after breakfast and returning at dusk, he judges the household doings by what he sees in the morning rush, the evening hush or the abnormal régime of the week-end.

Man is prone to separate women offhand into two broad classes—the Always-at-Homes and the Never-at-Homes. The first, says he, are the nation's house-keepers; they cook, sew, clean, care for the children; they never go anywhere or do anything outside their own four walls, and each day's great event is the home-coming tread of milord. The others are the club-women, who play all the bridge, pour all the tea, serve on all the committees and make all the speeches; never bothering their buzzing heads with such matters as food for the master or shoes for the babies.

All of which is patently exaggerated when written down; yet it is precisely what hovers in the back of some masculine minds, prejudicing their actions in such practical matters as selling and advertising to women.

If you will look it up you will find that 89.9 per cent. of the women of America have no servants, and that nevertheless there are millions of members of the women's clubs.

Every day and everywhere women are driving through their housework in order to snatch a few hours in the afternoon for sport or culture or public affairs.

An observer in any town may witness the famous five o'clock scramble when the meetings and parties break up so that each wife may dash home and start the supper before her husband looms in sight.

Men who do not try to do so, simply do not understand the alert women of 1926.

The alert women are not those who have jewels and servants, ancestors and college degrees, large bank accounts and large leisure.

The alert women are found in every stratum of every community, at every income level. Most of them are doing their own work. Most of them are also doing their share of the community's work—much more, it may be said, than their men are doing, in church and club, for hospital and charity, in politics and the arts, for neighborhood, city, state and nation.

With the same pencil the alert woman writes down the shopping list and the notes for her discussion at the reading circle. Over the same telephone she orders the family food and reminds twenty fellow club members of the meeting to-morrow. In the same magazine she seeks out new home equipment and studies to keep abreast of the affairs of the world outside.

You cannot, however, safely generalize about alert women. They have no common characteristic except their alertness. They number several million, scattered widely, varying in buying power, social standing and education. Each is well known in her circle of intimates and acquaintances as a center of influence, one whose word of mouth carries conviction and whose example is forceful. Merchants know her, seek her trade and recommend to other customers the goods which she favors.

By the very fact of their alertness, these women become readers of *THE LITERARY DIGEST*. As shown by exact analysis, there are now 2,415,086 women and girls reading this weekly magazine. A women's market of great size and unmatched influence.

## The Literary Digest

ADVERTISING OFFICES: NEW YORK, DETROIT, CLEVELAND, CHICAGO


*Advertising & Selling*

*Issue of*  
*July 28, 1926*

*The NEWS DIGEST*

**CONVENTION CALENDAR**

<i>Organization</i>	<i>Place</i>	<i>Meeting</i>	<i>Date</i>
Financial Advertisers Ass'n.....	Detroit .....	Annual .....	Sept. 20-24
Art-in-Trades Club .....	New York (Waldorf Astoria Hotel).....	Annual .....	Sept. 28-Oct. 27 (Except Sundays)
Window Display Adv. Ass'n.....	New York (Pennsylvania Hotel).....	Annual .....	Oct. 5-7
American Ass'n Adv. Agencies.....	Washington, D. C. ....	Annual .....	Oct. 20-21
Direct Mail Adv. Ass'n (International) ..	Detroit (New Masonic Temple).....	Annual .....	Oct. 20-22
Audit Bureau of Circulations.....	Chicago (Hotel La Salle).....	Annual .....	Oct. 21-22
Ass'n of National Advertisers, Inc.....	To Be Decided Later .....	Annual .....	Nov. 8-10
International Advertising Ass'n.....	Denver, Colo.....	Annual .....	June 5-10, 1927

**DEATHS**

<i>Name</i>	<i>Position</i>	<i>Company</i>	<i>Date</i>
W. J. Donlan .....	<i>Acct. Executive</i> .....	Lennen & Mitchell.....	July 10, 1926
Fred G. Hatcher.....	<i>President</i> .....	Hatcher & Young, Chicago.....	July 18, 1926
Wilson F. Brainard.....	<i>Vice-Pres.</i> .....	Ruggles & Brainard, New York.....	July 22, 1926 (In Rio de Janeiro)

*"To rise above mediocrity ~ ~ requires enthusiasm and a determination not to be satisfied with anything short of one's ideals." ~R.R. Updegraff*



*Designed by Lucian Bernhard for Jerome E. Walter*

*T*O produce engravings that are above the average has always been the purpose of this organization. It is a purpose of which we have never lost sight, and a purpose which our policy of employing only the most skilled workmen has always allowed us to accomplish. If you are dissatisfied with your present engraving because you feel that its quality is only "average" we will be pleased to place the facilities of our organization at your disposal.

*The* EMPIRE STATE ENGRAVING COMPANY  
 ~ 165-167 William Street. New York ~



**ALL ROADS LEAD TO PHILADELPHIA THIS YEAR**

Attracted by the great Sesqui-Centennial Exposition, millions of motorists will pack the roads to Philadelphia, using up gasoline, oil, tires and supplies as they go. Whatever goods or services you have to offer, whether automotive, food, beverages, or any other, Outdoor Advertising is the only medium that will tell your story to these motorists as they pass.

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New York City

**General Outdoor Advertising Co.**  
INCORPORATED

Sales Offices and Branches in 44 other cities

Harrison & Loomis Sts.  
Chicago, Illinois

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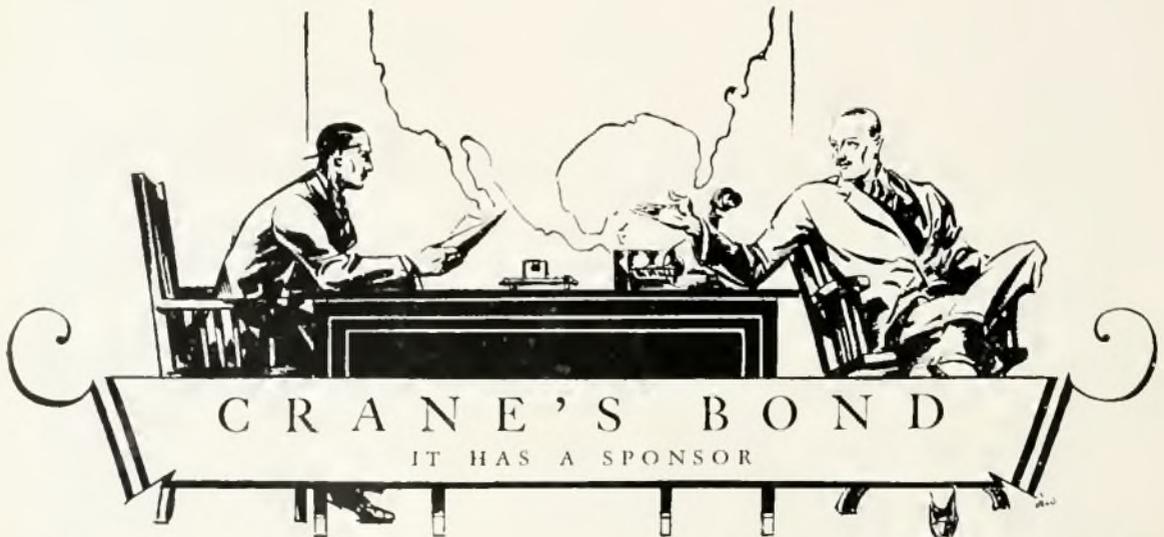
*"I don't know what it is. But I know it is good."*

The treasurer, handing back the sheet of Crane's Bond to the purchasing agent, approved the Company's new letterhead with this wise comment.

He knew nothing about the technique or materials of paper-making. He didn't know anything about rag stock or wood pulp—but he knew the voice of quality as it spoke out of the beautiful, strong, crisp sheet of Crane's Bond. And he knew that that was the right voice for a good house to use when it had something to say.

Made of 100% *new white rags*, Crane's Bond is as fine a paper as can be made for business purposes. It is water-marked and dated at Dalton, and it carries with it the name "Crane" which enjoys the high esteem of large manufacturing corporations, business institutions, the major stock exchanges, and twenty-two governments.

*To the executive in charge of purchasing: Ask your printer, lithographer, stationer, or die stamper to let you examine sample sheets of Crane's Bond in white or any of nine colors.*



CRANE & COMPANY INC. DALTON, MASSACHUSETTS