

Advertising & Selling

PUBLISHED FORTNIGHTLY



Drawn by Pitt Studios for Westinghouse Electric Company

AUGUST 11, 1926

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In this issue:

“Something Has Happened Since 1920” By G. LYNN SUMNER; “Reducing Distribution to Its Simplest Form” By E. M. WEST; “How the Small Town Is Spreading Out” By H. A. HARING; “Teaching Your Salesmen to Teach” By JAMES PARMENTER; “Industrial Advertising Has Taught Us” By G. H. CHARLS

Publishing 90%



*~ of all local
photogravure
advertising
in Chicago**

⌈ *The Daily News published 116,955 agate lines
in the first six months of 1926 as against 11,345
lines in the next Chicago paper. ⌋

The Saturday Photogravure Section of
THE CHICAGO DAILY NEWS
First in Chicago

ADVERTISING REPRESENTATIVES

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

DETROIT
Woodward & Kelly
Fine Arts Building

CHICAGO
Woodward & Kelly
360 N. Michigan Ave.

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

The LIFE STORY of every motor is written in OIL



DESERTED, in the quiet of the garage, stand long lines of cars, touched here and there by dusty fingers of sunlight

What a story the doctor's weather-worn coupe could tell of a brave, old motor's race with death through a cruel sleet-rain night

And what entertaining yarns that globe-trotting landaulet could spin of the strange dark ways of Algerian repairmen

While the yellow roadster's tale would be a bitter one and sad, of a proud, young engine, burned-out in its youth through recklessness and lack of care.

STORIES of long and faithful service. Stories of breakdowns and failure and repair bills. But at the bottom of every motor's story, responsible for good performance and bad performance alike, you would find—a motor oil.

For the actual performance of every motor depends largely upon a film of oil—a film thinner than this sheet of paper.

A motor-oil's job

Your motor-oil's job is to safeguard your motor from deadly heat and friction, the twin enemies responsible for three-fourths of all engine troubles.

In action, your motor-oil is no longer the fresh, gleaming liquid you saw poured into your crankcase. Instead, only a thin film of that oil holds the fighting line—a film lashed by blinding, shrivelling heat, assailed by tearing, grinding friction. In spite of those attacks the oil-film must remain unbroken, a thin wall of defense, protecting vital motor parts from deadly heat and friction.

Ordinary oil films fail too often.

Under that terrific two-fold punishment the film of ordinary oil often breaks and burns. Then vicious heat attacks directly the unprotected motor parts. And through the broken film, hot, raw metal chafes against metal.

Insidious friction begins its silent, dogged work of destruction. And finally you have a burned-out bearing, a scored

cylinder, a seized piston. Then, the repair shop and big bills.

The "film of protection"

Tide Water Technologists spent years studying not oil alone, but oil films. They made hundreds and hundreds of laboratory experiments and road tests. Finally, they perfected, in Veedol, an oil that offers the utmost resistance to deadly heat and friction.

An oil which gives the "film of protection" thin as tissue, smooth as silk, tough as steel.

Give your own motor a chance to write its story, not in ordinary oil, but in Veedol. Then it will be a long history of faithful, economical service.

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



The **FILM** of PROTECTION

Any honest repair man will tell you that more than 75% of all motor repairs are caused by the failure of a motor oil. Safeguard your motor with Veedol, the oil that gives the film of protection, thin as tissue, smooth as silk, tough as steel.

One of a series of advertisements in color prepared for the Tide Water Oil Sales Corporation

Facts need never be dull

THIS agency was one of the first to adopt the policy of "Facts first—then Advertising." And it has earned an unusual reputation for sound work.

Yet this organization does not, nor has it ever, confused "soundness" with "dullness." It accepts the challenge that successful advertising must compete in interest, not only with other

advertising, but with the absorbing reading matter which fills our present-day publications.

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, INC.
257 Park Avenue, New York City

RICHARDS , , , Facts First , , then Advertising

NATIONAL ADVERTISING

First six months, 1926

	Agate lines	GAIN lines	Per Cent GAIN
January	220,803	39,309	21.7%
February	293,988	70,791	31.7%
March	364,260	102,594	39.2%
April*	396,486	105,483	36.2%
May*	416,232	122,319	41.6%
June	393,897	160,290	68.6%

*Largest linage in history, two months in succession.

PROOF 1. of the market 2. of the medium

NATIONAL advertising in The Indianapolis News for the first six months of 1926 was 40.4% greater than for the same period in 1925.

1925 was the year of greatest total linage in the 56-year history of The News and the greatest national linage since 1919. Yet the first six months of 1926 were 600,000 lines ahead of the same period last year.

A forty per cent gain coming on top of a previous high mark that climaxed a 56-year supremacy is positive and un-

answerable proof of the market and the medium.

The Indianapolis Radius is worth intensive cultivation. Forty per cent greater investments by national advertisers is proof. The Indianapolis News more overwhelmingly than ever before is their choice.

The bare fact of this remarkable linage increase is sounder proof of the importance of the Indianapolis Radius market and the ability of The News to cover it than any words or argument.

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

I WAS born and raised almost within sight of an oil derrick. At that time Pennsylvania and West Virginia were the great oil producing States. Almost everyone living in that section of our country invested at least a few of their dollars in the hazardous business of prospecting for petroleum. Some made fortunes, but the majority lost. The uses for oil were limited and gasoline was a nuisance.

Then came the automobile and people began to worry about an adequate supply of liquid fuel for that day in the future when we would have five or six million motor cars in our country. If someone had predicted that within about a quarter of a century we would be running 25,000,000 automobiles in America and still have no scarcity of motor fuel, he would have been laughed at and his sanity would have been questioned.

For more than a generation we have heard it prophesied that our oil resources would soon be exhausted. But in the face of such forecasts production has climbed steadily upward. This has brought such a change of opinion concerning petroleum that the public mind is no longer fearful of the future. The large producers of oil, unable to agree upon a plan to stop the criminal rape of this vital and precious substance, became panicky a few years ago when the new flood of oil that swept over the land threatened to smash prices.

An excited effort was made to substitute oil for all other kinds of fuel in the hope that consumption might be made to equal output. A campaign was started to sell oil for industrial and domestic heating. It was offered as a substitute even for low grades of coal. In some towns already, one out of every ten wired homes has an oil burner. Most of these burners are sold on a partial-payment plan. One recent survey showed about 1700 companies manufacturing some kind of an oil burner. One manufacturer has increased his business 1200 per cent in less than three years. Another company increased its 1925 business 3000 per cent over 1924. Still another investigator estimates that more than 600,000 new oil burners will be installed in American homes this year.

The leaders of the oil industry got out a lengthy report in order to allay any apprehension on the part of the public concerning the future. This tells us that after natural flowing and pumping has brought up all the oil possible from the existing wells by present methods, there will still remain in the ground billions of barrels of crude oil. Much of this remainder



© Ewing Galloway

can be recovered by improved processes such as flooding with water, introducing air and gas pressure, and mining. Furthermore, the optimistic outburst of the experts tells us of a probable supply of hundreds of billions of barrels of petroleum that can be obtained from shale, coal and lignite.

Never were statements more misleading, or more calculated to hurry us on to a national disaster. The mere fact that past predictions of an oil famine have proved untrue does not mean that present warnings will likewise fail to materialize. The important point is not oil production, but oil consumption. At the rate we are now burning petroleum, the entire production of Pennsylvania from the day the first well started to flow up to the

present moment would now be used in less than thirteen months. The production of Ohio from the very beginning would now take care of our needs for only nine months; of Illinois, six months; of West Virginia, six months; and of Indiana, two months. These States will never come forward again as great oil producers, and the same story will cover the history of oil in Colorado, Oklahoma, Texas and California.

The present flood of oil was brought on by the recent successful development and application of those marvelous scientific devices—the torsion balance and the seismograph. Six of the eight large pools lately discovered in our country had no visible oil structure and could not have been found by old methods, except through accident. Science will not again duplicate this feat. Practically all of our probable oil territory has now been explored and is either exhausted or in the process of exhaustion. There are large quantities of oil untapped in other parts of the world, but these supplies will not flow to us cheaply, if at all. The billions of barrels of oil that we are to get from coal will cost a pretty penny. If we were to carbonize every pound of coal now burned in the United States, we would get only enough motor fuel from this source to satisfy five per cent of our present demands for gasoline.

When an oil famine does come, it will appear almost over-night. People will not, even then, contribute to build up a shale-oil industry until it is proved the shortage is permanent. No large amount of capital will be available.

Let no one doubt we will live to regret the foolish policy of permitting a condition to develop wherein oil can be used for purposes that could be taken care of by coal and its by-products.

The Survival of the Alert

When danger was near, the watchman in the old Italian villages sounded the alarm by crying through the streets:

"All erta! All erta!" which meant "All watchful!"

Remington was alert, when, forty years ago, the day passed in which every man must own a firearm. Keenly watchful, Remington foresaw a writing machine in every office and turned the resources of its factories to the manufacture of typewriters.

The duPont company, alert to industrial changes, saw that it could not grow through the manufacture of explosives alone, and its watchful research laboratories developed, among a score of new products, pyralin and duco.

Dodge Brothers, successful foundry men, alert to changing times, turned from contract work for others to the manufacture of a car of their own and all the world knows their name and emblem.

Studebaker farm wagons trundled over every by-way, thirty years ago. Now, because Studebaker turned an attentive ear to the rumble of new vehicles in the distance, the same farmers who bought Studebaker farm wagons ride in the luxury of the Studebaker big six.

A Philadelphia cabinetmaker, alert to changing markets, now owns contracts for supplying phonograph and radio cabinets to large manufacturers in each field.

In Nation's Business each month, alert manufacturers and associations that use its advertising columns are combing all industries for those new markets which may be their primary markets tomorrow, and for suggestions of those new products which may be their principal products tomorrow.

Markets are changing daily. A constructive revolution is under way. Only the alert will survive.

All erta!

NATION'S BUSINESS



MERLE THORPE, *Editor*

PUBLISHED MONTHLY AT WASHINGTON BY THE CHAMBER
OF COMMERCE OF THE UNITED STATES

Birmingham Going Steadily Forward

New Furnaces to Light the Sky

Birmingham's sky is ablaze every night with the lights of its furnaces as they turn out their roaring tons of pig iron.

Four new furnaces will soon be added with a capacity of 1600 tons daily to swell the annual output of 2,500,000 tons.

Birmingham's market for its iron and steel products is ever widening and its annual production is constantly growing.

Plans call for the construction of four additional furnaces, work to start on these some time after September first.

\$2,500,000 Plant for Du Pont Interests

E. I. Du Pont De Nemours & Co. will build a plant for the manufacture of high explosives in the Birmingham district. Work will be started this fall and plans call for the expenditure of over \$2,500,000. The plant will be one of the largest in the country and located on a 1240 acre tract near Birmingham.

Several hundred men will be employed when operating starts. This will be the second major explosive plant in this district, the Hercules Powder Co. having a modern extensive building just south of Birmingham.

Public Improvements Now Under Way \$3,000,000 Weekly Payroll in Birmingham Today \$4,300,000

The News continues to be a constant reliable influence in the daily lives of all citizens in the Birmingham district

The News Gives to Advertisers
Concentrated Circulation
Complete Effective Coverage
True Reader Acceptance
Permanent Prestige
Results—With Profits

National Advertising Gain First Seven
Months 1926 Over 1925

234,570
Lines

Growing As Birmingham Grows

The Birmingham News

THE SOUTH'S GREATEST NEWSPAPER

National Representatives: KELLY-SMITH COMPANY

Marbridge Building
New York City

Waterman Building
Boston, Mass.

Atlantic Building
Philadelphia, Pa.

Tribune Tower
Chicago, Ill.

J. C. HARRIS, Jr., Atlanta

Price—10 CENTS



The FOURTH ESTATE

Organized by J. Peter O'Neil
 47 West Broadway, New York
 and New York, N.Y.
 NEW YORK, JULY 31, 1926

1st Year

No. 1691

First and Second Issues of The *new* **FOURTH ESTATE** *exhausted!*

Not even extra print orders for the July 24th and 31st issues sufficed to meet the demand for extra copies of this publication in its new form.

"One does not have to be told the Fourth Estate has been completely rejuvenated. It shouts that fact on every page"—writes one agency executive.

Be sure you see it! A single dollar bill pinned to your letterhead and mailed today will bring you the next twelve issues.

The Fourth Estate under entirely new ownership is published at 25 West 43d Street, New York City.

PITTSBURGH LINAGE

Several weeks ago *Editor & Publisher* published comparative advertising linage figures of the newspapers of the larger cities. As Pittsburgh is the third largest market in the United States the linage figures of Pittsburgh newspapers should have been included. The following is a compilation made by De Lisser Bros. Incorporated, Accountants and Auditors for the period from January 1, 1926, to June 30, 1926.

<i>Daily</i>	Local Display	Foreign Display	Classified	Total
PITTSBURGH PRESS	6,074,015	1,478,988	1,368,933	8,921,936
Chronicle Telegraph	4,595,848	1,188,862	421,810	6,206,520
Sun	3,768,747	545,998	290,728	4,605,473
Gazette Times	1,739,400	789,892	480,666	3,009,958
Post	1,842,455	797,078	437,212	3,076,745
<i>Sunday</i>				
PITTSBURGH PRESS	1,836,031	835,422	1,108,041	3,779,494
Gazette Times	1,322,945	594,674	451,367	2,368,986
Post	1,305,552	585,647	394,151	2,285,350
<i>Daily and Sunday</i>				
PITTSBURGH PRESS	7,910,046	2,314,410	2,476,974	12,701,430
Gazette Times	3,062,345	1,384,566	932,033	5,378,944
Post	3,148,007	1,382,725	831,363	5,362,095

THE PITTSBURGH PRESS, Daily and Sunday, seven issues, had a net gain of 1,036,596 agate lines over the same period a year ago, compared with a gain of 765,758 for the Gazette Times, Morning and Sunday, and the Chronicle Telegraph, Evening, thirteen issues. In the same period THE PITTSBURGH PRESS, Daily and Sunday, seven issues, had a net gain of 174,832 agate lines in National Advertising, as compared with 121,744 for the other papers, thirteen issues.

THE PITTSBURGH PRESS, Daily, has 33,254 more net paid circulation in the city of Pittsburgh than both other evening newspapers combined, and the Sunday Press has 22,673 more net paid circulation in Pittsburgh than both other Sunday newspapers combined!

THE PITTSBURGH PRESS, Daily and Sunday, carries more advertising than any morning, evening and Sunday combination in Pittsburgh. THE PITTSBURGH PRESS has one of the lowest milline rates in the United States.

THE PITTSBURGH PRESS

A Scripps-Howard Newspaper

Represented by ALLIED NEWSPAPERS, INC., 250 Park Avenue, New York

LINOTYPE CLOISTER SERIES

36 Point Cloister is a face that can be safely used in almost any form of advertising as it

30 Point Cloister is a face that can be safely used in almost any form of advertising as it combines strength

30 Point Cloister Italic is a face that can be safely used

24 Point Cloister is a face that can be safely used in almost any form of advertising as it combines strength, dignity and beauty.

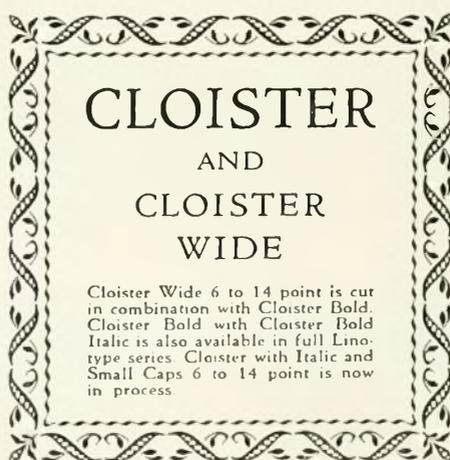
24 Point Cloister Italic is a face that can be safely used in almost any

18 Point Cloister is a face that can be safely used in almost any form of advertising as it combines strength, dignity and

18 Point Cloister Italic is a face that can be safely used in almost any form of advertising as it combines strength, dignity and

14 Point Cloister Wide is a face that can be safely used in almost any form of advertising as it combines strength, dignity and beauty. It is derived from the justly famous Roman of

10 Point Cloister Wide is a face that can be safely used in almost any form of advertising as it combines strength, dignity and beauty. It is derived from the justly famous Roman of Nicholas Jenson which was in turn based on the classic Roman inscriptions. Cloister



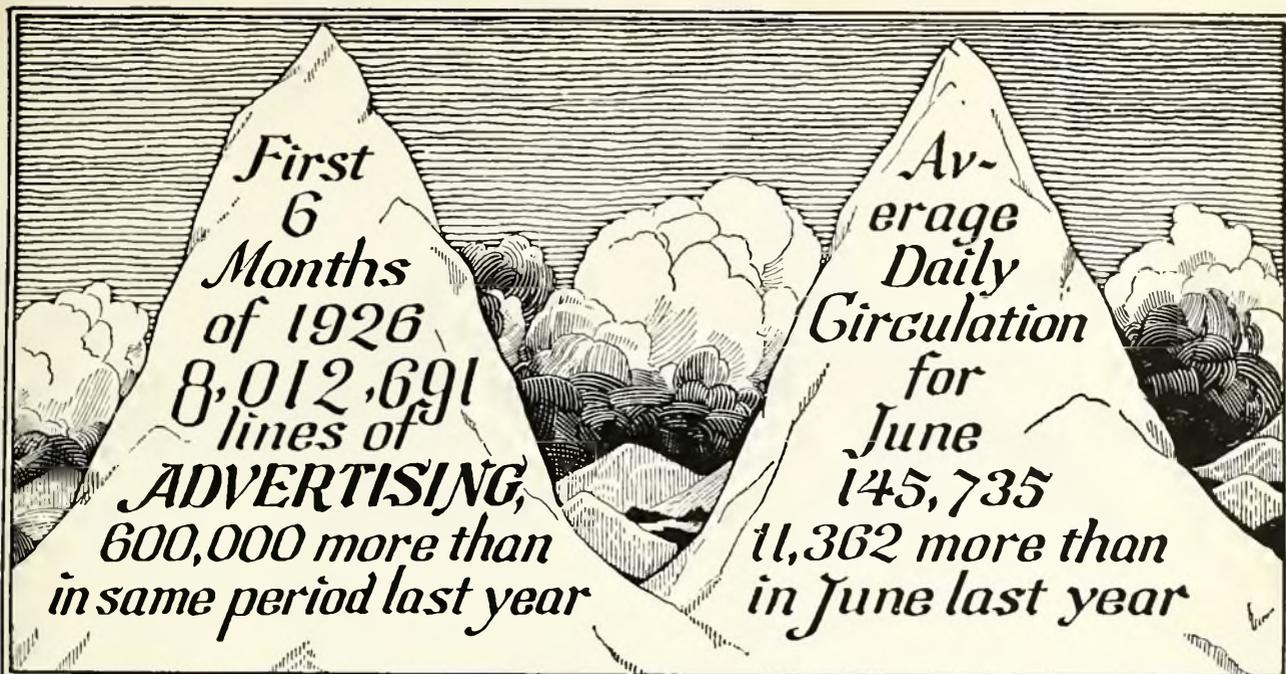
12 Point Cloister Wide is a face that can be safely used in almost any form of advertising as it combines strength, dignity and beauty. It is derived from the justly famous Roman of Nicholas Jenson which was in turn based on the classic

8 Point Cloister Wide is a face that can be safely used in almost any form of advertising as it combines strength, dignity and beauty. It is derived from the justly famous Roman of Nicholas Jenson which was in turn based on the classic Roman inscriptions. Cloister Wide is a face that can be safely used in almost any form of advertising as it combines strength, dignity and



MERGENTHALER LINOTYPE COMPANY

Department of Linotype Typography, 461 Eighth Avenue, New York



NEW HIGH PEAKS of Advertising and Circulation

The Buffalo Evening News has reached new heights in advertising. Advertising volume this year is better than ever—now running at the rate of more than a million lines better than the best preceding year—1925. The record shows

for the first six months of 1926

8,012,691 Lines of Advertising

The News has gained tremendously in circulation. A steady increase continues through the ordinarily slow summer months. June, this year, shows a gain of 11,362 daily.

Net Paid for June, 1926,

145,735 Average Daily Circulation

The News today, more than ever, is the big, effective advertising medium for the Western New York territory.

Cover the Buffalo Market with the

BUFFALO EVENING NEWS

A. B. C. Mar. 31, 1926
134,469

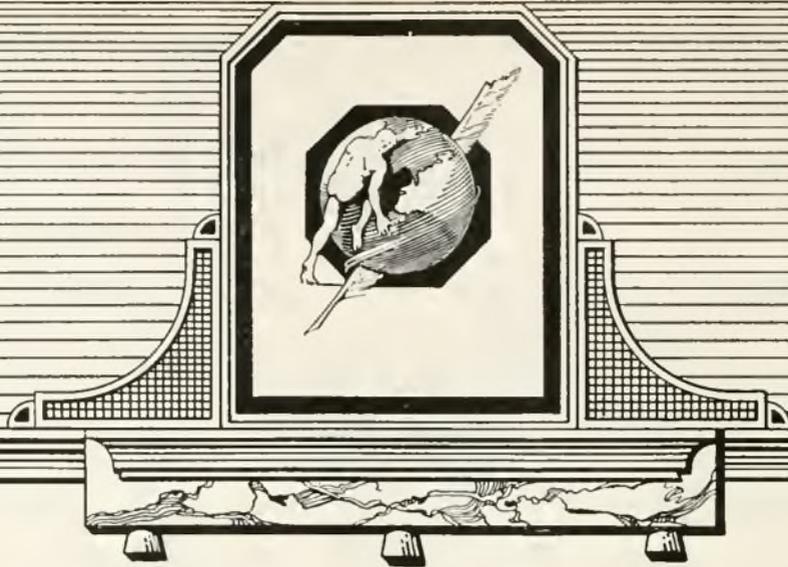
EDWARD H. BUTLER
Editor and Publisher

Present Average
Over 145,000

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

KELLY-SMITH CO.
National Representatives

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



Specialists in the Tangible

It has been said that the advertising agency deals with a decidedly intangible quantity. In this regard, speaking for ourselves, we contribute the most tangible quantity known to the salesman—a thoroughgoing knowledge of the retail *selling-nature* and of the consumer *buying-nature*. With this simple tool are induced conviction favorable to the wares of our clients and inquiries for their merchandise. A statement of the commonplace, this, but it involves a thought and a purpose which seem to be lost, too often, in the rataplan of drums and the blare of brass.

The Geyer Company *Advertising*

Third National Building, Dayton, Ohio



CHARACTER

GET more of it into your sales literature. Into your booklets, your portfolios, counter leaflets, and broadsides. For character *impresses* just as surely in your printed salesmanship as it does with your traveling salesmen!

Cantine papers help the pressman tremendously to put character into your printed matter. Less finely surfaced papers hinder him—and lower the sales value of the finished job. Experience has proved it many times, if proof were necessary.

Since 1888, fine coated papers have been the sole output of The Martin Cantine Company. Since 1888, they have been noted for their impressive printing surfaces. Write for book of sample papers. The Martin Cantine Company, Dept. 000, Saugerties, N. Y.

CONTEST WINNER

For the quarter ending June 30th, the International Silver Company's sales portfolio was judged the most meritorious printing on a Cantine paper. It was both planned and produced by N. W. Ayer & Son, Philadelphia, Pa.



Cantine's

COATED PAPERS

CANFOLD
SUPERFINE FOLDING
AND PRINTING QUALITY

ASHOKAN
NO. 1 ENAMEL BOOK

ESOPUS
REGULAR
NO. 2 ENAMEL BOOK

VELVETONE
SEMI-DULL—Easy to Print

LITHO C.I.S.
COATED ONE SIDE

Is selling the one of your

*Successful Boston retailers prove
the existence of a key market upon
which to concentrate advertising*

BOSTON seems to be a city with a shopping radius of at least 30 miles.

It actually *is* a city with only a 12 mile shopping area.

This fact the Boston Globe discovered in a recent investigation of Boston. It discovered that despite a dense, rich population making almost an unbroken city for 30 miles around City Hall, Boston department stores make 74 per cent of their package deliveries to customers living within 12 miles.

They obtain 64 per cent of their charge accounts within this same 12 mile area.

Estimates from some authoritative sources credited as high as 90 per cent of all business volume to the population living within 12 miles.

The Globe concentrates upon Boston's key market

That population numbers 1,700,000.

It forms two-thirds of all the population living within 30 miles of Boston.

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

Here, within this 12 mile area, the Sunday Globe has the largest newspaper circulation in Boston. This is the Globe's market. Daily and Sunday the Globe delivers an almost equal volume directed against this key retail trading area.

And because of this uniform seven-day concentration upon the key market the Globe carries Sunday as much department store lineage as the other three Boston Sunday newspapers combined.

During 1925 the Globe had daily a commanding lead in department store space.

That is only logical. These Boston stores know their market in great detail. Their sales figures must reflect the Globe's concentration upon the most representative homes. And so the stores use the Globe *first*.

Concentrate your advertising through the Globe

Always the sound plan is: *Cover the key market first and heaviest. Command this and you will ultimately command all.*

The Globe offers every advertiser this command of Boston's key market.

No, Boston is not peculiar—not different from other cities. It seems different only because a habit has grown up of thinking loosely of Boston's buying habits—of claiming for Boston a trading area based entirely upon what people *might* do instead of upon what they *actually* do.

If you will accept the evidence of faith which Boston department stores have in the 12-mile Boston key market you will see why the Globe is Boston.

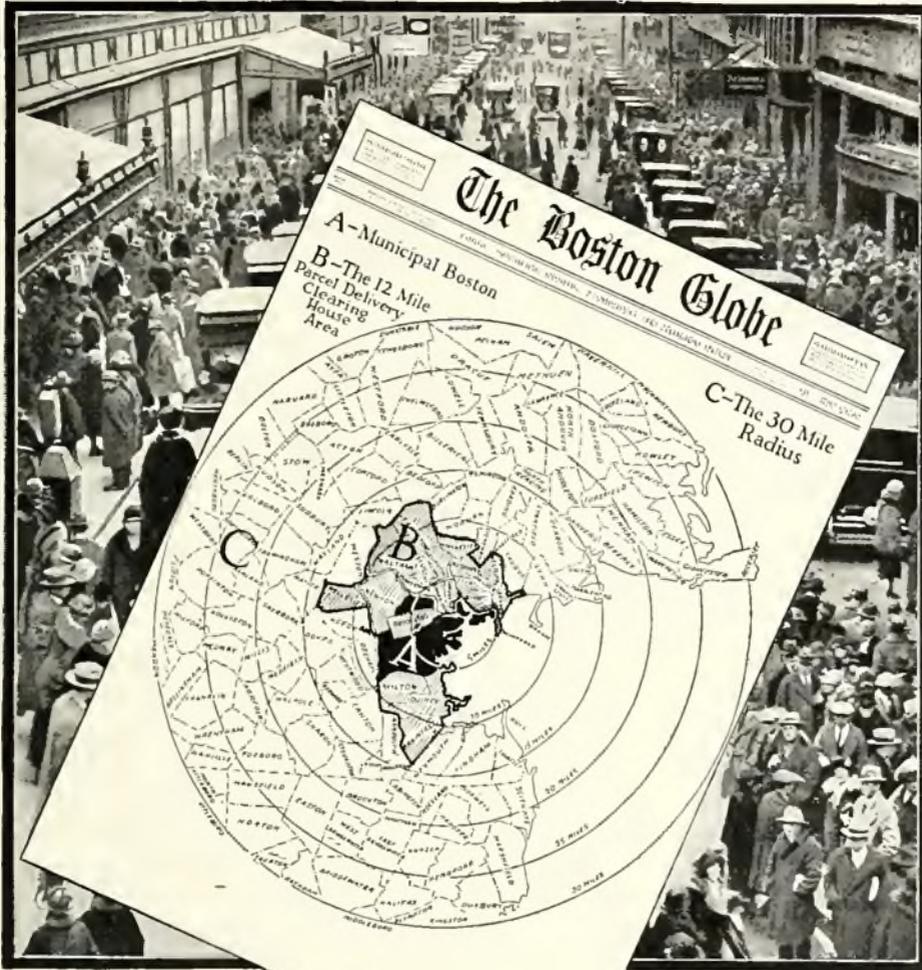
TOTAL NET PAID CIRCULATION IS

279,461 Daily

326,532 Sunday

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

Boston market problems?



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

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

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

The Boston Globe

The Globe sells Boston

Rotogravure

in THE KANSAS CITY STAR

BEGINNING in its Sunday issue of September 5, The Kansas City Star will publish a rotogravure section.

This announcement opens to advertisers for the first time the opportunity of covering Kansas City with roto. In addition, it provides an outside circulation of more than 135,000 copies in a district which is basking in the prosperity of the second largest wheat crop in its history.

The *total* circulation of The Sunday Kansas City Star is 282,631—A. B. C. six-month average for the period ending March 31.

The quality of The Kansas City Star's rotogravure section in both printing and subject matter will be in keeping with The Star's reputation of producing the best. An immediate and considerable increase in circulation is expected.

Advertisers are urged to make reservations now for the fall and winter season.

Mechanical Requirements and Rates

The roto page will be 7 columns wide by 280 lines deep—1,960 lines to the page. Type page will be 15 inches wide by 20 inches deep. Width of column $2\frac{1}{8}$ inches.

Advertising Rate:

Per line, flat 85c
Closing date 14 days in advance.

Chicago Office
1418 Century Bldg.

New York Office
15 E. 40th St.

THE KANSAS CITY STAR

EVENING
250,597

MORNING
247,404

SUNDAY
282,631

WEEKLY STAR
397,201

Advertising & Selling

VOLUME SEVEN—NUMBER EIGHT

August 11, 1926

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MR. G. LYNN SUMNER is a writer on advertising whose ability and experience make his observations worthy of the closest attention. In this issue he explains to the puzzled advertiser just why he now inevitably receives proportionately less returns from his advertising money than he did formerly. A group of people is taken from 1920 to 1926, and it is shown in how many ways their mode of living has changed so as to make the struggle of an advertisement for their attention notably more difficult and, consequently, more expensive.

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

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

NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

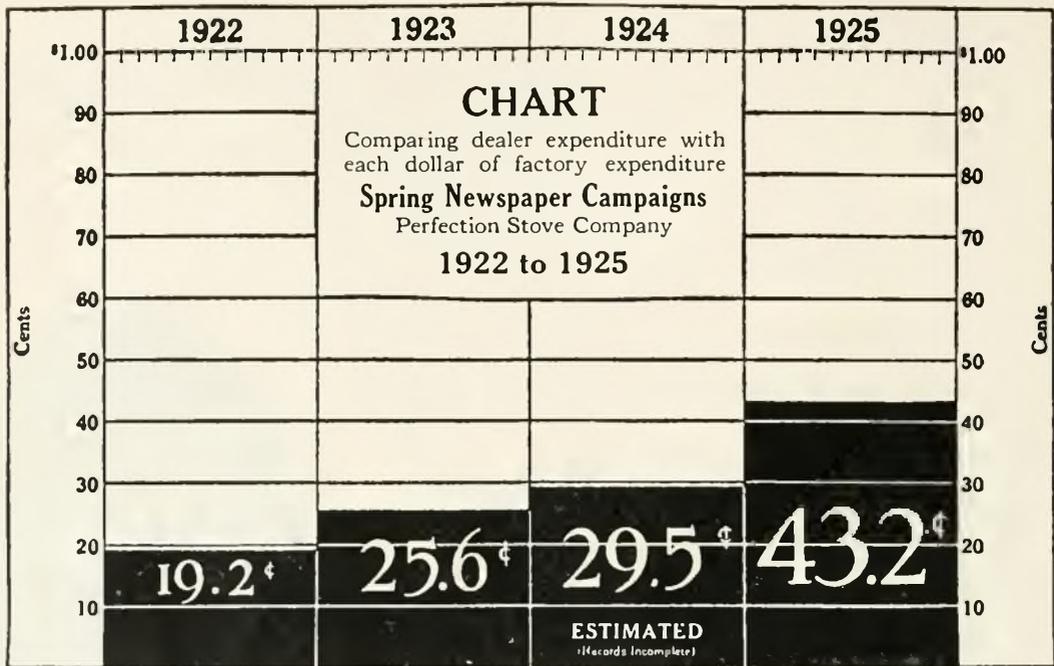
CLEVELAND:
A. E. LINDQUIST
405 Swetland Bldg.; Superior 1817

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

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

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

Member Audit Bureau of Circulations and Associated Business Papers, Inc. Copyright, 1926, By Advertising Fortnightly, Inc.



How many cents do your dealers spend when you spend a dollar?

GETTING THE DEALER to do his part, when the factory puts special effort into his territory, is an important feature of our work.

It's important because the extent of a dealer's advertising is frequently a good measure of his sales activity.

We have developed a special-

ized system designed to secure the maximum dealer tie-up with the program. It co-ordinates the efforts of the salesman and the local newspaper and gets results like those shown above.

Exact methods in the management of campaigns help to make the advertising dollar go farther.

THE H. K. McCANN COMPANY

Advertising

NEW YORK
CHICAGO

CLEVELAND
LOS ANGELES



SAN FRANCISCO
MONTREAL

DENVER
TORONTO

AUGUST 11, 1926

Advertising & Selling

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Something Has Happened Since 1920

The World Has Turned Over; You Are Now on Your Back

By G. Lynn Sumner

PERSONALLY, we spent the Mauve Decade on a farm six miles northwest of Montague, Michigan. But that doesn't mean we were unacquainted with what the outside world was doing or thinking about. My father in his day was a great reader. It was well known to the local postmaster and to neighboring farmers with borrowing tendencies that he was a great magazine reader.

He drove the five miles to town Wednesdays and Saturdays and always found mail in Box 535. There was bound to be mail because we took the twice-a-week edition of the *Detroit Free Press*. On Saturdays the *Free Press* had as company in its compartment the *Youth's Companion* and *The Michigan Farmer*.

But on certain notable days each month the box was fairly bursting with mail. For my father subscribed to all the important national magazines of his time—yes, all three

of them: *Munsey's*, *McClure's* and the *Cosmopolitan*. I recall as vividly as if it were yesterday the intense interest with which the whole family

read Hall Caine's novels, then running serially in *Munsey's*; Ida Tarbell's "Life of Lincoln" in *McClure's*; the illustrated articles in John Brisben Walker's *Cosmopolitan*, and a little later the "Frenzied Finance" of the rampaging *Everybody's*.

Every copy of every one of those magazines was kept for months—with one exception. The *Youth's Companion* was kept for years. One of my clearest memories is a mental picture of a stack of *Companions* that rose in one corner of the closet, from floor half way to ceiling, and contained every copy that had come into the house from 1888 to 1900.

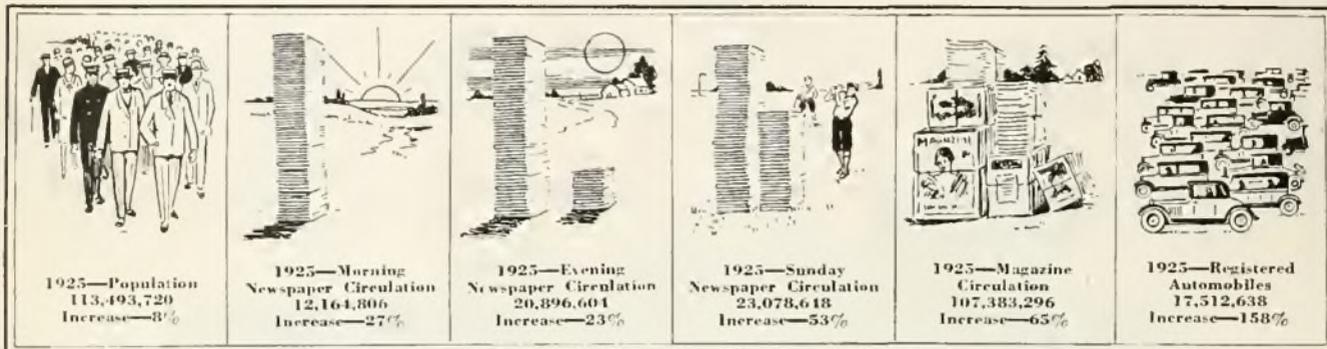
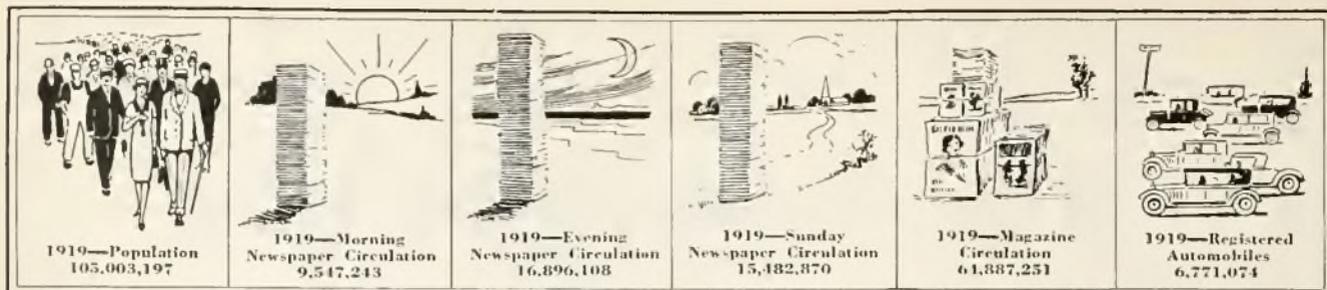
Oh, yes, of course I am going back a long way, but eventually I am going to arrive at the point of this article and I want to give it a bit of historical background.

Twenty years pass by, as the title writers say. It is 1920. Great events have come and gone. Magazine and newspaper



Courtesy American News Trade Journal

THE advertising man of a less complex age would seem to have had an easier time of it. Competition for the public's attention was definitely less strenuous than it is to-day. Within the last six years a truly phenomenal increase in the birth and sale of magazines has been only one of a number of distracting phenomena to complicate the advertiser's work



publishing have developed to a degree undreamed of two decades before. Circulations of two million are an accomplished fact. The opportunity thus created to talk to great numbers of people simultaneously has made advertising both a science and an art. It is now almost possible to create a national market overnight. Mail order advertisers have discovered the secret of successful selling—what copy will pull. Yes, it is 1920 and advertising has found form, achieved an identity, developed a formula. Now we really have learned something about what has long been a mystery; now we can plan our campaigns way ahead; now we know what people read, how they react. Why it's as simple as—

But wait a minute! Is it?

The other day I received a letter that was strikingly similar to about a dozen others that have come to me during the past two years.

"We have been checking up on our advertising," it read, "and find that our inquiry costs this past year have been higher than ever before. We are particularly concerned because they have been increasing each year since 1920. Are we an exception, or has this been the experience of advertisers generally?"

And I had to write that he was not an exception, that his experience tallied with that of most mail order advertisers and that the very question that was bothering him is annoying a good many concerns seeking to get a response direct from the public.

I am assuming that this sad news will not come as a shock to any reader of ADVERTISING AND SELLING.

Surely it is no secret that inquiries are harder to get than they used to be. Mind you, I don't say they aren't to be had. I say they are harder to get.

The fact is that something has happened since 1920. Some advertisers know what it is, have adjusted themselves to it and are profiting by it. Some have not. Among them are those who are most concerned about the rising cost of inquiries.

What has happened since 1920 is this: The American people, the individuals we do business with, have struck a change of pace.

ORDINARILY we think of 1920 as ultra modern, but the fact is that the past six years have given the people we are trying to talk to more to do, more to think about, more amusements, more diversions, more distractions than the previous half a century. Everything has changed except the calendar. The day is no longer, the week is no longer, the month is no longer than it ever was, but into each unstretchable unit of time frantic humanity tries to cram more activities, cover more territory, see more, hear more, consume more, accomplish more than ever before.

The days of 1920 were *not* modern. Compared with what is going on around us right now, the days of 1920 were as the Middle Ages and the days back on that Michigan farm were contemporaneous with King Tut.

There are advertisers, legions of them, who actually felt that advertising had come into its own by 1920, and they are still optimistically pursuing the plans and the methods to-

day that they used six years ago. Possibly from a standpoint of peace of mind, they are so fortunate as not to know whether their advertising is producing now as it did then.

For their benefit and for such others as may care to sit in, I want to picture a purely theoretical group of people and see what has happened to them in these last six years. In 1919 this group numbered exactly one hundred. They were, let us believe, a typical cross section of our whole population—thirty-seven men, thirty-five women, and twenty-eight children under fourteen. They were, of course, of miscellaneous occupation. Nearly all of the men and some of the women worked during the day. But what interests us most are their diversions outside of working hours, particularly what they had to read. Well, they had nine newspapers each morning, they had sixteen newspapers each evening, they had fifteen newspapers each Sunday, they had sixty-four magazines each month. They had no radio, for the radio was unknown. But they had seven automobiles, so that by taking turns the little family of 100 could all manage to take a ride two or three times a week.

And now let us drop the curtain briefly to indicate a passage of six years and see what changes time has wrought. By counting noses we find the little group of 100 has become 108. It has taken its share of the normal net increase of eight per cent in population. It is important to remember that the day, the week, the month or the year have not increased one jot or tittle or iota in length. But what has the happy

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Courtesy Tide Water Oil Sales Co.

How the Small Town Is Spreading Out

What Effect Will This New Trend Have Upon Established Retail Outlets?

By *H. A. Haring*

"FOR ten years," to quote the remark of a bank president of Bridgeport, "retailers have been trying to adjust their business to the altered buying habits of the people due, largely to the motor car. We've had to accept the fact that an automobile is preferred to household furnishings when both are not within the family's purse; that \$75 ready-made dresses are a thing of the past, to such an extent that a \$15-price level dominates the department stores.

"Now, all of a sudden, the retail situation is threatened with another upheaval. I did not realize it, myself, until this summer, but as I observe what is happening I perceive that the new movement began more than a year ago, only then I was not aware of it.

"Henry Ford and General Motors have put America on wheels. To the down-town retailers they gave a new problem of holding their trade against the tendency to decentralize; and now, within a year or two, the motoring public is disrupting the retail situation in the towns and the

smaller cities—not so much in *what* as in *where* they buy. I'll venture the assertion that in this State (Connecticut) there are ten thousand retail establishments that did not exist a year ago, and of all that number not a single one is to be found in the accepted retail districts."

Another effect of this same transition was encountered at Binghamton, N. Y. A tourist complained at a charge of \$1.25 for over-night storage of his automobile.

"We had to raise the price," explained the garageman. "Formerly they all filled up with gas and oil before they started away in the morning. It was a poor day in which we didn't sell a thousand gallons of gasoline. Now we sell scarcely a hundred. Everything's gone from this business except the straight storing."

"I don't see what's made the change," said the mystified tourist.

"Any women in your party?" queried the garageman. "Or kids?" And then he continued to portray changed motoring conditions:

"They used to fill the car in the morning to run all day. Now, that's the one thing they don't want. If they have enough gas to run for two or three hours, it's about time to draw up at one of these new-fangled filling stations where there's a Ladies' Rest-Room sign. That fellow rings up on the cash register three or four dollars that we ought to have and used to get. Then, in about another two hours, they stop at another roadside place and lay in supplies for their lunch: buns and sardines and salad dressing and bananas and a lot of stuff that they ought to have bought of the grocer here in town. I tell you, Mister, the fellows like Robinson's Roadside Market, out about sixty miles east of here, are doing the business we ought to get in Binghamton. I know, because a lot of my friends are in them. They're making money because they don't have to pay out for rent everything they take in."

An executive officer of the Chamber of Commerce in a city of 50,000 is responsible for yet another vision of the effect of motoring demands.

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What Our Years of Industrial Advertising Have Taught Us

By George N. Charls

ADVERTISING is at once the romance and the quicksand of business. It is the abstract as opposed to the concrete in sales. It is conjecture, surmise and assumption in opposition to perspicacity, acumen and comprehension. It is opinion in controversy with fact—inexplicable as the workings of the human mind, complex and intricate as the psychology it involves, yet, withal, a necessary attribute of business. What is more fickle than public opinion? Yet it is the definite task of advertising to sway, mold and solidify such opinion, primarily through the medium of the written word.

Advertising must be a cause, and it has no excuse for existence unless it produces a desired effect. Too often the artist and copywriter is so pleased with his own effort that he gazes upon it and says, "What a wonderful effect"—while the salesman and distributor fail to find any effect, any concrete evidence that the advertising is producing. Such advertising has no excuse for existing and anyone reading the thousands of advertisements appearing in our national magazines must be impressed with the enormous waste such advertising entails. Yet, when you present such a case to the advertising agent or to the man responsible for such advertising, he will tell you it is the most wonderful copy that was ever produced.

For this reason, my experience has taught me that the man responsible for producing results in any business, for keeping up sales and maintaining production, must also assume the last word on his advertising copy, to the end that each and every word, dot, comma and dash is used only after the utmost study and thought as to what effect it will have, not upon the mind of the producer of that ad, or the manager of the business, but upon the mind of



George N. Charls
President, United Alloy Steel Corporation, Canton, Ohio

the subject the advertisement is intended to reach.

Many unsuccessful advertising campaigns, to all intents and purposes, had in them the potentialities of and were almost identical with campaigns that were very successful, which only goes to prove that the advertising of each individual corporation is a thing apart, no matter how similar that corporation is to another which is advertising successfully. Sometimes one campaign will be a success and the other a failure, when to all outward appearance both are identical.

ANY discussion of advertising must be predicated on the assumption that all references are made to judicious advertising, for the way-side is lined with the wrecks of disastrous advertising campaigns. Advertising has been guilty of enor-

mous waste. Many concerns have been wrecked by injudicious expenditure of money for this purpose. Those responsible have been guilty of gross neglect in management. Money has been spent on a lavish scale and disappeared into the labyrinth of advertising expenditure, never to be found again.

In the ramifications of a business such as I represent the possibility of error in advertising policy rises to the *n*th degree, and I have found it necessary to incline to err on the side of conservatism. It is one exception to the axiom, where errors of omission may be better than errors of commission, although each is subject to about the same criticism.

Consideration must be given to all methods and media—signs, broadsides, house publications, trade papers, class papers, newspapers and national magazines are subject to our choice, any one of which may prove a fine Tokay for one product, with the possibility of proving wood alcohol for another.

Yet, while the problems appear legion, experience has taught us that by combining the knowledge and intelligence of the sales executive of each department with that of the advertising head we usually obtain greatest and most productive results in advertising for a given amount of money expended. This is made possible by constantly keeping in mind that advertising is selling—which has a tendency to simplify the problem. Incidentally, our experience has taught us not only to plan a budget in advertising, but to keep it—which is vastly more important.

We have learned also that to obtain the full power from an advertising campaign it must accomplish certain definite purposes, some of which are:

It must be the means of creating good will for the company, its organ-

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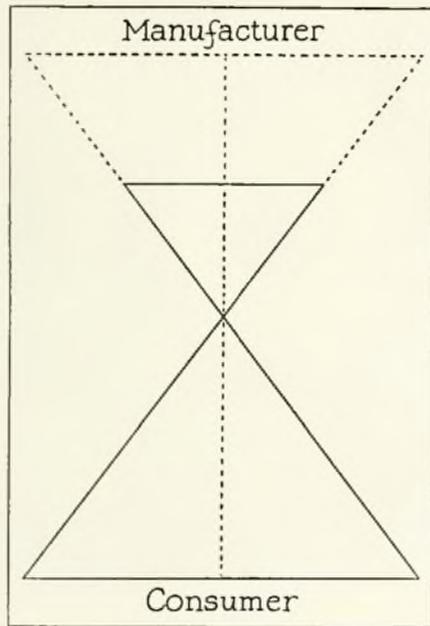
Reducing Distribution to Its Simplest Terms

The Most Pressing Problem of American Business Can Be Solved Only by Getting Down to Fundamentals

By *E. M. West*

IT is impossible to dissociate manufacture from distribution. The goods produced must be moved to consumers. Profits earned by efficient fabrication must not be dissipated by retardation in the movement of the product from factory to consumer. Essentially, the distributive machinery is only a continuation and extension of the fabricating machinery. Deficiencies in the one offset and vitiate efficiency in the other. The whole structure is a unit. But unfortunately, while we know much of one part of the process, we know little of the other.

If it were to be pictured graphically, it might be represented by two isosceles triangles, one inverted and resting its apex on the apex of the other, roughly resembling an hour glass. The inverted triangle represents manufacture; the upright triangle represents distribution. The base of the upper triangle represents raw materials, assembled from a variety of sources. The sides of the upper triangle represent labor added in fabrication. The product emerges at the apex; the



THIS is the manner in which Mr. West visualizes the manufacture-distribution structure. The finished product, fabricated by labor from a variety of raw materials, emerges at the apex of the inverted triangle, only to be scattered through the systems of distribution. The altitude of the manufacturing triangle is being shortened continually by increased efficiency, but the distribution triangle nevertheless remains stationary

altitude of the triangle represents the time involved in production, measures the speed of the flow. The whole process is one of assembly, converging on the apex.

Here the process is reversed; from here on, the movement is diffusion. The base of the lower triangle represents the ultimate consumer, scattered widely over a broad area. The sides represent the various functionaries serving distribution,

the equivalent of the labor employed in fabrication. The altitude is the time consumed in distribution, until the final process is consummated—payment for the goods by the ultimate consumer. No profits of manufacture are earned until the goods are actually in the hands of the consumer and paid for.

The upper altitude is being shortened constantly, by more direct movement, by more skilled and organized operations. The lower altitude continues extended by indirect movements, unrelated, uncoordinate efforts; halting, repetitions and needless handling, unskilled, inefficient and uninformed service. In the upper triangle, we have highly specialized, highly organized movements exactly known and precisely controlled. In the lower triangle, we have widely generalized, discordant and unrelated movements, inexactly known and diversely controlled. Indeed, the employment of the word control applied even figuratively to distribution is almost farcical. Manufacturing has developed from the hand labor stage



to the specialized machine stage. Distribution lags close to the hand labor stage. All of the processes described to instance progressive and intelligent development are individual, fragmentary, confined, unique instances. Their very citation demonstrates the disorganization which prevails, the faltering methods which obtain. Is there need for a Distribution Census, to substitute informed and intelligently directed effort for promiscuous, trial and error methods? The question answers itself.

The whole structure is so vast, so vague, so complex, that the inclination is to turn away from it and leave efforts to simplify and understand it to the isolated, fragmentary impulses of a few progressive minds, active in their own interests, but dealing with a segment of the problem. This tendency is defeatist; it represents surrender. But it merely

postpones the day when an acute and widespread disorganization will compel attention. Why not analyze the processes, reduce them to their essential components, dissect specimens, isolate the germs of waste and failure, stimulate vital processes and promote healthy, sturdy, progressive growth?

REDUCED to its simplest form, the problem resolves itself thus: Manufacturing and Distribution are one—parts of the same service to consumers. A manufactured article is usable only in the hands of the consumer. All of the necessary stages through which it must pass to reach the consumer are components of the service. All must be performed, all must be remunerated; the ultimate price must comprehend them all. Raw materials are transmuted into new forms by manufacturing only to

increase their usefulness. Manufacturing invests in raw materials and labor only to liquidate the investment, enhanced. The quicker it is liquidated, the larger the profits. Time is the critical element throughout. The speed with which materials are transmuted, the speed with which they reach consumers, is the measure of profit.

The first step is, where are the consumers? The second step, what are their needs? "Where are the consumers?" is a study of population distribution. "What are their needs?" is a study of consumption. Accessibility of consumers is a measurement of the time and distance that products must be carried to reach consumers. Accessibility, too, is the measure of the service required to transport the product to the consumer. Accessibility of con-

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What a Banker Thinks About Business Papers

By O. F. Cheney

Vice-President, American Exchange Pacific National Bank

THE business press is not perfect. But I believe that the only thing wrong with it is that it needs more of what it already has. If I were not so modest, I would compare the work of the business paper editor with that of the banker. Although the editor deals in a commodity much more precious than the money in which the banker deals. The business editor deals with ideas and he distributes them quite widely at a very nominal sum. Like the banker, he asks for interest, but not in per cent. He asks for us to give him our attention and our interest, and he will give us the best that is in him of thought and effort. Both the editor and the banker must be good fellows, but both must also be critical; both must learn to slap a friend on the back and if necessary also to slap him on the wrist.

The good business paper is not merely a record, it is also a guide. The function of the business press in the machinery of our economic life is many-fold. The business paper must serve as a generator of ideas,

and as a driving engine to keep the morale of the industry growing through good times and bad times. It must also serve as a governor and as a balance wheel. It must warn against over-extension and against optimism. It must steady the machinery against those over-loads and those over-strains of those clouds in history which upset every industry at one time or another. Even more important, it must day after day seek out and remove those flaws and rusts and deteriorations, those bad practices which tend to undermine and destroy the good of every industry.

That is why in more and more fields the business paper editor is receiving greater recognition as a leader. More industries should accept him as a guide, as a sympathetic critic, as a trusted advisor, as a fair arbiter, and as a lay preacher, for he is all of these.

The average vision and ability and public service is as high in the business paper field as it is in any other field of journalism today. Very often I feel that the level of the business paper field is higher. Yel-

lowness appeals to a baser instinct. I find that the business papers have not the competition of this kind which the general newspaper and magazine has to contend with. It is significant to note that the newspapers are more and more quoting the business paper.

I am not making a plea for more support of the business press. The business paper does not need support. What they need is only to be used. American business men, for their own sakes, must realize more clearly the potentialities of the business paper press. The great help the editorial pages can be in solving the business problems and the vital force the advertising pages can be in the stern problem of keeping this touch with the trade is of prime importance in the industry. The business press is the machinery of the nation. Its advertising and editorial pages give not only the light but they give power. If we will realize this potentiality and make use of it, the business paper would be better and stronger, and as we use them they would become more and more useful.

Portions of an address delivered before a dinner in honor of the editor and publisher of *The American Matter*.

"Going In" for Advertising

The Young Man Without the Appropriate Qualifications Will Find That Mere Ambition Is Not Enough

By Maurice Switzer

Vice-President, Kelly-Springfield Tire Company

I HAVE often wondered what the stimulus was that impelled certain young people to adopt the business of advertising. I refer particularly to the creative rather than to the selling end. With the desire to satisfy my curiosity, I questioned a few beginners without intimating my object.

I found that some of them with college training had literary inclinations and a desire to see their creative efforts in print. In some instances an exaggerated idea of the emoluments to be gained had been the chief inducement; in others it had been simply the prospect of a comfortable white-collar job with a quasi-professional flavor, which they thought would lift them a few degrees higher in the so-called social scale.

Rarely was there a novice with any real appreciation of the necessary qualifications for the work; especially among those with the ability to write a college essay or a snappy editorial in the class monthly, or with the common gift for writing doggerel.

As to remuneration, there seemed to be a general impression that \$20,000 jobs were as thick as seeds in a watermelon. The third class may be dismissed as belonging to that group which would meet failure in any business where intelligence, persistence and industry were among the necessary elements to achieve any measure of success.

The ability to write verse or prose, even well, without other qualifications is no more a reason for engaging in the business of advertising than the ability to torture jazzed classics out of the glee-club saxophone would be a reason for attempting to lead a symphony orchestra upon coming out of college.

As to the \$20,000 jobs, all the seeker has to do is consult some of the census reports which give the



number of individuals who, even in this day of high salaries and wages, are earning that sum in the United States. He will meet a rude awakening from a beautiful dream.

Of course there are many high-salaried men connected with the agencies; but most of them write business, not copy.

RECENTLY, a sophomore I was talking to in one of the large Eastern universities handed me an essay he had written on "Choosing a Profession." He had a sharp wit, a gift of humor, the ability to write doggerel, an ear for jazz, a good physique, the desire for travel, the confidence of adolescence, the belief that youth must have its fling, the intention to take it, a rich father and no sense of responsibility so far as his becoming a useful and productive member of the community is concerned.

He treated the essay in a jocular vein because it was too much of an effort to think seriously and the subject offered opportunities that he

could not resist. Nevertheless, he got a good mark from a professor with a sense of humor.

This young man flatly declines to consider the matter of an occupation when he leaves college, and when I asked him if he had any thought at all on the subject, any intention of following some natural bent—humor, for instance, as a professional writer—he said that he had given that matter a little thought, but had concluded that there was not much money in literary work. Did I agree? I said that anyone who followed art with his eye on the pay envelope was foredoomed to failure because the true artist found most of his recompense in his work; money was a secondary consideration.

"I guess I'm no artist," he replied. "I'm going to see something of life, and when I've had my fling I'll think of a career. I don't care for medicine or law," he continued. "Maybe I'll go in for advertising. I'd like to write ads. I've always been interested in them and I could knock out cleverer stuff than a lot of boloney I see in the magazines."

And there you are.

This young man isn't a fool. He passes his examinations easily but he dislikes a sustained mental effort, which is evidenced by the looseness of his literary attempts. He believes with many others that all one needs to become a successful writer of copy is "cleverness."

Now, this is not intended to discourage anyone of either sex from going in the advertising business with the view of becoming ultimately a "director of publicity." It is merely offered as warning that, besides the important matter of getting a job, there are infinite difficulties in the way of making a success of it.

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Fashion's the Thing

Fashion Has Been Over Neglected by American Department Store Advertisers

By Amos Parrish

IT is obvious that advertising should be interesting; yet little of it is. It is obvious that advertising means to turn people; yet most advertisements are merely announcements.

And though it is quite obvious that fashion is the most important help that a store advertiser has, yet most store advertisers and promoters refuse to let fashion, a willing worker, work.

It is most important that store people should study all the trade papers and fashion magazines they can possibly lay their hands on. An alert store person is hungry for fashion information; and sells goods because she knows fashion and can talk it intelligently.

Women crave information on fashion in advertising; information that is almost dictatorial in tone. Women like to be told what to wear.

Many women are leagues ahead of stores in fashion, and the cause of this is the excellent work being done by *Vogue*, *Harper's Bazar*, and similar magazines. It isn't what people say but saying the right thing that counts. Few stores dig into fashion facts before they make fashion statements. Some store chiefs would discharge a buyer if they caught her reading *Vogue* in store time. It is, to repeat, quite obvious that the greatest salesman that a store advertiser or store promotor has is fashion, but few put fashion to work for them.

Altman's had to come to it after years of declaring they wouldn't. Coast to coast the fashion wave has gone. No price is too high. People will pay for fashions if they are right.

One of the reasons why advertisers don't let fashion work harder for them is that it takes more time on their part. It takes time to make fashion

information work for them. It takes more than time—it takes willingness to accept that information.

No store should ever send an advertisement to its public—particularly an advertisement of apparel—that hasn't in it somewhere some mention of the fashion selling points of the garments being advertised. The use of right, sound fashion information in advertising is a sure short cut to the selling of more garments. The outstandingly successful garment stores in America are those doing an outstandingly good job of fashion selling.

The stores which feel a business

tremble first are those whose eyes are closed to the almost unlimited power of fashion as a master salesman.

Readers are anxious to be told exactly what they should buy. If a store's fashion information is sound, customers will be glad to follow it and buy from it. But if its fashion information is based on "hunch"—just to sell goods—they won't—and don't. How long should skirts be these days? Few advertisers ever tell the answer to that important question. Dresses are now light in color, and they are brighter than they have ever been in all fashion's lifetime. You have seen only a few

black or blue street dresses for the past couple of years. You have seen these light, lovely colors that mean so many more sales. But rare is the store that has let this secret out. The fashion rules for women's shoes are very definite, but are rarely advertised. Fashion lately, as you know or as you should know, says that a woman to be on her fashion toes must be careful of her heels. Shoes that are right in sports-fashion must have all-leather heels. No more of the suede or other kid coverings.

It is important now that a woman have several pairs of shoes for daytime wear. When she changes from sports clothes to street clothes, the leather heels can't go with her.

That is information that hundreds of shoe departments and shoe stores should have told their public. It would sell more shoes. But few have done it. Having run out of ideas, stores lean on the crutch of unusual design to get attention. Of course a simple, readable, understandable design with complete, interesting fashion information would out-sell their present advertising many times.

The outstandingly successful



AMERICAN store advertisers have not caused fashion as a selling point for all that this true fetish of womanhood is worth. The French, however, have long recognized *La Mode* as the power that it undeniably is. The *Parisienne* looks forward eagerly to the annual parade of models at Longchamps. And so, in all truth, does Miss Duluth

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The Water Tower

By Edgar Quackenbush

NOT much more than a year ago a little group of serious thinkers brought forth upon the New York market a new publication, basing its claim to existence upon the supposition that the people of that metropolis had attained the degree of—let us say, for lack of a better word—sophistication where they could appreciate genial cynicism, graceful *savoir faire*. That such a supposition was not unfounded is best attested by the unique popularity which *The New Yorker* enjoys today and the extremely satisfactory expansion of those sections of the magazine which are purely commercial in character—i. e.: those pages which remove certain red figures from publishers' ledgers and which supply certain versatile gentlemen with the well-known fifteen per cent.

Aquazone claims the distinction of being the first advertiser to give Ray Bowen a fifty-two time contract, and it is a fairly safe bet that from the time the first copy came in it has been among the most popular incumbents of the advertising section for reasons other than the purely mercenary. Certainly it is doubtful if any other advertiser in any periodical ever made its insertions so integral a part of the publication as the account now under discussion.

Space salesmen speak vaguely of "reader interest," and sages of the "profession" expound upon the necessity for the advertising pages to "compete with the editorial matter for the reader's attention." Aquazone, somehow, does not seem to do exactly that. There is no obvious competition—no two-fisted, eye-compelling layout, that is; no interrupting idea. The advertising is the editorial matter, or so much in accord with it that the difference is

The Water Tower

Lullaby

Sleep my little sugar plum,
Daddy's gone a-running rum,
Daddy's off the Jersey coast and twelve
miles out at sea,
In a neat little cutter
He's earning bread and butter,
Caviar and anchovies, my pet, for you and
me.

Sleep my little son and heir,
Daddy's now a millionaire,
Laden down with contraband from water
line to keel,
And you'll go in college soon,
In a coat of warm racoon,
With pockets full of money and an auto-
mobile.

—L. S. P.

It was LIPSTICK who said that people
get out of a night club only as much as
they put into it. And, come to think of
it, one might say the same thing about a
glass of mineral water.

But though felicitous, it would not be
altogether true. You get a good deal of
exhilaration out of a glass of Aquazone
without putting a drop of anything into it.
Which phenomenon is expalined by the
fact that it already contains a supercharge
of oxygen.

Be that as it may and notwithstanding, we
know quite nice people who do put things
in it right along, declaring it to be the
best mixer of all.



Mr. George M. Cohan, for instance,
writes that "Aquazone really is a delicious
water and from now on I expect to be one
of its best advance agents." P. S., as Mr.
Frank Adams says, he gets the job.

Let night I give a party,
A charming thing to watch,
The room was lit by candles
And the guests by gin and Scotch.
LEN LEE IN THE LANTERN

It seems useless to disguise our intentions
any longer. We would like you to try
Aquazone and accordingly refer you to
your druggist, grocer, restaurant, cabaret,
or

44th Street, New York

VANDERBILT 6434

The Water Tower

RAIN

The radishes grow ruddy
On common, garden drink,
The world's most ancient vintage,
And it sort of makes you think
How Adam did his dining
Without a cocktail-shaker,
And gratefully accepted
The home-brew of his Maker!



FIRE IN A WATER FACTORY

Yet another milestone has been passed in
the history of the AQUAZONE Corpora-
tion. It has had a fire. It started in
the early hours and we arrived just in
time to see Mr. Kenlon's cohorts bring-
ing their coats to Newcastle. And as we
splashed around relieved to find that
things were not as bad as they seemed, all
we could think of was the old music hall
song—

Father's got the sack from the water-
works
For smoking his little cherry briar.
The foreman Joe, said he'd have to go
For he might set the water-works on
fire.

"And it," remarked the office gloomer,
"we were in any other business, we'd be
sitting pretty now with a nice little Fire
Sale."

IT'S A LONG ISLAND. . . .

If anyone should ring up to ask us a
good place to eat, drink and be merry on
L. I. we should unhesitatingly recite the
following entire list:—

Blossom Heath Inn, Merriek Road	Joe Smallwood's, Hotel Shelburne,
Brightwaters Inn, Merriek Road	Coney Island, Steepchase,
Cavillan Gardens, Merriek Road,	Goos Island, Lung Park,
Pavilion Royal, Merriek Road,	Coney Island Teltman's,
Hall's Inn, Huntington	Goos Island, Tampen's,
Canon Place Inn, Huntington	Shorehead Bar Valleques,
Hampton Bars John Burks, Eastport	Shorehead Bar Beau Rouge, Sheephead Bar

These places sell AQUAZONE and this
fact alone, it seems to us, stamps them all
as enlightened, progressive and inviting.

Try AQUAZONE for lemonades,
orangeades and fruit concentrates, ha ha,
highballs. Straight, you'll find nothing
better for indigestion, acidity and fatigue.
At all the best places, including

VANDERBILT 6434

microscopic. It insinuates itself upon
the reader with the same finesse that
has been characteristic of the medi-
um which it utilizes.

By adopting the style of the col-
umnist, Aquazone has taken advan-
tage of an editorial trend which has
been gaining in popularity over a
period of years. This medium of
expression is one of the most easily

mishandled of which we
know offhand; handled effec-
tively it is one of the most
successful and diverting of
journalistic institutions. Its
handling requires a peculiar
type of mind—alert, dis-
criminating, engaging, and,
above all, prolific without
tedium. And, for such a
column as this, the author
must be "clever" in the nice
sense of the word and avoid
assiduously those traits
which bring invariably the
epithet of "smart." We
think that Aquazone has
chosen wisely in this regard;
results would seem to prove
that we think correctly.

The trend of advertising
toward this—so-called—so-
phistication has been pro-
nounced; which is entirely
as it should be, inasmuch as
the trend of the entire na-
tional mode of thought and
taste has been in the same
direction. And yet, some-
how, the advertisers who
have been able to keep up
the sophisticated pace have
been few and far between.
Several have struck the right
note once in a while, but the
metaphorical melody has
generally gone rather sour
when the campaign has been
protracted over an extended
period of time. Ovington's
has done about as well as
any we know of, but Oving-
ton's uses a change of pace
that enables them to vary
their amiably humorous
gibes with simple announce-
ments and bits of plain sell-
ing talk of the more conven-
tional type. Aquazone ad-
vertising, however, is today
just what it was when the

opening insertion made its appear-
ance somewhat over a year ago, and
it has followed the same style with
the same efficiency all through the
time intervening. Aquazone selling
talk is not blatant. In many of the
insertions it occurs only in the most
indirect way, and nearly always it is
dealt with in a semi-humorous vein.

The proof of the ad is in the sell-

[CONTINUED ON PAGE 56]

THE · EDITORIAL · PAGE

What About Anheuser-Busch?

ONE of the most interesting advertisements published in a long time—interesting because of its surprise and its significance—is a double-spread advertisement appearing currently headed: "What About Anheuser-Busch?" Into the reader's mind flashes the memory of the famous beer by that name which flourished in pre-Volstead days. The next reaction is apt to be righteous indignation or indignant righteousness, depending on how "dry" one is in one's viewpoint, at the thought of the passing of this famous beer. Then almost inevitably comes the reaction of curiosity: Well, what about Anheuser-Busch? What has happened to this company?

These questions, the advertisements answers, most interestingly, in text and picture. Anheuser-Busch did not dry up with the country; it simply turned to other forms of service, using the sound policies it had developed in one industry to earn its way in others. Today Anheuser-Busch and its associated interests make ice, ice cream, dry pack ice cream cabinets, auto bus and truck bodies. Diesel engines, yeast, and soft drinks—and operate a five-million-dollar hotel.

The interest in this advertisement is in the variety and contrast of the products now made, but its significance lies in the fact that it demonstrates once more the need for and the possibilities of flexibility in industry in this day of sudden and radical changes in public thought and habits. There can be no failure where a new situation is met with courage and imagination—and a genuine desire to serve humanity.



Magazine Mortality

THOSE of us to whom the coming and going of minor magazines has always seemed simply an interesting evidence of the color and vigor of American life, cannot perhaps sympathize readily with the credit man's coldly analytical view.

Executive Manager Tregoe of the National Association of Credit Men flatly calls it throwing money away. "Three periodicals die every day, and in their place four arise," he proclaims. "Consider the millions of dollars that leak away through this large turnover." He is for tightening up credit on the starters of periodicals.

Aside from the obvious business necessity of care with credit, it is a matter of lively debate whether the experimental zest of publishers is a good or bad thing. New paths have been cut in publishing by experiment. Munsey would have been given a deaf ear by credit men in his early days. Big publishers as well as little ones make publishing try-outs. Magazines and periodicals spawn like fish—and die as rapidly; but they are pioneering in the wilderness of the public which doesn't read. There are still many, many millions of people in America who read almost nothing, despite the multitude of newspapers and magazines. This frontier—useful for advertisers as well as for publishers—has been

pushed forward very rapidly in recent years by many new kinds and types of magazines and newspapers. If it is worth while to explore frozen arctic wastes, why not explore the "unread." Many must die that few may live, for only by experiment can response be discovered in the jungle of the literary hinterland.



Cooperative Censorship

THE forward step just taken by the correspondence schools in cooperation with the Better Business Bureau in turning the spot light on some of the objectionable claims used in advertising and selling courses of instruction by mail and agreeing not to continue their use, is in line with the cooperative censorship program recently advocated on this Editorial Page. To consolidate this advance in advertising practice and make it truly cooperative, the schools need only to call in the publishers in whose columns the bulk of the correspondence school advertising appears and say to them: "Working with the Better Business Bureau, we have evolved a higher standard for our advertising. Now we want you to help us enforce it, against ourselves and against any institutions which have not acted with us. In that way we can make all our advertising more believable and therefore more productive in the long run, which is to your interest as well as ours." It is to be hoped that this commendable movement will not stop short of this practical step.



Buyers' Strikes

JULY afforded two suggestive buyers' strikes, within the brief space of a single week. Monday's papers (the 25th), related the plight of shop-keepers in Paris when American and British tourists quit purchasing as the outcome of French boo-ing of sight-seers. The result was almost instantaneous. The shop-keepers' protests were so effective as to end summarily the anti-American demonstrations.

Thursday's press, of the same week, told of a buyers' strike on the part of Catholic women in Mexico City in order to voice their disapproval of the government's policy toward their Church. Avowedly they hoped so extensively to injure retailers that the commercial interests would bring political pressure to aid the Church.

The "farm bloc" has become almost a power in our politics, although little more than an apt name for a sentiment. It is hardly an organization. May it be that the "buyers' strike," too, will become an effective weapon for expression of public opinion? Political movements are notably slow, the workmen's strike in industry has proved a mighty weapon—mightier far in the threat than in the use. Why not the "buyers' strike" to test the will of the people to have their way by a process more rapid than the time-consuming methods of the Senate?

Undeveloped Markets for Radio

By H. A. Haring

"GO after the well-to-do," was the reply of the largest radio retailer in the country when asked about undeveloped markets for radio. "All over the country, from coast to coast, the managers of our twenty-five stores report that radios do not sell to the rich people or the well-to-do—the kind that can order a \$500 item, have it charged, and pay the bill at the end of the month without scaring the bank.

"Maybe it's all the price talk that's done it; maybe they think of radio as a kid's toy still. But, somehow, Americans seem to think of radios as they do of washing machines: a thing for the common herd but not for the upper crust. That's why our company, for 1926, is dropping half a dozen makes and adding the A. radio. We're going after the rich. We're going after them on A.'s own scheme of hollering out loud that it is the costliest of all radios and, therefore, the best."

In Chicago, the president of a radio manufacturing company made the statement that "radio has not yet been sold, but merely displayed for sale." A doubter questioned the accuracy of this generalization. On a dare to prove his position, the president sent a man about the dining room of the Union League Club—where they happened to be at the time—to put a question to every man whom he knew well enough for so personal an inquiry. Of seventy-six questioned, seventy-one stated that they had never been approached to buy a radio of any sort. And, when the report was being discussed, the radio president gloated over his doubting friend with the telling comment:

"Radio may be a woman's thing,



© Western Electric Co.

RADIO offers a variety of uses which should be of interest to the alert manufacturer or salesman. Besides being a home entertainment feature, it can be utilized to advantage as a form of semi-public entertainment calculated to be of commercial benefit to its utilizers. The potential radio market has scarcely been touched as yet and is visibly broadening every day

but real selling is lacking in an industry where seventy-one of Chicago's important men have never had the approach."

In another city (New Haven) a Yale professor who heads a famous department of the university, surprised me by remarking:

"No, I have no radio. I'm glad my neighbors have none either. To my mind a radio is a nuisance, with its wires all over the roof and about the house. Especially when the owner sets the horn at an open window at night."

GRANTING that these three sentiments may be somewhat overdrawn as representing a cross section of well-to-do opinion, it is yet true that the millions of receiving sets marketed to date have not gone, primarily, to those best able to purchase. Radio manufacturers, as interviewed, are not particularly well informed as to the nature of their market; but radio dealers have most decided judgments that any manufacturer may learn by a simple questioning. As one such may be

quoted the manager of a world-famous department store, with a wealthy following, when he thus characterized radio selling:

"The rich associate radio with unsightly sticks and ragged wires on tenement roofs, or, in the country, with crooked poles projecting from the barn or woodshed. Radio can't hope to interest them so long as it suggests the sort of home that is satisfied with collarless men seated on doorsteps. The change will not come until the dollar sign in radio advertisements gets under a quarter-page size, with more space given to talking the language of quality appeal."

Another angle to radio's undeveloped markets is hinted at in the large volume of deferred payment selling. The installment buyer is, admittedly, not in possession of ready funds for the total of his purchase. For that purchase to call for less than \$200 or \$250, completely equipped, is convincing evidence that the customer is not wealthy; and when dealers estimate that nine-tenths of their sales are on a time-payment basis, it becomes clear that well-to-do families do not buy radios in anything like the proportion they should—be that proportion calculated against income tax returns or population or average earnings or any of the usual bases for sales quotas.

When, furthermore, one breaks down the facts of radio ownership in homes of wealth one is struck with this condition: the set belongs to the son, stands in his bedroom, is for the entertainment of himself and his friends rather than for the family in the usual living room *situs*.

In Cleveland, a prosperous man,

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
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. Duffly
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
Boynton Hayward
Roland Hintermeister
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
Gustave E. Hult
S. P. Irvin
Charles D. Kaiser
R. N. King
D. P. Kingston
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
Paul J. Senft
Irene Smith
J. Burton Stevens
William M. Strong
A. A. Trenchard
Charles Wadsworth
D. B. Wheeler
George W. Winter
C. S. Woolley
J. H. Wright



NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

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

known for his generosity and love of his family, told me that he has no radio "except a crystal set." Then it was divulged that of his three children one is a girl of nine, possessed of restless energy which is an annoyance to the family in the evening hours. Last fall a grandmother announced that for Christmas she would give the girl "something to keep her quiet," and gave her a crystal set. This was installed in the girl's bedroom upstairs. It has been a charm. Whenever she is free, the girl rushes upstairs and sits with the ear pieces glued to her ears—while the family has peace. She is teasing for a "real set," which is one thing the family does not want for the reason that a loud speaker would bring her into the family circle again and they would lose their peace.

REPEATEDLY I have asked the question of intelligent radio dealers: "How can radio be sold to the rich home?" One of the most interesting replies suggested: "Wait until 1928. The last presidential campaign, especially the Democratic convention, was a wonderful boon to radio. But radio receiving was then crude compared to what it is now. By 1928 radio will interest every business man in the country. Every one of them has hoped to attend a presidential convention just to hear the hubbub and the noise. Next time all this will come to them in their own home in the evening; and radio will do it."

Looking to the closer future is another answer to the question, heard scores of times, which may be phrased somewhat in this manner:

"Radio selling has been like bargain counter selling. The time of display and selling has been short. The only ones who bought were those who rushed to the counter. But this summer I can see a difference ahead.

"All the manufacturers are priming us full of 'sales pep,' written from a new viewpoint. They are showing us how to run radio stores and not radio museums. That is, they are telling us how to sell the set that will make money for us, that is fair priced, that sells easy and *stays sold*, that is nationally advertised and backed by a manufacturer who is in radio manufacturing to stay. To me that means that the days of radio bargains and radio orphans is waning.

"All that means that we dealers can get a hearing with the city's better trade; the kind that's always crossed over to the other side of the

street when they passed a radio shop as if they'd accidentally got in the wrong part of town. Radio's popularity came from the bottom up. Too many still think of it as beneath them. But two things are heaving all those notions out of the window: cabinet models that captivate the women and the fine programs."

Still a third suggestion came from a dealer in Wheeling who believes that "the poor may be sold by salesmen going to the house, but the rich are sold only when they set out to buy. With them the doorbell is not rung by a salesman; only the postman gets a smile. Maybe they think he's not a salesman but if they do they are forgetting that he hands them all the ads. Ads bring the rich to the dealer's door, and when they come they want only good goods."

Another undeveloped market for radio may be grouped under the classification of "commercial consumers," covering those purchasers who can use radio sets to increase their own business. Not mere entertainment, as in the home, is the salesman's theme here, so much as the making a business adjunct of the radio.

One evening in March a man entered a barber shop in Cleveland where twelve barbers were serving the same number of customers. He asked for the proprietor, who happened to be out. Then, to one of the barbers he put the request:

"Jerry, can I try this record on your Victor? Biggs isn't here, I know, but I've just bought the record and I want to see if it's all right."

CONSENT was, of course, given. The visitor went to the balcony, placed his record on the phonograph and played it. One customer called out to the visitor: "Turn the thing this way, so we can hear it too." This was done. When it had been played, some one cried: "Play it again."

When the visitor came down into the shop, he remarked to Jerry, who appeared to be second in authority to the absent proprietor: "Tell the boss he ought to buy a radio, so's the men won't have such a stupid time in here. A barber shop's as bad as a hotel room—nothing to do but stare at the walls."

The visitor proved to be an umpire of the American League, who in the conversation that followed made these comments:

"If I had a barber shop, the first thing I'd do would be to put in a radio to entertain the men that have

to sit around the room and wait.

"Radio selling hasn't been scratched yet, even with all the millions they've sold. Just think of baseball. When the season's on, the crowds that pay admission aren't a fraction of those getting the games, play by play. Go into any garage, or stop at the radio shops, and you'll see the men listening to the play-by-play returns. Everyone of them is wishing he could see the plays, and the radio has been the biggest ad for professional baseball that we ever had. They don't even have to read to get it. They have the thrill of knowing each play as it happens, with all the uncertainty of what the next will be. When they read it in the paper, they begin by knowing the score; that is, the outcome. The sport of any game is the uncertainty."

Out of this talk grew a conception of the barber shop as a sales outlet for radios, and shortly after there was coupled with the barber shop the restaurant—a sort of uncultivated market for radio, which has the inestimable advantage that the sale can be linked up with profits to the purchaser. The suggestion was passed on to a few retailers in half a dozen cities. Most of them hailed it as a constructive hint and several of them promised to give the thought a trial.

"Music while you shave; music while you eat" is the phrasing of one sales manager for this particular business. It may be interesting to record that one dealer (a department store) by putting two outside salesmen into the suggested market sold thirty-one radio sets the first fortnight; twenty-seven the third week. Of this total, twenty-two sets were sold to barber shops. Another dealer reports the sale of eighteen sets to this market. Another tells of sales "now running a thousand dollars a week from this source alone." Still another replies "nothing attempted until this week; but three days, with two men working outside show two thousand dollars."

DURING March a canvass of barber shops in Cleveland revealed that there was not a single radio in the thirty-nine shops visited; in Pittsburgh, one radio was found in twenty-three shops. A reporter revisited the same places in the last days of June, his report being that eight radios have been installed in Cleveland and seven in Pittsburgh. In a similar manner, a March survey of 123 restaurants in the same two cities reported thirteen radios in use (with

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7872	Average Net Paid Circulation Dec. 1925 to June, 1926	—	To Mechanical Officers. Locomotive and Car Design, Construction and Repairs, Shop Equipment and Machine Tools.
9426	“	—	To Engineering and Maintenance Officers. Bridge, Building, Water Service and Track Construction and Maintenance.
2046	“	—	To Electrical Officers. Electric Power and Light for shops, cars and buildings. Heavy Electric Traction.
5326	“	—	To Signal Officers. Signaling, Telephone and Telegraph, Automatic Train Control.
9971	“	—	To Executive Operating Officials, Purchasing Officers and Department Heads.

34,641 Total Average Net Paid Circulation
All A.B.C. and A.B.P.



Departmental Publications That Select The Railway Men You Want to Reach

That is the outstanding value to you of the five departmental publications in the *Railway Service Unit*.

The net paid circulation figures listed above prove that the men in each branch of railway service want a publication which is devoted exclusively to railway problems from the standpoint of their department—and the classification of subscribers given in the

A. B. C. statements proves that these departmental publications reach the men who specify and influence purchases in each of the five branches of railway service.

Our research department will gladly cooperate with you to determine who specify and influence purchases of your railway products and how those railway men can be reached most effectively.

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

"The House of Transportation"

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

The Railway Service Unit

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

Do the Agencies Have It In For Direct Mail?

By Norman Krichbaum

READERS of ADVERTISING AND SELLING will no doubt recall an article in a recent issue of this magazine headed "Is Direct Mail Losing Its Directions?" This article undertook to put direct mail "in its place"—with what success I hazard no verdict.

Many readers may recall also the printing, prior to that, of a very dissimilar article in a publication devoted exclusively to direct mail which constituted in effect a clarion call to direct mail men to rise up and smite publication advertising hip and thigh. This dissertation was enlivened by such characteristic high-lights as the following phrases: "tell the myopic world," "incomparably the safest and surest advertising and sales medium in existence," "what does diplomacy get direct mail?" "the one advertising medium that delivers the goods always," "all the economics are on the side of direct mail," "the dead hand of 15 per cent." It was clearly an exhortation distinguished by more oratory than logic.

Now the first article raised the point about the alleged attitude of the advertising agency toward mail advertising, and it is my desire to chime in, if I may, with a few impressions of my own on this angle of the debate.

It has always been my view that on this whole question of the validity of direct mail as a medium the advertising agency has been misunderstood and misrepresented.

It is perfectly true that the agencies as a rule have not embraced direct mail as fast or as affectionately as its more passionate admirers would desire. But then neither have the general run of advertisers. And this fact is not entirely attributable to cold-shouldered agencies—look at the thousands of advertisers without agency service who remain nevertheless lukewarm on the subject of direct mail. Unhindered by agency predilections, why haven't they been converted?

Agencies as a class are sold on magazine publicity because it has

been used with long and conspicuous success, even taking into account its signal failures which, if the truth were known, are more plentiful but perhaps not more signal than those of direct mail. They are also conceivably better equipped to function on magazine advertising than on direct mail, the principal reason for this being that the latter is still in many of its phases in its swaddling clothes.

In my estimation the immaturity of direct mail as a member of the advertising family is a point which we should all concede. It's no crime. It's merely a fact. When direct mail arrives at its majority, agencies will be among the first to grasp the fact and apply it.

IF direct mail has not already prematurely run riot, we have the agencies more than any others to thank. The annual national bill for this class of advertising must be nothing to sniff at. But your direct mail prophet crying in the wilderness apparently has no stomach for such mere manna and insists on a diet of baked Alaska and alligator pears.

The criticism of the average mailing list imperfections is a point well taken. In many, many cases where direct mail is potent, the list is not a piece of shelf-goods which can be bought, sold, stocked and passed from pillar to post. It must be especially compiled in order to be both economical and effective. This often entails tremendous labor and expense. But men who have cut their eye teeth on this type of advertising will tell you, if you pin them down, that laborious building and patient pruning of lists is Lesson No. 1 in the Primer of Direct Mail. Rigid selectivity on lists is going to save the neck of the method as an advertising force. Lists are the backbone of direct mail; they are also at present its weakest spot. Dislocation at this point calls for expert chiropractic and direct mail apostles might as well admit it.

Against direct mail advertising in

magazines surely asks no quarter. All it wants is a fair field and it is sure to get it. To set out to vindicate direct mail by spot-lighting the failures of magazine publicity rather than the record of direct mail is a program about as useless, in my judgment, as the insertion of another "o" in "nothing."

Direct mail advocates expostulate at the "big interests" behind publications. The same sort of interests are, to a degree, behind mail advertising also, as the activities of sundry well-heeled printing establishments fully attest.

Within the range of my observation, representative agencies have right along acted in good faith in their dealings with this self-proclaimed injured vehicle of advertising. They have been cautious but they have also displayed a reasonable willingness to experiment. The larger agencies, it must be remembered, have a proved investment in magazine advertising to protest. The smaller agencies have filled to some extent the role of pioneers in direct mail, which possibly is as it should be.

THIS pastime of ascribing motives of purely personal gain and sheer intolerance to agencies on the score of mail advertising was amusing until it became boring. In self-protection no reputable agency which expects to remain in business is going to let itself in for supportable accusations of bad faith in the choice of mediums.

The imputation that agencies in quantity have been wantonly encouraging clients to spend millions in space where thousands in direct mail would do the same or a superior job is a rank absurdity. In this day and age it is a grave reflection on the acumen of advertisers in general and is, in my opinion, undeserved.

You can't keep a good man down or a good advertising tool buried. Direct mail, if it is as good as it thinks it is, will emerge. I think it will, and it will emerge purged of a

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Teaching Your Salesmen to Teach

By James Parmenter

HAVE you ever been faced with the dual task of making one profitable organization earn even greater profits, while at the same time you were responsible for lifting a losing company to the profit-making rungs on the ladder of dividends?

Five years ago, in order to protect an important source of supply, we were forced to take on a business which was at the time a losing venture and headed straight downhill. The product which we needed could be made in its highest form only by this one enterprise, although it was the least of its many specialties in point of sales volume and we were the only buyers of it.

While I have continued as vice-president in charge of sales of our own company, I have for the past five years acted in the same capacity for this once losing venture. It is a pleasure to be able to say that the contrast is no longer as striking as in 1921 when our enterprise earned seventeen per cent net on its investment while the other company showed a net loss of one hundred and eighty-five thousand dollars.

It is fair to attribute the change in the financial standing of the once-losing venture as much to teaching its salesmen to teach as to any other single reason. Since it paid its stockholders six per cent in 1924 and eight per cent in 1925 and has already more than earned its quarterly two per cent in 1926, it is fair to consider that its changed status is assured.

Every sales manager and every advertising manager knows that good salesmen in relation to their customers can be grouped into three classes. Class I includes the good salesmen who are liked and respected not only by their customers, but have a positive influence with their customers' salespeople and with their own junior salesmen as well. Class II is liked and respected. The men build sales by their abilities and create over-the-counter sales because their customers' salespeople enjoy selling the merchandise for such a good fellow. Class III includes the good salesmen whose influence ends with Mr. Buyer.

In our parent organization we have

endeavored to teach our salesmen to teach ever since 1912. At that time we were faced with the necessity of securing greater sales volume at lower sales cost. We analyzed our field sales force without first thought other than of making replacements which, while strengthening our future possibilities, would both hold our present sales force and decrease our over high salary total. This led to the closest type of analysis of the used and unused abilities of each salesman. It led to determining the actual latent and absent qualities for increased sales within each. It led to the discovery that one of the greatest assets of a comparatively small handful of our more than two hundred salesmen was their ability to impart their knowledge and skill in selling to others, both within and without our sales force.

Starting first within our organization, we must describe the general field sales plan. Each senior salesman has a definite territory for which he is responsible and against which all sales and sales promotion expenditures are charged. Within each territory each senior salesman has assigned to him two junior salesmen.

IN tracing the history of each member of our sales force, I found, to my surprise, that in the one-third who could be properly classed as producers of high water, the great majority had started with us as junior salesmen and had served under only ten of our seventy-odd senior salesmen.

This brought home with a vengeance the fact that sixty of our senior salesmen had not been responsible for a single permanent stellar addition to our senior force and that these ten men had been responsible for an average of almost seven juniors who had later developed into stars.

With this certainty as a basis I took a trip around the country, stopping in forty states to interview our men in the field. In each territory I made the opportunity to see, both as a group and individually, the three men comprising the territorial sales force, and I learned at first-hand how much it had cost us

to ignore the wisdom of building a senior and junior force of men who could teach as well as learn.

One of our most brilliant senior salesmen paid tribute to his mentor in saying, "John taught me that it was not enough to sell goods to the buyer and be a good sport with the salesmen who would sell my merchandise. He made me see that my orders would remain only as large as normal over-the-counter demands plus a little friendly assistance made them, unless I made every one of my customers' salesmen into a Blank salesman."

HE expanded this idea by continuing, "John told me that the only two reasons for being a good fellow with the salespeople of my customers was the enjoyment I would get out of it and the opportunity it gave me, through their personal liking, to make them like the work of learning my line and how to sell it."

In another territory another pupil of this same senior salesman paid tribute along a different angle.

He told of the week-end sessions which lasted from Saturday night at eight, until two in the morning—which were resumed again at ten a. m. and, with only the interruptions of meals, lasted until midnight. In these sessions John Morgan had gone over every conversation with every buyer. He had gone over every conversation with every salesperson. He had gone over every item that the junior salesmen were supposed to sell and built up new and better stories with a variety of appeal. He had shown the cub when to stick to his guns with the buyer, and when to let the buyer triumph in a minor matter only to be magnanimous in a major affair.

In still a third instance one of the senior salesmen admitted that his seniority was due to this same John Morgan. In this case John taught his pupil how to teach. Years before, this then junior salesman had hardly qualified when his associate was recalled home by the death of his father. A new and green cub was hurriedly shot into the territory in the height of the selling season. John Morgan had only a week-end in which to break in a

[CONTINUED ON PAGE 66]



"What beauty!" . . . and then . . . "What weight!" So said the text in an advertisement of the Fontaine pattern in International Sterling.

"What beauty!" . . . and then . . . "What weight!" So says the illustration of the advertisement, reproduced above.

Here is a noteworthy example of the Interrupting Idea principle at work in a visual presentation of merchandise. It is typical of a series prepared for the International Silver Company by the Federal Advertising Agency, Inc., of 6 East 39th Street, New York.

Will Department Stores Become Self-Service Stores?

By George Mansfield

IN the restaurant field the self-service plan has taken a remarkably prominent place. Where once a cafeteria flourished by reason of novelty, hundreds prosper today because they offer exactly what a large number of people want. Especially in the Middle West and West they have taken over the bulk of the business. The hotels throughout the country have seized upon this method of enticing patrons to whom time is money and to whom money is more than merely desirable. A part of the popularity of the self-service plan is due to the burden of tipping. By serving one's self the necessity for a tip has been done away

with; and tipping has long been not only an extra and undesired expense to many but an embarrassment as well. The popularity of the self-service plan has been demonstrated also in the grocery field. The "Piggly Wiggly" plan is the best known. Wherever these stores are found there are also found a large number of faithful customers who like the plan of picking out just what they want. Now there are even wholesalers operating a "cash and carry" plan.

The scheme is one of permitting the customer to save a portion of the expense of service by performing the service for himself. It has much appeal to those who must work their dollars to the full hundred pennies. The principal disadvantage is, of course, in the lack of sales pressure. But this is offset, to some degree, by making the goods so accessible that they sell themselves. The aver-



© Brown Bros

THE "self-service" plan was applied to restaurants and met with notable success. The system then rose from the social obscurity of the pie slot to the eminence of the hotel grill. It was tried in grocery stores and turned myriads of economical shoppers into animated delivery vans. Will the department store be next? Such a development is possible and deserves consideration. There are a number of conditions favorable to such a development and Mr. Mansfield here discusses the situation from many angles that would affect such a metamorphosis

age woman likes to handle and examine what she buys; the "touch" psychology is known to be a powerful lever. If she is uncertain, she may hesitate to ask the clerk to take down a number of brands for examination. Or, as happens often, the clerk may by his manner impress upon her the waste effort and discourage her from making a satisfactory decision. This is amply demonstrated in the cafeteria. Seeing the food ready to eat helps the decision and makes satisfaction.

THERE are a few people in the department store field who believe that self-service is the eventual development of their type of store. Already self-service is being tried in various departments. Self-service grocery departments have shown remarkable results. One, in a comparatively small store, did a business of half a million dollars in the first year.

There are many others with startling records. The success of grocery departments is due partly to the standard quality and packing of grocery products, and it cannot be quite duplicated in all other lines. But the self-service idea has worked successfully in many other lines. In one small store such a department has been operated with marked success by using it as a substitute for the remnant counter and offering in it short lengths of silks and other materials at a price lower than could be offered were they purchased by the yard. The buyer is left to do her own selecting. She need approach a salesperson only when her decision is made.

The saving in clerical time is consequently very large.

The self-service basement is becoming increasingly popular in spite of various experiments which have been unsuccessful. Arrangement of merchandise is particularly important and not every kind is suitable for this method of selling. Where a question of fit is concerned, it is usually advisable to offer sales assistance.

As a rule, the self-service plan does not at this point work successfully except with a grade of trade somewhat lower than that which patronizes the higher class department stores. This is so partly because the self-service stores now available lay particular stress upon price alone. In New York City there are several self-service dress shops, but for the most part they are placed so as to reach the bargain-hunters and make no effort to attract the better

[CONTINUED ON PAGE 60]

	1925	1926
January	990,008	1,163,653
February	1,016,170	1,125,557
March	1,189,266	1,499,050
April	1,364,862	1,550,880
May	1,275,534	1,510,505
June	1,152,809	1,398,510
Total	6,988,649	8,248,155

What These Figures Mean to You—

Last December the Akron Beacon Journal set a goal of a million line increase in advertising lineage for 1926.

Last month the de Lisser reports showed over a million and a quarter lines gained for the first half of 1926 as compared with the similar period in 1925.

This is 2½ times the estimated increase for the half year period.

The strength of the Akron, Ohio, buying public is reflected in these figures. If the power of the market were not increasing, the advertising which directs the people to that market would not be increasing so remarkably.

Advertisers' Faith

The faith of the advertisers in the Akron Beacon Journal is also shown. If they did

not consider this medium the best one to carry their message to the growing market, they would not have invested in it so heavily.

Last year's figures, which appear weak in comparison with the records just made, were in themselves remarkable.

Last Year's Figures

In 1925 the Akron Beacon Journal ranked 2nd in Ohio in advertising lineage among six-day evening newspapers and 14th in the United States in the same classification.

These statements and these figures will easily prove that the Akron Beacon Journal is the newspaper to carry your advertising for 1927 to the Akron market.

Population statistics justify the inclusion of this market in any national sales campaign.

AKRON BEACON JOURNAL

First in News, Circulation and Advertising

STORY, BROOKS & FINLEY, Representatives

New York

Philadelphia

Chicago

Los Angeles

What Makes the Successful Copywriter?

By Allen T. Moore

FIRST, there's his love of people—folks—human beings. One of the best copy men I have known was always enormously interested in everybody. He could be enthusiastic for loquacious half-hours over some serene old lady in lace cap and quiet black gown, whom he had discovered at a social gathering, while his wife and the main body of the crowd were entertaining themselves *à la moderne*. He had "got a tremendous kick" out of her bright backward flashes of reminiscence, her soft chucklings over the eccentricities of our later day, her peaceful humor and composed philosophy of outlook.

And, by the same token, the young ladies, even down to the most diminutive in long dresses and frilly headgear, engaged his interest with equal promptness. The truth was, he loved them all—old or young, he or she, his kind of whatever nation, complexion, age, antecedents or previous condition of servitude. "Loved" literally—because the verb "like" is entirely too neutral for his headlong type of affection.

Result: this writer had "people" in his copy at all times. Their living feelings, needs, moods and aspirations throbbled in his lines—not by artifice, but in actuality. (Nowhere, by the way, is the imitation more quickly separable from the real thing—than in the reading of a piece of copy. Sincerity either is or is not; it knows no substitutes.)

First, then, of the three loves that underly the successful career in copywriting is that of a bubbling enthusiasm for one's fellows. Read any advertisement that leaves you unmoved, unanticipatory of some specific good which purchase will bring you, and you can put your finger instantly on the work of one who lacks that quality and who will, in consequence, finally eliminate himself from the course.

And how logical, when you stop to think of it! What motive, after all, should predominate the production of any piece of copy, if it is not that which whole-heartedly desires the

betterment of the reader through possession of the idea, service, or merchandise written about? Ask Kenneth M. Goode, Frank Irving Fletcher, James Wallen, Bruce Barton, John Starr Hewitt, Wilbur D. Nesbit, Charles Addison Parker—or any others of the copywriting "arrived"—their answer. Also inquire if they feel that any motive less than a veritable love of humanity puts the power, pull and persuasion back of their phrases, however inherently craftsmanlike they may be.

Then there is markedly present in the make-up of every successful copywriter that indispensable second love: the love of causes. Partisanship. The spirit of crusade.

DID you ever, for instance, make a more than casual observation of your copy friend as he returns to his desk from several days at the plant, in the store, on the road, hanging about a laboratory, or button-holing sundry brands of prospects or users; any sort of activity, in short, that has stirred to life in him the specific big idea which blots out hours on the clock and gives to inspiration a "local habitation and a name"? There, if ever, goes a man of causes, literally a fever with one certain cause that at the moment brooks no rival in the whole wide world!

That is why Mark Sabre would never have made a successful copywriter. He could too easily see and feel "both sides of the question"—nor can his counterparts ever play successfully the rôle of interpreter between maker and market. For the love of causes, the ability to bury his powers and personality in a particular issue to the exclusion of all else, marks above other valuable traits the born copywriter.

This same friend I spoke of a moment ago has in his home and on the surrounding premises some specimens of practically everything he ever wrote about in these past seventeen years. Selling himself first—not superficially, but down to his shoestring tips—always made him

an on-the-spot customer of his account . . . and, correspondingly, a better copywriter.

Now, given a love of people and a love of causes, what further pre-eminent quality distinguishes our successful copywriter from his mediocre brothers in the craft?

The love of strategy! This it is that makes him a student of markets, costs, processes, mediums, distribution, sales methods, psychology, analysis, procedure, the whole *modus operandi* of "campaignology."

For, lacking an inherent flair for strategy, our copywriter may be the most tireless of humanitarians, the most undeniable of partisans, and yet fail to make "first base" in the keen, swift game of modern merchandising. Obviously I don't mean that he can write copy and at the same time achieve *specialism* in these other vital and very definite phases of the advertising business. I mean that he must at least appreciate and understand the strategies involved in his vocation. Otherwise he cannot coordinate his own efforts with those of plan, art, media, research and similar workers. He remains an individualist, forever out on a limb; a writer, but by no means a writer-salesman.

SO here we have before us a three-sided copywriter. A lover of his kind, a lover of life's causes, a lover of the strategy that enables him to champion any cause for any of his kind and "put it over" successfully. Yet, a little careful thought shows us that he is not altogether complete, even now. To make him wholly square, he still lacks—what?

The love of words! And at that a good many of the copywriting clan who chance to read these lines would have put that quality first.

Love of words is absolutely *sine qua non* to successful copywriting. Not, I hasten to add, the love of words solely for their own sake, but the love of words that enables sane, clear, commanding ability of expression. For certainly nothing short of genuine, out-and-out love of

[CONTINUED ON PAGE 48]

Q Circulation built by mail only—
personal orders secured on basis
of unconditional approval

MANUFACTURING INDUSTRIES

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

RUTLEDGE BIRMINGHAM
Advertising Manager

Publication of
The Ronald Press Company

Member A.B.C.—A.B.P.



The House Beautiful Offers—

Home Owner Appeal, Net!

The House Beautiful confines itself solely to one subject, the home and its appointments. The matter of dogs, cattle, real estate, etc., it omits. To any product, necessity or luxury, which adds to the beauty and comfort of the home, it offers a friendly entrée at low cost.



Maximum Advertisement Visibility

Each advertisement carried in The House Beautiful faces or adjoins editorial—there are no buried ads. Twelve times a year your individual message commands the undivided attention of 80,000 interested readers whose patronage is influenced by the appeal your product creates.

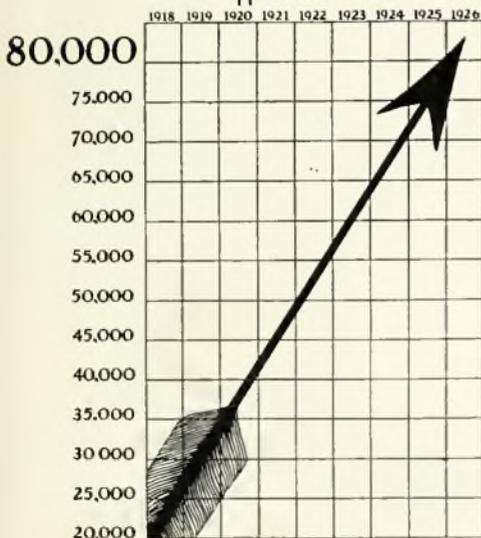


A Rising Circulation

In a few years, The House Beautiful has climbed steadily from a modest circulation of 20,000 to one of 80,000. Yet you pay for only 70,000 (A. B. C.) during 1926. You are entitled to space alongside reading matter, you pay for a class appeal—you get it in The House Beautiful.



Buy on a rising tide. Circulation rebate-backed, guaranteed. More facts on request—Write Now!



THE HOUSE BEAUTIFUL

A Member of The Class Group

No. 8 Arlington Street

BOSTON, MASS.

Reducing Distribution to Its Simplest Terms

[CONTINUED FROM PAGE 24]

sumers is a study of both distribution and consumption, correlated.

Transportation cannot be organized so that goods will flow in precise accord with the demands of consumption. So warehouses are required to store them en route and at their ultimate destination, where they await the time when they are required. In essence, the stock room or the display shelves of every retail store is a warehouse. To regulate the flow of goods so that these warehouses are supplied, according to the demands of consumption, requires orderly plan and organized performance. The supply must be adequate, but never excessive. It must contemplate available reserves. Transport and intermediate warehousing are essential and inescapable.

SELLING may mean either the directing or the acceleration of the flow of goods. Selling is essential and creative; it must be encouraged. Accounting and financing are attendant essentials, for all services must be paid for, all disbursements covered by the purchase price. We are deeply concerned with non-essential expenses, which are also included in the mark-up, which retard the flow of production and distribution. Duplications, misdirected effort, shortages and excesses of supply, congestions and delays are not necessary, for they are avoidable. They can be mitigated when they cannot be eliminated. The clock turns unceasingly, and money invested in equipment, materials, facilities and services, demands its toll inexorably. The more direct the line, the fewer handlings, the more continuous service, the fewer transactions, the sooner liquidation is effected.

If we could have an arterial system, with main arteries leading from the shipping rooms, tapped at logical points to feed dependent arms and members, dividing and subdividing, finally into capillaries reaching to the ultimate point of employment where the consumer buys, all animated and controlled by a coordinated nervous system, we would attain the ultimate economy. In the nature of things, we cannot, but we can reduce inefficiency and misdirected effort with its toll of losses and failures, which if known would appall the most callous. Only a Distribution Census can identify and measure these functions and specifically define their operation. How obtain it?

We have a Census of Population. It is indispensable; it justifies its cost. But primarily, it is political. Certainly it accords with political divisions. It is so aligned and so collated. But have

we anywhere a commercial distribution of population? Has any ordered effort been made to allocate populations in buying areas, even the most primary and fundamental areas? Buying areas shrink or expand, according to the nature of the product, according to the intensity of the need, according to the frequency of sale, according to physical restrictions of bulk, of form, of weight and of dozens of other attributes. But surely a half dozen formulæ would cover the major conditions, and areas could be defined and described according to these formulæ.

It is relatively simple, with the facilities and compilations available, for those having access to them to segregate populations within definite buying areas. With the areas located, it is practicable to trace supplies back to their central sources. The trail can be followed back even to the point of their generation. Trace the major movements, and you do much to solve the most vexing problems of distribution. With populations allocated and their consumptive needs estimated by practicable standards, which can be satisfactorily set up, it is possible to locate warehousing points capable of containing supplies, both current and in reserve. It is practicable to define the requisite facilities needed to maintain and refresh the supply to organize the machinery of delivery to obviate the most serious congestions and the most serious deficits.

ONE of the marked phenomena in the readjustments which are taking place is the effort of retailers to add lines to help support insupportable burdens, to multiply revenues and help pay increasing tolls. Usually these additions are not new channels created to aid the mass flow, but deflections from one channel to another. Sometimes the additions are handled with intelligent efficiency. More often they are handled by ignorant inefficiency. Rarely are orderly attempts made to measure the demand of a locality, to weigh existing facilities for supplying that demand, to examine the effectiveness of the methods of handling the demand as preludes to the opening of new outlets.

Perhaps a striking illustration is warranted. Here are two postal districts in Chicago—one containing 22,736 families, living in houses commanding the highest scale of rental existing in Chicago; the other containing 27,238 families, living in houses commanding the lowest scale of rental existing in Chicago. In the first district are 139 grocery stores, serving on the aver-

age 163 families; in the second district are 529 grocery stores, serving on the average 51 families. In the first district 64 of these stores are chain stores, 75 of them are independent stores; in the second district 8 of these stores are chain stores, 521 are independent stores. Can any reader tell which stores have been located after consideration of the consumptive capacity of the district? Can he tell which stores are successful, which stores are permanent and which ephemeral? Can he tell which can give the better values? But does anyone think that salesmen do not call on these precarious stores; that jobbers do not supply them?

A manufacturer last week asked "What good would it do me to have a count of the stores in an area selling my line of goods? Doesn't my salesman know whom he can profitably call on? Haven't we credit information and experience to guide us? What could I do with a count of retailers?" If this manufacturer had irrefutable evidence that the number of stores vastly exceeded the number which the consumptive capacity could support, and had recourse to other pertinent facts as basic, could he direct his effort more intelligently and conserve energies and expenditures? Would he bewail the prevalence of prices cut below cost in an effort to liquidate unintelligently bought stocks? Would he or his competitors, or the jobbers, on whom they depend, be serving on creditors' committees to conserve assets, or be serving writs of replevin, or writing off delinquencies which could not be recovered? Would there be fewer retailers? Some shrink from the idea of driving men out of business, or depriving them of employment. I heartlessly hold it beneficent to drive anyone out of unprofitable employment into profitable unemployment. This is what efficiency does.

Should there not be a census to enumerate, identify, rate and allocate outlets in each buying area? Cannot even existing census be augmented and realigned to provide the framework? Cannot the machinery be employed to supplement and gradually formulate such an enumeration?

THERE exists the present Census of Manufactures. Cannot it help trace the flow and movement of goods? We have statistical compilations emanating from the Federal Reserve Board. Can they not be amplified to aid? We have business data collected by the Treasury Department for tax purposes. Cannot this information be

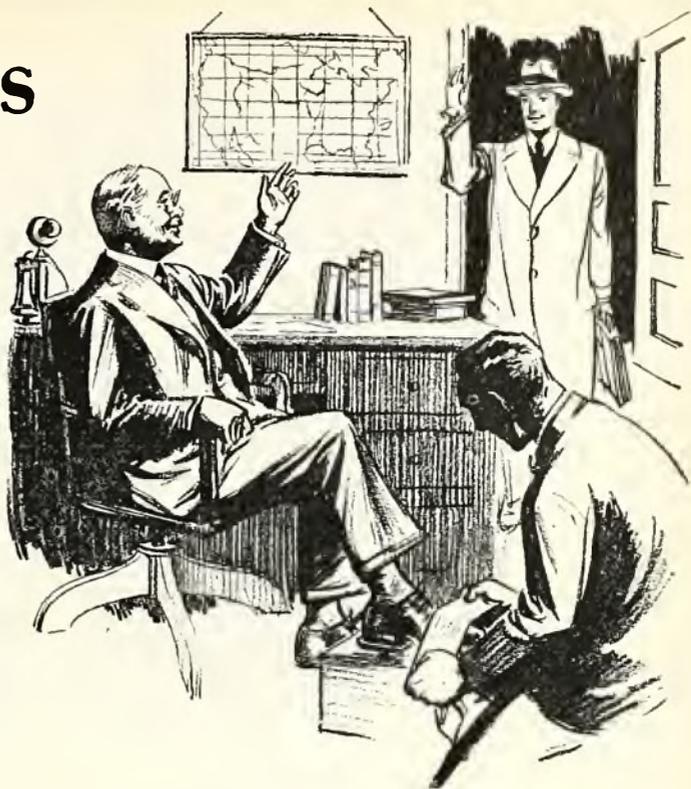
Both have access to the big man

One is his bootblack; the other his legal adviser. Both "reach" the man, but there, you will agree, the comparison ends.

If you wanted to influence this man you would select the lawyer to carry your message, for he is trained in a profession, talks business, speaks with authority, and has the confidence of his client.

If you want closer, more intimate contacts with buyers, select mediums that make that kind of a contact with their readers. It is not sufficient to merely "reach" a prospect, any more than to have any kind of a salesman just make a call.

It is what the publication and the salesman do *after they get to the prospect that counts.*



Get the highest type of contact!

Talk business to the merchant, manufacturer, technical or professional man through his own journals. Entrust your message to the highly specialized business papers that speak with authority, that command respect, that have the entree to the interested attention of big men.

Such mediums are not incidental things to be scanned now and then but essential factors in the biggest things in the lives of the readers—their businesses and professions. These papers perform a definite service and exercise an influence that is all their own regardless of how their readers may be "reached" otherwise.

Naturally you will want to use only the BEST business papers,—papers that are well edited, ethically conducted, that furnish A. B. C. circulation statements, that enjoy the confidence of their fields, and that adhere to the highest publishing standards in all departments—that means A. B. P. of course.

A. B. P.

THE ASSOCIATED BUSINESS PAPERS, INC.

Executive Offices: 220 West 42nd Street, New York, N. Y.

A group of qualified publications reaching 56 fields of trade and industry



Do not direct it blindfolded!

WHEN you need direct advertising—and every going concern needs it—use direct advertising as a definite medium.

This medium is not printing. It is not bought, prepared and circulated as printing. It is, instead, a specific way of applying the force of advertising, with its own specialized technic, its own standards and methods, its own limitations.

As such a medium, direct advertising deserves expert study and care. Its preparation and production call for the service of an organization that is fitted by experience, ability and by equipment for its execution and, further, that is wholeheartedly enthusiastic about what direct advertising is and what it can be made to do.

EVANS-WINTER-HEBB Inc. Detroit
8 22 Hancock Avenue West



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

adapted to organize road maps of distribution movements? We have the licensing function, employed in Pennsylvania and some other States. Are they not available for the preparation of commercial tide tables? We have registration, as of automobiles. It is available and has proved of incalculable value in developing and guiding distribution of automobiles and of automotive products and accessories. It is doubtful if the automotive industry could have reached half its present volume without registration figures. All these facilities exist, and doubtless many more. If collected, collated, coordinated and organized would the creation of a distribution census seem chimerical?

I HAVE no intention of defining the way to organize or adapt them. I have disclaimed any knowledge which qualifies me to suggest ways and means. There are others who have the knowledge, whose lives have been given to the collection, collation and interpretation of data. It is incredible that they will not know the way. I am interested only in arousing a realization of the need and the obvious advantage of a Census of Distribution and to impel those qualified to seek it, to find the means.

I want to refer in passing to a tremendous influence which is reshaping distribution. This is the influence of new transit facilities which tap areas formerly inaccessible and which make available markets formerly unattainable. They promise to transform the commercial fabric of the country completely. Recall the transformation effected by Mr. Ford when he introduced the traveling line of assembly. He carried the work to the men instead of carrying the men to the work, and so permitted fabrication to proceed along a progressive, accelerated line. In part, at least, the vast expansion of the Ford industry is due to transforming this function and making it mobile. Now populations are mobile. They can be carried and want to be carried to the markets. They want the opportunity of selection, of comparing values. It is no longer necessary to carry goods to static populations. The populations come to the market. What will be the effect of the expansion and extension of this facility? More bus lines and more bus lines are being organized and operated and are supplementing the amazing distribution of private automobiles. They are diverting the flow of traffic. Steel rails no longer are essential to direct and confine traffic. Who can say where they will lead or how far they will extend?

I want to cite two instances of mobility. A month or so ago a statement was published by the Interborough Rapid Transit Company of New York. It said that 190 million people embarked and disembarked at their six stations on Forty-second Street, Manhattan, during the last calendar year. This means that the equivalent of the

[N.B. *This advertisement is one of a series appearing as a full page in The Enquirer.* **]**



Mr. Cincinnati Baseball Fan Dyed in the wool

YOU can find him in his accustomed place in the grand-stand any day the Reds are in town. Watch him—you'll see the whole game mirrored in his face and actions. One minute he is laughing, good-naturedly bantering umpires and opposing team. The next minute, tight-lipped, intent, he awaits the hit that may decide the game.

For Mr. Cincinnati Baseball Fan takes his favorite pastime seriously. If the Reds are winning, he wears an ear-to-ear smile; if they're losing, his face is a study in gloom. Yet he never gives up—he's a "dyed-in-the-wool" fan. His is the spirit that makes champions.

Who is Mr. Cincinnati Baseball Fan? He is legion. Last year, 500,000 of him passed through the turnstiles

at Redland Field, and at least that many more saw semi-pro and amateur games. In a single day, he paid nearly \$30,000 to watch his favorites play.

Such a man as Mr. Baseball Fan is naturally an ideal prospect for any merchant selling to men. He has money, and he spends it. It only remains to sell him on *your* wares. Here's a tip on how to do it:

Watch Mr. Baseball Fan any morning, at his breakfast table, on the street car, at his desk. What paper is he scanning? The Enquirer, of course! Reading its sport pages is a ritual with him. . . . And the moral to be drawn from these facts, Mr. Advertiser, is obvious. If you would reach Mr. Cincinnati Baseball Fan, talk to him in the paper he reads every morning—The Enquirer!



**A fair-sized city
at a single game!**

In 1925, 31,888 people paid nearly \$30,000 to see a single contest in Redland Field. During the season, 500,000 persons, or approximately the population of Greater Cincinnati, saw the Reds play on the home lot.

I. A. KLEIN

New York

Chicago

R. J. BIDWELL CO.

San Francisco

Los Angeles

THE CINCINNATI



ENQUIRER

"Goes to the home,

stays in the home"



s e e d s

WHEREVER the water runs you find—life. But in the water you also find death—sudden, unwarmed, devastating. Yet, despite such continuous destruction as would immediately depopulate the world—the water teems with life.

“Why spend trouble and money on an advertisement that lives only a few short moments?”

The end of all life is death. But life, and business, can be perpetuated and increased—if the seeds of tomorrow exceed the destruction of today.

Give advertising, the seed of your future, every chance to offset the destruction of forgetfulness. Give it every aid, in typography, in illustration, in photo engraving.

Gatchel & Manning, INC.

C. A. STINSON, *President*

Photo Engravers

West Washington Square 230 South 7th St.

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

entire population of the United States passed through Forty-second Street, Manhattan, twice every thirteen months. The other statement is that 110,000 people entered and left the Equitable Building, 120 Broadway, New York, in the course of every business day. If we consider each person represents a family, this means that the wage earners of a city as large as Buffalo assembled each business day on that quarter acre of ground. Isn't this mobility a force that should be measured and harnessed?

What Makes the Copywriter?

[CONTINUED FROM PAGE 40]

words will lead the smartest of “natural writers” to undergo that prolonged and not unpainful apprenticeship to style, form and the technique of the art which alone marks the fumbling blunderer from the cleanly master of the tools of language.

After all, isn't this logical? Isn't it the secret behind the genius-theory of infinite pains that wrings stellar capacity from inert dictionary symbols? We call Stevenson a consummate stylist: we forget his habit of rewriting three to seven or more times. We doff hats to Gray's “Elegy”—and rightly. Yet into its final flawlessness went seven years of brooding refinement. I remember seeing several rejected stanzas of the “Elegy” that I never would have had the heart to omit, but some dictum of the author's own inner mentor had willed their erasure, and they went.

Behold, then, our successful copywriter. First, a lover of his fellow men, eternally curious about their thoughts, words, needs and deeds, but never unsympathetically so. Second, a strong partisan of their causes—no Mark Sabre neutral, but actively enthusiastic for the idea, the service or the merchandise that has commanded his pen. (Not, however, as Irvin S. Cobb caustically and sarcastically implied in his first “page-ad” for Sweet Caporal, a “hired hand . . . for so much a word” to any project that comes along!)

Third, an adventurer in strategics, a student of the subtle art of getting things from maker to market by the route least devious and least costly. And fourth, but not least, a ceaseless manipulator and arranger of the shining units of language until, under his practised and loving touch, they become vivid, vigorous and invincible communicators of feeling and purveyors of fact.

Let him, however, lack any one of these four fundamental loves, and he may work at the copy trade for a lifetime without ever sitting above the salt among those masters who merchandise by writing.

Oklahoma shines above all other states in farm buying power!

Brookmire Economic Service puts Oklahoma Farmers at top in Prosperity!

OKLAHOMA leads the whole country in prospects for farm purchasing power, according to the latest report of the Brookmire Economic Service. A gain of many millions in rural cash is predicted for Oklahoma! These figures from the Brookmire report tell the reason why: *Oklahoma's wheat production shows an increase of 135 per cent over that of last year—the corn crop indicates an increase of 110 per cent.—Oats is 40 per cent better—and the condition of cotton indicates a production equal to that of last year's bumper crop.*

In Oklahoma the increase in buying power of farm-produced dollars will be greater in the next twelve months than in any other state. To get volume sales in the prosperous Oklahoma market you must get farm sales . . . and that is possible only through advertising in Oklahoma's *one* farm paper, the Oklahoma Farmer-Stockman!

Tangible Evidence of Farm Prosperity!

- 1** Oklahoma's estimated income from farm products during 1926 is set at \$345,000,000 by the Brookmire Economic Service. This is a big increase over the good income of \$311,000,000 in 1925.
- 2** Oklahoma, according to the United States Dept. of Agriculture, has produced a record-breaking wheat crop this year. The estimated production is 69,531,000 bushels.
- 3** The Internal Revenue Collector's office announces that Oklahoma's gain in income tax collections for the year ending June 30 was greater than that of all other states except Florida.

**The OKLAHOMA
FARMER-STOCKMAN**
Oklahoma City

Carl Williams
Editor

Ralph Miller
Adv. Mgr.

E. KATZ SPECIAL ADVERTISING AGENCY

NEW YORK

CHICAGO

DETROIT

KANSAS CITY

ATLANTA

SAN FRANCISCO

Nugents
The Garment Weekly

Circulation 11,000

Goes to
buyers of
Ready-to-Wear
ONLY!

Advertising of

Women's, Misses' and Children's Ready-to-Wear Apparel in NUGENTS reaches buyers and sells goods.

NO
WASTE
CIRCULATION

!

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

Undeveloped Radio Markets

[CONTINUED FROM PAGE 32]

also twenty phonographs), while a revisiting of the same restaurants in late June scheduled four less phonographs but an increase of radios to thirty-two. (In these restaurant visits the interviewers were kept away from hotel restaurants and those with orchestras. They were also told to omit "spike-ups" and similar unimportant eating places and to call only on branches of recognized chains.) Radio has been particularly popular in the employees' dining rooms and cafeterias, many of which encourage noon-hour dancing for their help.

WITH perhaps too much detail, this illustration should indicate one of the uncultivated markets for radio. Objection there will be, particularly from the barber shops, due to their fear that radio will attract loafers who, being seen from the outside, will give the appearance of crowded chairs and hence lead patrons to pass on with the thought that waiting would be too long; or from a certain type of restaurant which finds radio "too popular" in that dry-agent "spotters" find it an easy cover for lingering about the tables.

When, however, one recalls the stupid hours of waiting a "turn" in a barber shop, a public waiting room, a professional ante-room, the lobby of buyers' offices at a modern department store, a clinic, or the visitors' hall of any manufacturing plant, there arises a vision of radio selling. Add to that market the unnumbered smaller hotels and public restaurants with all their ridiculous efforts to entertain patrons by employment of amateur (and local) orchestras or violinists or singers. Jazz, at its worst, is preferable to much that is perpetrated upon unoffending restaurant customers.

The salesman of radio can offer entertainment for a tiny fraction of the cost of amateur "artists," as has been abundantly proved by those who have tried to interest proprietors of such places. Following the same line of market development, the radio dealer should find a promising world of prospects in summer boarding houses and resorts generally, which have, most curiously, been neglected by radio dealers along with other "summer" markets.

Viewed in a broad way, the selling of radio up to the present time has been a "bonanza" type of undertaking. Radio sets have been displayed by dealers, to be sold to such as came for them. Radio selling has lacked the aggressive methods which created markets for vacuum cleaners and washing

machines, cash registers and adding machines. Imagination, in particular, has been lacking in radio selling. The result has been that radio, today, has been sold to only the most obvious markets with barely a denting on the greater outlets that will be developed.

As further illustration, consider the portable radio sets. Such portables as have been manufactured have scarcely justified their peculiar character. They have been merchandised through the same outlets as other sets, displayed side by side with them, and have been too often at the mercy of floor salesmen who appreciate to the full the defects of the portables without at all sensing their unique fitness for certain patrons. Portables, consequently, have been sold in competition with all other types, whereas they should have one section of the market entirely to themselves.

Portables, therefore, have enjoyed "spotty" distribution. A stationery store or an obscure electrical dealer, who visions the opportunity, will build up a surprising volume in the community solely because his imagination has pictured the type of customer to whom the portable appeals as no other type ever can.

"Four buildings are the limit of my radio market," relates a dealer who has sold some 200 portables in two seasons. He named them. "Every one is a hotel right near my store. They're not commercial hotels, but the kind that have permanent guests. You know the kind; old ladies and old men living alone because they've been left alone, and rich couples that haven't any children but have a lot of dough. One winter they live in Hotel A., the next in Hotel B., and every summer they go to Lake Mohonk or Muskoka. Everything they own will pack into two wardrobe trunks and a couple of suitcases. The only radio they'll think of buying is one that'll pack easy and be ready to set up without sending for a mechanic."

IMAGINATION? Possibly, but it savors more of a hard, common sense applied to radio selling. Hardly a city or town exists, however, whose hotels and boarding houses do not offer potential radio buyers of this sort, and this statement will apply with equal truth to the Plaza in New York and to the Central Hotel of Villagetown.

Has the reader ever ridden in an automobile equipped with a radio? The batteries are already at hand; the aerial is simply installed beneath the top. Difficulties of reception are manifest. Complete satisfaction is probably

not possible. Yet there is a distinct merchandising opening, not enormous, but considerable, for radio sets so constructed as to meet the conditions of automobile operation.

The California department of motor vehicles has recently begun to use "road service cars" for highway supervision, for examination of applicants for driving licenses, for headlight inspections, for control of truckmen's overloading, etc. Inasmuch as these service cars will be subject to uncertain movement, the problem of keeping them constantly in touch with Sacramento is being solved by equipping each with a radio receiving set. Thus instructions will be issued and a method of highway patrol will be built up similar to a police telephone system.

Such a use may be a fad. Even thus, it offers a market to the dealer. It is conceivable that automobile radios might become wonderfully popular for evening drives, for tourists, for business men as they motor to a country club for golf, for everyone interested in baseball or football scores, and the like. That manufacturer who perfects a receiving set to give reasonable satisfaction to automobile users will certainly open up for radio one of its undeveloped markets.

Something Has Happened Since 1920

[CONTINUED FROM PAGE 20]

family *now* to engage its leisure attentions?

Instead of nine morning newspapers it has twelve, an increase of twenty-seven per cent.

Instead of sixteen evening newspapers it has twenty, an increase of twenty-three per cent.

Instead of fifteen Sunday newspapers it has twenty-three, an increase of fifty-three per cent.

Instead of 64 magazines each month it has 107, an increase of sixty-seven per cent.

Where no radio at all existed before, there are now at least five sets drawing entertainment from the air for our happy family.

And where our little community took turns with seven automobiles before, they now have seventeen motor cars, an increase of 240 per cent, enough to take them all at one time out upon the highways if they wish to go.

But the number of magazines and newspapers going to that slightly increased group is not the only quantity that has increased. The *volume* of advertising carried by the thirty-two magazines alone has increased 63 per cent.

Back in those days I spoke of first, that now seem so dimly distant because they were so different, an advertiser could sit by the fire with his reader and visit with him as with an attentive friend.

Back in those fast receding days of

instead of
scrambling for
position in
crowded dailies,
national
advertisers using
small space often
can get better
breaks in Sunday
newspapers—
there are three
Sundays in Detroit.
the Times is
not least important
—circulation
over 300,000.

BRITISH ADVERTISING'S GREATEST REFERENCE WORK



100,000 QUERIES CONCERNING BRITISH ADVERTISING ANSWERED IN ONE BIG VOLUME.

November 30th, 1925, was the date of publication of the first Great Reference Work covering every branch of British Advertising—the BRITISH ADVERTISER'S ANNUAL AND CONVENTION YEAR BOOK 1925-26.

This volume gives for the first time information and data needed by all advertising interests concerning British advertising, British markets and British Empire Trade. You can turn to its pages with your thousand and one advertising questions concerning any phase of British advertising, media and methods—and know that you will find accurate and up-to-date answers.

You will see from the brief outline of contents adjoining, that this ANNUAL is really

four books in one. It contains: a Series of Directories and complete Reference Data covering every section of British advertising—a Market Survey and Research Tables—a complete Advertising Textbook covering the latest developments in British advertising—and the Official and Full Report of the First All-British Advertising Convention held this year at Harrogate.

The 12 Directory Sections and the many pages of Market Data and Research Tables will alone be worth many times the cost of the book to those American Advertising Agents, international advertisers, newspapers and magazines, who are interested in advertising in Great Britain, in British and Colonial markets, or in securing advertising from Great Britain.

For instance, here are given the 1,100 leading newspapers, magazines and periodicals in Great Britain and the Empire—with not only their addresses and the names of their advertising managers, but with a complete schedule of all advertising rates, page and column sizes, publishing and closing dates, circulation, etc. Nothing so complete, comprehensive and exhaustive as this has ever before been produced in any country. In the Market Survey Section likewise there are thousands of facts, figures and statistics given in the various Tables and Analyses.

The working tools of any American advertising man who is in any way interested in British markets or in British advertising cannot be complete without this great work of reference. It answers any one of 100,000 specific advertising queries at a moment's notice; it gives in advertisements and advertising men a book of service that they can use and profit by every day of the year. Nearly 500 pages—59 separate features—more than 3,000 entries in the directory section alone, each entry containing between 5 and 25 facts—1,700 individual pieces of market data—full reports of all events and official resolutions and addresses at the Harrogate Convention—and finally, altogether 100 articles and papers, each by a recognized advertising and selling expert, giving a complete picture of British advertising methods, media and men up to the minute. A year's labour on the part of a staff of able editors—the result of more than 14,000 separate and individually prepared questionnaires—the combined efforts of a score of experts—the help of more than 3,000 advertising men in collecting the data—all these have brought together in this volume every item of information you can need.

And what, the price of this work to a mere trifle compared with its utility value. To secure the volume by return, postpaid, ready for your immediate use, you need merely fill in the coupon alongside, attach your cheque or money order for \$4.00 and the British Advertiser's Annual and Convention Year Book 1925-26, will be in your hands by return.

CONTENTS—In Brief

Nearly 500 pages, large size, crammed with data, facts, ideas.

First.—A Complete Advertising Text-Book on the Advertising Developments of the Year; Methods, Media, Men, Events. 22 chapters, 25,000 words—a complete Business Book in itself.

Second.—Market Survey and Data and Research Tables—as complete a presentation as has yet been given in Great Britain of how to analyse your market, how to conduct research, how to find the facts you want, how and where to launch your campaign and push your goods—together with actual detailed facts and statistics on markets, districts, population, occupation, etc., etc.

Third.—The Official, Full and Authoritative Report of the First All-British Advertising Convention at Harrogate. Another complete book in itself—60,000 words, 76 Addresses and Papers—constituting the most elaborate survey of the best and latest advertising methods, selling plans and policies, and distribution schemes, ever issued in this country, touching on every phase of publicity and selling work.

Fourth.—A Complete List and Data-Reference and Series of Directories, covering every section of British Advertising; Fourteen Sections, 5,600 Separate Entries with all relevant facts about each, more than 250,000 words, embracing distinct Sections with complete Lists and Data on British Publications, Advertising Agents, Overseas Publications, Overseas Agents, Billposters, Outdoor Publicity, Bus, Van, Tram and Railway Advertising, Signs, Window Dressing, Display-Publicity, Novelty Advertising, Aerial Publicity, Containers, Commercial Art, Postal Publicity, Printing, Engraving, Catalogue and Fancy Papers, etc., and a complete Section on British Advertising Clubs.

Really Four Works in One—A Hundred Thousand Facts—The All-in Advertising Compendium.

Sign this Coupon and Post it To-day—

To The Publishers of British Advertiser's Annual and Convention Year Book, 1925-26,
Bangor House, 66 & 67 Shoe Lane,
London, E. C. 4

Please send me one copy of the "BRITISH ADVERTISER'S ANNUAL AND CONVENTION YEAR BOOK 1925-26" postpaid by return. I enclose herewith \$4.00 in full payment.

Name

Address

1919 and 1920, an advertiser could be fairly certain that if he were even a fair conversationalist he could win the attention and hold the interest of his reader for a time.

Today each precious hour is making new claims for the attention of those we would have listen. Today to be dull is fatal. Today you have a keener, a busier, a more critical, a more impatient reader to deal with. He sees more newspapers, he buys more magazines, but if you would talk to him through their pages, convince him, directly or indirectly sell him merchandise or service, you simply must be as "newsy" as the news, as interesting as fiction or feature, as attractive as the most tempting page.

Advertising had found a form in 1920? So did clothes have style in 1920, but today that style is obsolete. Just as surely as advertising is a vital business force—and it is—just so surely must advertising be molded and remolded, cast and recast for its part.

FAR be it from me to speak as a prophet. I speak only as an observer. In my humble judgment, some of the most significant developments in all advertising are taking place right now in New York City. The new Macy retail advertising is the most striking recognition ever given to advertising as news. The Macy News Ad pages establish a new form for copy, a full recognition of the fact that people buy newspapers to read the news, that tomorrow's department store offerings are vital news to the store's customers and should be treated as such. The Macy illustrated advertisement of July 1st was another pioneering move in retail copy, establishing new form for the presentation of merchandise. It was a page artistically attractive, full of live topical interest; a page as different from stereotyped store advertising as—well, as 1926 is from 1920.

Several leading magazine advertisers have struck out with an entirely new copy appeal, giving to long established products a new and vigorous vitality by making them more interesting than we ever dreamed they could be. Postum is doing it, Ivory Soap is doing it, Gold Medal is doing it, Jordan is doing it—producing copy so attractive, so interesting, so informative, that it achieves a purpose as constructive as the best edited department of the publication.

There are advertisers today, plenty of them, who are getting wonderful results from their advertising, but they are not doing the obvious. They know that advertising cannot remain unchanged when all around it is ever continuing to change. They know that in six short years we have spun through ages of progress. Maybe you are an advertiser who is wondering why the same lists, the same copy, the same space, the same methods, that you used in 1920 will not work today. And it may be you do not realize that while you have slept the world has turned over. You are now on your back.

Space Buyers Read Trade Paper Advertising

A vast amount of direct-by-mail advertising from publishers could be eliminated to the relief of agencies and advertisers and to the profit of publishers.

Much of it the buyers would *prefer* to read in publishers' advertisements in the trade papers. It saves time.

Without disparaging direct-by-mail advertising, the truth is that much of it clutters up a space buyer's desk and is actually a nuisance.

It is equally true that much of the *copy* in publishers' advertising whether direct-by-mail or in trade papers is not worth a space buyer's attention.

Space buyers with agencies and advertisers read publishers' advertising when intelligently planned and executed. Some material is more effective if mailed, read and filed for reference. Some is better in a combination of mail and trade paper. Other campaigns might better be confined to trade papers alone.

Publishers should buy advertising as they sell it. Don't buy just one advertisement or two, but a *planned campaign*. And figure on keeping it going year after year—not on the identical scale, necessarily—but decide that you will advertise over a period of years.

Then fill your space with facts your prospects can *use*. When you come to a period—*stop*.

E. Katz Special Advertising Agency

Established 1888

Publishers' Representatives

Detroit
Atlanta

New York
Chicago

Kansas City
San Francisco



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

Small Monthly Payments

ADVERTISING AND SELLING EXPERIENCE

—at your fingers' ends

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

S. Roland Hall's Library of Advertising and Selling

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

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

The best experience of leading organizations

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

Special Library Price
\$17.50

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

FREE EXAMINATION COUPON

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

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

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

Name
Address
Position
Company A F 8-11-26

What Industrial Advertising Has Taught Us

[CONTINUED FROM PAGE 22]

ization and its product, as well as establishing confidence in its policy. It must gain and hold prestige and patronage. It must be, as much as possible, a concrete force depending upon certain principles, which, though different in detail, are fundamentally the same.

Such principles must produce definite results, or they are being misinterpreted, or misapplied.

Obtaining the affirmative reply, or "provoking the response," is the goal, the measure of the appeal's success or failure. No appeal, no matter how finely drawn up, is effective if the reader's reaction does not go beyond the appeal itself, therefore "provoking the response" will depend essentially upon the knowledge of the power of suggestion—of the reactions of the human mind.

THE appeal addressed directly to the life of feeling, impulse and instinct, is the most powerful in most cases.

Judicious advertising must attain to markets otherwise unattainable—must be an incentive to improvement in quality—must work while you sleep and play—must be educational in its broadest sense—must stabilize the earning power of the corporation—must increase the units in the channels of distribution—must be business insurance.

Experience teaches that in starting an advertising campaign, or after it has been in operation for a long time, constant attention must be devoted to the channels of distribution. No national advertising campaign should be started unless there is a distributor in every city and town of any consequence, ready to fill the demand once it is created, and the only exception to this rule is when such advertising has for its purpose the definite idea of building up distribution. Even then there is grave danger that the real purpose will not be carried to its utmost power when results begin to take effect in the localities where there is proper distribution.

The public is becoming more and more interested in how a thing is produced, under what conditions and surroundings, so that they may better judge its intrinsic quality.

The policy of a company toward those in its employ may be made a deciding factor in the choice of its products.

Advertising is an insurance for the health, happiness and bread winning power of the millions concerned in industrial enterprise.

Anything that will produce in the mind and heart of an employee a pride in his craft makes a better employee,

and tends toward more economical production, the elimination of waste and the lowering of cost. Therefore, when one of their number is made the subject of an advertisement, given a place of honor and of recognition, the effect upon the rest is marked.

Few have recognized the value of advertising as a means for reducing costs in the plant, but it has this power, and the advertising manager who overlooks it, who does not see to it that every advertisement is placed conspicuously in some part of the plant where the men can see it, is not on the job—is not 100 per cent efficient.

While advertising can be used effectively to develop the *esprit de corps* of the employee of a corporation and to arouse the interest of the stockholders and put them to work, it can also be made the means of overcoming labor shortage and of attracting new stockholders. It is human nature not only to admire, but to have a desire to be associated with success. All advertising copy that is producing results should be making its company a success, and should, therefore, breathe or carry with it a successful atmosphere. It should present the human side of the corporation, because, regardless of the criticisms of those who do not know, corporations in this day and age have a very human side and are, to the best of their ability, constantly endeavoring to work out the best possible conditions for their employees. And if the advertising is properly drafted it will not overlook this important part of its organization's effort. It can be made a potent factor in creating in the minds of those who work a desire to be affiliated with the corporation.

WHILE emphasis has been given to these phases of advertising, they are, of course, subordinate to its main objective—the drive to hold old customers and to create new ones. One way in which this has been accomplished successfully is through that kind of advertising which has as its objective the customer's customer.

Good will is an elusive term. It has been defined as the favor or advantage in the way of trade which a business has acquired above and beyond the mere value of what it sells. It may also be applied to any other circumstances incidental to stabilizing business and tending to make it permanent. It is subject to all the whims and inexplicable changes of the average mind. It may be lost by words, acts and deeds of omission, as well as commission.

The protection of good will once es-

Why we like the Advertising Business



"WHO cares . . . outside of a few advertising men?" asked some persons when this headline was written and the subject matter of this advertisement discussed.

And the liking of our staff for its daily occupation seems, at first, of interest to only a few. But when this liking produces an enthusiasm that finds expression in improved work—in better copy and more attractive art—the circle of interest widens.

A canvass of our organizations brings to light that:

Probably the most interesting life is the one that touches all other forms of life at the greatest number of points.

In advertising we have almost as much drama as can be found in the theatre, almost as much art and contact with artists as the Latin quarter

affords. There is as large an interest in writing and writers as is popularly supposed to prevail around the luncheon tables of the Hotel Algonquin. And we talk and think in figures as large as those daily considered by the average banking house.

There is, in the work of advertising, all the immensity that comes from a national business. There is all of the concentrated intensity that comes from watching a single retail sale.

Broadly, through vast circulations, we deal with the whole people. Napoleon's commands were carried to fewer. Socrates could not address a fraction of their number.

Intimately, through meeting with our clients, we associate with a high type of individual. We rub elbows with

many sides of one organization. From the president and advertising manager down to the newly arrived foreigner at the machine lathe, we are made to see their organization as a whole.

Few other businesses offer such breadth and scope for imaginations to rove or for energies to explore. Here is ample opportunity for the self-expression which is one of the elemental forms of happiness.

Advertising seems to us to contain all of the major elements of interest that are found in other forms of human activity—with the possible exception of war, the saving of souls, and the setting of broken bones.

GEORGE BATTEN COMPANY, INC.

Advertising



The Architectural Record-6,635

<i>The second journal</i>	-	-	-	-	5,147
<i>The third journal</i>	-	-	-	-	4,660
<i>The fourth journal</i>	-	-	-	-	4,513
<i>The fifth journal</i>	-	-	-	-	4,180

The figures given above denote architect and engineer subscribers, and show that the RECORD has 28% more than its nearest competitor, 42% more than the third journal, 47% more than the fourth and 58% more than the fifth.

On request—latest A.B.C. Auditor's Report—new enlarged and revised edition of "Selling the Architect" booklet—latest statistics on building activity—and data on the circulation and service of The Architectural Record, with sample copy.

(Net Paid 6 months ending December, 1925—11,537)

The ARCHITECTURAL RECORD

119 West Fortieth Street, New York, N. Y.

Member A. B. C.

Member A. B. P., Inc.

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

established involves a knowledge of, and the correct use of trade marks and trade names, and the distinction the law places on a trade mark and a trade name. This distinction is best epitomized by the Supreme Court of Kansas, which held that a trade mark relates chiefly to the thing sold; a trade name involves the individuality of the maker, both for protection in trade and to avoid confusion in business. It also involves legal interpretation of registration matters, and constant vigilance to prevent others inroaching upon the name.

A study of the most successful advertising campaigns that have been carried out in this country reveals clearly one fundamental principle well known but often overlooked in the presentation of the advertisement—all successful advertisements should combine the name, the product and the indorsement. I would place special emphasis on the indorsement. You may be worth a million dollars, but if you enter a bank where you are not known, you cannot cash a check for a thousand dollars. So no matter how good the product may be, how well the advertisement is designed, it should contain the indorsement, the word of commendation of those who know it, those who are well known throughout the field in which the advertisement appears.

It is of equal importance to show a reproduction of the product. The association of ideas in the human mind is used in the most scientific memory courses. The eye transmits impressions to the brain. The purpose of advertising is to place an indelible imprint on the brain and assure its retention. Therefore, to accomplish such results, the name, the product and the indorsement should always appear together. I have, therefore, termed these three essentials the trinity of advertising.

The Water Tower

[CONTINUED FROM PAGE 28]

ing, as successful advertisers invariably agree, and somewhere there is a fine line of demarcation where good copy ceases to be good advertising copy. To any heated discussion on such a subject, Aquazone might lend considerable weight as a valuable example. It is surprising how well known the column is, and how often quoted, even by persons of that type which boasts that they "Never read the ads." And it is also surprising and particularly illuminating how frequently persons of this same type—not to speak of people in general—have adopted Aquazone as "that other ingredient of a highball."

Too much "cleverness is a dangerous thing; too little is often ineffectual. Aquazone, it would seem, has found and stuck to the happy middle course.

ADVERTISING ON THE PART-TIME BASIS

Perhaps the reason why many advertisers fail to get the maximum of enthusiasm and constructive help out of their advertising counsel lies in the fact that they look upon the agency as something that is supposed to perform only when it is called on. The rest of the time it is not encouraged to speak unless spoken to.

This is bad for the agency. It is doubly bad for the advertiser. The best and most enduring advertising relations occur where there is an intimate relationship between client and agent—a daily give-and-take of advice, information, suggestion, and stimulus. Under these conditions the client welcomes initiative on the part of the agency, imposes initiative upon the agency as a business opportunity.

And when you examine the successes of good agencies you find invariably that they were permitted, even expected, to function all the time, all along the line, and that they rose to the opportunity.



PLANNED ADVERTISING

Reg. U. S. Pat. Off.

Hire us for three months only

AT THE end of that time, we will go or stay, on the basis of results shown.

Many a successful man can look back to the difficult and adventurous time when he got his first chance, his first real start, on such a basis.

In our sixteen years of experience, we have found no better way of starting relations with advertisers than this old method of "Hire us for three months only."

What we do in those three months

IN those three months, for a nominal fee, agreed upon in advance, we build you a Marketing and Advertising Plan. This is quite different from submitting ideas in advance, on speculation. For a period of three months you have from six to twelve of our trained men working on the problems which are peculiar to your own company and product.

This gives you an outside viewpoint. It gives you varied and specialized experience. It gives you an opportunity to size up the ability of an advertising agency, actually at work on your own product, without committing yourself to any expenditure other than the nominal fee.

Has this method been successful?

SUCCESS must be measured by results. Results to be called successful should mean increased profits and permanent business building. The histories of the businesses of our customers following the building of the plan must be the answers as to the success of "Planned Advertising."

May we send you a copy of "The Preparation of a Marketing Plan?" In this book Mr. Hoyt explains more fully this method of "Planned Advertising."

CHARLES W. HOYT COMPANY
Incorporated

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

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

Fashion's the Thing

[CONTINUED FROM PAGE 27]

stores of today are those that are playing fashion.

One of the most important ways to get in interesting fashion facts is through the novelty departments. For instance, right now it is good fashion to be labeled. You are supposed to have your name on your hat, your shoulder, on your hip, in whatever kind of stones you can afford. It isn't right to have Chinese figures; you have to have your own initials. You have to be yourself; you can't go masquerading.

Take fashion's hat these days. Few stores have spread the fashion story of the last few months. After the small "Cloche" hat had ruled longer than any other along came the big, plain "Milan" hat. Notice that it must be plain. No wild flower forests parade in its peak, as so many milliners would have it. It has to be simple.

AND there is one type of small hat that is most important. The fashion feature of it would be most interesting to women. It is put on the head and crushed into the shape of a bag of candy or a cook's hat, but it has to be crushed to suit the face. That crushing could be the subject of a series of interesting advertisements.

Consider the example of sweaters. Stores take it for granted that they can't sell sweaters. But many stores have sold sweaters in pairs this spring and summer. One of them is a slip-over and the other a coat sweater; they are worn together. This double sweater was worn at Biarritz two years ago. Then it appeared at Tuxedo Park. Last winter Palm Beach wore it, and now all spring it has been a fashion and should have been played harder as such.

And the selling of sweaters means the selling of skirts.

Consider the neck. Think of the possibilities in selling more necklaces. The Charlot necklace swept over the country like a fire. It was first worn by Gertrude Lawrence in "Charlot's Revue," and sold for close to \$100. Now it is selling in Macy's for seventy-four cents.

Few stores have seen the possibilities of selling fashion to men. Tripler has done it. Weber and Heilbronner have done it. Many other stores have done it, and many other stores will do it.

It isn't hard to recall the days when Hart, Schaffner & Marx offered only quality and durability. They never said anything about fashion because, said they, men weren't interested in it. They've recently changed their tune.

Notice the wild neckties you see on men this summer. Few stores have advertised this fashion. Notice the two-

tone socks, getting away from the wilder socks, but remaining two-tone. Think of the wonderful fashion story in men's shirts, which is rarely told.

Fashion includes much more in its scope than merely women's and men's clothes. It applies to house articles as well. There are two important fashion trends of the moment in home furnishings: one is the simplicity of the early American furniture and the other is the decoration and ease of the French Provincial.

The early American furniture reflects the character of the people who designed it. They thought that to be right in spirit one had to be uncomfortable. Hence the severity of line of their chairs. But the furniture has the virtue of being simple, and it is always in good taste.

The French Provincial reflected the spirit of the times when the aristocracy lived its life of ease; hence the comfortable, though decorative, features of the style.

In the selling of furniture and home furnishings, fashion should play a most important part—and it does with those few stores that know. And will with more stores as they learn to know. The greatest furniture store in America, Barker Brothers (Los Angeles), does the most with fashion. Smaller furniture stores are convinced that people buy chairs rather than comfort. As long as they pay a high price for the advertising of chairs rather than for interesting people in their chair comfort, they will pay for it.

IT is time that more store chiefs took some of the mystery out of buying. Buying is a hard job—but not a mysterious one. It is largely a matter of taste. Stores could afford to invest fortunes in cultivating the taste of buyers. Buyers now buy the things they like. They are similar to many advertisers who write advertising to please their public.

Some day store chiefs will realize that the most inexpensive buyer is the most expensive thing in the store. Stores in the future will spend more money in brains and less money in markdowns.

Good fashion promotion plays the winning fashion runners. Several outstanding fashions from Best's and Franklin Simon's have run for months.

It is foolish for an advertiser or other store executive to come home from a very solemn Better Business Bureau agreeing to be honest with comparative prices and other checks on dishonesty, and then cheer fashions which are as old as a California tree. There are a lot of ways of lying in advertising besides in price and description. The business of saying a fashion is up-to-

In the recent Prize Contest for the Best Advertisements Written by the Publishers of Country Newspapers, this advertisement by

FORREST W. TEBBETTS

The Bracken County Review

Brooksville, Ky.

Was Awarded 2nd Prize of \$50.00

Smith of Main Street Reads and Buys in Millions!

To start with, there are nine and one-half million of him!

All of the Mr. Smiths, of all the scores of Main Streets, take some home town or county newspaper, which goes into their homes, remains "live" an entire week, and is READ THOROUGHLY.

All of the Mr. Smiths know that their home town merchants sell honest goods, give genuine service, and have a high sense of business integrity. They believe advertising, and believe in it!

In contrast—Mr. Horace Hardboiled, of Bigtown, city of high pressure living, and high pressure selling, buys HIS home town paper of a corner newsie, scans the scare-heads as he walks, gets the latest murder while he hangs to a street car strap, reads the sport page with his after-dinner cigar, and rushes off to the neighborhood theatre, while the paper—full of high priced advertising—lies lonesomely in the waste basket—as dead as Pompey.

National advertisers buy newspaper space as they sell their own products—in a big way. Intense study of actual conditions proves to the big space buyer that Mr. Smith of Main Street—nine and one-half million strong—is the best audience in the world.

He is an audience who will listen—the first requisite. He is an audience who will carefully, slowly, thoughtfully, weigh the merits of the product, and REMEMBER them. He is an audience who cannot be stampeded, but who will follow sane, logical leadership, AND FOLLOW UNTIL DEATH.

Tell Mr. Smith of Main Street
He Buys as He Reads

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



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

AMERICAN PRESS ASSOCIATION

Represents 7,213 Country Newspapers—47½ Million Readers

Covers the COUNTRY Intensively

225 West 39th Street

New York City

122 So. Michigan Avenue
CHICAGO

68 West Adams Avenue
DETROIT



THIS is a 24-page book illustrating a variety of types and grades of Binders for Loose Leaf Catalogs. It offers suggestions and ideas for the Advertising Man, also the manufacturer making and selling all types of merchandise. It shows suitable binders for Dealer's Catalogs, Salesmen's Catalogs, Customers' Catalogs, Special Surveys or Prestige Literature.

Write for it TODAY!

THE C. E. SHEPPARD CO.
273 VAN ALST AVENUE
LONG ISLAND CITY, N. Y.

date when it isn't, is bad ethics as well as bad advertising.

Buyers will depend on the opinion of "fashionists" and consult with them before they buy. Such information, gathered by an intelligent, alert fashion adviser, free from all authoritative sources—trade papers, trade magazines, fashion magazines, reporting services—is a sound basis for buying. It should be eagerly sought by intelligent buyers. Not that the adviser tells a buyer where to buy things. The buyer knows markets best, of course. The fashion adviser has an accurate, unprejudiced picture of the fashion situation and reports these to the buyer, who follows her suggestions in most of her buying.

The making of a new fashion is as worthy of comment as the making of any other labor-saving article. Because, of course, a new fashion is a labor-saving article. It helps women save time in the getting of the things they want: comfort, admiring glances, the assurance of being rightly clothed.

Fashion gives thousands of women something to live for.

Department Stores Self-Service Stores

[CONTINUED FROM PAGE 38]

class of trade; either by interior attractiveness or by atmosphere. The self-service plan of selling general merchandise is still infantile in its practiced form. But the possibilities are there. There is no reason why such merchandise as lingerie, underwear, hosiery, gloves, aprons, house-dresses—in fact, any line in which adaptability to the wearer, such as exact fit, lines and style, does not figure materially—cannot be sold in this way. Take for example, hose. One pair might be used for display and examination by the purchasers, with an accompanying card of samples showing each color carried with its proper name. The stock could be arranged with each pair in an individual wrapping and each shade grouped together with the range of sizes. Both shade and size should be marked when it is wrapped on each package to prevent mistakes in choice. For example, a line priced to sell at \$1.25 would be arranged in one section, according to color and under color, by sizes. The buyer could examine the one pair exhibited for inspection, select the color she desires from the chart of sample shades, and from the section in which such colors are packed, select the size she wishes. The goods she chose would then be taken to the exit, where payment would be made, and the individual packages would be slipped into one envelope for convenient carrying. By this method the buyer could be assured of getting fresh, unhandled goods of the shade and quality satisfactory to her; at a price which could be considerably less

SKILLED WRITER

A business service of high standing has an opening for a man of proved ability as a clear-headed thinker and writer. Business experience is desirable; trained brains essential. This job offers a good salary and a splendid opportunity to the right man. State your age, education, experience, and recent income. Your reply will be held in strict confidence. Address Box 408, Advertising & Selling, 9 East 38th St., New York City.

DISPLAY 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. 25 issue must reach us not later than Aug. 16. Classified advertisements will be accepted up to Saturday, Aug. 21.

To help you
get new
power-field
business

POWER PLANTS - BOILERS AND ALLIED DATA

INDUSTRY	PLANT DETAILS			METHOD OF FIRING				CHECKS ON OPERATION				STEAM USES								
	NUMBER OF PLANTS	TOTAL CAPACITY SURFACE IN UNITS OF TEN SQUARE FEET	NUMBER OF BOILERS	NUMBER HAND FIRING	NUMBER USING HAND STOPPERS	NUMBER USING AUTOMATIC STOPPERS	NUMBER USING BURNERS	NUMBER USING PULVERIZERS	NUMBER THAT WEIGH FUEL	NUMBER THAT METER FEED	NUMBER THAT METER ELECTRICITY	NUMBER THAT METER STEAM	NUMBER THAT TREAT THE FEED WATER	NUMBER GENERATING ELECTRICITY	NUMBER USING STEAM TO HEAT	NUMBER USING PROCESS STEAM	NUMBER USING STEAM SUPERHEATERS	NUMBER USING STEAM CONDENSERS	NUMBER THAT PURCHASE ADDITIONAL ELECTRICITY	NUMBER WHOSE PLANTS ARE BEING TO EXPAND FACILITIES
TOTAL	682	10,244,890	1466	1466	1377	23	14	1	1	1	1	1	1	1	1	1	1	1	1	1

DETAILS ON PLANTS AND BOILERS IN THE INDUSTRIES

INDUSTRY	PLANT DATA			BOILER DIVISION BY NUMBER		BOILER DIVISION BY RATING			FIRE TUBE AGE DIVISION			WATER TUBE AGE DIVISION		NUMBER AND DIVISIONS OF WATER TREATMENT	
	PLANTS	NUMBER OF BOILERS	TOTAL CAPACITY IN UNITS OF TEN SQ. FT.	Water Tube Boilers	Fire Tube Boilers	Rating in Units of 1000 HP	Rating in Units of 1000 HP	Rating in Units of 1000 HP	10 to 20	20 to 30	30 and up	10 to 20	20 and up	Total	By Division
TOTAL	682	3402	1,024,890	1466	1377	23	14	1	1	1	1	1	1	1	1

Prime Movers and Generators in the Industries

Industry	Plant Data			Prime Movers by Number			Prime Movers by Rating			Generators by Number and Rating			
	Plants	Total	Capacity	Steam Engines	Oil Engines	Gas Engines	Steam Turbines	Oil Turbines	Gas Turbines	AC MW	DC MW	AC MW	DC MW
Total	682	2667	1510000	1727	502	51	104	127	104	127	104	127	104

Industrial Prime Movers and Generators in Three Age Classifications

Industry	Steam Engines			Steam Turbines			Oil Engines			Gas Engines			Water Wheels			AC Generators			DC Generators		
	1-10	11-20	21-UP	1-10	11-20	21-UP	1-10	11-20	21-UP	1-10	11-20	21-UP	1-10	11-20	21-UP	1-10	11-20	21-UP	1-10	11-20	21-UP
Total	612	715	400	364	131	7	35	16	—	72	21	11	87	154	37	397	163	—	—	—	—
Food	112	123	26	23	13	—	3	13	—	3	5	—	—	—	—	—	—	—	—	—	—
Ice	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Textil-	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—

Six hundred and eighty-two industrial power plants in the United States have reported to POWER their essential equipment facts.

Some of these facts are startling. The surprising diversity in the age of prime movers in operation today; the amazingly large proportion of plants which still use hand-firing; the astonishingly small proportion which meter their feed water and weigh their fuel; the still smaller proportion which use superheat; the encouragingly large proportion of which plan rebuilding and expansion in the near future—

Facts such as these stand forth in the reports. The value of the reports is intensified by their wide distribution among all the principal industries of America. We of POWER have gathered these facts in the course of our persistent campaign to help manufacturers of power plant equipment widen their markets. We have classified and tabulated the reports by industries and we will gladly place them at your disposal. Would you like to see them? We believe that these facts will be of real value to you in your sales effort in the power field.

POWER

A McGraw-Hill Publication
Tenth Avenue at 36th Street, New York

DALLAS



An Ascending City

Dallas. 42nd among American cities in 1920. 37th in 1925. Moving forward.

Nineteenth in volume of business among American cities.* Seventh in volume of business per capita.

Twenty-five million dollars more bank clearings so far this year than last. \$150,000 more postal receipts.

More than ten per cent increase

*Bank clearings for 1925.

in family population, as shown by city utilities connections, this last year.

Dallas lies at the heart of an agricultural area of great wealth, where crops of feed and food-stuffs are now being harvested than which the memory of man recalleth none better.

Marketeers will find in all America no more promising theatre of effort than this.

*Dallas is the door to Texas
The News is the key to Dallas*

The Dallas Morning News

than that asked by a store where such a transaction involves the time of two or three persons. There could be a radical reduction in clerical help and an elimination of much of the damage from handling. As bargain counter sales of hosiery are now operated, hose of the more delicate textures are almost certain to be in a damaged condition when they are purchased. Rough hands, finger nails, rings and careless handling are disastrous and render the goods rather less than a bargain, with consequent dissatisfaction to the customer.

COINCIDENT with the development of the self-service idea will come, in all probability, a standardization of size and style, and a greater dependence on known brands, a development which will be profitable to manufacturer and retailer alike. Another advantage which self-service is likely to show is a reduction in the total amount of returned goods. What a woman chooses in this fashion, she usually needs or wants and, therefore, keeps.

It would be interesting to know just how many items are bought because of some sort of sales pressure and are later returned when such pressure is definitely removed. Undoubtedly the total number of such returns is fairly large.

Where the customer serves herself, she is influenced only by desire or necessity; and necessity is usually more effective than desire when no outside influence is brought to bear and the transaction is one involving cash.

It is fairly easy to enforce the "cash and carry" system in connection with self-service. If the customer is attracted by the price advantage offered by self-service, she is easily persuaded to increase the reduction by self-delivery and complete her saving by paying cash. Many of the present difficulties which have so unpleasant an effect on the net profits of department stores could be eliminated were a saving in labor shared with the customer in return for the comparatively small trouble of selecting her own goods and either carrying them away herself or paying a small, definite charge for delivery.

Much of the educational work on the value of self-service has already been done in other lines. The introduction of the system into new fields will meet with approval provided that the service can be offered in a manner which will appeal to people of the better class. It is to these people of the so-called "middle class" that the dollar actually means the most.

They are people whose incomes are much smaller than their tastes would suggest. Moreover, they are by training cautious buyers. But they demand pleasant surroundings for their bargain hunting.

It has been a mistake that goods sold to attract the economical purchaser should be offered in a manner bearable only to the indiscriminating.

Detailed Research on Advertising Appropriation Making

It is the most authoritative data on this subject in existence. Details of methods in use; complete systems of forms for budgeting, etc. A splendid aid to any advertising manager.

Careful analysis of all phases of subjects; in loose leaf binder.

THE BUSINESS BOURSE

15 West 37th St. New York City
Tel.: Wisconsin 5067

In London, represented by Business Research Service, Aldwych House, Strand

*If it shows there's
thought behind it
it's an
EINSON-FREEMAN
WINDOW DISPLAY*

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



What are the SCRIPPS-HOWARD newspapers?



"I SEE by the newspapers."
... The authority for nine-tenths of the popular opinion on all current topics of interest!

But *what* newspapers? Are you concerned with the character and the standing of *your* newspaper—of that medium which furnishes the background for those personal opinions by which you are judged?

Scripps-Howard is the hall-mark of NEWS ACCURACY, sane and constructive LIBERALISM, editorial TOLERANCE and political INDEPENDENCE.

EEDITORS of Scripps-Howard newspapers think straight and write straight. Their news columns are *full of facts*, but free from opinion; their editorial columns are *full of logic*, but free from demagoguery and vituperation.

NEITHER Pollyannas nor journalistic grouches, these newspapers are the focal point of every movement tending to make life more livable for the people of their communities.



These newspapers are *good citizens* of

their communities. They are always too busy to quarrel with individuals, but never too busy to engage in a good fight for a good cause.

This is truly American journalism . . . Scripps-Howard journalism . . . a journalism which is well rewarded because its editors make

their newspapers not only popular, but—*respected!*

AND confidence—the greatest reward which readers can bestow—is given in overflowing measure to the twenty-four Scripps-Howard newspapers by more than a million and a half families.

SCRIPPS-HOWARD NEWSPAPERS

MEMBERS AUDIT BUREAU OF CIRCULATIONS

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

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

- Knoxville (Tenn.) - - - - NEWS
 - El Paso (Texas) - - - - POST
 - San Diego (Calif.) - - - - SUN
 - Terre Haute (Ind.) - - - - POST
 - Covington (Ky.) - KENTUCKY POST*
 - Albuquerque (N. Mex.)
- STATE-TRIBUNE
*Kentucky edition of the Cincinnati Post.

MEMBERS OF THE UNITED PRESS

ALLIED NEWSPAPERS, Inc.
National Representatives
250 Park Avenue, New York, N. Y.
Chicago Seattle Cleveland
San Francisco Detroit
Los Angeles



THE OPEN FORUM

WHEREIN INDIVIDUAL VIEWS
ARE FRANKLY EXPRESSED



"Four Out of Five"

MR. DUTCH of Boston refers to the conflicting claims of Forhan's and Lyons on the celebrated "four out of five" statement. I think it is generally understood among medical men that this statement needs qualifying—that this proportion of sufferers from pyorrhea exists only among people of a certain age or over, 35 or 40 years, I believe, being the minimum.

My belief in this fact is strengthened by the noticeable tendency on the part of the recent Forhan's advertisements to indicate that among the members of a crowd, pictorially represented, four out of five will get pyorrhea. It would be possible to depict in this crowd only people of the necessary age to make them fall into this class. In my limited observation, these pictures never include obviously young people.

PAUL M. MILLER,
The Economist Group,
New York City.

Better Than Parades

ME too! Count me among those who are in favor of the boot when it comes to useless parades and parasitic floats.

I agree with Neal Alan, as put forth in *The Open Forum* of the July 14 issue, that parades are a part of Army and Navy régime, and fundamentally wrong when used for business.

If you've got money to spend for exploitation of a convention, or some other such purpose, and can't think of anything other than a parade—then here's an idea for you. Did you ever see a mob of kids at a ball-game or a movie? For pure unadulterated fun for everybody—and your money's worth every time—you can get more kick out of playing good fellow to a swarm of orphan kiddies than you could ever get out of splashing your money up and down the street in the form of floats and parades. And, if advertising is what you want, you'll probably get more honest publicity out of taking the kids to a Harold Lloyd matinee than you ever expected to get out of the parade, with a good measure of public good-will thrown in.

Which looks the most sensible to you: "Advertising Delegates Stage Big Parade and Block Traffic for Three Hours," or "Advertising Men of the World at Convention Are Hosts to 700 Orphan Children"?

Then, there's another angle to the

parade idea: the fire and accident menace; traffic paralyzed; retail business blockaded.

In Los Angeles, where Hollywood is the recognized kingdom of hokum and one might expect an outbreak of freakish pageantry, we have long since disposed of the parade on downtown streets. Even the Shriners at their great convention here last year, with all their glorious bands and fife-and-drum corps, staged their parades in the Coliseum at Exposition Park. The Coliseum wasn't large enough to hold all of the spectators (and it seats 85,000 people), but neither would Broadway or Spring Street be large enough with people standing up. So, for the reasons mentioned in the preceding paragraph, Los Angeles years ago passed a measure prohibiting parades on the main thoroughfares of the city.

The parade float was never a good advertising medium—and only a pitiful, ineffective publicity stunt at best.

C. ALAN WALKER,
Blum's Advertising Agency,
Los Angeles, Cal.

Ill-Considered Advertising?

MAY I say that John W. Powers in your July 28th number judges the Eiffel Tower advertising more as a critic who passes on a work of art than as an advertising man.

The writer, formerly a designer in France, a French citizen and for four years in American advertising, can speak from the French point of view.

The fact that this publicity stunt was used by our H. Ford does not mean that we have lost some of our artistic judgment. If some French people feel badly about this, it is to be expected; there is always someone to criticise any particular move in any direction. And the Eiffel Tower itself was originally built for the advertising of French engineering during the National exposition.

As for Mr. Powers' hopes that American advertisers do not follow the example of the French, let him remember that modern advertising is essentially an American industry and has grown out of market competition, that the French modern advertising is following American advertising in its ways and thoughts.

One might find things to criticise in the unusually large posters of your nice boulevards, or in American city

sky-lines used to advertise chewing gum, tobacco, perfumes, etc.

GEORGE F. BARTHÉ,
Hyde-Baumler, Inc.,
Syracuse, N. Y.

Is This Retrogression?

I STARTED Percival White's article, "The High Cost of Salesmen," with the joyous thought that "Here I am going to get some real dope on this interesting subject that will be as useful as practically all ADVERTISING AND SELLING contributions are," but on wading through it I was no more enlightened than when I started.

Mr. White, I daresay, had some good purpose when he wrote it, but to my mind it smacks strongly of retrogression. Supposing we did let the production wait upon the demand. What then? Would Campbell in Camden sell soup in Seattle? Or would the Joneses of Dallas buy Fords from Detroit? Would they rely solely upon the printed word? Would we all believe in the Bible and its teachings, sold to us by the greatest Salesman of all time? Would we be wearing clothes? And would any of us be educated? Have not all of these things been irrevocably imbedded in our very beings by the process known as selling?

Why, then, this article in destruction of a proved order of things, even if it has for its object only one symbol of the field of selling—the manufacturer's salesman? Supposing the cost is high? Isn't the end worth the means? "I'lligh" is relative anyway. Would Mr. White be willing to dispense with his radio or his watch if he thought that by so doing he could help to forestall a salesman's expense in traveling to his city to arrange for a supply of watches and radios in the marts of trade? Or, if he lived in Podunk, would he be satisfied with the merits of such products made in his immediate locality and sold on the basis of waiting for the demand?

Whatever the ulterior meaning of this article, I crave an answer. ADVERTISING AND SELLING is an estimable journal which helps infinitely to keep me posted on modern trends; which tells me what the other chap is doing, and which often comes to bat with real concrete ideas that save or make money, but this latest effort has me guessing.

J. K. MACNEILL,
Asst. Sales and Adv. Mgr.,
Hewes & Potter,
Boston, Mass.

Announcing~

GOTHAM

The Most Modern Engraving Establishment in New York

The Gotham, possessing the most modern equipment, employing only the finest artisans and maintaining a complete night force to insure all your work of the most careful preparation and the quickest possible delivery, offers you a photo-engraving service unique in the annals of the craft.

The Gotham is a new organization but it is composed of men brought up in the highest traditions of their craft—men properly respectful of all that has been developed in the past and yet forward-looking enough to avail themselves of the best and latest facilities for the production of the finest quality work.

The GOTHAM PHOTO-ENGRAVING CO., Inc.

229 West 28th Street

New York City

GET YOUR SHARE!

LATE summer business in the Fort Worth trade territory should be the heaviest ever known, because of the marketing of the best wheat and oats crops in the history of Texas. A conservative estimate places the amount of money to be paid farmers in this section for their grain at \$60,000,000.00. This will tide over the ordinary dull season between spring and fall, and will be a decided contrast to previous years when the grain yield has been small and the prices low.

Building in Fort Worth is far ahead of last year and will continue big all during the summer, due to the erection of many large and important buildings. The same is true of the adjacent and the West Texas territory, which is building both large and small structures at a big gain over previous years. Building permits in Fort Worth first six months 1926 exceed entire year of 1925.

Retail sales in Fort Worth have gained steadily over last year and promise to maintain the gain throughout the year.

There is no employment problem, both skilled and unskilled being at work.

Oil development will be feverish all summer, due to the opening up of new fields, the demand for gasoline and the good price of crude. The Panhandle is now hitting the high mark in Texas Oil production and is predicted by leading oil publications as the country's greatest oil field.

These and countless other sources of untold wealth are enriching the people of West Texas

—the people you reach through the great West Texas medium

THE STAR-TELEGRAM THE RECORD-TELEGRAM

with greater circulation than any
other three mediums combined.

CIRCULATION OVER 120,000
DAILY and SUNDAY

NO CONTESTS

NO PREMIUMS

FORT WORTH STAR-TELEGRAM
(EVENING)

Fort Worth Record-Telegram
(MORNING)

FORT WORTH STAR-TELEGRAM
and Fort Worth Record
(SUNDAY)

AMON G. CARTER
Pres. and Publisher

Charter Member
Audit Bureau of Circulation

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

Teaching Your Salesmen to Teach

[CONTINUED FROM PAGE 36]

new man and was forced to entrust the balance of the training to the other junior.

In showing how this was done, this pupil-teacher said: "John Morgan taught me how to teach. He taught me that the first thing that I should hammer into the mind of the other cub was to 'Stop, Look, and Listen.'" He explained that the 'Stop' meant that I must teach him to pause frequently enough to make sure that he knew what his purpose was and how he planned to accomplish it. He taught me that the 'Look' meant to keep his eyes opened for competitive activities, for opportunities for service to customers, and for the opportunity to teach your customers' salesmen. He taught me that 'Listen' meant that I was to keep my ears wide open for everything that would help me to sell another dollar's worth of our merchandise; that the part of my duty to teach this cub, and to profit myself, was to listen to the conversations vouchsafed me by other successful traveling men in non-competitive lines; to listen to buyers when they had any type of message, to listen to customers in a store, and to the salespeople's replies, and to listen to every single word in every single message from the house."

THE point I wish to drive home is that we are replacing both senior and junior salesmen on our own force with men who can both sell and teach. Our subsidiary is now paying eight per cent dividends instead of showing a loss, because we dropped as rapidly as we could make certain every man who could not teach as well as sell.

With the countless chemical specialties of our subsidiary company, the ability of the men to teach manufacturers how to use our products; to teach them to get out of the rut of old-time methods; to teach them that they could afford to pay ten times more per pound for our subsidiary's chemicals than for those they were using—meant the difference between bankruptcy and what we all believe will prove to be a more profitable business, dollar for dollar, than our parent enterprise.

How do we teach our salesmen to teach? Our commodity sales managers go to school under me and then proceed to teach school themselves. In my teaching I am assisted by outside professional teachers with whom my commodity sales managers have frequent conferences.

We hold classes both at our sales conventions and our divisional conferences. We have a correspondence school (although we do not call it by that name) directly and solely intended to teach our senior salesmen how to teach their juniors. In connection with this course we have a text-book (which we call a

In the
Lumber
Field



It's the
American Lumberman

Established 1873

Published Weekly

CHICAGO, ILL.

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.

**PROVE IT!
SHOW THE LETTER**

If your salesman could show skeptical prospects the testimonial letters and orders received from satisfied customers, it would remove doubt and get the order. Don't leave testimonial letters lying idle in your files—give them to your men and increase your sales thru their use.

Write for samples and prices

AJAX PHOTO PRINT CO., 31 W. Adams Street, Chicago

The New
Delineator
Home
Institute

Delineator

Home Institute



The Staff of Life

*New consideration will be given the new
cooking ways in Delineator Home Institute*

Directed by . . .

Mildred Maddocks Bentley

BY all who are qualified to judge, Mrs. Bentley is regarded as the final authority in applied domestic science.

Her directorship of the new Delineator Home Institute is assurance that all information published on foods and equipment is not only chosen with care but has first been put to practical test.

The scope of the Institute is defined by Mrs. Bentley in the October Delineator in the following words:

“This new Delineator Home Institute is planned to be as broad as the home itself. In its pages all that has to do with the technique of home-making will be considered — foods and good cookery, home management and engineering.”

The entire top floor of the Butterick Building has been made

COOKING BY ELECTRICITY

*New times, new ways,
modern scientific methods
will be tested and ex-
plained in the new De-
lineator Home Institute*



over to house the Institute, its Kitchen Laboratory and the other phases of its activity.

Each month, starting with October, Delineator Home Institute will publish tested information of keen value to the progressive housewife.

✓ ✓ ✓

With the November issue, The Designer is combined with Delineator in one magazine, known as Delineator. The guaranteed circulation, from November, will be 1,250,000. As the present combined circulation of the two magazines is 1,700,000, the advertiser will, obviously, for some time to come, be receiving several hundred thousand excess circulation.

THE BUTTERICK PUBLISHING COMPANY

S. R. LATSHAW, *President*



BUTTERICK BUILDING

. . . The entire fifteenth floor is given over to the new Delineator Home Institute

manual), and examinations (which we call questionnaires). We use both the text-book and the case system side by side. We put problems taken from one division before the senior salesmen of another. After they have solved these, we ask them to put the same problems or, better still, problems involving similar applicants, but taken from their own experience, before their junior salesmen.

We have a definite system of marks (which we call ratings), and we have diplomas (which we call cash bonuses) for those senior salesmen who show the greatest results and for those who show the greatest progress in the ability to teach.

In addition to these "diplomas" (which run as high as two hundred and fifty dollars in gold for first place) we work into our courses material which enables our senior salesmen to teach the salespeople employed by our customers, and we have similar cash prizes for those who are most successful.

And within our sales force we are thus constantly building up not only senior salesmen who are producing greater results by their ability to teach, but also junior salesmen who, even while learning how to sell, are getting at first-hand an excellent foundation for learning how to teach.

Vogue Company Wins Injunction Plea

THE suit brought by the Vogue Company of New York as publisher of the magazine *Vogue* and maker of Vogue patterns in the United States District Court of Ohio asking for an injunction against the Vogue Hat Company of New York and the Thompson-Hudson Company, a department store of Toledo, restraining them from selling millinery under the name "Vogue Hats," and from representing that the said "Vogue Hats" are made by the publisher of the magazine *Vogue*, was finally decided recently by the United States Circuit Court of Appeals in Cincinnati, in favor of the Vogue Company.

Commenting on the policies of the Vogue Hat concern, whose merchandising is characterized as "permeated by the taint of international fraud," the court declared that the situation could not be corrected simply by the dropping from the concern's advertising of the well known V girl trade mark which infringes most flagrantly upon that of the Vogue Company, even though the businesses involved were not in direct competition, strictly speaking. The court is further quoted as follows:

We think it would be going too far to forbid entirely the name or label "Vogue Hat," unless accompanied by the disclaimer. That name is substantially descriptive, and has no secondary meaning appurtenant to plaintiff's business. . . . This manufacturing defendant may sell any hats not called or marked as "Vogue Hats." It may use the name and label "Vogue Hats" in connection with or without "New York," or "Fifth Avenue, New York," if accompanied by any prominently displayed manufacturing name it may select (not including the word "Vogue"). It may not use the name unless so accompanied.

Advertising and Sales Promotion Manager WANTED

A LEADING New York manufacturer of hats for men requires a competent man to conduct his advertising department.

The right man must have had experience justifying confidence in his ability not only as an advertising man, but as a salesman. He will be expected to sell the policies of the company by correspondence and by personal contact with the retail men whom he will meet not only in the home office but on the road.

Style and color being vital elements in the design of this manufacturer's product, he must have a keen sense of the artistic.

He will have competent assistance in the handling of the routine matters of his department, as it is desired that he shall have ample time for constructive work in planning and selling the company's advertising and sales policies both at home and throughout the United States.

Supply full information regarding qualifications, including age, experience, present earnings and salary expected. Replies will be held in confidence.

ADDRESS BOX 407

CARE ADVERTISING AND SELLING

9 EAST 38TH STREET

New York City

A·B·C·Week
Chicago
Oct. 18 to 23

The 13th Convention
of the

A·B·C·

(AUDIT BUREAU OF CIRCULATIONS)

will be held at the

Hotel LaSalle
Chicago

October 21st & 22nd

NINETEEN · TWENTY · SIX

Divisional Meetings - Oct. 21st
 Annual Meeting - Oct. 22nd



The **Annual Dinner**

will be held on the night of

October 22nd

at the

Hotel LaSalle

Make Reservations Early

Your Salesmen

should have as good tools as these—



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

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

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

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

May We Submit Specimens for Inspection Purposes?

THE H. R. HUNTING CO.

Worthington Street
SPRINGFIELD, MASS.

In Sharper Focus

Roy Eastman

MOST advertising men—and some others—are familiar with the initials R. O. E. To a slightly smaller number the name Eastman connotes Cleveland as well as Rochester; fewer still know that the name Roy is an abbreviation, but the number who know the whole truth is decidedly small; and so it is with a certain amount of trembling and no small amount of private glee that we here state for the benefit of whosoever may chance to read this page that the gentleman smiling from the snapshot below bears the rhythmic



name of Royal Oliver Eastman. Call it a handicap or an asset as you will; depending on whether you are blessed or cursed with an unusual arrangement of the alphabet in your signature.

Born in the Wolverine State, Mr. Eastman's investigative trend manifested itself at an early age. He was raised chiefly in small towns and lumber camps of Wisconsin; a fact that may account for his faculty of hewing to the line—with a fine disregard for the sawdust or the chips.

We jump over a decade, during which he graduated from high school in Fond du Lac, Wisconsin, and started to make every waking minute count by working at everything he could find to do, including the job of reporting for the Fond du Lac paper.

Then we find him in Milwaukee, taking all the degrees of newspaper work at quite an early age. Several years more and he is in Battle Creek with Kellogg's.

He spent several years with Kellogg's, handling advertising and various and sundry other jobs with or

without titles, including a short period of editing the *Good Health Magazine*. On the side he broke into print at the most unexpected times and places; a habit which has stuck.

During this period at Battle Creek the investigative virus "took" and the first crude analysis of magazine circulation was organized cooperatively by a group of advertisers.

Then a short period passed as an account executive with Fuller & Smith, at Cleveland. This brings us up to 1916 and the organization of the National Advertisers Research, which soon assumed such proportions and importance as to demand his entire time. However, the war came, with its attendant scarcity of man-power for peace-time jobs, and with reluctance and suspicion on the part of the public of all who sought to question them about their opinions. So he went back to Fuller & Smith as Director of Research for two years.

Then, in January of 1920, the present organization of R. O. Eastman, Incorporated, was started. Started on a rather limp and short shoestring, though the tip was excellent, but started nevertheless. It has been going ever since. Almost immediately the "Incorporated" began to stand for something in the way of organization until now, after five years, there are several employees for every letter in the word.

He can be met almost any time, somewhere from the Pacific Coast to Boston, if you can travel fast enough to keep up with him. He keeps a dictaphone at home, as well as at the office, and never travels without a portable typewriter, even for a day. He can—and has—persuaded more Pullman conductors into letting him use the portable on trains than any one we ever heard about. By December his record of actual nights on Pullmans is always well up into three figures, and his list of cities reads like Rand-McNally.

In short, he is the "workingest" man alive. His vocation, work and study is the genus "man." His avocation is more work; plus occasional time out to tinker with a beloved old Haynes so that he can always be sure of passing the other fellow on the road—when he has time to drive. He promises occasionally to find time, *maybe*, to investigate golf and determine why it seems so interesting. And sometime another fishing trip. The latter seems more likely to be realized as it will probably afford an opportunity to sit for a while and meditate on how to crowd three men's work into a day where only two were done before.

How long can he keep up the pace? He will quite likely reply that he is "good for another forty years."

690 National Advertisers

did the job in St. Louis and The 49th State

- using The Globe-Democrat *Exclusively*

The Roster of our Exclusive Set for 1925 reads almost like that of the United States Chamber of Commerce. Here are a few of the 690 newspapers who used The Globe-Democrat alone among St. Louis newspapers in 1925.

Of Course!

Here's the newspaper—the only one—which covers both St. Louis and The 49th State, its great tributary market (radius 150 miles).

What wonder that our Exclusive Set is growing. The 1925 roster showed an increase over 1924, and with 1926 business showing big progress in this market, St. Louis' Largest Daily offers more than ever before to advertisers.

If you want efficiency in advertising and sales, and if you want economy—here's a famous newspaper at your service. With a Research Division and a Service and Promotion Department to help you do the job in St. Louis and The 49th State.



Automotive

- R. J. Brown Petroleum Co. (Brown's-Oyl)
- Michelin Tire Co.
- Pierce Arrow Motor Car Co.
- Procter & Gamble (Ivo Radiator Glycerine)
- Vacuum Oil Co.
- Yellow Cab Mfg. Sales Corp. (Yellow Cab Trucks)



Financial

- A. C. Allyn & Co.
- Ames, Emerich & Co.
- Associated Gas & Electric Co.
- A. G. Becker & Co.
- Blyth, Witter & Co.
- Bonbright & Co.
- George H. Burr & Co.
- H. M. Byllesby & Co.
- Camp, Thorne & Co.
- Chandler & Company
- Commonwealth Bond Corp.
- Equitable Trust Co. of New York
- Federal Securities
- George M. Farman Co.
- Frazier & Co.
- Hambleton & Company
- W. A. Harriman & Co., Inc.
- Harris Trust & Savings Bank
- Hayden, Stone & Company
- Hill, Joiner & Company
- Hoagland, Allum Company
- Kennedy & Company
- Laga & Company
- Mfg. Trust Company
- Mitchell, Hutchins Company
- National Bank of Commerce of New York
- National Surety Company
- John Nickerson & Company
- Otis & Company
- Pearsons-Taft Company
- Wm. L. Ross & Company
- Edw. B. Smith & Company
- Spencer, Trask & Company
- State Street Trust Company
- Straus Brothers
- Watson & White Company
- White, Weld & Company



Hardware and Building Material

- Alabastine Company
- Atlas Portland Cement Co.
- Barrett Company
- E. L. Bruce Company
- Candie-Bray Glass & Paint Co.
- Davenport Locomotive Works
- Durlacque Manufacturing Co.
- General Asphalt Co. (Amiesite)
- Interstate Steel
- Johns-Manville, Inc.
- Marquette Cement Mfg. Company
- Nicholson File Company
- Rockwood Corp. of St. Louis
- Southern Cypress Mfg. Assn.
- U. S. Gypsum Company
- Winslow Boiler & Eng. Co. (Kleen-Heet)



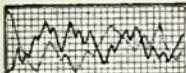
Publishers

- Boston Globe
- Boston Herald-Traveler
- Chicago Tribune
- Candee-Nast Publications, Inc. (Vaque)
- Crowell Publishing Company (American Magazine)
- Crowell Publishing Company (Collier's)
- Curtis Publishing Company (Country Gentleman)
- Curtis Publishing Company (Saturday Evening Post)
- Household Magazine Company
- Iowa Daily Press Association
- Liberty Magazine
- Macmillan Company
- New York Herald-Tribune
- New York Sun
- Philadelphia Enquirer
- Philadelphia Public Ledger



Toilet Requisites

- American Safety Razor Company (Gem Safety Razor)
- Caron Corp. (Parfums Caron)
- Herpicide Co. (Newbro's Herpicide)
- Houbigant, Inc.
- Geo. W. Luff
- I. W. Lyon & Sons, Inc. (Dr. Lyon's Tooth Powder & Cream)



Business Service

- American Appraisal Co.
- American Credit Indemnity Co.
- American Mutual Liability Insurance Co.
- Babson's Statistical Organization
- Ernst & Ernst
- Rice Leaders of the World Assn.



Clothing

- Associated Knit Underwear Mfrs.
- F. Berg & Co. (Sta-Shape Hats)
- Berkley Knitting Co.
- J. W. Carter Shoe Co.
- Copper Underwear Corp.
- Duofold Health Underwear Co.
- Gibbs Underwear
- Glastonbury Knitting
- H. W. Gossard Co.
- Heidelberg-Wolf & Co.
- Hewes & Patter (Spur Ties)
- Interwoven Stocking Co.
- B. Priestley & Co.
- Sealpax Company
- Stacy-Adams Company
- Warner Brothers Co., Inc. (Redfern Corsets)



House Furnishings

- George W. Blabon Company
- Charter Oak Stove & Range Co.
- Cleveland Metal Products Co.
- Garham Company
- Majestic Electric Appliance Co.
- Richardson & Boynton Co.
- Wm. A. Rogers, Ltd.
- St. Louis Tent & Awning Co.
- Squeeze Ezy Mop Company
- Walker Oil Burner Corporation
- M. J. Whittall Associates



Radio

- Equitable Radio Corporation
- Federal Radio Corporation
- Press Radio Corporation



Smokers Supplies

- American Tobacco Company (Herbert Tarleton)
- American Tobacco Company (Roi Tan Cigar)
- Consolidated Cigar Corporation (Dutch Masters Cigar)
- Consolidated Cigar Corporation (Harvester Cigar)
- Continental Tobacco Company (Dunhill Cigarettes)
- Deisel-Wemmer Company (El Verso Cigar)
- H. Fendrich, Inc. (Charles Denby Cigar)
- General Cigar Co. (Robert Burns)
- Gradiaz, Annis & Co. (Don Julian)
- Liggett & Myers Tobacco Co. (Piedmont Cigarettes)



Beverages and Food Products

- Bayle Products Co. (Bayle Mustard)
- Burger Brothers Co. (Buckeye Malt)
- Cap Sheaf Bread Company
- Heil Packing Company
- Mauil Brothers (Faust Spaghelti)
- National Food Show
- Rumford Baking Powder Co.



Office Supplies

- American Lead Pencil Company
- Autolamp Company
- Conklin Pen Mfg. Company
- Dixophone Sales Corp. (Dictaphone)
- Hamshire Paper Company
- Mack-Elliott Paper Company
- H. G. McFaddin & Company (Emeralite)
- Richardson, Leaver Fixture Co.
- Royal Typewriter Company
- Wahl Pen Company



Travel

- Boulder Chamber of Commerce
- Bowman Biltmore Hotel
- Canada S. S. Lines (Australia)
- Cecil Hotel
- Cleveland & Buffalo Transit Co.
- Corpus Christi Chamber of Commerce
- Dennis Hotel
- Foster & Reynolds Co.
- Frank Tourist Company
- Great Lakes Tours
- Italia American Shipping Co
- Lampert & Holt Line
- LaSalle Hotel
- Leipzig Sample Fair
- Longview Company
- Miami Biltmore Hotel
- Portland Chamber of Commerce
- San Antonio Chamber of Commerce
- Wisconsin Land o' Lakes, Inc.



MISCELLANEOUS

- American Art Galleries
- Brown, Boveri & Co., Ltd.
- Central Engraving Company
- Childs Restaurant
- Samuel T. Freeman
- Goodyear Tire & Rubber Co. (Golf Balls)
- Ingersoll Watch Company
- Lumaghi Coal Company (Cantine)
- Monicello Seminary
- Pathe Exchange, Inc.
- Reliance Engraving Company
- Shinola Company
- J. R. Thompson Restaurant
- John Wanamaker (Flash Golf Ball)

St Louis Globe-Democrat

The Biggest Single Sales Influence in The 49th State

Advertising Representatives

CHICAGO

360 N. Michigan Blvd.: Phone: State 7847; Guy S. Osborn, Inc.
332 So. La Salle St.: Phone: Wabash 2770; Charles H. Ravell, Financial Advertising

NEW YORK

Room 1200, 41 Park Row
Phone: Cortland 0504-S; F. St. J. Richards

DETROIT

3-241 General Motors Bldg.
Phone: Empire 7810; Jos. R. Scolaro

SAN FRANCISCO

First National Bank Building
C. George Krogness

LONDON

Dorland Agency, Ltd.
16 Regent Street, S. W. 1

Absorbable

IF the various industrial papers were more thoroughly understood by all space buyers what a shifting of appropriations there would be!

A lot of pompous publications would droop; some would go out of business; others would largely and rightfully gain and a general magazine or two would be bereft of some highly technical accounts.

When the smoke of the small revolution had lifted manufacturers would find themselves in a cleaner atmosphere and a sounder advertising position.

But, sit tight! It will be years before this revolution materializes. Progress is in that direction but it moves slowly.

The fact is—and it's natural enough—the average advertising man cannot read industrial papers with any great interest nor with any such degree of intelligence as that manifested by the men for whom they are edited.

An article on how to provide for one per cent of greater economy in the generation of power may be Greek, Latin and boredom to the space buyer; but, to the plant executive! Well, it's dollars and sense and ripe romance to him.

So, much space is bought on circulation statements, reputation, bulk, hunk and what the competitor does.

None of those things indicates the actual advertising value of the paper. The one which is advertisingly golden is that which publishes articles which are both helpful and easily ABSORBABLE.

That last word is probably unknown to the dictionaries, just as it seems to be unknown to many industrial editors who love their heavy meals.

But, when you make your paper valuable and digestible, you make READERS instead of dyspeptics.

To recognize that element is the hall mark of a true space buyer.

A. R. Maujer.

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

Unchoked by isms and ologies, Industrial Power breathes the spirit of practical service which is the essence of helpfulness. 42,000 industrial plants the country over welcome it.



As a Man Thinks

A man whom I have known almost all my life spent an evening with me, recently.

His career, until a few years ago, was one of almost uninterrupted success. Then he "stubbed his toe"; and in the course of a couple of months, saw his \$20,000 a year salary and substantial stock interest in the company with which he was connected, vanish. To say he was stunned is to understate the case. Yet never did he admit that he was beaten. Somehow or other, he has managed to keep his head above water. Somehow or other, he has kept alive his faith in himself.

It looks now as though his courage would be rewarded. When I talked with him last, he was as gay as a boy. His old-time confidence in himself had not abated. It is contagious. I, who, six months ago, was inclined to regard him as a failure, now think of him as a man whose best years are still to come.

High Sounding Names

If you feel that you "just must" write a novel and are worried about the names which your principal characters should bear, visit Macy's and make half a dozen trips in the elevators in the rear of the store. You will find in them as fine an assortment of high-sounding names as you can imagine—those of the elevator operators who "have pledged themselves to courtesy and service." Colored men though they are, they have names which read as though they had been taken from "Burke's Peerage" or the last issue of the Social Register—Douglas this, Llewellyn that and Ivan something else.

What the Public Wants

Sixty or seventy years ago, a gifted Frenchman wrote a book in which he told the pathetic story of four dwellers in the land of Bohemia. I've read the book. I hope to read it again.

In more recent years, an Italian used this story as the basis for an opera. I've heard it a dozen times. I hope to hear it a dozen times more.

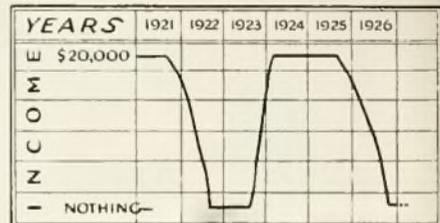
Still more recently, certain men—I

shan't mention their names—produced a certain motion picture to which they attached the name of the opera. I've seen it; or rather, I've seen part of it, for I left the picture palace wherein it was exhibited before it was ended.

Of the original story hardly a trace remains. It was good enough, when written, to earn fame for its author. Forty years later, it was good enough to appeal to one of the great masters of melody as the sort of thing 'round which to weave a musical setting of unusual beauty. But all this meant nothing—less than nothing—to the master-minds of Hollywood. They know what the public wants. As for the man who wrote the story—what you kicking about? He's dead, ain't he?

Why Hasn't He Got It?

Among my acquaintances is a man whose earning-power, if it were charted, would look like this:



For two or three years in succession his income is in the neighborhood of \$20,000 a year. Then something happens and his income gets 'round about zero. In his good years he lives like a prince. In his lean years—

At luncheon, a day or two ago, this man said to me, "If I had two thousand dollars, I'd—"

Why hasn't he got it? Though he was not continuously employed, he earned during 1924 and 1925 about \$30,000. Apparently very little of it "stuck."

Masterpieces

Let me again compliment Thos. Cook & Son on the way they utilize the radio. Their travelogues, broadcast through WJZ, every Tuesday at 10 p. m., are masterpieces. I am no radio enthusiast, but I make a point of listening in when Cook & Son are on the air; and so, I am sure, do thousands of others.

The musical background, the voice of Cook's representative, the things he tells—if all radio advertising were like this, it would be good, indeed.

JAMOC.



Outdoor Advertising

AMONG the varied accounts whose Outdoor Advertising is placed by their advertising agencies through the National Outdoor Advertising Bureau, are those of 174 manufacturers of food products.

These are among the experienced and successful advertisers who have proved to their own satisfaction the advantage of having their Outdoor Advertising placed by the agency which, as their advertising counselor, handles their campaigns in their entirety. Any advertising agency which is a member of the National Outdoor Advertising Bureau can give you complete information and efficient service in Outdoor Advertising.

National Outdoor Advertising Bureau

INCORPORATED

An Organization Providing a Complete Service in Outdoor Advertising through Advertising Agencies

1 Park Avenue, New York

General Motors Building, Detroit

14 East Jackson Boulevard, Chicago

Slumping—UP!

July was the biggest July—and August was the biggest August—in Oral Hygiene's sixteen years' history.

Reason: results

ORAL HYGIENE

Every dentist every month

1116 Wolfendale Street, N. S.
PITTSBURGH, PA.

- CHICAGO: W. B. Conant, Peoples Gas Bldg., Harrison 8448
- NEW YORK: Stuart M. Stanley, 53 Park Place Barclay 8547
- ST. LOUIS: A. D. McKinney, Syndicate Trust Bldg., Olive 43
- SAN FRANCISCO: Roger A. Johnstone, 155 Montgomery St., Kearny 8086



Just Out—
"Business Correspondence Handbook"

Edited by
JAMES H. PICKEN, M. A.
Lecturer in Advertising, School of Commerce, Northwestern University; Counselor in Direct Mail Advertising

RIGHT out of the experiences of successful firms mailing literally millions of letters annually, the author shows—with numerous examples of actual letters arranged by type of business; with specimen paragraphs, with many charts and tables—just how to make your own business correspondence pay larger dividends. Standard types of letters that pay best—actual working methods of America's MASTER letter writers—and definite formulas for writing letters—are set out in detail.

A Real Desk Partner

This unique correspondence handbook will pay profits in daily use—it is a real desk partner. 250 letters, charts, and tables. 836 pages. Mail the handy coupon below today—now!

----- **EXAMINE FREE** -----

A. W. SHAW COMPANY
Cass, Huron and Erie Streets, Chicago

Please send me, on approval, your new 836 page book, "Business Correspondence Handbook," edited by James H. Picken, flexible binding, grid stamped. Within five days after its receipt, I'll send you \$7.50, plus few cents for mailing charge, or return the book. A. S. 826

NAME
(Please print plainly)

STREET & NO.
(Please print plainly)

CITY & STATE.....

PHONE

(Canada and Foreign, \$9.25, cash with order.)

Small Town Is Spreading Out

[CONTINUED FROM PAGE 21]

"I have told our board of directors," relates this officer, "that our city, as well as hundreds more, has been caught napping. On every highway entering the city we have sign-boards that announce 'Welcome to Bigville' and every exit invites them to 'Come Again.' It's wasted courtesy on our part, for the people just drive through town. Our 'Welcome' and 'Thank You! Come Again' was a bit of originality a few years back, but I've told our directors that the little gasoline pump along the road has put Bigville off the map. The most welcome sign to a motorist is the 'Comfort Station,' and if our merchants don't look sharp, those wayside places will be selling shoes and clothing along with groceries and hardware and drugs. Our word of welcome is a hollow thing, a joke, and all because Bigville has made no provision to supply the one biggest want of the motoring public. There's no use in false modesty. The department store recognized a need and used it to draw patronage; and now comes the roadside merchant with the same psychology. He's pocketing the trade of the out-of-town customers that all our retailers want. It's trade that comes but once. Unless we sell them their wants as they drive through town they're gone forever. And, another very important thing, it's cash-over-the-counter trade."

MOTORING, whether for an afternoon's ride or a week's outing, takes the people outdoors. Humorists and the comic sheets have repeatedly portrayed the perplexities of the family in trying to find, as they drive along at thirty-five miles, a spot suitable for their picnic lunch. This problem is, however, fast being solved by wayside merchants who are bordering main highways with invitations of 'Free picnic tables.' "Enjoy your lunch under our maple trees" or "Shade trees, good water and tables one-half mile ahead."

The highway commissions, too, have used their funds to the same end. New York, as one example, but as only one, has dotted its thoroughfares and the back-country roads with open fire places of stone and cement, each equipped with permanent supports for kettle and skillet. To add to the inviting nature of these spots, a pile of fresh wood stands close to the fire place, and, not too far away to escape the passer-by's eye, may be glimpsed a faucet with running water, an incinerator for refuse, and, screened by the bushes, further accommodations for comfort. Rare indeed is a grouping of these facilities near which some enterprising citizen has failed to open up a filling station with side-line supplies of food, beverages and motoring necessities.

A tremendous contrast such a place makes to the "Welcome" of the ordi-

Sweater News and Knitted Outerwear
May, 1926

Underwear & Hosiery Review
Vol. 8, No. 3
Mar. 1926

Tie-up

Your Consumer Campaign with Trade Publicity

for Sample Copies address:
KNIT GOODS PUBLISHING CORP
93 West Street New York City



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.

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

THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

Jewish Daily Forward, New York

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

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.

EST. 1867 BAKERS' HELPER CHICAGO A.B.P. and A.R.C. Published Twice-a-month

Bakers' Helper has been of practical service to bakery owners for nearly 40 years. Over 75% of its readers renew their subscriptions by mail.

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

WESTVACO EGG SHELL



The Book

A WESTVACO SURFACE FOR
EVERY PRINTING NEED

The Mill Price List *Distributors of* WESTVACO MILL BRAND PAPERS

The Chatfield & Woods
Company
20 W. Glenn Street, *Atlanta, Ga.*

The Arnold-Roberts Company
Augusta, Me.

Bradley-Reese Company
308 W. Pratt Street, *Baltimore, Md.*

Graham Paper Company
1726 Avenue B, *Birmingham, Ala.*

The Arnold-Roberts Company
180 Congress Street, *Boston, Mass.*

The Union Paper & Twine
Company
Larkin Terminal Building,
Buffalo, N. Y.

Bradner Smith & Company
333 S. Desplains Street, *Chicago, Ill.*

West Virginia Pulp & Paper
Company
732 Sherman Street, *Chicago, Ill.*

The Chatfield & Woods
Company
3rd, Plum & Pearl Streets,
Cincinnati, O.

The Union Paper & Twine
Company
116-128 St. Clair Avenue, N. W.
Cleveland, O.

Graham Paper Company
1001-1007 Broom Street, *Dallas, Texas*

Carpenter Paper Company
of Iowa
106-112 Seventh Street Viaduct,
Des Moines, Ia.

The Union Paper & Twine
Company
551 E. Fort Street, *Detroit, Mich.*

Graham Paper Company
201 Anthony Street, *El Paso, Texas*

Graham Paper Company
1002-1008 Washington Avenue,
Houston, Texas

Graham Paper Company
332-336 W. 6th Street, Traffic Way,
Kansas City, Mo.

West Virginia Pulp & Paper Co.
122 East 7th Street, *Los Angeles, Cal.*



The E. A. Bouer Company
175-185 Hanover Street,
Milwaukee, Wis.

Graham Paper Company
607 Washington Avenue, South,
Minneapolis, Minn.

Graham Paper Company
222 Second Avenue, North
Nashville, Tenn.

The Arnold-Roberts Company
511 Chapel Street, *New Haven, Conn.*

Graham Paper Company
S. Peters, Gravier & Fulton Streets,
New Orleans, La.

Beekman Paper and Card
Company, Inc.
137-141 Varick Street
New York, N. Y.

West Virginia Pulp & Paper
Company
200 Fifth Avenue, *New York, N. Y.*

Carpenter Paper Company
9th & Harney Streets, *Omaha, Neb.*

Lindsay Bros., Inc.
419 S. Front Street, *Philadelphia, Pa.*

The Chatfield & Woods
Company
2nd & Liberty Avenues,
Pittsburgh, Pa.

The Arnold-Roberts Company
86 Weybosset Street, *Providence, R. I.*

Richmond Paper Company,
Inc.
201 Governor Street, *Richmond, Va.*

The Union Paper & Twine
Company
25 Spencer Street, *Rochester, N. Y.*

Graham Paper Company
1014 Spruce Street, *St. Louis, Mo.*

Graham Paper Company
16 East 4th Street, *St. Paul, Minn.*

West Virginia Pulp & Paper
Company
503 Market Street, *San Francisco, Cal.*

R. P. Andrews Paper
Company
704 1st Street, S. E., *Washington, D. C.*

R. P. Andrews Paper
Company
York, Pa.

Manufactured by
WEST VIRGINIA PULP
& PAPER COMPANY

nary city or town. It is impossible not to set down the comments of a wealthy man from Little Rock who motored to the Yale Commencement with four in his car.

"After the first day or so," is the experience of this gentleman in his own words, "we never stopped in a town except at night for lodging. It was a revelation to me to see how impossible every town makes it for the tourist to spend a cent. That sounds pretty raw, but it's the truth.

"Drive into any town. The downtown streets are parked full. If you see a place to get in, when you slow down you confront a fire plug. If it's not that, it's a no-parking sign; if it's not that, it'll be one telling you the space is reserved for taxis or buses only. By the time we'd driven around a block or two in the hope of parking the car, we'd just give it up and drive on to the next place. We didn't want to leave the car, with our stuff inside, on some back street in the trucking district; and we didn't want to walk six or eight blocks to a restaurant or hotel.

"Then, in desperation, we stopped at an attractive lunch place in the country. We had soup, sandwiches, baked bananas and as good coffee as anyone wants. The place was clean; we had a chance to wash our hands; and the bill was \$1.40 for the four of us. The whole thing took less than forty minutes, while if we had stopped in a town it would have taken that long to park the car and inquire for a fit place to stop.

"That settled me. I quit studying the Blue Book to see where we should eat. When the family began to yell, I could always find a good-looking place in a few miles. For the rest of our trip to New Haven and back, we never ate a lunch in a town. I bought mighty little gas or oil in the towns, and the odds and ends the family bought from those places was astonishing—not tom-fool things but just little things they would be wanting from day to day.

"For me, the experience was a revelation. It has changed motoring for me. I can laugh at the towns and their obsolete, illuminated sign-boards of 'Welcome,' for they don't mean a thing to me. All I want of the towns on my route is the green light on the traffic post."

EVEN large cities suffer. As an interesting illustration, Cleveland may be cited. That city was the original "Sane Fourth" community, and for nearly twenty years the sale of fireworks and firecrackers has been rigidly prevented, with the result that use of them has been effectually controlled. All this movement, however, has been largely nullified by the roadside sale of the forbidden merchandise. In 1925 there sprang up numberless amateur merchants, along roads outside the city limits, who handled the contraband goods for ten days before July the Fourth.

In the present year the practice has been unbelievably expanded. Small

Coverage in Buffalo That is Definite and Absolute

In a single effort The Buffalo Courier-Express gives you a coverage in Buffalo and adjacent territory that is definite and absolute. The necessity of using two newspapers to reach the same people is now a thing of the past.

This consolidated newspaper stands alone in the morning field—a powerful paper giving you maximum impression at a minimum cost. There is no guess-work about it.

Also there is a metropolitan Sunday newspaper, The Buffalo Sunday Courier-Express, which will carry your message to the largest audience reached by any paper in New York State outside of New York City.

Courier  EXPRESS

Lorenzen & Thompson, Incorporated
Publishers' Direct Representatives

Chicago

New York

San Francisco

Seattle

TESTIMONIALS

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

Let us prove that for you. You want photostats when you want 'em. We get them to you.

Commerce Photo-Print Corporation
201 Maiden Lane New York City.



KEEP YOUR COPIES

At the conclusion of each volume an index will be published and mailed to you.



New York's newest and most beautifully furnished hotel - accomodating 1034 guests
Broadway at 63rd Street.

ROOM WITH PRIVATE TOILET
\$250
ROOM WITH PRIVATE BATH-
\$350



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

Here's some general manager's opportunity to get a key man of unusual experience. He claims ability to bridge the gap between dealer and consumer, the bug-a-bear of distribution. He has successfully filled the advertising chair of one of America's biggest institutions, and was made merchandising manager through this ability to get the goods off the shelves.

This knowledge was gained through actual contact with the dealer. In this work he became closely associated with the jobber's salesmen's problems. Made good friends with company's selling staff too.

And his success is built on such a simple idea. It's this—"Keep the dealer from switching YOUR sale."

He's 38, married, and American Born. Address Box 409, Advertising and Selling, 9 East 38th Street, 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

PUBLICITY PRODUCTS

Advertising Specialty Salesman, character, ability, address; all advertising specialties; prolific field; liberal commission, fullest cooperation free lance and side line men. Litchfield Corp., 25 Dey St., New York.

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.

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, Filling In, Folding, Etc.
DEHAAN CIRCULAR LETTER CO., INC.
120 W. 42nd St., New York City.
Telephone Wis. 5483

stores in outlying communities have taken to fireworks, but their volume is small compared with what has been sold through roadside outlets. Tents been set up, rude counters have been erected alongside the filling stations, fruit stands have been converted into fireworks stands, individuals have even used front porches for the forbidden merchandise. The volume has been so great as to change Cleveland on the national holiday from a place of quiet sanity to just such a noisy city as others are.

It has not been possible, from interviews with explosive makers, to supplement direct observation, but appearances suggest that the whole fireworks industry has taken advantage of roadside selling. Up and down the entire country, in 1926, Fourth-of-July explosives have been merchandised through roadside selling as they never were before. No article, except gasoline itself, has been (apparently) so generally marketed through this channel. It has not been possible to determine whether this development is one fostered by the manufacturers or whether, in each locality, it has been merely an adaptation of roadside marketing to a commodity that has always encountered sales obstacles, due to insurance regulations and municipal ordinances that apply to established retail stores.

Probably no question is more repeated by motorists than "How do all the thousands of filling stations make a living?" As one gives critical observation to their operation, the answer becomes clear. It might be phrased: "Not from gasoline at all, but from the other things they sell." So great, moreover, has been their side-line selling that the summer of 1926 is bringing to the highways an incredible number of lunching places and roadside "markets" without association with gasoline.

THE variety of roadside merchandise is unbelievable until the motorist examines in detail what is offered. Questioning will reveal the fact that tourists and truck drivers constitute but a part of the patronage, for, with surprising regularity, these roadside vendors will make some such statement as "the neighbors come here for their canned goods and butter" or "it's a mile to the store and the store closes at five o'clock and on Sundays, but we're open all the time."

Unless the reader has done motoring within a year, and unless he has observed rather closely, he may question the belief that roadside selling is a threat to the town retailer's security. To anyone who hesitates to believe that motoring is thus bringing upon us a certain "passing of the town," it is suggested that he withhold judgment until he makes observation for himself. A revelation is in store for him, not the least element of which will be the thousands and thousands of individuals, with capital so limited as to be nearly non-existent, who are embarking on an independent business.

The opportunity for independence is

"GIBBONS knows CANADA"

J. J. Gibbons Limited, Advertising Agents

TORONTO

MONTREAL

WINNIPEG

afforded on the open roads, where city rents are avoided and expensive buildings are not needed; where overhead is rendered negligible because the proprietor is also the owner; and where, if help be employed, a member of the family may suffice. The same independence of "my own business" has brought upon us a host of new "merchants" who are small today but who, with motoring millions to buy for cash, do indeed threaten a "passing of the towns" to a limited extent.

The Maverick Science

By William Edwards Cameron

OFTEN we hear the advertising business defined as an intangible quantity lacking in stability. Many refer to it as being not an exact science. A little sober thought should persuade us that it has as much claim to exactitude as have numerous other sciences, for it represents obedience to the old maxim, "Live and Learn." It is based upon a rather sound knowledge of human impulses and action.

Compare it to the insurance business, which pivots on the mathematics of the actuary, whose statistics are based upon what the years have taught him. He is not guessing, he is concerned with the book of experience, and every policy written is the expression of faith in the law of the expectation of life. It is the same with the fire insurance policy. The law of averages prevails.

And compare the advertising business to medicine, upon which man places almost unlimited reliance. How exact is it in diagnosis and treatment? Patients turn from one physician to another, trusting to the end that they will be cured. The medical practitioner bases his activities upon study and what the years have taught him through observation. When the relatives of the departed call the undertaker, the physician is not held blame-worthy for what he knows not.

In law the winning of a case depends not upon a statute, civil or criminal, but upon its interpretation by a justice or a jury with findings prompted by evidence. Many a murderer has gone scot free because of a technicality which riddled the very intent of a statute framed for society's protection. There is no more certainty in action at law than there is in action in advertising.

Advertising is predicated upon law—the law of concentrated human action, sometimes called the buying impulse. It is actuarial in quality because, broadly speaking, it is concerned with the expectation of sales, which is quite as exact a quantity as the conclusions of the insurance actuary. Business-wise, it has to do with diagnosis and remedy. It involves as much of pre-science as do any of the "exact" sciences.

The patient of the physician and the client of the lawyer accept the pro-

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

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

Gas Age-Record

9 East 38th Street
New York

A. B. C.

A. B. P.

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

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



Frigidaire

Both Sells Your Prospects and Creates New Ones

If both the prospects created by your publicity and the people on the streets were told, all day and into the night all the year round *at low cost*, where they can see and buy your product—

It is a certainty that your sales would greatly increase.

The Flexlume electric day-and-night sign, at your dealers, is the proven answer.

Why not have us submit a sketch of your trade name or mark as a part of a Flexlume, also successful plan for getting your dealers' co-operation? No obligation.

We also build exposed lamp and other types of electric signs for those who prefer or require them.

FLEXLUME CORPORATION
1460 Military Road Buffalo, N. Y.



The STANDARD ADVERTISING REGISTER

Gives You This Service:

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

Write or Phone

National Register Publishing Co., Inc.
R. W. Ferrel, Mgr.
15 Moore St. New York City
Tel. Bowling Green 7986

No Useless Details

ALL of Oil Trade is usable. It knows the pulse of the industry and is constantly in touch with and concisely and accurately analyzes for its readers all of the new methods and practices, the fundamental and economic problems of the industry. This intelligent editing explains Oil Trade's wide distribution among the buying executives, also the reader interest which gives advertisers such good results.

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.

nouncements of both because they feel that they know little of either subject. They do not relish the medicine nor like the opinion of the attorney. They follow prescription and advice because tradition, and tradition only, has established confidence as a wholesome respect for a none too accurate knowledge.

Mental "static" precludes this confidence in advertising, though it is really as sound and as exact as any other human activities tinctured by speculation—as most of them are. Advertising is scientific business motion governed by what we have learned over the years. Those in the advertising business have devoted those years to learning its motivating laws—obviously more thoroughly than could those who have devoted their lives to mastery of their own business.

In the comparatively short time that it has existed, advertising has given a good account of itself—a better one than have some of the accepted exact sciences. That it is specifically intangible, seems to be a rather loose statement. Why should we continue to agree with it? As a matter of fact, there are those concerns who are spending large sums for representation in the publications and, though hypercritical of it, have never tried advertising. In innumerable cases of the kind, it is caprice which makes this science inexact—not the advertising man.

"Going In" for Advertising

[CONTINUED FROM PAGE 25]

It is true that every year the universities turn out a plentiful crop of graduates in the learned professions; despite the fact that there already appear to be more than enough physicians and lawyers to go around. Many of the youngsters get to the top of crowded professions quite rapidly, while the old-timers continue merely to eke out a bare existence. Real ability can generally win almost anywhere if it gets an opportunity.

But there's the rub. Opportunities in the law and medicine present themselves more frequently than in the advertising business; or, rather, they may be more readily grasped. One celebrated case may seat an obscure lawyer in Congress, the Senate or the Governor's chair. Two or three successful operations may transform a country doctor into a famous specialist.

On the other hand, the most unique, original and forceful advertising plan with all the pulling power of a ten-ton truck may be refused consideration if the genius who has conceived it has to have it approved by some superior who lacks the courage or the judgment to adopt it.

So it isn't by any means sheer ability alone that counts most in the advertising business; nor is it the oppor-

NEW

*New York
Sunday News*

ROTOGRAVURE



beginning October 10th, 1926

SWEENEY has
a new dress suit!
{it's brown}



TELL IT TO SWEENEY

—in News Rotogravure



Experienced editorship

The News was the first and is the most successful of all current pictorial tabloid newspapers.

The world's finest pictures

From the crack staff of The News, and from the fourteen branch offices and fifteen hundred resident correspondent cameramen of Pacific & Atlantic Photos, The News-Chicago Tribune international picture syndicate—affording exclusive selection of the best news and feature pictures available.

Exclusive features

To add new interest to an already unusually interesting and attractive metropolitan Sunday newspaper.

Highest visibility

Rotogravure presentation on the thousand agate line tabloid page.

Strongest reader interest

This new Rotogravure section will be the most attractive all-picture part of the tabloid size, pictorial Sunday News.

Printed by Art Gravure

One of the largest independent producers of fine gravure printing in the United States. The Sunday News Rotogravure will be their largest run.

Special stock

Standard forty-five pound rotogravure paper, the best rotogravure stock available.

Late closing

Advertising deadline is only fifteen days before date of issue—third preceding Saturday.

Lowest cost

Rotogravure advertising at the lowest milline rate in the country—only one-third more than regular black and white Sunday News rates.

CIRCULATION

in excess of 1,200,000

Approximately 75% city and suburbs

LOWEST ROTO MILLINE

Rate in America

Per line, one time . . . \$2.00 milline \$1.66
5,000 lines or 13 insertions 1.90 milline 1.58
10,000 lines or 26 insertions 1.80 milline 1.50

May 1921—187,367

May 1922—344,664

May 1923—573,521

May 1924—772,326

May 1925—1,111,847

May 1926—1,242,803

FIRST published in May 1921, the Sunday News has had the most remarkable growth of any newspaper, daily or Sunday, in this country. Within five years, its circulation had become the largest in America! ☞ ☞ And, note this—every advertiser in the Sunday News has always received a huge excess of circulation never charged for in the rate he enjoyed! The average annual increase has been about 200,000 copies throughout its five years of publication. Such growth gives value all out of proportion to card rates! Such growth is also an indication of the interest and attraction that this paper has to an ever growing public. ☞ ☞ To the advertiser concerned with getting value from his advertising in the face of voluminous competition, the Sunday News has been a welcome and profitable development ☞ ☞ To this already established and provedly profitable medium, add ROTOGRAVURE, the finest rotogravure available—and it is obvious that circulation will increase beyond past records, that advertising value will eclipse previous measures! ☞ ☞ This new section offers the surest, most certain, most economical and least wasteful means of advertising effectively to the New York public *plus* a good additional share of national circulation ☞ ☞ Keep this new medium well in mind in the consideration of all coming schedules!

THE NEWS

New York's Picture Newspaper

Tribune Tower, Chicago

25 PARK PLACE, New York

tunity for the introduction of brilliant ideas. What really counts is the ability to "sell" ideas to the autocrats who direct the disbursement of the advertising funds.

Some years ago a gentleman presented a plan for an advertising campaign to a concern that was spending a great sum of money for copy of the usual garden-variety type. The plan proposed was original, daring and cleverly humorous; yet containing a sales appeal that could not be missed if the copy were read, and this was practically assured by its fundamentally original quality. The client looked over the plan, complimented the author, admitted the originality of the scheme and—turned it down. It was too radical a departure and the advertiser lacked the courage of a pioneer. Since then the idea embodied in that plan has been successfully employed by many advertisers, but the man who first thought of it is not writing copy now. He is occupying a chair in a large university, where he presides over the department of advertising and sales.

One cannot "go in for advertising" as one does for a swim. It isn't a "game" but a very serious business; requiring special fitness and certain natural qualifications in addition to the ability to write good English.

Agencies Vs. Direct Mail

[CONTINUED FROM PAGE 34]

deal of inefficiency and cock-sureness.

It would appear that the bill of complaints which direct mail enters against agencies is psychologically one of the worst moves it could possibly make. It constitutes poor tactics and lamentable diplomacy in that it impairs the public conception of all advertising.

The Divine Creator of Advertising Agencies knows that I have no bigoted reverence for these institutions in what passes for my mind, nor do I think that they constitute all seven of the Seven Wonders. But the spectacle of direct mail, with all its imperfections on its head, so nonchalantly assaulting the record of these agencies is an infallible gorge-raiser with me.

The advertising agencies, I am sure, will not be disposed to toss nutturners into the anatomy of direct mail when it has demonstrated its full stature and outgrown its risky adolescence.

But direct mail has not been content to bide its time. It wants to elope with the beautiful bride of advertising while it's still under the age limit. Where does it get the license? In this behavior it has exhibited notably more lung power than brain power.

In its size-up of agency opposition I am afraid it has been the victim of pronounced paranoia. The sooner it recovers from this delusion, the better for all concerned—and incidentally the better for itself on the score of agency cooperation.

Are You Young-Minded?

read

ADVERTISING & SELLING

the magazine of the new trend in advertising

Are you successful . . . and on the other side of forty? Do you know what the young chaps in your office are thinking? Do you know what they say *after* the conference?

Pretty young, some of it? Oh, frightfully! But worth listening to, at that. For these fellows of twenty, twenty-five, thirty are the coming men in the field, and nowadays they ripen younger every year. Think back, if you are not too old, to the way you and your pals talked when you were young.

Advertising & Selling
Has the Young Point of View

The young-minded men in the business write for us. Some of them may wear a neat gray vandyke, like Mr. Calkins, but their eyes are open on the world and their minds flexible and fresh. They don't dodge facts. They aren't afraid of sacred cows. They even enjoy a bit of a shindy on a moot point.

That's why young men in the business, talking among themselves, so often say, "Did you

see so-and-so's article in *Advertising & Selling?*" and burn a lot of good tobacco in the ensuing discussion. . . . You need to know what they're talking about, even if you don't agree with it.

For every man over forty needs to guard against hardening of the arteries, mental and physical. And the moment a man says, "Oh, I know all about that!" when a new proposition is put up to him, that man is mentally dead.

Take Inventory of Your Prejudices

Have you settled a bit into your job? Do you find yourself taking a regular point of view? Have you certain set slants on how to build a piece of copy or a campaign? Do you object violently to the new art? Have you the tempo of the younger generation? Are you *sure* you have?

Try a subscription to *Advertising & Selling*. If you don't agree with our articles, start a fight. We'll promise you a fair field, and an elegant run for your money. Sign, tear off and mail the coupon now.

ADVERTISING AND SELLING
9 East 38th Street, New York City

Canadian, \$3.50
Foreign, \$4.00

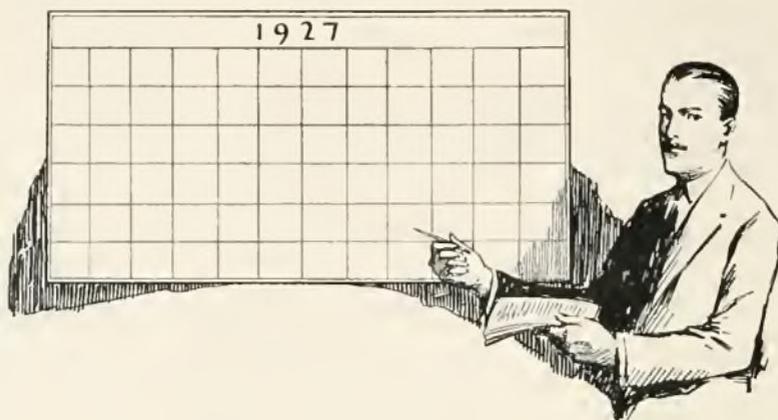
Enter my subscription for one year.

Check for \$3.00 is enclosed Send bill and I will remit promptly

NamePosition

AddressCompany

.....State



Planning the Industrial Campaign

This is the open season for campaign planning.

Naturally, each product has its own set of conditions, but in the case of practically every article coming under the heading of "industrial products," the following basic questions must be considered:

The number of industries covered.
It is now generally appreciated that there is a limit as to how thin a campaign can be spread out. It takes a certain amount of effort to make an impression on a prospective buyer. Anything less than that is waste.

The relative size of the industries.
Other things equal, the bigger the industry, the bigger the market. (The textile industry ranks second.)

The number of manufacturing units.
This has an obvious influence on sales and advertising effort. (The textile industry leads all others in the number of large units. 95% of the total production of the industry is confined to about 6,000 mills.)

The relative merits of publications serving the industries. Textile World and its allied publications, the Official American Textile Directory and the Consolidated Textile Catalog, are designed to give complete coverage of this entire industry. Three types of media published by the same firm, used in different ways and together forming a blanket coverage. Add to this our weekly sales service, Textile Advance News, which gives your sales force its day-to-day leads, and you are all set for the most intensive development of America's second industrial market.

It is more completely explained in "How to Sell to Textile Mills," which is yours for the asking.

Textile World

334 Fourth Ave., New York

Member
Audit Bureau of
Circulations



Member
Associated Business
Papers, Inc.

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
Harry S. Schott	National Carbon Co., Inc., Ass't Gen. Sales Mgr.	Same Company	Gen. Sales Mgr.
Morris Einson	Einson-Freeman Co., Inc., New York, Vice-Pres.	Same Company	Pres.
Francis D. Gonda	Einson-Freeman Co., Inc., New York, Soles Staff	Same Company	Vice-Pres.
Raymond A. Lipscomb	Frank Kiernan & Co., New York	Hazard Adv. Corp., New York	Acc't Executive
Hubert D. Levenson	J. Miller & Sons, Long Island City, New York, Adv. Mgr.	Cramer Tobias Co., New York	Sales Mgr.
Frank Ostertag	Gustav Gruendler Mfg. Co., St. Louis, Ohio Mgr.	Same Company	Director of Sales & Adv.
May Spear	B. Altman & Co., New York	Street & Finney, New York	Fashion Accounts
R. H. Smith	Charles E. Merrill Co., New York, Pro. Dept.	Wheeler Reflector Co., Boston	Publicity Mgr.
Richard B. Gardner	Ass'n of Nat'l Advertisers, New York, Executive Ass't to Sec'y	Scheerer, Inc., New York	New York Mgr.
Clarence E. Anderson	The Sherwin-Williams Co., New England, Dept., Pro. Mgr.	"Hunting & Fishing" and "National Sportsmen," Boston	Director of Sales & Adv.
Robert L. Gracemill	Holzwasser's, Inc., San Diego, Cal., Adv. Mgr.	Emporium, San Francisco	Adv. Mgr.
H. D. Leopold	Brunswick Balke Collender Co., Chicago, Adv. Mgr.	Carryola Co. of America, Milwaukee	Sales Executive
Frederick Barrett	C. C. Winningham, Inc., Detroit, Research and Media Executive	Same Company	Outdoor Adv. Dept.
J. B. Evans	Walker & Co., Detroit	C. C. Winningham Inc., Detroit	Outdoor Adv. Dept.
Leonard E. Gessner	Bauerlein, Inc., New Orleans, Business Mgr.	Martin-Gessner, Inc., New Orleans	Vice-Pres. & Treas.
Richard C. Hay	American Radiator Co., New York, Mgr. of Sales Training & Promotion	Rice & Hutchins, Inc., Boston	Gen. Sales Mgr.
C. H. Gager	The Welch Grape Juice Co., Westfield, N. Y., Ass't Adv. Mgr.	Same Company	Adv. Mgr.
J. H. R. Arms	Miller Rubber Co., Akron, Ohio, In Charge of Dealer Service	Edwards, Ewing & Jones, Inc., (New York Office)	Mgr.
A. O. Levy	Larkin Co., Inc., Buffalo, Art Director	J. W. Clement Co., Buffalo	Art Director
W. C. Sproull	Burroughs Adding Machine Co., Detroit, Acting Adv. Mgr.	Same Company	Adv. Mgr.
M. E. Bernet	Southwestern Bell Telephone Co., St. Louis, Gen. Pub. Mgr.	Wabash Railway, St. Louis	Gen. Adv. Agent
C. L. Harrison	Seattle Engraving Co., Seattle, Pres.	Retired	
Edgar W. Smith	General Motors Export Co., New York, Ass't Sales Mgr.	Same Company	Ass't to Vice-Pres.
Irwin Steig	C. B. Dolge Co., Westport, Conn., Adv. Mgr.	Erle, Inc., New York	Adv. & Sales Mgr.
E. T. Lark	Gustav J. Gruendler Mfg. Co., Inc., St. Louis, Director of Sales & Adv.	Twinplex Sales Co., St. Louis	Adv. Mgr.
Walter Clark	Illinois Power & Light Corp., Chicago, Publicity Dept.	N. Shure Co., Chicago	Adv. Mgr.
S. M. Kootz	Biow Co., New York, Acc't Executive	George L. Dyer Co., New York	Acc't Executive
C. A. Thien	David Coleman Co., St. Louis, Sales Rep.	Painted Displays, Inc., St. Louis	Partner
O. R. Pechman	David Coleman Co., St. Louis, Pro. Mgr.	Painted Displays, Inc., St. Louis	Partner
Paul H. Hildreth	Rand Kardex Bureau, No. Tonawanda, N. Y., Adv. Mgr.	Adams, Hildreth & Davis, Inc., No. Tonawanda, N. Y.	Pres.
Levant H. Harvey	Enterprise Oil Co., Inc., Buffalo, N. Y., Adv. Mgr.	Adams, Hildreth & Davis, Inc., No. Tonawanda, N. Y.	Acc't Executive
Paul S. Ellisen	Vacuum Oil Co., Inc., New York, Adv. Dept.	Brunswick Balke Collender Co., Chicago	Adv. Mgr.
K. W. Partin	Carolinas Auto Supply House, Charlotte, N. C.	Imperial Life Insurance Co., Asheville, N. C.	Adv. Mgr.
A. B. Williams	George Enos Throop, Inc. (Detroit Office), Vice-Pres. and Mgr.	The Williams-Detroit Outdoor Adv. Agcy., Inc., Detroit	Pres.
Frank M. Davis	"The Merchants Journal and Commerce," Richmond, Va., Business Mgr.	Resigned	
E. M. Clasen	Lord & Thomas (Los Angeles Office) Mgr.	"Motograms," Los Angeles	Gen. Mgr.
Milton Silberman	"The National Retail Clothier," New York, N. Y.	I. Miller & Sons, Long Island City, N. Y.	Adv. Mgr.
David R. Erwin	Cadillac Motor Car Co., Detroit	Same Company	Ass't Director of Adv.
M. St. John Brenon	The Caples Co., Chicago, Acc't Executive	MacManus, Inc., Detroit	Acc't Executive
Raymond A. Babcock	The American Weekly, Inc., New York	Dan Carroll, New York	Sales Staff
Arthur Nicolaus	The Heil Co., Milwaukee, Ass't Adv. Mgr.	Same Company	Adv. Mgr.
Howard Winton	The Heil Co., Milwaukee, Adv. Mgr.	Same Company	Gen. Branch Mgr.



Bustles and Leg-o'-Mutton Sleeves

If fashion dictated only to the older generation, it's easily conceivable that women would still wear bustles and leg-o'-mutton sleeves; that men in sartorial splendor, would adorn themselves with periwigs and lace ruffles.

The older generation looked on with grave foreboding when fashion demanded short skirts. But impressionable youth, finding that knee-length skirts contributed to their comfort and freedom, unanimously adopted the short skirt.

Over a half-million members of this aggressive, keen, younger element—young married couples, young men and women who work in offices, in stores, in factories, and who spend as they earn—buy SMART SET every month.

Realizing that people change and grow, that old markets die out and new markets appear, you must appreciate that the younger element is the new buying element and that SMART SET represents this new market.

You can reach 500,000 buyers in this aggressive new market, the SMART SET market—at the price of 400,000 net paid—\$2.00 a line, \$850 a page, an extremely low rate which carries a large bonus.

If you are selling merchandise that contributes to beauty, comfort, freedom, or happiness, you will find, as other advertisers have found, that the SMART SET audience will be your buyers for—

The younger element is the buying element of today and of many tomorrows.

"Many businesses die or languish because the world does not stand still. People change and grow. They pass on and give place to others. All advertisers know this but many of them do not direct their selling policies accordingly. And quickly they become almost forgotten successes of another day."

From an editorial in "Printers' Ink."

SMART SET

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



Advertising
& Selling

The NEWS DIGEST

Issue of
Aug. 11, 1926



CHANGES IN PERSONNEL (Continued)

Name	Former Company and Position	Now Associated With	Position
W. J. Pattison	"The Scranton Republican," Scranton. Gen. Mgr. and Treas.	Scranton Sun Publishing Co.	Gen. Mgr. and Treas.
T. J. Duffy	"The Scranton Republican," Scranton. Adv. Mgr.	Scranton Sun Publishing Co.	Sec'y
Glenn W. Sutton	"Gas Station Topics," N. Y., Adv. Mgr.	"Electrical Record," New York	New York Adv. Rep.
C. P. Coleman	Worthington Pump & Machine Co., New York, Pres.	Same Company	Chairman of the Board
Arthur Freeman	Einson-Freeman Co., New York, Pres.	Gimbel Bros., Phila.	Adv. Mgr.
P. S. Tyler	Borden Sales Co., New York, Territorial Sales Mgr.	Street & Finney, New York	Vice-Pres. and Acc't Executive
B. S. Trynin	Central Motors, Inc., Los Angeles, Pres. and Treas.	J. H. Newmark, Inc., New York	Acc't Executive
Charles A. Ott	Henry L. Doherty & Co., New York	Oil Trade Journal, Inc., New York	Eastern Adv. Mgr.
H. W. Brady	Doremus & Co., New York, Publicity	Same Company (Pacific Coast Office)	Publicity
Louis E. Seaber	N. W. Ayer & Son, Phila.	Encyclopedia Britannica, New York	Vice-Pres.
Clark D. Smith	Louis Bass, Inc., Detroit	Philip C. Pack, Ann Harbor, Mich.	Acc't Executive
H. C. Bogart	Powers-House Co., Cleveland	Henry P. Boynton Adv. Agcy., Cleveland	Pro. Mgr.
E. Bartlett Brooks	Indiana Mfg. & Electric Co., Marion, Ind. Adv. Mgr. and Ass't to Sales Mgr.	Delaware Engraving Co., Muncie, Ind.	In Charge of Sales and Service
L. L. Jolmson	"Item-Tribune," New Orleans	The Dan B. Miner Co., Los Angeles	Acc't Executive
George T. Thompson	"North American," Phila. Mgr. Automobile Dept.	George A. McDevitt Co., New York	In Charge of National Automobile Adv.
G. O. Ludcke	Blekre Tire & Rubber Co., St. Paul, Minn. Adv. Mgr.	The Bureau of Engraving, Minneapolis	Sales Staff
Russell Rich	Cleveland Automatic Machine Co., Cleveland, Sales Dept.	Same Company	Ass't Adv. Mgr.
P. W. Tobias	Cargill Co., Grand Rapids, Mich.	Powers-Tyson Printing Co., Grand Rapids	Gen. Mgr. and Director of Sales
J. N. Goetz	"Gazette," Schenectady, N. Y. Classified Adv. Mgr.	"Standard," Watertown, N. Y.	Adv. Dept.
R. A. Skidmore	Bayley Mfg. Co., Milwaukee	Highway Trailer Co., Edgerton, Wis.	Adv. Mgr.
Arthur A. Dole	Albert Frank & Co. (Boston Office)	Wendell P. Colton Co., New York	New England Sales Mgr.
P. J. McAward	Wendell P. Colton Co., New York Space Buyer	Same Company	Mgr., Boston Office
Dean L. Pryor	North East Electric Co., Rochester, N. Y. Ass't Adv. and Sales Mgr.	Tiny Tot Shoe Corp., Rochester	Partner
Paul Winchester	James Boyne Co., Grand Rapids, Mich.	Webber Adv. Associates, Grand Rapids	Copy Staff
W. P. Downey	"Examiner," Los Angeles Classified Pro. Mgr.	"The New York American," N. Y.	Undisplayed Classified Pro. Mgr.

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
Williamson Candy Co.	Chicago	"Oh Henry" Candies	H. W. Kastor & Son, Inc., Chicago
Kraft Cheese Co.	Chicago	"Kraft" Cheese	H. W. Kastor & Son, Inc., Chicago
* Philadelphia Storage Battery Co.	Philadelphia	Radio Accessories	Robert H. Dippy, Phila.
Carlin Comforts, Inc.	New York	Blankets and Comforts	G. Lynn Sumner, New York
Tyler Hotel	Louisville, Ky.	Hotel	The Marx-Flarsheim Co., Cincinnati
North Shore Hotel	Tippecanoe Lake, Ind.	Hotel	The Marx-Flarsheim Co., Cincinnati
F. Berg & Co.	New York	Felt Hats	Lyddon & Hanford Co., New York
Pohlson Galleries	Pawtucket, R. I.	Gifts & Novelties	Sackheim & Scherman, Inc., New York
The United States Leather Co.	New York	Leather	Frank Seaman, Inc., New York
Central Leather Co. (Selling Organization)	New York	Leather	Frank Seaman, Inc., New York
American Leather Producers, Inc.	New York	Sole, Belting & Upholstery Leather	Frank Seaman, Inc., New York
Prosperity Co.	Syracuse, N. Y.	Pressing Equipment	Z. L. Potter Co., Syracuse, N. Y.
Smith Ironer Co.	Syracuse, N. Y.	Ironers	Z. L. Potter Co., Syracuse, N. Y.
Shaughnessy Knitting Co.	Watertown, N. Y.	Women's Knitted Wear	Z. L. Potter Co., Syracuse, N. Y.
N. R. Allen's Sons Co.	Kenosha, Wis.	Sole Leather	Frank Seaman, Inc., New York
Louisville Drying Machine Co.	Louisville, Ky.	Drying Machines	The Conover-Mooney Co., Chicago
Three Feathers Malt Extract Co.	Cincinnati	Malt Extract	M. L. Staadeker Adv. Agcy., Cincinnati
Gnst. Lagerquist & Sons	Minneapolis	Elevators	Kraff Adv. Agcy., Minneapolis
Albert D. Simmons	Cleveland	"Grafesco" Point	H. L. Stuart Co., Cleveland
Sunland Laboratories, Inc.	Los Angeles	Toilet Preparations and Munge Remedy	Lord & Thomas and Logan, Los Angeles
The Henderson & Ervin Co.	Norwalk, Conn.	"Rockinchair" Underwear	Carter Adv. Agcy., New York
Buckwalter Radio Corp.	Chicago	Radio	Bellamy-Neff Co., Chicago
Harold J. McIlhenny Real Estate Co.	Chicago	Real Estate	Bellamy-Neff Co., Chicago
Vaporator Mfg. Co.	Chicago	Radiator Cabinets	Bellamy-Neff Co., Chicago
The Graemere Hotel	Chicago	Hotel	Bellamy-Neff Co., Chicago
The Disappearing Roller Screen Co.	Los Angeles	Screens	The Mayers Co., Los Angeles

*Automotive account continues to be handled by F. Wallis Armstrong Company.

SYSTEM
The MAGAZINE of BUSINESS
FOUNDED 1900

Edited by
A. W. SHAW

35 cents a copy
\$4.00 a year

MEN OF BUSINESS—Y.

**You make a business grow
when you begin growing men!**

THOMAS J. WATSON, *President International Business Machines Corporation*

If I were an American business man

SIR JOSIAH STAMP

August 1926
The largest 54 monthly circulation in the world

Are costs of distribution really too high?
EDMOND E. LINCOLN

The Business Weather Map
answering "How's Business?"
And 22 other features

The BUSINESS WEATHER MAP

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WHILE 5,000 business leaders are answering your question "How's Business?" from month to month, others of the 20,186 members of the Council on the Trend of Business are among those who are contributing of their best thoughts to invigorating articles on timely business subjects.

SYSTEM, THE MAGAZINE OF BUSINESS, for August strikes the keynote for Fall. The Business Weather Map and 22 other features offer business men a source of factful information and inspiration.

August Issue now on the Newsstands

SYSTEM
The MAGAZINE of BUSINESS
SYSTEM

NEW YORK

CHICAGO

LONDON


 Advertising & Selling • **The NEWS DIGEST** • Issue of Aug. 11, 1926
 

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (Continued)

Name	Address	Product	Now Advertising Through
Euclid Candy Co.	Cleveland	"Love Nest" Candy	H. W. Kramer Agency, Cleveland
Edwards & Co.	New York	Electric Signaling Devices	J. X. Netter, Inc., New York
J. W. Fiske Iron Works	New York	Ornamental Iron	J. X. Netter, Inc., New York
Leviton Mfg. Co.	Brooklyn, N. Y.	Wiring Devices	J. X. Netter, Inc., New York
Zoss Ladder Works.....	Portland, Ore.	Step Ladders	Honig-Cooper Co., Inc., Portland
Cleveland & Whitehill Co.	Newburgh, N. Y.	Men's Clothing	Reimers & Osborn, Inc., New York
The Standard Rice Co.....	New York	"White House" Rice	E. T. Howard Co., Inc., New York
J. F. Howard, Inc.....	Boston	"Howard's" Salad Dressing	The Greenleaf Co., Boston
Tharinger Macaroni Co.	Milwaukee	"White Pearl" Products	The Koch Co., Milwaukee
P. B. Cooper & Co.....	Detroit	Investments	Whipple & Black, Inc., Detroit
The Kiddie-Gym Co.....	Minneapolis	Playground Equipment	Addison Lewis & Associates, Minneapolis
Baird & Warner.....	Chicago	Real Estate, Co-operative Apartments and Bonds	Fred M. Randall Co., Chicago
H. B. Smith Co.	Utica, N. Y.	Sprayers	E. T. Howard Co., Inc., New York
Henry Glass & Co.	New York	Fabrics	Sherman & LeBair, Inc., New York
Hotel Cleveland	Cleveland, Ohio	Hotel	The Powers-House Co., Cleveland
Heit-Miller-Lau Co.	Ft. Wayne, Ind.	"Mary Wayne" Candies	Irvin F. Paschall, Inc., Chicago
*Pacific Mills	Boston	Fabrics	Cowan, Dempsey & Dengler, Inc., Boston (Effective Jan. 1, 1927)
I. Newman & Sons, Inc.	New York	P. N. Practical Front Corsets	Hommann, Tarcher & Cornell, Inc., New York
The Blossom Lock Co.	Cleveland	Locks	Eddy & Clark, Inc., Akron, Ohio

*Advertising of Lawrence and Company, selling agents for Pacific Mills, will continue to be handled by Franklin P. Shumway Company.

NEW PUBLICATIONS

Name	Published by	Address	First Issue	Issuance	Page	Type	Size
"Children, The Magazine for Parents"	The Parents Publishing Ass'n, Inc.	353 Fourth Ave., New York	October	Monthly	7	x 10	3/16

NEW ADVERTISING AGENCIES AND SERVICES, ETC.

W. R. Harrison Co.....	Seattle, Wash.	Printing, Adv. & Publishing	W. R. Harrison and E. M. Hay
Painted Displays, Inc.....	St. Louis, Mo.	Window Display Service	C. A. Thein and O. R. Pechman
The Williams-Detroit Outdoor Adv. Agcy., Inc.	Detroit	Outdoor Adv. Agcy.	A. B. Williams, Pres.
Martin-Gessner, Inc.....	Pere Marquette Bldg., New Orleans	Advertising Agency	Alan Martin, Pres. Leonard E. Gessner, Vice-Pres. & Treas.

PUBLICATION CHANGES AND APPOINTMENTS

The "News," Coffeyville, Kan., The "Tribune," Chillicothe, Mo., "Southern Poultry Journal," Montgomery, Ala. and "West Virginia Review," Charleston, W. Va.	Appoint	The Devine-MacQuoid Company, Inc., New York, as their National Advertising Representatives
The "News-Herald," Peru, Ill.	Appoints	Scheerer, Inc., as its Advertising Representative in Chicago and New York
"Item," Sunbury, Pa.	Appoints,	Hamilton-Delisser, Inc., New York, as its National Advertising Representative.
"Morning Herald," "Daily Tribune," and the "Sunday Herald," Yakima, Wash.	Appoints,	D. J. Raudall & Co., New York, as their New York and Eastern Advertising Representatives.
"Children, The Magazine for Parents,"	Appoints,	Wilson & Galey, Chicago, as its Western Advertising Representative.

MISCELLANEOUS

"The Daily News," New York	Beginning Sunday, October 10, will publish a weekly rotogravure section of sixteen pages.
The "Star," Kansas City	Beginning Sunday, Sept. 5, will publish a weekly rotogravure section.
The Pacific Mills, Boston	Announce that their sales promotion and advertising departments will be moved from Boston to 24 Thomas Street, New York.



Authority

THE FOUNDRY is pre-eminent. It is the only publication in the huge metal-casting industry. Ever since its first appearance 34 years ago, THE FOUNDRY has maintained this dominant position.

It has progressed with the industry. Recognized editorial merit makes THE FOUNDRY the one authority among plant executives, metallurgists, melters, molders, and patternmakers. It is used as a text book in technical schools.

Its excellence is proved by its far-reaching circulation. In the United States and Canada are 6280 foundries; in these metal-casting plants are 7289 regular subscribers to THE FOUNDRY who read it twice a month. In addition nearly 1400 copies of each number go to subscribers abroad.

"Wherever metals are cast, you'll find THE FOUNDRY"

THE FOUNDRY

A PENTON PUBLICATION

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

Penton Building

Cleveland, Ohio

Advertising
& Selling

The NEWS DIGEST

Issue of
Aug. 11, 1926

MISCELLANEOUS (Continued)

- Carl J. Balliet, Inc., Greensboro, N. C.Placed in hands of receiver by Judge T. B. Finley at Albemarle, N. C. Receiver is E. B. Jeffress, Mgr. of The Greensboro "Daily News."
- Redfield, Fisher & Wallace, Inc., New York...Adjudicated bankrupt April 14, 1926. First meeting of the creditors will be held at office of Harold P. Coffin, 217 Broadway, New York, on August 13, 1926.
- "The Literary Digest".....Has opened an office in Boston, Room 824, Park Square Building, which will be headquarters for New England territory.
- The West Virginia Pulp and Paper Co.....Has opened a sales office at Philadelphia with George M. Howarth as Manager.
New York
- Lox Ford Lock Co., La Crosse, Wis.Name changed to the K. I. P. Corp. and its product, formerly called the Lox Ford Lock, will be now called The Silent Watchman Transmission Lock.
- "Farm Implements & Tractors," Minneapolis..Name changed to the "Northwestern Farm Equipment Journal."
- Foster-Hamilton, Inc., Tulsa, Okla.....Name changed to Foster-Hamilton-Ryan, Inc.

CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

Name	Business	From	To
Einson-Freeman Co., Inc.....	Window & Counter-Displays	327 E. 29th St., New York	511-519 E. 72nd St., New York
Eastman, Scott & Co.....	Advertising Agency	816 Glenn Bldg., Atlanta, Ga.	1106 Wynne-Claughton Bldg., Atlanta, Ga.

CONVENTION CALENDAR

Organization	Place	Meeting	Date
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
The Seventh District Convention of the International Advertising Ass'n	Tulsa, Okla.	Annual	Oct. 10-12
Outdoor Adv. Ass'n of America (Posters and Painted Bulletins)	Atlanta, Ga. (Biltmore Hotel)	Annual	Oct. 18-22
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.	Atlantic City (Hotel Ambassador)	Annual	Nov. 8-10
International Adv. Ass'n	Denver, Colo.	Annual	June 5-10, 1927

DEATHS

Name	Position	Company	Date
Alfred Bersbach	President	The Manz Corp., Chicago	July 17, 1926
Charles P. Randall.....	Director & Ass't Treas.	Franklin P. Shumway Co., Boston	July 24, 1926
A. A. Christian	Director of Sales & Adv.	Gimbel Bros.	July 24, 1926
Ralph A. Turnquist.....	Advertising Mgr.	The "Journal," Milwaukee	July 26, 1926
Robert A. Baker.....	President	Baker Adv. Agcy., Toronto, Can.	July 27, 1926
Robert W. Nelson.....	President	American Type Founders Co., New York	July 28, 1926
Robert Grieg	President	National Service Bureau, New York	Aug. 1, 1926
William B. Reed	Vice-Pres. & Gen. Mgr.	H. B. Smith Co., Westfield, Mass.	Aug. 4, 1926

WITH the growing trend towards individual market analyses and the use of newspapers by national advertisers the Business Survey of The Chicago Tribune presents on this page highlights and minutiae of zone marketing, the Chicago Territory, and of The Chicago Tribune.

From the

"The New York Times has for years led all newspapers in the United States in volume of national advertising, weekday and Sunday."

—from an advertisement of the New York Times in Printers' Ink, July 15, 1926.

LITTLE old New York! Even we feel we must go there twice a year. Now we'll tell one.

To the child in the backyard the whole world lies within the surrounding fence. The prim hedges, the shell walks, the scented posies—all are geography's limit. New York is the United States and New York newspapers are the only newspapers in the United States. We, who have been taught a different geography, enjoy the New York idea, knowing that beyond the fence lies tremendous territory.

We are informed that The Times figures automobile lineage as national. Combining The Chicago Tribune's national and automobile lineage, we printed 406,497 more lines than The Times during the first half of 1926.

"The New York Times led all newspapers in the United States in volume of national." Before writing such an advertisement they should have topped the 4,150,729 agate lines which The Chicago Tribune carried the first six months of this year.

From the standpoint of value to the advertiser, competitive lineage figures are only a part of the story. A true measure of advertising value is the "milline." It is a complete, revealing measure of what the advertiser gets, excluding intangibles. Let's try it on The New York Times:

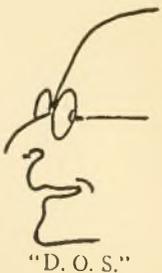
Millines of National Advertising in The New York Times			
Agate Lines	Circulation	=	Millines
1,935,874	356,471	=	690,082 Daily
1,808,358	610,041	=	1,103,172 Sunday
3,744,232			1,793,254 Total
Millines of National Advertising in The Chicago Tribune			
Agate Lines	Circulation	=	Millines
2,438,280	700,433	=	1,707,876 Daily
1,712,449	1,087,990	=	1,863,127 Sunday
4,150,729			3,571,003 Total

The Chicago Tribune carried 10.8% more agate lines and 99.1% more millines than The New York Times. Paraphrasing Hannibal: "Beyond the Jersey Shore lies America."

* * *

Personalia

DONALD OGDEN STEWART, author of "Perfect Behavior" and other hilarious items, is now under contract to The Chicago Tribune. . . He will do a weekly stint captioned "The Other Day". . . ROSITA FORBES of England and parts east—Asia Minor and Africa—is the author of "King's Mate" the new Tribune serial beginning in the Magazine Section August 22nd. . . Rosita is the lady who, a few years ago, donned the disguise of a Bedouin woman and succeeded in penetrating as far as Kufara in Libya, forbidden to Europeans since 1879. . . That's travelling! . . . JAMES O'DONNELL BENNETT's stories of the recent Eucharistic Congress have been made



"D. O. S."



Tribune Tower

into a beautiful book by the Public Service Office . . . Bennett, by the way, is combing Illinois, Indiana, Iowa, Michigan and Wisconsin for the historic highlights of the middle-west and describing them in a series of splendid stories now running in The Tribune.

* * *

Keeping Up With the Parade

OUT of the dance hall, jazz fulminated, America struck a new tempo. Two Pauls flourish while psychologists and savants ponder. A charming singer contradicts a learned divine. "It is jazz incarnate. Its architecture, its business, its life—all sparkle to a syncopated measure. An honest jazz tune is better than a sermon on prohibiting anything."

An aphorism of a hard-writing Scot becomes the speed slogan of a whole citizenry. "One crowded hour of glorious life" is picked out in 200-watt lamps across the nation's facade.

Eager for the morrow, searching for the new, 1,151 towns in the five states keep up with the parade through THE CHICAGO TRIBUNE. 20% of the families in 642 towns of less than 1,000 population in the Chicago territory read it as do 20% and more of the families in the 509 towns of more than 1,000 population. In some cases, it is 89% of the families as in Valparaiso, Indiana; or 82% as in Iron Mountain, Michigan; or 70% as in Clinton, Iowa. In all these 1,151 communities 65% of all the families, alert to the new tempo, read THE CHICAGO TRIBUNE.

* * *

Frigidaire

"Newspaper advertising, according to officials, has made necessary a \$100,000,000 expansion program started this week by the Delco Light Company, Dayton, Ohio. Immediate plans call for the construction of a \$20,000,000 factory addition, one mile long, at Moraine City, near Dayton. The new factory will be used entirely for the construction of electric refrigerators." (News item).

In 1925 the Delco Light Company stopped considering the United States as one market. They analyzed the country and weighed one market against another. These studies revealed facts vital to any manufacturer. They caused the Delco Light Company to alter its advertising program.

In the Chicago territory, among other desirable features, there are more residential electrical consumers than in 26 western and southern states. ZONE 7's prosperity and fluid buying powers is pronounced as is the out-

Knickerbocker . . . Personalia . . . Keeping Up With the Parade . . . Frigidaire . . . Hoover . . . Eggs . . . The Tower

TOWER

standing leadership it holds in the general electric field.

Sales and advertising policies were made to fit the market. Eight full pages were run in THE CHICAGO TRIBUNE reaching 65% of all the families in 1,151 towns of this rich area. No other Chicago newspaper was used.

The Stover Company, distributor of Delco Frigidaire electrical refrigerators in the Chicago territory, within six months after the first advertisement appeared quadrupled sales.

Mr. E. G. Birchler, president of the Delco Light Company, passed over the garlands gracefully. "We consider our test campaign in THE SUNDAY TRIBUNE a decided success and have authorized a non-cancellable schedule of at least thirteen full pages in 1926."

An opportunity of equal proportions is offered to other manufacturers who like to think through the surface.

* * *

Hoover

"Very few producers have the capacity for selling the United States as a whole, but we find many of them trying to do this. Much effort is lost upon some territories which, if properly studied, would fail to show possibilities sufficient to justify the expense of advertising and selling. A great many manufacturers would undoubtedly find that by limiting their efforts to more circumscribed areas and intensifying their sales activities in such areas, they would not only reduce their selling costs but would probably produce a larger volume of business. The study of the individual sales area, therefore, is of great importance to the sales and advertising departments."—Herbert Hoover.

* * *

The sales executive interested in data on the Chicago territory will find constant use for the 1926 Book of Facts. Write for a copy on your business letterhead.

* * *

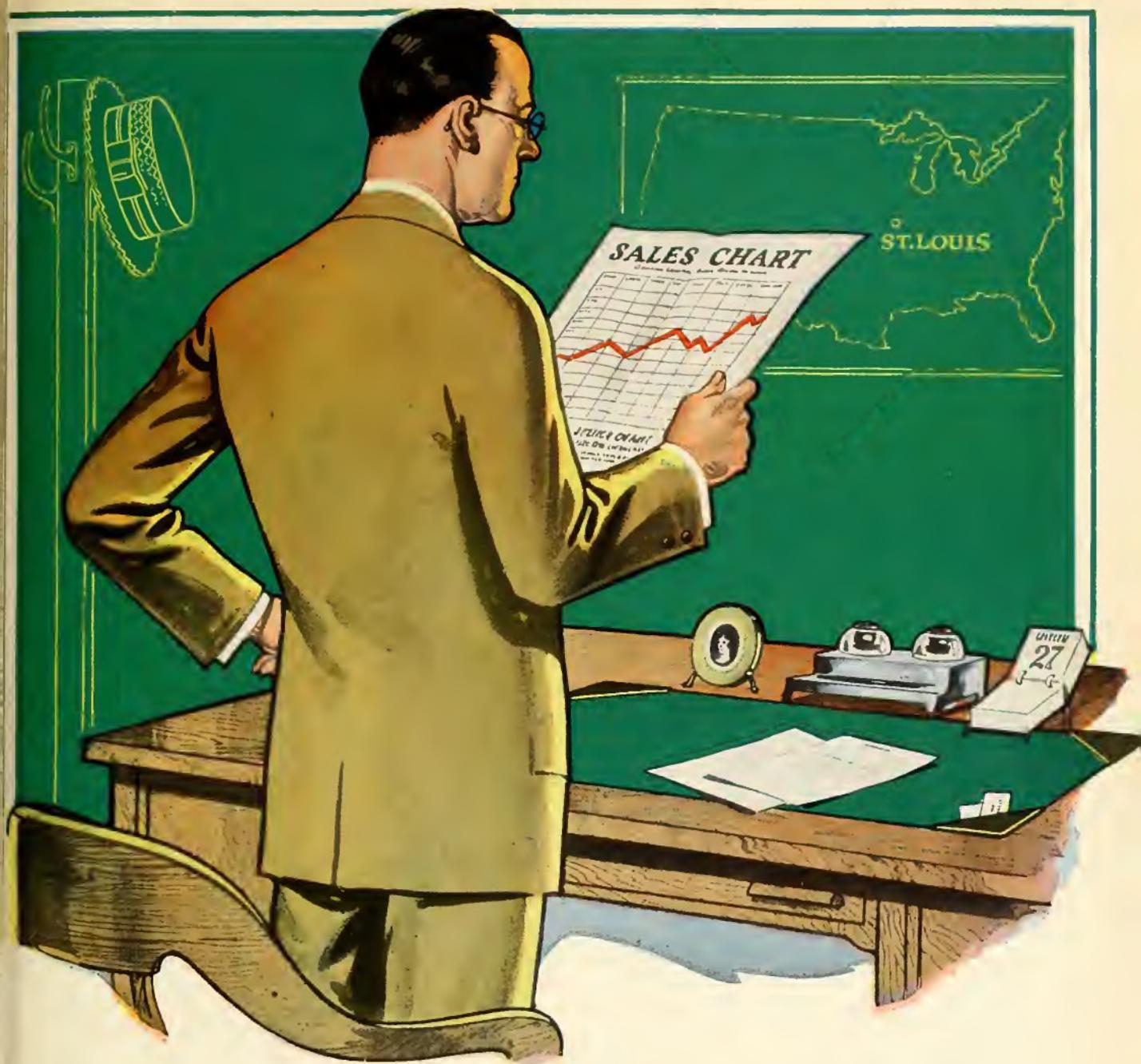
EARLY settlers gauged the richness of soil by its strand of timber. Given a river bank, a plenitude of sunlight and air, a soil stronger in essential elements, a period of serenity, without serious mishaps of wind or rain or drought or infection, and the planted sprig grows into a towering tree of unusual height and health.

Similarly, the TRIBUNE TOWER is the significant symbol of a lush land, a fortunate Chicago territory. THE TOWER represents the prosperity not only of THE TRIBUNE, but of the people who made THE TRIBUNE, the audience who not only pay for the newspaper but who by their purchases and prosperity have made THE TRIBUNE pay out for users of its advertising columns.

Which Egg?

Two eggs may look alike and the china one may fool the hen but it is a safe prediction that no amount of setting will hatch out more than one chick. Markets present many like characteristics—surface. But one lacks the germ of buying power; the other is capable of continuous and profitable sales cultivation.

POP TOOP



Newspaper Coverage Makes Your Market!

Your P+D+C selection of a Newspaper will reveal this vital Sales Fact

IN reckoning sales volume for your product in any market, there is an important difference between the *population* size of a market and its *sales size*. The first is determined primarily by numbers of people; the second by numbers of people *reached*.

When you realize that coverage makes your market, your

newspaper selection becomes a controlling factor in your analysis of market possibilities.

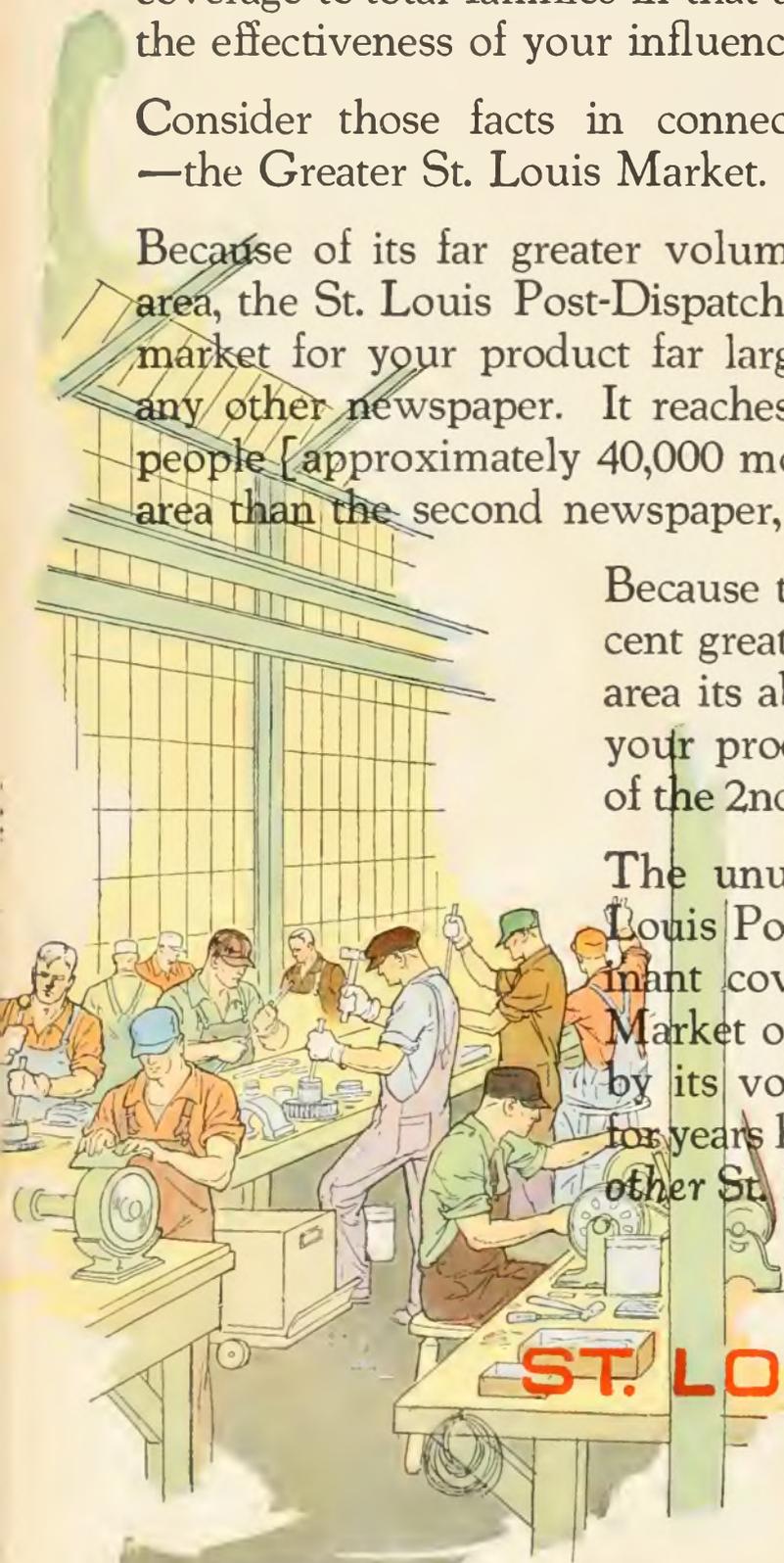
There are two important facts to consider: {1} The extent of thorough newspaper coverage, for that determines the physical size of your market; and {2}, the proportion of newspaper coverage to total families in that area, because that determines the effectiveness of your influence in the market.

Consider those facts in connection with The Billionarea—the Greater St. Louis Market.

Because of its far greater volume of circulation in this rich area, the St. Louis Post-Dispatch makes the sales size of this market for your product far larger than it can be made by any other newspaper. It reaches the homes of 160,000 more people [approximately 40,000 more families] in The Billionarea than the second newspaper, at no higher cost.

Because the Post-Dispatch has 30 per cent greater circulation in The Billionarea its ability to sway this market for your product is far greater than that of the 2nd newspaper, at no higher cost.

The unusual productivity of the St. Louis Post-Dispatch, due to its dominant coverage of this Billion Dollar Market of a million people is proved by its volume of advertising, which for years has almost equalled that of all other St. Louis newspapers combined.



ST. LOUIS

POST

The highest ranking P+D+

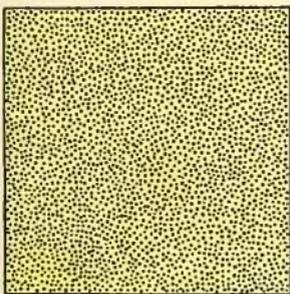
The Truth Will Out — When P+D+C is Applied

EACH newspaper in turn claims to cover a market worthy of your attention as a volume consumer of your goods.

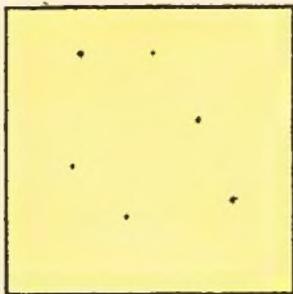
The truth is that many of these newspapers scatter their circulation so thinly over so wide an area that their influence in moving merchandise dwindles to near nothing outside the metropolitan area. By their lack of concentrated circulation, these newspapers reduce their power to sway the metropolitan market where the concentration of population makes volume-selling possible.

one-half times the value of a metropolitan newspaper delivered in the outside small town and rural territory.

COVERAGE—In The Billionarea, the advertiser can reach with the Post-Dispatch alone, over three-fourths of all the 250,000 families in this market at one advertising cost. In the small town and rural markets outside The Billionarea, it is impossible to reach more than 1 to 12 per cent of the families with any metropolitan newspaper — an obviously ineffective coverage to move merchandise.



This shows the concentration of population and wealth per square mile in The Billionarea.



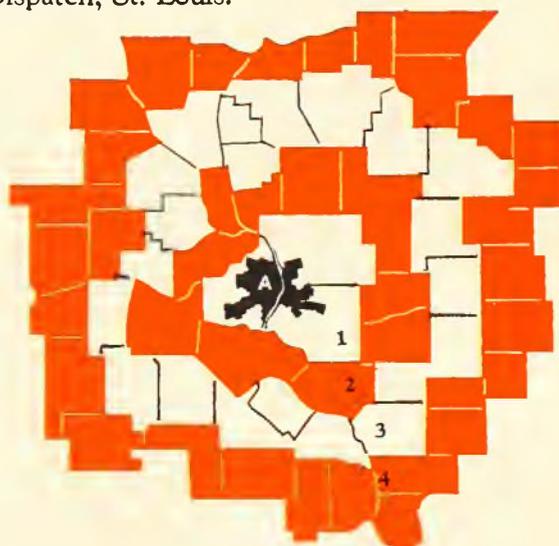
This shows the sparsity of population and wealth per square mile outside The Billionarea.

Any sales manager who will use the P+D+C method of measuring the value of markets and media will discover most important facts about The Billionarea and the St. Louis Post-Dispatch.

POPULATION—The Billionarea offers a concentrated market of more than a million people—or 1600 families per square mile—160 times greater concentration of people than the small town and rural markets outside The Billionarea which have only 10 families per square mile. The advantages of distribution or selling in the concentrated Billionarea are self-evident.

DOLLARS—The average family purchasing power inside the Billionarea is three and one-half times as great as the purchasing power in the small town and rural markets outside The Billionarea. One copy of a newspaper reaching a family in The Billionarea has three and

THE P+D+C MANUAL and the Book of Information about The Billionarea—the Greater St. Louis Market, will be mailed free to anyone interested in the advertising and sales opportunity of this market. Address St. Louis Post-Dispatch, St. Louis.



The Micrometer of a Newspaper

To definitely determine where newspaper coverage is sufficient to be effective and where it is not, use the target method of analysis.

"A," the bull's eye, is the metropolitan area. "1" is the first "ring" of counties beyond it. "2" is the next "ring" of counties. "3" is the third. And so on.

An analysis of any newspaper's circulation by areas for the bull's eye—the metropolitan area—and separately for each succeeding "ring" of surrounding counties will tell you exactly where circulation is effective and where it ceases to be of any sales value.

Note—All government statistics on population and purchasing power are compiled by metropolitan districts and by counties. Metropolitan newspaper circulations are similarly divided.

DISPATCH

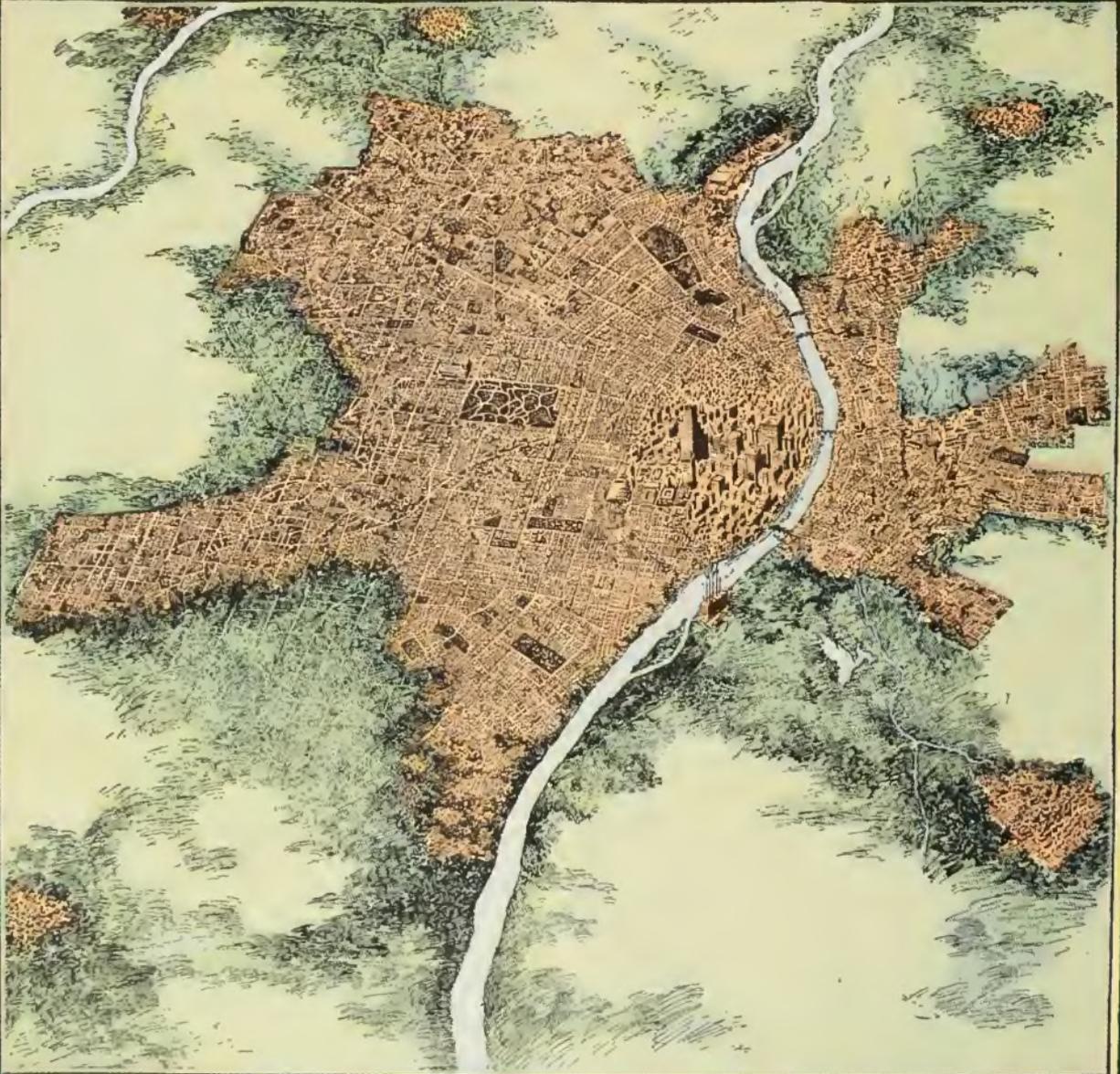
Newspaper of The BILLIONAREA —the Greater St. Louis Market



(See next page)

The BILLIONAREA

~ the *GREATER ST. LOUIS MARKET*



THE Billionarea is more than a market name. It is a market condition. It is an area in which there is the highest concentration of People, Dollars and Coverage; which makes it a profitable volume-market for advertisers.

In addition to its unusual prosperity and growth, Greater St. Louis offers advertisers an annual purchasing power of over a Billion Dollars—one of the highest average purchasing powers per family of any city in America.

ST. LOUIS POST-DISPATCH

The highest ranking P+D+C newspaper of *The BILLIONAREA* — the *Greater St. Louis Market*