

Advertising & Selling

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Drawn by George O'Neill for Baltimore & Ohio Railroad

AUGUST 25, 1926

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Kansas City, Mo.

In this issue:

“Salesmen’s Cars — Liabilities or Assets?” By MORTON D. CUMMINGS;
“1905—1925 Brought Production Efficiency. What Will Come Next?”
By WALTER MANN; “American Salesmanship Wins Success Abroad” By DR.
JULIUS KLEIN; “Industrial Losses and Advertising” By H. S. WALLACE



A Great Campaign

THE Chicago Daily News has been chosen to carry the full schedule of the Pennsylvania Railroad advertising now appearing in a selected list of American newspapers. The advertising is placed by the J. Walter Thompson Company.

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



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.

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 sleep-torn 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 main 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 in studying not oils 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.



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.
251 Park Avenue, New York City

RICHARDS , , , Facts First , , then Advertising



Whether it is a man, a group of men or an institution, fearlessness in the public service is respected and rewarded by public recognition and esteem. Fearlessness is a quality of the strong. The weak can't be fearless.

MANY times in the past, The Indianapolis News has espoused a losing cause because it knew it to be right.

Fearless, independent, sanely conservative yet intelligently progressive, The News has fought many a battle for the people it serves—the citizenry of Indianapolis and Indiana.

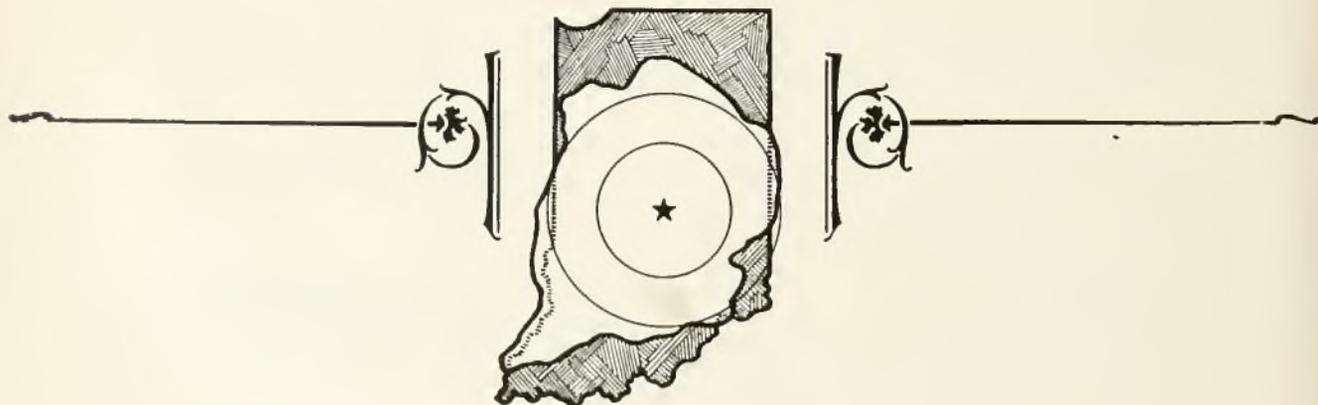
That sort of fearlessness *must* breed a deep and abiding public respect. If The News had been less than Indiana's greatest newspaper, it could not have been so fearlessly independent.

If it had been weaker it might have carried favor with clique, group or party.

For 56 years it has been strong enough to be impartial and unafraid.

The respect of the Indiana public for The Indianapolis News is not something vague, guessed at, or to be taken for granted. It is actual, tangible, measurable. It is a tribute to The News and to the character of the people it serves that a newspaper like The News should have had the largest daily circulation in Indiana for so many years. In Indianapolis, The News outsells both other daily newspapers together every weekday.

To a merchandiser in the Indianapolis Radius the prestige of this universally respected newspaper is vital and indispensable.



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*

IN the light of clear reason and accumulated knowledge, we are forced to recognize the absurdity of current ideas concerning time and civilization. Five thousand years to us seem almost an unending era. But such a span of years dwindles into insignificance in the face of the truth that a thousand centuries represent no more than a single cycle of average length in the life of the earth.

With this thought in mind it becomes easy to believe that our present civilization with all of its notable achievements may be as nothing when compared to the civilizations that have probably preceded this one. Professor Soddy, the celebrated scientist of Oxford, reminds us that it is only our sublime egotism that prevents us from recognizing the possibility that other races living on the earth ages ago may have made far more rapid and more important advances toward a higher intelligence than we have. He expressed the belief that the command attained over nature by present man may have been greatly exceeded in times gone by. In his own words: "There is the scientific possibility that by means of controlled radio-activity, the higher intelligences of a long forgotten civilization may not only have communicated with other planets than ours, but may actually have flown from the earth to some more hospitable and kindlier sphere, leaving behind them only the brutish animal forms from which the human race of today has been evolved."

Thoughts of this kind a generation ago would have brought only ridicule to those originating them. But current developments, such as the radio, have opened new avenues for thought and speculation and a larger exercise of human imagination. Scientific studies are rendering it clear that the earth has been hot, dry, moist, and cold, all in successive cycles. Animal and vegetable forms that flourished in one age were extinct in the next. Regions that now buzz with industrial activity were once covered with ice, and Arctic areas that are now the homes of glaciers were once covered with the most majestic forests the sun ever shown on. The coal beds of Spitzbergen, and the oil and coal of Alaska are but a few of the evidences that make such truths absolutely undeniable.

In the American Museum of Natural History is a section of a great Sequoia tree, nicknamed "Mark Twain," that represents one of the most definite and interesting links between the past and the present. Most of the history of our present civilization is written in its



© Herbert Photos, Inc.

rings. Here we have a record of the weather of the ages; and explanations for the migrations of peoples, the European Dark Ages, the Italian supremacy, the Crusades, the Mongol outburst, the Black Death, and the subsequent revival of learning.

Some of the Sequoias cut down and examined started growing 3200 years ago. Many were sturdy saplings at the time of the "Exodus." "Mark Twain" was cut down in the prime of life and yet witnessed the birth of Mahomet. All of the trees of this species in California are survivors of the Ice Age, and the rings of their stumps supply us with records far more valuable than the fenceposts and shingles which their bodies provide.

A thin ring means a dry year; a hundred thin rings tell of a dry century. The Sequoias disclose a surprising similarity between the earth's climatic curve in the centuries gone by and the curve representing the ups and downs of our present civilization in the corresponding period. It is quite evident that climatic variations have been chiefly responsible for changes in man's racial character. Temperature and moisture conditions were the two factors responsible for famine, migrations and wars in all of the ages past.

It was a drought lasting for 160 years that finally brought on the Trojan War, the fall of the old Cretan civilization and the invasion of Egypt from the sea. The weather was bad from 950 to 740 B. C. and as a result there was the decline of Israel. In rapid succession down through the ages came centuries of moisture and other centuries that were dry. The first brought health, food and prosperity; the second resulted in poverty, plague, inertia and vice. The monotony of cloudless skies always seemed to stifle energy and ambition and break down the prevailing civilization. Only in those periods when the climate possessed stimulating qualities was there rapid progress.

The Sequoias tell us that from 620 to 760 A. D., the earth's climate was the most unfavorable known to history, and humanity was brought to that terrible era known as the Dark Ages. This ended with the advent of a rainy period; Italy once more became a favored land; and civilization again commenced to climb upward.

This does not mean that we need be pessimistic of the future. Perhaps no moisture or temperature changes of a radical character will be witnessed by our generation. Nevertheless, history has a way of repeating itself.

ADVERTISERS who contracted in 1925 for space in The New Yorker this year bought circulation on a guaranty of 12,000—and have enjoyed thus far more than three times the circulation which they paid for.

Advertisers who contracted for space this spring on a circulation guaranty of 20,000 have enjoyed a circulation more than twice what they paid for.

THE
NEW YORKER

25 West 45th Street, New York

ADVERTISERS who buy now at the present guaranty of 35,000 are enjoying a circulation already greatly in excess of what they pay for. And the circulation (dog days notwithstanding) is mounting steadily.

Nearly all of it in New York; all of it of unexceptionable quality. The people who set the standards for the rest of New York—and the rest of the country—to follow.

THE
NEW YORKER

25 West 45th Street, New York

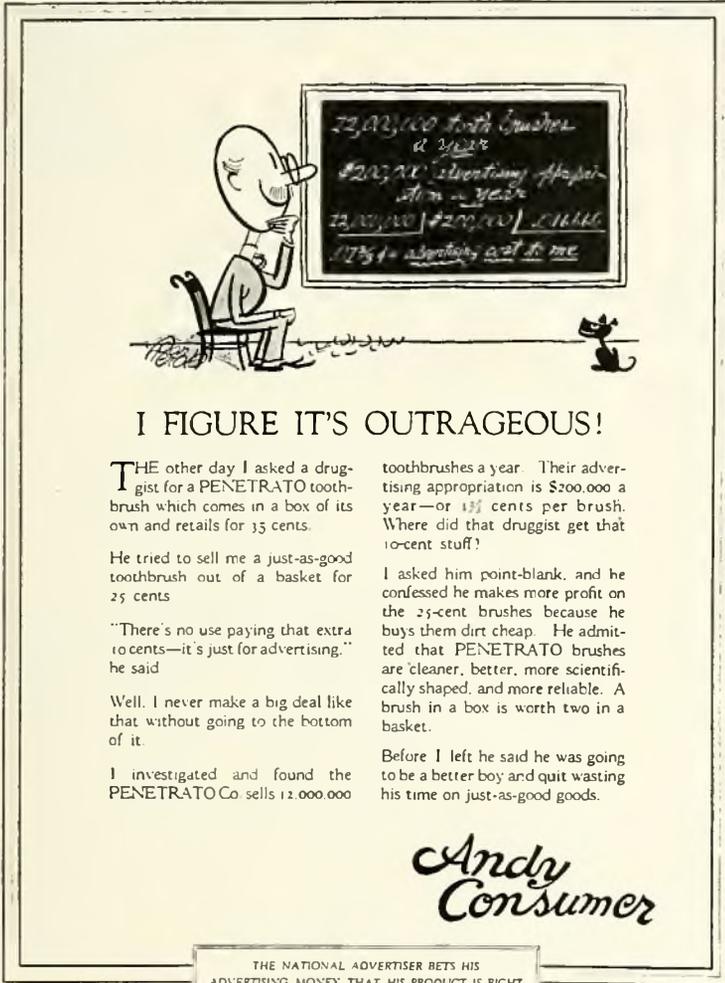
A reader comments: "Advertising and Selling has the uncomfortable trick of jarring me out of my serene and well-worn rut of thinking."

We think that attitude is largely responsible for its immediate recognition and rapid rise in circulation.

L i f e presents ...

Andy Consumer

Reproduced from a full page in LIFE



I FIGURE IT'S OUTRAGEOUS!

THE other day I asked a druggist for a PENETRATO toothbrush which comes in a box of its own and retails for 35 cents.

He tried to sell me a just-as-good toothbrush out of a basket for 25 cents

"There's no use paying that extra 10 cents—it's just for advertising," he said

Well, I never make a big deal like that without going to the bottom of it.

I investigated and found the PENETRATO Co sells 12,000,000

toothbrushes a year. Their advertising appropriation is \$200,000 a year—or 135 cents per brush. Where did that druggist get that 10-cent stuff?

I asked him point-blank, and he confessed he makes more profit on the 25-cent brushes because he buys them dirt cheap. He admitted that PENETRATO brushes are cleaner, better, more scientifically shaped, and more reliable. A brush in a box is worth two in a basket.

Before I left he said he was going to be a better boy and quit wasting his time on just-as-good goods.

Andy Consumer

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

(Andy here takes a punch at parasites. Almost every national advertiser is trailed by imitative just-as-gooders who take advantage of his advertising and THEN SOME. The then some is where the crime lies. By not advertising, the imitator saves a mere pittance—in order to cut price and compete profitably with the original product he must produce a shoddy. Therefore it is almost axiomatic that anything just-as-good is bound to be awful!)

THE public now knows that advertising costs big money. Some of you advertising boys have even bragged that it does.

So everything is set pretty for parasitic competitors to point at big advertising campaigns and say to the consumer: "You pay for that."

Like some other consumers, Andy Consumer figures it's outrageous. He reacts just like his fellow men—up to a certain point. (That's the secret of his charming personality.)

But Andy is not as thick as he pretends, and (see opposite page) he goes a little into the matter of the retail price of the Penetrato toothbrush and finds that only 1 2/3 cents of it is for advertising. He would like to know how THAT saving enables the druggist to cut the price 10 cents on an unadvertised imitation brush.

It is just one more of Andy's handy examples which we are running in LIFE to tell LIFE's millions of readers that advertising is pretty nice, after all.

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

L i f e

127 Federal Street
BOSTON, MASS.

598 Madison Avenue
NEW YORK, N. Y.

360 N. Michigan Ave.
CHICAGO, ILL.

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

A Scripps-Howard Newspaper

Sell Electrical Utilities in the Northern Nine Counties

THE Northern Nine Counties of New Jersey represent one of the richest markets in America for the sale of electrical appliances.

More than three homes in every four in New Jersey are wired for electricity—the largest ratio of any state except three.

Residents in the Northern Nine Counties are especially good prospects for vacuum cleaners and electric irons—for electrical appliances—for washing machines and electric heaters—the newest and most useful things of every kind. For they are well-to-do, ambitious people, moving upward in the world.

In ratio of population reporting incomes over \$3,000, New Jersey is second highest; in per capita expenditures for dwelling construction, the third highest. It is a market accustomed to the highest standards in every phase of living.

The key to this market is Charm, The Magazine of New Jersey Home Interests. Its circulation, 81,237, is the largest in New Jersey of any periodical, and covers the quality market of the Northern Nine Counties.

May we tell you more about how to reach this important and desirable market?

CHARM
*The Magazine of
 New Jersey Home Interests*

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



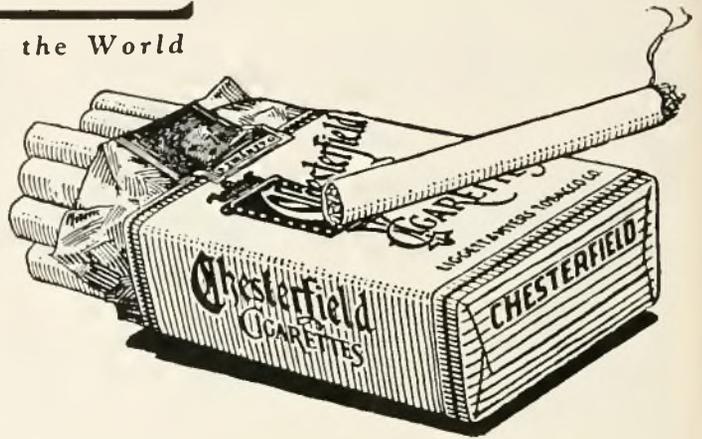
COLUMBIA

The Largest Catholic Magazine in the World

THE popularity of Chesterfield is being heightened by the popularity which COLUMBIA enjoys among its more than a million men readers.

The Liggett & Myers Tobacco Company is using a schedule of back covers in color to gain for Chesterfield its full share of the cigaret sales which COLUMBIA'S vast, responsive market will produce.

A corresponding opportunity is open to other national advertisers to meet the three quarters of a million Knights of Columbus families and to participate in the friendship and confidence which they extend to COLUMBIA.

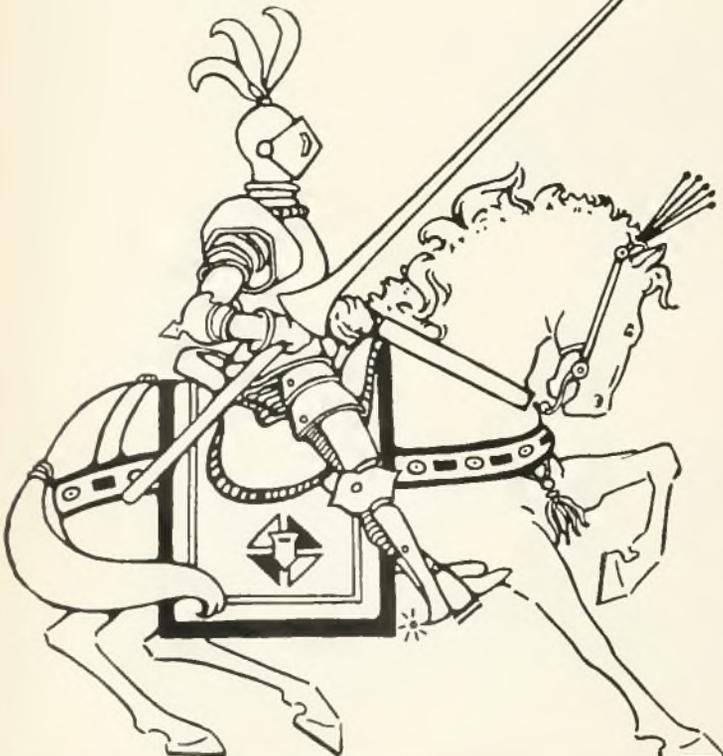


“Such Popularity Must Be Deserved”

Returns from a questionnaire mailed to subscribers show that COLUMBIA has more than two and one-half million readers, grouped thus:—

Men	1,211,908
Women	1,060,420
Boys under 18	249,980
Girls under 18	244,336

TOTAL 2,766,644



The Knights of Columbus

Publish, print and circulate COLUMBIA from their own printing plant at New Haven, Connecticut

Net Paid 748,305 A. B. C.
Circulation

Twelve months average, ended June 30th 1926

Eastern Office
D. J. Gillespie, Adv. Dir.
25 W. 43rd St.
New York

Western Office
J. F. Jenkins, Western Mgr.
134 S. La Salle St.
Chicago



DAILY METAL TRADE is a standard size newspaper published at Cleveland every working day except Monday. Member ABP and ABC.

The Daily Business Paper of the Metalworking Industry

GEARED to the needs of industry from its inception seventeen years ago and founded on the bedrock of absolute accuracy in the compilation of vitally important market information, DAILY METAL TRADE continuously has broadened the service it has rendered until today it stands as the universally accepted business paper of the Iron, Steel and Metalworking industries.

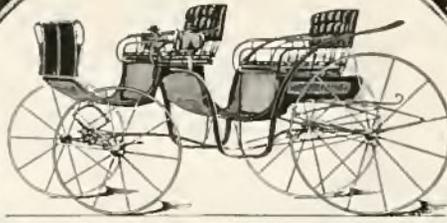
A booklet outlining definitely the coverage Daily Metal Trade gives in its field will be gladly sent on request.

DAILY METAL TRADE

New York CLEVELAND London

A PENTON PUBLICATION





SURREY-PHAETON

Photo-Engraving Presents the Modes in Motors

A Note by James Wallen

History's triumphant processional of vehicles has been portrayed thru engravings. Modern photo-engraving has enabled the automobile makers to keep the public minutely informed of the ever-changing character of their cars—a pictorial panorama of progress.

The booklet "The Relighted Lamp of Paul Revere" gratis on request.



AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO



YOUR STORY IN PICTURE



LEAVES NOTHING UNTOLD



Prudent Business Men Today Rely on Dependable Forecasts

TRUSTWORTHY business forecasts are taken at their face value by far sighted business men.

A large increase in advertising presages a large increase in business, according to figures compiled by the Harvard Business Survey.

Application of this fact to the Akron market foretells even greater prosperity than before, for the lineage of the Akron Beacon Journal increased from 6,988,649 lines in the first half of 1925 to 8,248,155 lines in the first half of 1926, a gain of 1,259,506 lines.

An increase in building permit figures from \$6,203,968 for the first half of 1925 to \$8,929,725 for the first half of 1926 shows an increase of \$725,757.

Bank deposits late in 1925 were \$84,457,000. They increased to \$89,795,000 in the first half of 1926, showing a gain of \$5,338,000 for the period.

These figures, with the population statistics, justify the inclusion of the Akron, Ohio market in any national sales campaign and prove the Akron Beacon Journal the best medium to reach that market.

AKRON BEACON JOURNAL

First in News, Circulation and Advertising

STORY, BROOKS & FINLEY, Representatives

New York

Philadelphia

Chicago

Los Angeles

2nd in Ohio—14th in U. S. in 1925 in advertising lineage
among six day evening newspapers



When John Steps from Knee Pants to Trousers

—his family's financial budget takes an upward curve. His mother no longer buys his clothes. He thinks for himself now and often for the entire family.

The next family automobile should be like Harry's dad's. John drove it yesterday, so he knows. His clothes must be this brand, his hats that and his golf clubs so and so. John's food must change.

Coach said to eat more of this and that. Father takes notice, calls in mother and the family budget is revised.

Your message in *The Youth's Companion* will reach 250,000 of these young men at this critical time and influence their buying habits while they are still susceptible and eager.

Rates Advanced \$100 October 1st

250,000 net paid, (ABC) circulation,
Rebate-backed, guaranteed

THE YOUTH'S COMPANION

8 ARLINGTON ST.

One Hundred Years Young

BOSTON, MASS.

An Atlantic Monthly Publication

Advertising & Selling

VOLUME SEVEN—NUMBER NINE

August 25, 1926

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Courtesy Pennsylvania Railroad

THE problem of transportation for the salesman is naturally vital and fundamental. An un-biassed opinion on the matter is not easily procured. Morton D. Cummings in his article, "Salesmen's Cars—Liabilities or Assets?" discusses this important question in a very candid, fair manner; giving in detail his own experience—as well as that of others—regarding the expenses and mileages of cars, and the actual facts relating to the comparative advantages of using the railroad or the automobile.

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

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

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

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

NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

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

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

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Rochester's Leading Department Store

Sibley, Lindsay
& Curr Company

40% of Cosmopolitan Subscribers Are Charge Account Customers

*A*T Sibley, Lindsay & Curr Company, Rochester, the first five hundred names on Cosmopolitan's Rochester subscription list were checked against their charge account customers.

Two hundred and one, or better than 40% of these subscribers to Cosmopolitan were found to be charge account customers.

Fully to appreciate this, one must know that Sibley, Lindsay and Curr are very conservative in extending credit.

And also remember this: these

two hundred and one were all *subscribers* to Cosmopolitan. How many more of their charge account customers buy Cosmopolitan at the newsstands we do not know. But in the city as a whole more people buy Cosmopolitan at the newsstands than subscribe for it by mail.

In every large city and town throughout the country you will find that Cosmopolitan goes to the right families—1,500,000 families. Here is a remarkable market for your product—whether it's a luxury or a necessity.

ASK A COSMOPOLITAN SALESMAN FOR ANY FURTHER FACTS YOU MAY DESIRE

Advertising Offices

5 Winthrop Square
BOSTON, MASS.

119 West 40th Street
NEW YORK CITY

326 West Madison Street
CHICAGO, ILLINOIS

520 United Bank & Trust Bldg.
SAN FRANCISCO, CALIFORNIA

AUGUST 25, 1926

Advertising & Selling

FREDERICK C. KENDALL, *Editor*

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R. BIGELOW LOCKWOOD JAMES M. CAMPBELL FRANK HOUGH, *Associate Editor*

Salesmen's Cars—Liabilities or Assets?

By Morton D. Cummings

AFTER being misled to the point of confusion in my efforts to check our results with those of other companies on the use of automobiles by salesmen, I have a suggestion to offer to those who are still in the same dilemma.

I used to ask, "Do your salesmen use automobiles?" Now I ask, "Why do your salesmen use automobiles?" The addition of the single word "Why" has made a very great difference in the replies which I have received. If you first ask a sales manager if automobiles are used by his sales force, and he answers in the affirmative, throughout subsequent conversation or correspondence he naturally feels obliged to uphold their use. But if you show by the addition of this single three-letter word that you are not a novice, almost invariably he will answer as illuminatingly as he does truthfully.

The actual situation is, of course, that with many enterprises the use of the automobile as a standard method of transportation for the salesmen is still in its trial period.

This is best proved, perhaps, by the difficulty which is still to be experienced in ascertaining such simple facts as the average cost per mile—city and country separately—of operating a Ford or a Dodge coupé. You will need to press matters vigorously to get a worthwhile answer.

There is almost an entire absence of sound accounting in this division of salesmen's use of automobiles. Company A will very kindly and thoughtfully lend you its tabulations, which show, for example, that it costs 0.035 to operate their Fords and 0.046 to operate their Dodges. But at a glance the experienced know that there are of necessity vital elements ignored in any tabulation which arrives at such a result, or else (as I have commonly found) there are actual errors in reducing daily averages. Similarly, you will find sales managers who for en-



© Brown Bros.

ALTHOUGH experience has proved that salesmen can travel more economically by train than by automobile, the latter mode of transportation has certain distinct advantages in districts where the centers to be covered are scattered and not adequately connected by rail. Under such circumstances, the man with a car is able to do a more thorough job than his competitor who must make all the outlying towns by train. This is but one of the situations with which Mr. Cummings deals in this analysis of the problem of many a modern sales manager

tirely legitimate reasons are "traveling" their men in cars of the two thousand dollar type, attempting to defend their cost by the argument that in the long run these cars cost less to operate—a statement which in no instance have I been able to verify.

Perhaps the wildest of all figures of automotive costs which reach my desk come from our own salesmen who fall in love with some particular car and secure from some local agent figures to show that it can be operated at costs far less than those of our Fords and our Dodges. Elated, these salesmen send in these tabulations, pointing out that not only will they have greater comfort and pride in riding in a more expensive car, but that by so doing they will in addition cut down the costs of covering their territory. Usually it suffices to send back these absurd tabulations showing them such items as depreciation and interest on investment, which are included in our costs and omitted, along with many other items, in the estimates they have with childlike simplicity submitted to me.

Over a ten-year period, and with experience covering a substantial number of miles of actual road operation in every one of the forty-eight states, in cars costing from two thousand eight hundred and seventy-five dollars down to the

present-day low price level of the Ford coupé, there are certain outstanding truths which have been verified every time I have been able to secure carefully compiled cost tabulations from fellow sales managers.

FIRST of all, in no section of the country has the automobile been so cheap a method of transportation as the railroad train, including Pullman, sleeper and bus charges. The average cost of operation, with us as with others whose costs have been carefully calculated, has ranged from as low as 0.059 per mile, including all the factors, to as high as 12.6 per mile, throwing out freak cases.

In the Ford groupings we have, over a period of a year, under ideal urban road conditions, and with carefully taught drivers and cars frequently inspected at our garages, kept coupé costs down to 0.045, including charges based on our own garage, our labor costs plus proper overhead, and management garage charges. On the other hand, these costs have crept up to eight cents a mile for Ford Tudor sedans operated during the months in which road conditions were at their worst. This was in States where road conditions at their worst means something undreamed of by the automobilist who has toured extensively, but not under conditions which

would appall anyone but a youngster trying to carve a sales career in the face of obstacles.

Our Dodge costs have run as low as 0.071 for the coupé, but the grand average—again excluding freaks due to accidents where indemnity was not secured and abuse of cars was beyond the normal abuse which is to be expected—has been 9.8 cents per mile, although in my collection I have cases involving several thousand cars which would ostensibly produce an average of 7½ cents per mile for Dodge coupés. Our Dodge figures, by the way, include more Type B sedans than coupés. But all are closed models.

Our sales statistical department has determined over the ten-year period that it has cost us \$2.16 per day more for salesmen's transportation than would have been the case if these men had traveled by train, interurban and bus. This average includes cases in which, because of cars in the \$2,000-\$3,000 class, the mileage costs have been over twelve cents a mile. But these are comparatively few in number, although for that small number they have lifted the additional cost per day by \$4.00 to \$4.39.

Taking six typical territories, a circle of one hundred fifty miles around Kansas City, Mo.; a circle of one hundred miles around Fort [CONTINUED ON PAGE 46]

"Here Lies—"

By Ray Giles

HERE lies the body of a good advertisement. It was conceived through the love of thoroughness and in a spirit of craftsmanship. Its period of gestation was attended by faithful care and constant watchfulness. It was born a beautiful infant without spot or blemish, and its parents and the relatives looked upon it with delight. Indeed it was all that a baby could be.

But before the doctor had latched his case or put on his coat he was called back. Anxiously the parents and relatives spoke to him. "He looks good," they admitted just a trifle grudgingly, "but—" There were quite a lot of "buts." "But—will he look as beautiful to others as he does to us?" "But—is he really as strong as he appears?" "But—wouldn't it be better if we had 7-pound twins instead of this 12-pound buster?" "But—couldn't something be done to make him a blonde

instead of a brunette? They are in fashion now."

Unfortunately here was a very wonderful baby and a very wonderful doctor. It all happened in Adland, you see, where miracles are everyday necessities. So the doctor stifled a sigh somewhere in his deep and luxuriant whiskers and resumed his labors. Deftly he painted the cheeks and slicked up the features here and there. Next he equipped the cooing infant with blacksmith's biceps. Then he severed the child quite in two, and by patting and puttering here and there, soon had quite a passable set of twins. Finally, through some bleaching process, he transformed the complexion from brunette to milky fairness.

The little miracle was set up on its booties and given the privilege of walking. But it just sort of squawked and toppled over. It was all very sad. We had so much hope for that baby. It was so promising, so fair, so looked forward to.

What Happened to a Thousand Magazines?

By R. O. Eastman

NOTHING is more deceiving than an average. You may be very sure of your average and have proved it by every tried and true statistical process. But if you know only *what* it is, and do not know *why* it is, or what it really means, it is very likely to lead you badly astray.

Take this question of how many magazines there are to a home. Various investigations have arrived at a general average of approximately three and one-half. And yet in some fifty thousand miles of traveling all over these United States interviewing people in the big cities, the small towns and out on the farms, our investigators have never yet found a single home that received three and one-half magazines.

Of course there are plenty of publications of fractional value, both to the reader and to the advertiser, but that doesn't figure in statistics.

"Now," as Gobbo said to his blind father, "I will try confusions on you." Here are some averages, perfectly sound averages, based on the tabulations of thousands of interviews in the actual homes covered by the National Advertising Survey in 188 cities and towns in 38 States: The average number of all kinds of magazines to the home was 3.39. But the average in those homes receiving magazines was 3.76. The "modal" average was 3. The number of magazines in the average home (the median) was 4. But, again, the average number of magazines received in half of these homes was not 3.39 nor 3.76, but 2.26. While in the other half it was 5.33.

There are half a dozen different averages for you, all sound as a nut and quite useful figures, too—if you get what I mean.

But now let us get away from the juggling of averages and translate these same figures into understand-

Where the 1,000 Magazines Go

BASED on a personal check-up of 23,469 copies, this article demonstrates that 1,000 magazines would reach 265 homes with an average of approximately 3.76 each, as follows:

Homes	Per Cent of 265	No. of Magazines per Home	Total Magazines
26	9.8	1	26
47	17.7	2	94
62	23.4	3	186
56	21.1	4	224
30	11.3	5	150
19	7.2	6	114
11	4.2	7	77
6	2.3	8	48
3	1.1	9	27
5	1.9	10	54
		or more	
265	100.0		1,000

The second column shows, by omitting the decimal point, the distribution of 1,000 homes with respect to number of magazines received

able and more significant facts.

We have before us the facts regarding 23,469 "copies" of magazines, highbrow and lowbrow and all the rest, from highbrow and lowbrow homes, on highbrow and lowbrow streets, in both highbrow and lowbrow cities and towns.

LET us take one thousand of these and see where they go.

First we find that they go into 265 homes—all kinds of homes in nearly as many different cities.

And it is still true that there is an average of approximately 3.76 copies to each of these homes. But that isn't the whole story by a long shot.

Now we follow 26 of these thousand magazines and find they go into 26 homes that get only that one magazine.

The next 94 go into 47 homes that get only two magazines.

And then the next 187 copies go into 62 homes that receive three magazines.

Already we have exhausted a little more than half our 265 homes and

have disposed of only 306 copies out of the thousand, or thirty-one per cent.

The next batch is a big one; the biggest, in fact, that we have to deliver. It consists of 224 copies, a little less than one-quarter of the lot, that go into the 56 homes receiving four copies each.

Now we have got rid of a little more than half of our magazines (530 copies) but we have covered nearly three-quarters (72 per cent) of our homes.

The next lot of 150 goes into 30 homes, with five each. And 114 go into 19 homes with seven each.

And so 90 per cent of our homes have used up 80 per cent of our magazines.

We are now calling on the nabobs who can afford to buy seven or more magazines whether they read them or

not. There are just 25 homes left and they take all the magazines we have left out of the thousand we started with, or 206 to be exact.

With the delivery of 54 copies to five homes that receive ten or more, we have finished our job.

Now those are not all the magazines these people get by any means. They are only the magazines they receive regularly or frequently—by subscription or by purchase of at least half the issues published. The occasional purchases are not counted.

The foregoing figures serve the double purpose of illustrating the kind of coverage that the advertiser gets in the numbers of homes reached, and the futility of attempting to give any such picture with a general average figure.

These facts are an incidental product of a recent advertising survey the main purpose of which was to provide a true picture of what magazines are read by different kinds of people (or market groups) or, conversely, what kinds of people are reached by the different individual magazines or combinations.

Why Stick to Old Sales Ruts?

By *W. R. Hotchkin*

STANDARDIZATION is an excellent principle in industry, but it means death in those commercial activities where the use of brains creates progress. Automatic machinery can successfully produce a Victrola or a Ford car, but crystallized sales methods would have stunted the development of both of them. Each of those organizations is eternally seeking new and broader outlets, and easier and more rapid selling methods.

A rut is a wonderfully restful thing—just like a railway track. It takes you just where you want to go, without any brain fag—provided that is where you want to go.

The world is full of men and businesses that are deep down in ruts, and many of them are quite happy in that security. Contentment is riches in itself; but it is a rare gift in American business men. It does not make any difference how much money they have; they always want more.

It is a fine thing to have a business so organized that it runs itself profitably without requiring any new ideas or changes in routine and methods. But it is a vastly finer and more thrilling thing to have new branches develop each year on the business tree and bring about growth and progress.

There is no business in the New World in which useful and wanted commodities are produced or purveyed, that is not capable of vast sales increase. And there are very few such businesses in which there do not exist large possibilities of developing new lines and additional channels of sale for present lines of goods. Every industry and every business should have periodic surveys, when every detail of the organization and its products will be thoroughly analyzed by eyes and minds that are not crystallized by old methods and markets.

"Listerine" might have been a quiet, standard product for conservative antiseptic use, for a hundred years just as it was for a couple of decades, if some inquisitive and progressive mind had not evolved "halitosis" and conceived the idea of using the fluid for a face tonic.

One of the first thrills that this



writer got in sales suggestions was when a famous dress lining manufacturer offered a prize of one hundred dollars for the best suggestion for increasing the sales of dress linings in the month of May.

THE prize was offered because the manufacturer was absolutely against the stone wall of dealer resistance. Why should the merchant buy new stocks of dress linings for May sales, when there were no May sales or June or July sales? Seeing his factory dead and his workers go off to other jobs, and finding it costly to hunt up the organization again, he asked the world to solve his problem. The only way that he knew was to buck the stone wall, and he had never been able to make any dent in it.

Naturally, lined dresses were not much yearned for in summer, even in those dear old days when every woman wore a two-pound corset, when every petticoat reached to the ground and was a rustling cascade of frills and ruffles, and every woman wore two or three of them, when it required ten yards of heavy cloth to make a woman's dress, and a pound of iron-clad binding edged the bottom of the skirt to stand the road wear.

To strive for the rich prize offered, this neophyte in sales promotion saw that deadly stone wall and

knew that he had to duck it, had to find some way around or over it. So he scratched his brain to discover some new use that might be made of dress linings in the warmer months, and there came forth the idea of creating a fad for porch cushions, made of bright-colored linings, on which would be applied cut-out flowers and figures in sharply contrasted colors. Stores were advised to offer prizes for the best designs, and window displays and local fame for those who made artistic cushions. Thus big business was created for those dead departments, simply by discovering and exploiting a new use for the commodity.

Dr. Russell Conwell won world fame by his discovery and exploitation of "acres of diamonds" right under everybody's feet, and millions of dollars may today be found in the regular products of scores of factories, by the simple means of discovering new uses for present products, by evolving by-products that will increase and broaden the market, as well as by largely extending the present market for staple goods by teaching new thousands, or millions, of people to feel the need of and develop the desire for the things that these products will accomplish for them.

There is too much money spent in exploiting goods; too little realization that people do not buy goods. The only things that people buy are the satisfying of heart's desires and the things that supply human needs. It is a very slow job creating desire for baking powder because the grapes from which the essential element is made come from Spain, where the soil is richer in iron, or some other ingredient. What the world is looking for is something that will put the kick of light and delicious wholesomeness into griddle-cakes, layer cakes, pies, and into those biscuits that will not fall down and break the plate when father's hand slips while he is spreading the butter.

Vast numbers of fine products are wending their hum-drum way down the slow streams of commerce because they have mismeasured their market by the sluggish demands allowed to remain dormant.

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No More Hard Times

By Kenneth M. Goode

A WISE king of Semimoronia, observing that traffic always slowed up at street corners, cut off all the corners. Whenever two streets crossed, each driver got a clear view of all dangers in every direction. Then the good king ordered his officers to shoot on the spot any driver who hesitated without cause.

This idea worked so well with traffic that the wise old monarch decided to carry it into business. He appointed a Board-to-Keep-Business-Moving. All the neighboring kings had boards to report how business had been and to guess how it might be; but none to keep it being as it was.

An adjoining state had a Board-of-Mourning to lament publicly when business was good because it was soon going to be so bad. Another nearby government had a View-with-Alarm-Board to deprecate any new business tendencies that did not conform to the old standards and to distrust all old standards that did not conform to new business tendencies. But only Semimoronia had a Board-to-Keep-Business-Good.

From the most intelligent, the most enterprising and the most successful in all Semimoronia this new board was chosen. It had fourteen members, each the unquestioned leader in his own profession:

An advertising agent; a banker; a city editor; a civil engineer; a country merchant; a department store owner; a mail order expert; a five-and-ten-cent storekeeper; a fashion expert; a manufacturer; a motion picture director; a practical politician; a psychologist; a theatrical producer.

The chairman was the nation's most famous sales manager. To him



(C) Brown Bros.

THE numerous business and financial reports which exist today have stripped the Stock Market of its former fame as a barometer of trade. While these thousands of advance warnings will not be able to keep business good, they should prevent its ever becoming very bad. We are now at the very peak of prosperity. How long we stay there depends upon our own intelligence, for panics exist largely in the public mind

the king gave many powers but few instructions.

"Here chief," said the good king. "You are a Chinese doctor, paid to keep your patient well. Business is good. You keep it good. Show us how to keep it good. Don't tell us when business is bad. That's one thing we can tell for ourselves. If we happen to overlook it for a couple of days, go slow on the crêpe!

"DON'T tell us business is going to be bad; we'll find that out soon enough. Let us enjoy our prosperity while it lasts. Don't tell us that the outlook is uncertain—that's no news! Forget 1923 and 1913, 1903 and 1893; keep your eye on what's coming!

"Go easy on statistics! They mean nothing to seven men out of ten—and three entirely different things to the other three. Watch the people; find out what they want. Never mind *why* they want it! That's their business. Our business is to find what they want and sell it to them. See how near our busi-

ness men come to sticking to their own business.

"Another thing: don't bother about the past. It's almost too late for the present! Watch the future. Tell each of us what he must do to keep business good!"

The new board did just that. It used figures only to figure with, and bothered only with the buying ideas of the population.

When women finally got to wearing bath towels as a sport costume, the Board had already warned both the woolen manufacturers and the towel makers what to expect. More important still, they had well underway a movement to coax them to add artificial flowers and a lot of

fashionable and profitable expensive perfumery.

Eight months before the automobile makers of Semimoronia reached the famous saturation point, the Board had solved the used car problem and increased gasoline consumption by showing the farmers and housekeepers how to utilize the cast-off motors in rowboats, as farm and household machinery.

The building industry was supported by placing all government and state contracts as a cushion just under the current market prices, keeping enough huge public operations in suspense to assure always a job to any man who wished to work. The installment trade the Board stabilized by having the great insurance houses and the local retail men in every community unite to organize a national clearing house of credit information and, with a good profit, to insure every installment purchase at the expense of the buyer.

Thus did the good King of Semimoronia give his nation every day

the same sort of constructive imagination that John Wanamaker or James J. Hill or Henry Ford used in building their own businesses.

And so there were no more Hard Times.

Seven-tenths of all bad business and nine-tenths of all good business exist entirely in the public mind. Six per cent variation, one way or the other, off the normal trade covers the whole difference between business done in Hard Times and Prosperity. Business talked is another thing. The only cause of a panic is the discovery that something is not so safe as everybody thought a few moments earlier. Then all try to get out at once. Everybody knows that. Yet it doesn't seem so far to have occurred to anybody that, by its very nature, you can't have a panic—business or otherwise—except through the element of surprise.

History fairly bristles with ambuscades, midnight sorties and surprise attacks. But in the whole history of the world there is no record

of a successful surprise when half the army was doing outpost duty, with pickets, observers, sentinels, videttes, listening posts, scouts, and skirmishers fairly fighting each other for vantage points from which to glimpse the approaching enemy at the earliest moment and sound the alarm.

In the days before every bootblack based his future operations on U. S. Steel's unfilled orders, a man equipped with sound ideas and lots of energy, located in any fair market, went ahead in his own business about in proportion as he was willing to work. He was far too busy with his own ups and downs to bother about what happened in distant communities. In these days when millions watch for the stock market's closing figures, every man on Main Street gets, each day, more news than Garfield's Secretary of the Treasury got in a month; and the man in Wall Street gets more in a month than Garfield's Secretary of the Treasury ever got.

However, the penalty for knowing everything is knowing too much. Where we once needed to worry only about Peoria, we now have to consider Paris, Petrograd and Budapest. Where we once had to worry only whether Bill Smith would pay his last note, we now have to consider the exchange rate of the pound and the Lithuanian mark. Where once by watching the crops ripen along the roadside we could gage very nicely the coming season, we now have to wait for detailed

analyses of business conditions in each individual city.

All this information is supposed to speed up business. As a matter of fact, it works mostly in the opposite direction. As a brake on business enterprise for the average man, the statistical forecast of trade prospects ranks second not even to the Conference.

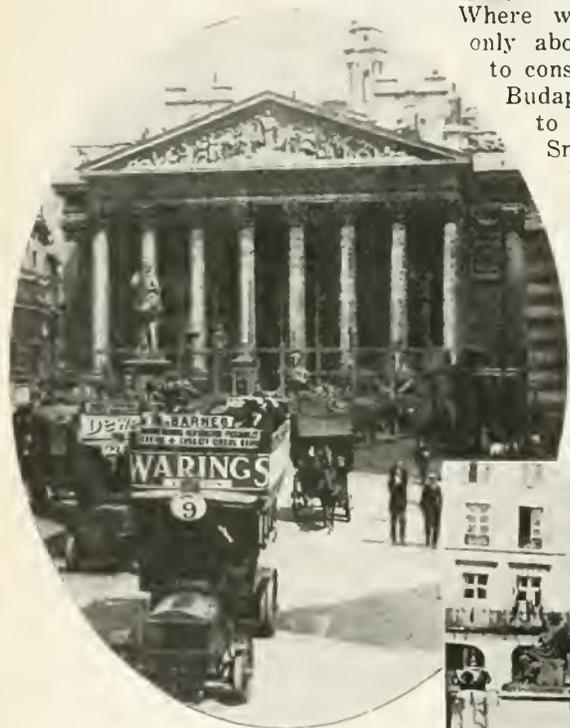
This is no reflection on the forecasts themselves. The better they are, the more powerfully they brake. And it applies all the way up to the magnificent Federal Reserve Bank reports. The reason is simple enough. There are, roughly speaking, only three things "business" can do:

- (1) Business can be better.
- (2) Business can be worse.
- (3) Business can stay the same.

On signal Number 2, obviously, nobody is going ahead. When signs show business is threatening to be "worse," each business man, unconsciously but surely, immediately does everything in his power to make it as bad as possible as soon as possible. He throws over his advertising, pulls in his salesmen, slows down his factory, and stops spending money. The only reason a business panic doesn't spread as fast as a fire panic in a motion picture theater is that industry is too overorganized for equally instantaneous individual action. It cannot respond as promptly as it would like to the receipt of bad news.

Now for Number 3: When the business remains the "same," it must either be the "same" slow business or the "same" good business. If it is the same slow business, gen-

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© Underwood & Underwood



© P. & A. Photo

WHEN once we needed to worry only about Peoria, now we have to consider the health of the pound sterling and the latest relapse of the unhappy franc. Once the excitement of these French brokers would have been of merely casual interest; today the entire world is unwillingly involved in their highly intricate problem

1905-1925 Brought Production Efficiency. What Will Come Next?

By Walter Mann

A SIGNAL development of the next twenty years will be astounding increases in both selling and advertising efficiency, and the elimination of what will then be regarded as the stupendous waste of the previous double-decade.

Not that there will be any less advertising money spent. There will doubtless be more. But there will be a merciless searching out, and a tying up of wasteful "loose ends," which will keep our market basket from losing half the groceries in the delivery.

When we look back at the myriad production wastes of the previous generation, and the way in which they were conquered, we are led to hope and to know that our decade too will make a valuable contribution to modern business progress. And since we know the direction in which the progress is to be made; i.e. sales and advertising efficiency, the battle is half-won before we start.

One of the most fascinating and least dangerous pastimes in modern business is that of peering into the future.

Almost every predictor recognizes his very fortunate position in this age of quickly forgotten facts. If his forecasts turn out to have been correct, he can remind his public that it was he who so vociferously pointed with pride or viewed with alarm. If he was wrong, he merely says nothing, and the world goes on quite satisfactorily.

The statement that the bulk of the attention toward improvement will be in the direction of sales and advertising is based on the great opportunities and the need for improvement in those activities. Advertising and merchandising have developed greatly. Advertising has made rapid strides. But its wastes, through guesswork, through prodigality, and through skimming only the top-cream, are typical of a new and very rich industry.

It is the purpose of this article, after having discussed present conditions, to point out a few of the



© Pirie MacDonald

directions in which the tying up of the present day loose ends of advertising and merchandising might develop.

First, however, let us trace our present selling situation back to its first causes. Paradoxical as it seems, we find the direct first cause to be the progress of the previous generation along lines of production efficiency. For, whereas the new production methods gave low unit cost, they did so only under constantly sustained volume production.

SHORTAGE of labor, that earlier Sbugaboo of manufacturing, demanded real production efficiency (through the substitution of machines for men) and got it. Whereupon the question was, "All right, now that we've got it, what are we going to do with it? We must keep up markets in proportion with the production, or the progress of the previous twenty years will have been in vain."

And then the war broke in, needing every ounce of production that the country could provide, and more. Our recently gained production effi-

ciency experience now stood us in good stead. Women could tend many of the machines as well as men, which released men for the other side. At the same time the mechanical production of the country was practically doubled; and goods fairly poured out to all the markets of the world.

Suddenly the war was over, and the men began to come back. Many of the women stayed in their jobs, and it was necessary to find places for the men besides. This required more and more markets, with many of the European countries now making their own goods, and competing on a labor scale that we could never meet.

The war period, and directly after, was for America a manufacturing and selling orgy.

Like the gentleman DeWolff Hopper used to sing about, we had an "elephant on our hands." And this production pachyderm's daily cry was for "still more hay." Sales departments strained themselves; advertising men planned new uses for old products and found additional uses for new ones. And still the cry was "more hay." His appetite moreover, was daily being augmented by such factors as the shrinkage of the size of the average family, and the sterility of the second-generation foreign-born population; to say nothing of restricted immigration, and the unthinking addition of new production capacity on the slightest provocation, by manufacturers who never stopped to wonder where more markets were going to come from for them.

And then, just when it seemed that we were really up against it, in spite of all our plans, our market studies and our advertising efforts, a miracle occurred! The baby elephant right in the middle of a shriek for more hay, found a "pacifier" all his own; in the form of an increased family buying power of unheard of proportions.

How this family buying power had increased, since 1915, so that there has never been another serious gen-

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TH**ERE** was a time when Ivory Soap, in spite of its statistical purity, or possibly because of it, floated meekly in basement laundry tubs. Now the familiar adjunct toward godliness has entered the boudoir. It is highly probable that this series of aristocratic soap clasping hands has boosted the social climber on its slippery path, for of late such help has been given by advertising. And with conspicuous success

A \$200 Investment

A Small Sum Spent on Tours of Inspection
Will Pay High Dividends

By *Henry Albert*

THE executive is in constant peril of growing narrow. His very success in supervision permits the sly creeping in of fog-giness as to his industry as a whole.

More and more his contact with the business falls into conferences with employees and into written reports. That wealth of personal contact, which probably contributed to his success, gets "dieted out by conferences and two-dollar lunches" until it is but a lean memory. He loses—or at least is in risk of losing—an occasional jarring of opinions, the criticism of an angry customer. He is in great danger of altogether missing the advancing strides of competitors and, equally vital for his company's welfare, a grasp of the weak and strong points of his own product in the eyes of those who buy it.

Golf and city cronies will not supply the lack. Men as the years mount tend to associate more with persons of their own type. They see less of the rough and tumble encounters of those earlier years when the day's work was "on shoe leather."

"Every year I buy a railroad ticket about two yards long," is a remark that characterizes one of the most vigorous managers known to me. A trip from coast to coast insures the food product for which he is responsible against lagging behind its rivals. He is not content with a busy week at trade conventions. He is satisfied only when he has measured at first hand the place of his product in the diverse markets of the United States.

This need of getting out over the territory does not apply only to the sales manager. The factory manager in charge of production benefits by an occasional jolt; as does also the engineer in charge of design. The New England mill manager gets a revelation of factory methods when he spends a week in the Georgia cotton mills, a revelation of the dollar-value of daylight, temperature, climate and living standards. No amount of printed

information and no special report of a lieutenant can yield the vividness of what a manager can see and hear by making such a trip. It brings forcibly to his attention features of competitive manufacturing that deserve adoption for their cost-of-production value. The manager will likewise gain a new sense of his own advantages.

Any factory contemplating a new product or an adaptation of a product for a new market ought not to overlook a \$200 investment in travel for the manager. By this is not meant a three-day trip to Chicago on a twenty-hour train; going from club car to club room, never thrusting head above the smoke haze of cigars. It does mean, on the contrary, spending two weeks along with that two hundred dollars; possibly not five hundred miles from home, but with a choice of cities with reference to rival factories. If, as an example, radio makers had had the wit to invest their first money in factory inspections of existing plants, there would have been forty-six less failures in 1926 than occurred. For even an inexperienced man would have seen the futility of trying to cope with the established, well-financed makers, unless he, also, were assured of like equipment.

A MAN who last winter organized a company to manufacture washing-machines had no difficulty in securing subscriptions for the initial capital, but he did meet a setback when one experienced friend persuaded him to spend two days at each of three established factories. The friend insisted that one day should be given to intimate interviews with manufacturer's sales department. The second day was to be given to the factory lay-out and manufacturing methods but with "not less than half the day with the servicing, repair and complaint departments." The prescription was followed. The subscribers were relieved of their promises with the explanation:

"I thought I could break into the business. I did not know enough about it, but I've taken a job with the biggest manufacturer in the field and next year you'll hear from me again."

Another "Don't." If the proposed trip of education is to be floated on whiskey, you had better save the money to begin with. Easy-flowing joviality may be countenanced at a sales convention of your own, or condoned at a trade convention, but when going on a business scouting trip the thing most requisite is a clear brain. Addled wits prevent careful observation.

A KANSAS CITY customer of a famous New England manufacturer registered the complaint that "they're like all New England factories—they can't see beyond the Alleghenies. Tell them to send their manager out here for a day to get our point of view on their methods." A similar criticism was encountered the very next day at St. Louis, with the result that the company's president agreed to a recommendation that the first \$1,000 for the new plan should be expended in sending the general sales manager on a trip beyond the Mississippi River.

The Kansas City customer was met some two years afterwards. He was asked about the incident. Indignantly he flung forth:

"Yes, he came. But it did no good. I have a worse opinion of the company than before, and have actually quit them. Mr. B stopped off at Chicago for a few days with their agency, and when he got to K. C. he was too soused to talk sense. He probably took the trip to mean a week on Broadway, all expense paid."

No. A \$200 investment of "company money" rightly made never fails to produce results. The sales manager may use it, or the production manager, or the designing engineer, or the president himself. Better still, all may wisely use such a sum each year. But the hours of the trip must be circumscribed with

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Industrial Losses and Advertising

By H. S. Wallace

THESE are days when men of keener vision are at the helm of industries; men who are better analysts, who do less traditional business thinking and who are not afraid of new policies. The other kind, in large numbers, were "shaken out" during the deflation years.

Perhaps the greatest single concrete evidence of advance in this respect is the manner in which industry today is not afraid to reduce or "pass" dividends, while at the same time it keeps up advertising pressure. The old familiar method was to cut down advertising or, even more notoriously, to cut it out altogether as soon as storm clouds appeared in business.

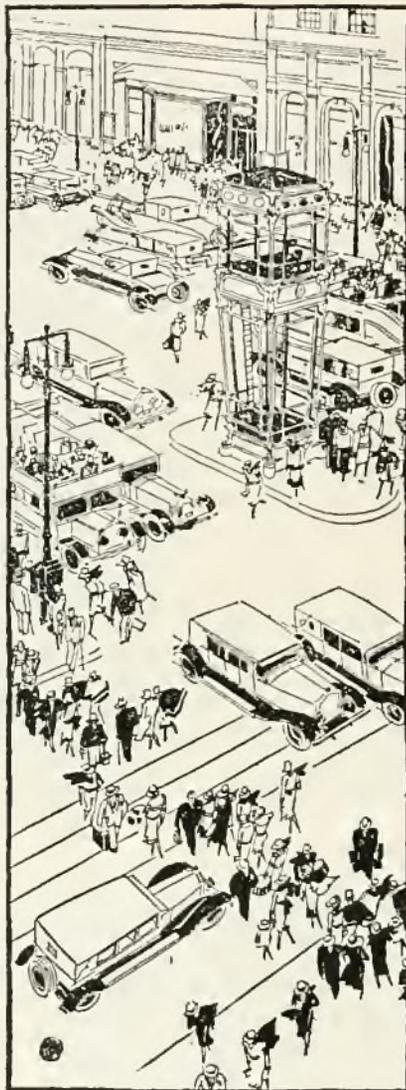
This method has only human, but not logical, reasons to defend it. The old type of president, afraid of his job and dreading the ire of a board of directors, cut vigorously into his advertising appropriation, and kept up the dividends at all costs. The directors and stockholders were happy, for their eyes were usually glued upon the dividends and not upon the development of the business. Their horizon was too often interfered with by greed, and their truckling president knew how to please them.

But presidents of live corporations are today not so frequently of the truckling kind. They are more courageous. Many boards of directors are no longer composed solely of bankers with only a money-conserving, dividend-desiring instinct.

An interesting current case in point is Armour & Company. Commenting on the recent passing of the Class A stock dividend, President F. Edson White says:

"Our stockholders are probably well aware that our South American business has not been productive of earnings such as we normally expect from that source. Our investment there is large, and when we run into an unprofitable period, as is inevitable now and then, it is merely the part of wisdom to let that fact be reflected in our common stock dividend.

"Probably the greatest sin of big business is its habit of concealing its losses when they occur—and



Courtesy New York Central Lines

they do occur in every industry with which I am familiar. Concealment of them leads to the belief that big business controls the law of supply and demand instead of being controlled by it. I am aware that we have something to lose in the way of prestige through omission of a quarterly dividend on our common stock, but I believe that we will make a commensurate gain through the frank statement that while our business is now on a profitable basis, the losses which we sustained early in the year called for a conservation of resources through the passing of dividends on our common stock."

Yet Armour & Company is not

annihilating its advertising campaigns; in fact it is adopting a typically modern policy in its soap department. It has for years sold a number of soaps, no one of which took much of a hold on the consumer, and no one of which was thoroughly well advertised. Some of the old brands used a number of minor and miscellaneous advertising methods, but they did not use the hard-hitting, accepted tool of periodical advertising with any strength. Now the entire soap policy is to be reorganized; the miscellany of brands eliminated; and a powerful concentration focused on "Dona Castile," a new soap with plenty of consumer advertising. Ordinarily among the old-time companies so new and aggressive an advertising development could not be planned at a time when dividends were being passed. But Mr. F. Edson White is not the old type of president; and, besides, he has grown to his position through advertising experience.

ANOTHER company is in something of the same position: the Glidden Company, paint manufacturers. The earnings for the six months ending on April 30th fell below the dividend requirements; despite some success with its new "Lacq," a competitor to Duco—the new DuPont paint which has set the paint world by the ears. There is now doubt whether the quarterly dividend of fifty cents a share on the junior Glidden stock issue will be paid, and the price of the stock reflects this doubt.

Yet selling and advertising expenditures have been heavily increased; this fact now being used in modern banking circles as a "bull" argument for the stock. Ten or twenty years ago it would have been a "bear" argument, for the old point of view among financial men and investors would have insisted on regarding it as a sign of mismanagement. Today it is regarded as entirely logical. When the load is heavy, apply more steam. It is the simplest of all rules of mechanics; but it has only recently been grasped or accepted in respect to advertising by the world of business.

One has only to look backward to the days of the American Chicle

[CONTINUED ON PAGE 48]

THE · EDITORIAL · PAGE

A Crusade for the Electrical Industry

A CURRENT General Electric advertisement features this thought-provoking statement: "Any woman who does anything which a little electric motor can do is working for three cents an hour."

This is no mere copy line; it is a fundamental conception, as fundamental as electrical service itself.

We could wish that the General Electric Company would contribute this simple statement to the industry as the slogan for a new crusade, a crusade similar to that being conducted by the paint and varnish interest with its "Save the surface and you save all"; and that the electrical industry would adopt it and use it to further the utilization of electrical energy in the home.



Chain Store Becomes National Advertiser

THE huge Atlantic & Pacific Tea Co., which before the end of the year will probably have 20,000 stores, is to become a national advertiser, using magazines. An increase of \$500,000 in advertising appropriation has been made for the purpose, and we shall soon see the entirely unique sight of grocery chain store advertising in staid national magazines of national circulation. A. & P. have, of course, long been heavy users of local newspaper space, which will continue.

This is something of the same kind of revolution as the coming of Woolworth Stores on Fifth Avenue; because it is an upward step by chain stores in dignity and stability. It is even more than this: it is a recognition of the value of general consumer reputation, on a par with that desired and attained by the manufacturer whose goods the chain sells. It is well known that the chain store has of recent years constantly grown in appreciation of the superior attraction, turnover and profit in trademarked, nationally advertised goods.

A. & P. advertising in the magazines represents the apex of an evolution as an advertiser which started with window displays, spread to hand-bills, widened to newspaper advertising, and now to consistent general advertising on a national scale.

There will unquestionably be other chain national advertisers before long.



Dropping the Private Brand Mask

ON July 1 a million-dollar corporation, the Banley Products Corporation, succeeded a wholesale grocery business operated for some time in Brooklyn, which had sold Banley products as a private brand line under that name. Henceforth there will be no more wholesaling.

The only importance in this news is that there is illustrated in it a sane recognition of the fact that manufacturing is manufacturing and wholesaling is wholesaling. The functions do not mix, and become perverted when they are mixed. Much of the difficulty in modern times with distributors has been due to the

private brand jobber who by mixing the two put sand in the gears of distribution.

If a wholesaler fancies the manufacturing business he should go into it, and get out of wholesaling. That is a perfectly clean and sound business move. But to utilize his situation as a distributor to palm off goods manufactured on contract for him, for the obvious purpose of profit only, is to both mislead the public and pervert his function as a *bona fide* distributor. It is of a piece with those who have claimed the name "Jones Woollen Mills," when they owned no woollen mills at all. This has only recently been put under the ban; as have also other similar misrepresentations. The private brand is not a fraud, but it is anomaly and an obstruction to correct functioning in distribution.



Just Plain Business

FOR the second time within two years ADVERTISING AND SELLING has lost the patronage of an advertiser, and one using a very generous schedule, because it has published an article setting forth the truth about a market.

While we naturally greatly regret the loss of this valuable advertising patronage, we believe our advertisers, as well as our readers, will prefer that we continue to edit honestly. We know no other or better way to build a resultful medium.



Salesmanship that Builds

IT has been well said that everything a business does is advertising. In a sense, everything a business does is selling, too.

We are reminded of this by an announcement recently sent out by the Post Products Company, Inc., addressed "to the wholesale grocers of America."

This company, which as our readers doubtless know is a consolidation of Iglehart Brothers and the Jell-O Company, with the Postum Cereal Company, is to put into effect a new selling plan on September 1. It will discontinue the practice of distributing through brokers and will supply the jobbing trade from its own branches.

The Post Products Company has no further use for the broker, yet it has perspicacity enough to avoid the mistake which has been made by several large companies of turning its back on the broker with cold indifference. In its announcement it states, "We appreciate fully the loyal support and splendid cooperation we have enjoyed from brokers and it is with regret that we sever our business connections with so many of our mutual friends."

It is the failure of large businesses to realize the importance of just such gracious touches as this that brands them as soulless corporations. It is the salesmanship in such paragraphs that builds a great business into a greater one.

Can Industrial Copy Be Syndicated to Different Industrial Markets?

By R. Bigelow Lockwood

MANY a promising sales campaign appealing to the general public has been wrecked in the early days of its existence simply because mass appeal has held out a lure of profits which, in the cold light of actual conditions, could never by any chance be realized.

The temptation to group great masses of people as sales prospects is strong until the searchlight of clear analysis is thrown, first upon the possible saturation point of the product as regards possibilities for use, and second upon the financial ability of mass prospects to buy. When these factors are once carefully studied it will often be found that the first flush of enthusiasm must be tempered by a saner appreciation of the real size of the market under serious consideration.

The problem of mass appeal is present in every sales campaign. In the case of many products appealing to the general public the mass market is apparent. Usually such products are those which share their popularity with men and women, and in addition are low, or at least reasonable, in price. At one end of the scale might be mentioned chewing gum, cheap in cost and universal in popularity, while at the other end are found such products as radios. Commodities such as these are within the price reach of everybody; the interest in them is common property and the mass appeal in sales attack and advertising copy is unquestioned.

It is when one begins to analyze industrial markets that the value of a close study of copy and its effect on different industrial groups, becomes strongly apparent. Industrial markets are so

varied, and their individual characteristics so distinctive, that the question of syndicating copy to different industrial markets resolves itself into a subject deserving the closest study.

By way of illustration let us take six men in the industrial market, each of whom is employed in a different industrial group, but all having within their grasp the direct responsibility for buying the tools which their particular branch of industry needs: machinery, materials, equipment and supplies.

Away from business these men have more or less common buying habits. They are individually and collectively in the market for such things as tooth paste, radios, clothing, merchandise for the home, and the innumerable articles of

necessity and luxury which are common in interest to all. Once they take up their daily tasks, however, their paths separate and they no longer are influenced by the same motives or needs in their buying. One holds a position as superintendent in a coal mine. His neighbor is the works manager of a large machine shop. The third is an electric railway executive, and the remaining three are employed in a production executive capacity in the following industries: a textile mill, a power plant and a food products company.

To what extent syndicated copy may be directed toward these men by a manufacturer of a technical product is influenced by the extent to which the product is used in the various industries represented—and herein lies one of the first principles of market analysis. The penetration of a product into industry must be studied from every angle that touches its use and adoption. The character of that product must be clearly defined. Industries must be weighed as to their relative importance as markets, and classified into primary and secondary groups. Possibilities for use in industries not listed as users should be studied with a view toward the expansion of business into new fields.

Returning to the six men whom we have set aside as possible buyers for whatever product we may have in mind, we find that we cannot jump to the conclusion that they can be sold *en masse*.

Should we jump hastily and approach them as a buying group for any particular product, we may find that we are knocking on three cylinders.

If we assume that a product is represented by



MASS appeal in general mediums will sell these men shaving cream and radio sets, but industrially they are interested in generating and dispatching central power station loads. Advertising copy that deals specifically with the problems of their industry strikes a chord which would fail to vibrate were the same copy directed toward a similar group of coal mining production executives whose very language would be different

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. Duffy
Roy S. Durstine
Harriet Elias
George O. Everett
G. G. Flory
K. D. Frankenstein
R. C. Gellert
B. E. Giffen
Geo. F. Gouge
Gilson B. Gray
E. Dorothy Greig
Mabel P. Hanford
Chester E. Haring

F. W. Hatch
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

a horizontal line, and if we draw this line straight across the buying structure of industry, we will find that our line touches certain groups and misses others. And the nature of the product governs the relative proportions of the industries that are hit and missed.

By way of example, electric motors will touch many industries because their industrial application is so wide. An undercutter, on the other hand, is a piece of coal mining equipment, whose use is limited strictly to the coal mining industry. Valves, lubricants, packing and other products and material that constitute general supplies seep through industry in general, although careful investigation will always disclose for any product its major markets.

Group appeal, applied to industrial selling, is governed by an entirely different set of standards from general public marketing, and not the least important is the advertising copy.

Using again our six men in industry, we find, upon personal analysis, that away from their busi-

ness they possess many common characteristics and similar buying habits. With slight variations due to individual traits and responsibilities their homes are all on the same order. Probably each owns a car, enjoys radio and likes to fuss in the garden.

The things they buy are very similar and, as we may assume them to be normal human beings and good citizens, it is possible to strike a general note in advertising copy calculated to influence all.

But when it comes to industrial buying, the copy appeal is different because each thinks in terms of the application of the equipment advertised to his industry. For this reason, except in certain cases which will be mentioned later, it is not good policy to syndicate the same piece of copy to different industrial markets.

The industrial buyer, regardless of his industry, looks first of all for production data in advertising copy. It is obvious that the production data supplied by the manufacturer should mesh with the specific problems of the industry to which the ad-

vertising is directed. Thus, while the use of electric motors may have a broad coverage through industry in general, the specific use to which motors are put are different according to the industry in which they are used.

The logical procedure is thus self-evident. Not only must product penetration into industrial markets be carefully charted, but the particular problems of each industry must be studied; the copy appeal dealing specifically with the ability of the product advertised to solve these problems—which automatically eliminates syndicated copy.

And we can go still deeper if we would strengthen our copy and tie it closer to each industry addressed, for every industry has its own jargon; terms and expressions that it has collected and woven into its own language.

Familiarity with such terms helps to lift advertising copy out of a group appeal and goes a long way toward inspiring confidence in the message.

A year ago, when the Inter-
[CONTINUED ON PAGE 51]

When Will It Be 3½ Out of 5?

By Harry Varley

FOR years it has been 4 out of 5. Yet millions of tubes of Forhan's (and other good tooth pastes) have been sold. How many users they must have! Surely these, laid end-to-end, should change that "4 out of 5." If not, what good is Forhan's?

I do not believe that the proportion of people in grave danger from pyorrhea is 4 out of 5. Neither do I believe that every batch of Ivory Soap is 99.44 per cent pure. Surely the Ivory Soap makers in their everlasting hunt for purity have been able in all these years to cut down a little bit of a per cent of impurity that crept into their product in the old days.

No! Forhan's "4 out of 5" was an advertising idea that sprang into life warm and full-blooded. It was born of a time which has passed. It lived, waxed strong, and now is in danger of slow mortification by a process of senile decay. It has become a fetish. How else could a car card advertisement be written with no more information than

"Forhan's for the gums. Four out of five" so that readers, especially new readers, could not possibly tell whether Forhan's was a gum drop, a tooth brush, a mouth-wash or a breath-tablet.

The nature of some advertising appeals is such that they have a limited life. When they become too old or die, the advertiser hates to bury them because of the good they did when they were young and vigorous. Worn-out appeals, no matter how loudly they are thundered, fall on deaf ears. The people who live at Niagara do not hear the Falls.

WHEN should an advertiser change? If sales are good and he is making a profit isn't it foolish to change the advertising? No! We don't suppose Listerine was losing money when the invoking of halitosis multiplied sales. Any man has brains and courage enough to change when he sees plainly that he is on the road to failure. It takes bravery and foresight to make a change

when things are going fairly well. But that is the time for experiment. Don't wait to operate until the patient is on his death-bed.

When should an advertiser change? When people no longer read or believe what he says; when a new idea will give him more readers and more believers; when his essential story, the facts about his product or its use, can be put into additional millions of minds through the avenue of a new idea.

Good enough is seldom good enough. The hood on the old Franklin automobile was good enough from the manufacturer's point of view. What a difference it made in sales when somebody with courage and gumption changed it.

Changing the form of advertising (not mail-order) seldom if ever means the difference between failure and success. These are inherent in the product, the need for the product and the organization making and selling it. Advertising often makes the difference between some success and much.

CollegeHumor

Announces a readjustment of black and white advertising rate.

- ¶ Effective November 1, 1926, (*January, 1927 issue*) the new rate will be \$2.50 per line - \$1070. per page.
- ¶ Orders with definite schedules will be accepted until November first at present rate.

CollegeHumor

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

SCOTT H. BOWEN, Eastern Mgr.
250 Park Avenue, NEW YORK

GORDON SIMPSON, Representative
Chapman Bldg., LOS ANGELES, CAL.

American Salesmanship Wins Success Abroad

By Dr. Julius Klein

THE fiscal year just closed brought once more into striking relief the rapid growth in American exports of manufactured goods, and the immense importance of foreign sales of this class as a stabilizer in our total foreign trade as well as in our domestic industry.

Exports of finished manufactures increased as compared with the preceding fiscal year by no less than sixteen per cent. They were sixty per cent greater than in 1921-1922, only four years back. They were nearly three times as great in value as in the five year period before the War. Even after allowing for higher prices they were more than double the pre-war average.

This tremendous growth reflects the ever rising efficiency of American industry and the energy and intelligence of American salesmanship in foreign markets.

The American manufacturer has evidently disposed of sundry tattered scarecrows which used to startle his timid predecessors as they ventured along the strange paths of export. He no longer turns back at vague warnings regarding "slipshod American packing," "inadequate credits," "inexperienced export technique," or "inferior foreign trade financing."

These threadbare bugaboos have been most effectively dispelled by the uninterrupted expansion of the overseas markets for our manufactures. Regardless of depreciated European currencies and low wages—in fact, partly because of the low standards of living which they imply—the intelligence and resourceful adaptability of the American manufacturer, backed by a firm policy as to quality in goods and services as against cut prices, have made a place overseas for American fabricated wares which bids fair to continue its steady growth.

Quite evidently the manufacturing exporter is making rapid headway with such troublesome problems as the selection of adequate agents abroad, the planning of specialized advertising campaigns through the aid of export advertising experts,



(c) Harris & Ewing

Dr. Julius Klein

Director, Bureau of Foreign and Domestic Commerce

and the skilled analysis of foreign markets. These details are now giving him quite as much concern in his foreign plans as they have long commanded in our domestic trade.

The rapidity of this progress in our manufactured exports should certainly not stimulate any smug complacency on our part. Success in foreign trade has always been contingent upon resourceful vigilance, and with the continued economic uncertainties of Europe, and in view of their far flung reactions, this is emphatically the time for alert watchfulness on the part of our merchants and manufacturers.

NOR can it be said that we are simply filling the vacancy left by the continued absence of European wares from certain overseas markets. Our leading European rivals are making rapid strides in the recovery of their overseas trade, and an analysis of these figures for 1925-26 will show that there is comparatively little in our progress which is likely to impede their own.

Ours is very largely a trade in

products which are either based upon our predominance in necessary raw material supplies or in the production of certain specialties of types and grades distinctly different from those which could be shipped abroad in any quantity even by a restored Europe.

Far from menacing the future of our manufactured exports there is absolutely no question but that the recovery of Europe implies several vital economic elements in favor of our trade in fabricated wares. A careful analysis of the experience of our exports of these lines during the last six years in certain selected markets in the Far East and Latin America brings out clearly the fact that the expansion of these particular outlets varies directly with the growth of the European demand for raw materials produced in those countries. For example, our sales of automobiles in the Argentine, which in 1925 amounted to \$30,057,958, have been directly stimulated by the steady recovery of European demand for Argentine meat, wool, and cereals.

As has been frequently pointed out, there will, of course, be some rivalry between American and European manufactures. This is already evident in textiles and in some lines of iron and steel products, but the actually competitive items among these represent a relatively small percentage of our total fabricated exports. And even within these groups there are various grades which are by no means in conflict. For instance, England's exports of cottons have practically reached their pre-war quantities in several Latin American countries but this has by no means prevented the doubling and even trebling of our textile sales in those same markets because of the growth of an entirely new demand for specialized American qualities and lines.

In other words, many of these overseas markets have vast possibilities for the expansion of their purchasing power, with consequent increasing demand for the latest

[CONTINUED ON PAGE 62]

Now **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

in the **Sunday News**

A 16-page Section every Sunday
Starting October 10, 1926

**175 pages sold
in the first 10 days!**

—because News rotogravure represents a superlative new selling force of wide and concentrated coverage, of unique effectiveness, of unparalleled economy. Equivalent magazine presentation in rotogravure, the finest pictorial presentation possible; in a section of the highest visibility and greatest interest, first to be seen and read in a picture paper; in the tabloid size, making all space do more work; before the largest newspaper circulation in America; at the lowest roto milline rate in America! So the space buyer who knows his stuff has grabbed it! And every advertiser in the New York Market will profit by considering it. ☞ ☞ One thing more—The Sunday News has grown at a rate of approximately 200,000 copies a year. Rotogravure will push this circulation up farther. Buy News rotogravure as current advertisers have always bought the News—on a bull market steadily rising. ☞ ☞ Get the facts, and get the orders in now to earn the introductory rates for a year!

THE  NEWS
New York's Picture Newspaper

Tribune Tower, Chicago 25 PARK PLACE, NEW YORK

Selling in Uruguay

By A. L. White

URUGUAY is the smallest South American republic in area, but is an important foreign market for United States goods because of the sturdy intelligence, industriousness, and good purchasing power of its people. From the standpoint of trade, it might be called a "little Argentina," and Argentina is the best South American market. The good purchasing power of the people of Uruguay arises from the fact that the country is one of the sources of supply for food and the raw materials for clothing for the world. It is a grazing and agricultural country and is important to the United States for two reasons: On the one hand, it produces meats, leather and hides which the United States needs and can no longer produce in sufficient quantities for itself; on the other hand, its location in the southern hemisphere gives it reverse seasons to those of North America. Consequently the seasonal requirements of its people, taken in combination with the seasonal requirements in North America, help to balance demand and to equalize production in many manufactured articles.

The climate of Uruguay is temperate and equable, the purchasing power of the people is good; hence these two factors need not be stressed in a consideration of the market, and the natural factor of the production within the country is the dominating influence in the creation of demand for imports. The raising of livestock is the chief occupation of Uruguay and in the number of sheep and cattle to the square mile Uruguay ranks among the leading stockraising countries of the world. The importance of this occupation to the country may be seen from the large percentage of land given over to grazing. Out of a little more than forty-five million acres of land in Uruguay about two million acres are devoted to agriculture and less than two million acres are covered with forests; the remainder of the acre-

age is grazing land. The use of these millions of acres for grazing gives rise to a great demand for fencing. The land is divided into thousands of cattle and sheep ranches and farms, ranging in size



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from a few acres to ten thousand acres. In order to keep the great number of cattle within bounds, all the ranches and farms and even the railroad tracks and roads are enclosed by fences. There must be many thousands of miles of fences in Uruguay, and most of these are made of six strands of plain galvanized wire and one central strand of barbed wire strung on hardwood and stone posts, with wooden pickets interspersed at intervals of several feet. This need for fences has created a large demand in Uruguay for fencing materials and wire.

THE industries of Uruguay follow along the lines suggested by the natural production, and Uruguay has been made known the world over by its shipments of jerked beef and other meat products. Near Montevideo is a plant which might be called the "largest kitchen in the world" where extract of beef is prepared, a great quantity of which is shipped to foreign countries. Three large packing houses are located in Montevideo, two of which are owned by packing firms from the United States. One of the bonds between the United States and Uruguay is the amount of capital which Ameri-

can firms have invested in Uruguayan industries.

This investment of American capital is no doubt one of the "invisible" factors which encourages trade between the two countries. The principal imports into Uruguay are petroleum products, automobiles, iron and steel products, lumber, textiles, coal and sugar. In these imports the United States leads in petroleum products, automobiles, lumber, sugar, and farm machinery.

The importation of farm machinery into Uruguay follows in the wake, of course, of the occupation second in importance in the country: farming. Uruguay has an exceedingly fertile soil adapted to the raising of grain. Wheat is the most important agricultural crop, but corn, flax, oats, barley, alfalfa and linseed are also raised, and the cultivation of tobacco has recently been undertaken. The production of these crops, similar to those in the United States, creates a demand for the same types of farm machinery and implements as are used in this country. In 1924 Uruguay bought over six hundred thousand dollars' worth of American farm machinery. Not only is it at present a good market for this type of goods but it will probably be a growing market, for it is claimed on good authority that with its fertile soil Uruguay is gradually progressing in its development from the pastoral to the agricultural stage, and that farming will increase. At present Uruguay has no appreciable surplus of farm products for export after the domestic demand has been satisfied.

The fertility of the soil and the tremendous cattle raising industry and the packing houses of the country give the people of Uruguay a purchasing power that enables them to indulge their tastes for many things beyond the necessities. The Uruguayans are a progressive, beauty-loving race, and their tastes run toward the substantial and beautiful. Montevideo is one of the beau-



Corn is Gold in Iowa

Another great crop of more than 400,000,000 bushels of corn is now maturing on the farms of Iowa.

Good crops and rising prices of farm products are reflected in buying activity throughout the state.

The Des Moines Register and Tribune, reaching every third family in the state, is the key to the Iowa market.

No other middle west newspaper covers its field more completely.

We give whole hearted co-operation backed by first hand knowledge of local conditions.

Des Moines Register and Tribune

175,000 DAILY—150,000 SUNDAY

tiful cities of the world, spacious, well laid out and healthful. It is well lighted and modern in every respect and is building and improving. Only recently bids have been called for by the city administration for electric meters and for insulated copper wire. The management of the state railways and street cars has had under consideration the partial electrification of the Northern Railway from Montevideo to Santiago Vazquez, a distance of about twenty kilometers.

Besides electrical goods and equipment, in their extensions and in their building, the Uruguayans require considerable iron and steel and lumber. These they have to import. In lumber, they seem to favor American pitch pine, which surpasses in value and volume all other shipments of lumber to this market. The lack of the fuel minerals hinders Uruguay from becoming a manufac-



(C) Publishers' Photo Service

turing country, but it does have some small factories. Furniture is made in considerable quantities and for this American oak is imported.

From Montevideo highways are being constructed to reach the newer regions of the republic. Much progress has been made in the past few

years in highway construction, and numerous projects are planned. These highway projects open up a market for road building machinery and tools.

Uruguay is a good market now for automobiles and as highway construction progresses it will become a better one. Not only automobiles and their accessories are in demand but motorcycles also seem to be fairly popular. Possibly the automobile is now to be considered as much a necessity as a luxury. Other articles which are clearly luxuries are also on the list of imports into Uruguay. The Uruguayans are a music loving people who bring over from Europe each year to sing in their large theater the best stars of grand opera. They like music in their homes and import musical instruments, and American-made pianos are liked by them.

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Lesson Number One to Advertising Aspirants

By Norman Krichbaum

AS Lord Macaulay said of Lars Porsena's attack on Rome, "the horsemen and the footmen are pouring in amain."

Every hour the horsemen and the footmen of our future advertising cohorts are arriving in force. The impulse to spare these verdant recruits some portion of the rebuffs and disillusionment which will be theirs is doubtless futile. The gauntlet must be run. Green fruit is green fruit without the sunshine and the rain. And even at the harvest we still have to pick the plums from the prunes.

There is no ten-word epigram which we can frame hugely and hang above the proud novice's desk to ward off fond hope and foolish performance.

Therefore, without hope of reward or results I address this paternal patter to our immediate pos-

terity. May it do no serious harm!

Begin by getting rid of the notion that advertising is the sanctum of "cleverness." It is not. It is the citadel of plain facts, set forth palatably—but without any festoons of verbal nonsense.

As a corollary of this, remember that you are doing what you are doing not to call attention to yourself, not to call attention to your copy, not to call attention to the product in hand, but to help sell that product. That is a psychological problem worth deep study—not only of the product but of human nature. Your job is to make people think so favorably of that product that they will be moved to buy it. That is the alpha and omega of your job.

In the second place, do not make the common error of regarding advertising as the acme of everything or anything. Do not credit any

gibberish about the business having "made its mark" or arrived at virtual perfection. Advertising is a lusty infant, but still an infant. When it grows up it is going to have a mort of new characteristics that nobody foresees today. It will evolve, it will expand, it will consolidate its advances and abandon its non-essentials. You are going to be a fortunate participant in that evolution.

Thirdly, do not worry about the perennial "critics" of advertising. There are men who write advertising and men who write about it. Listen to the men who write it. Advertising, like literature, is dogged by a horde of supercilious and superfluous "critics" who will never shape the course of advertising. That course will rightly be governed by the masters in the craft, among whom you will aspire to count yourself some time in the future.

[SIXTH OF A SERIES]

Directive MAIL

Directive MAIL may be somebody's "direct mail"—it may be a page in a mass or class magazine, it may be a sales letter — or almost anything of an advertising nature — BUT, the term fairly and faithfully applies to every issue of all units of the Economist Group—the straight way into the better, bigger stores of the land....

Do you dare to put your sales promotion to the 3 tests of directive mail?



Does it get in to its man?

It will reach the right office—but help it past the barriers and straight to the attention of the right person.



Does it get into his mind?

Give it some swift, sure evidence of interest—let your prospect *know* he needs your message.



Does it get into action?

THESE THINGS seem simple, fundamental. What good can the most "powerful" advertising accomplish unless it side-steps the wastebasket, unless it wins a thorough, thoughtful reading, unless its ideas and advice are put to work. In most cases, too, *directive* MAIL is ordered, paid for, kept, quoted, passed around, treated as expert opinion.

In the department store field, the Economist Group stands every test of *directive* MAIL. Here you have the easy, economical approach to the buying minds of a vast market. If product, price and selling processes are right, success is automatic. Tell and sell the merchant—and he'll tell and sell the millions.

THE ECONOMIST GROUP

{ DRY GOODS ECONOMIST and MERCHANT-ECONOMIST — reaching buyers and executives in more than 30,000 stores in 10,000 cities and towns—stores doing over 75% of the U. S. business done in dry goods and department store lines.—239 W. 39th St., N. Y.—and major cities. }

Answering Mr. Krichbaum

By Warren Pulver

I HAVE read with interest Mr. Krichbaum's somewhat bilious opinion of direct mail advertising and I have allowed a few hours to pass in order to recover my breath.

Now, if you expect me to act as a self-appointed mouthpiece of the direct mailers, quit here and turn over to those cream-colored pages where you can see that the agency which stole the Wet Match Oven account from you has just lost it to the agency from which you just took the Grape Fruit Muzzle account.

Having cheerfully given most of my still few years to both direct mail and periodical advertising, I feel that as a mediator even a small voice may be a tempering quality where all else that achieves the dignity of print seems to be belligerently *pro* or *anti*.

I do not know who Mr. Krichbaum is, but he manages to restrain his enthusiasm for direct mail. Further than that, Mr. Krichbaum bids more than one defiance to direct mail, and invites it "to go and get a reputation" before it asks admission within the doors of sanctified, orthodox agencies.

The average advertising man's gorge is apt to rise at the American Medical Association because it opposes advertising by doctors, and fights bitterly the recognition of any new school of medicine.

Yet, Mr. Krichbaum would do likewise and have the standard agency adopt an insulated attitude and challenge direct mail to grow up by itself.

The bold, cruel truth is that both direct mail and periodical advertising are as yet very little understood by anybody. The men who are devoting their lives honestly to either method are busy gathering small crumbs which they devoutly hope are falling from a groaning banquet table rather than from a ravished picnic basket.

If the direct mailers and the agencies do not know their own business, surely they do not know enough about the other man's to sit in ferocious judgment.

The writer humbly suggests that both sides get together and combine the two forms of advertising; using each when, as, and if justified by

the hardest and most impartial study.

Establishing schools and factions of this and that never in the world's history got anybody anything, and the only real progress we have ever had has come out of science and education—the former seeking truth and the latter disseminating it.

I agree with Mr. Krichbaum on one very important point: he declares that the direct mailers will not gain anything by raking up and broadcasting the weaknesses of periodical advertising. He is quite right, and the only way to prevent poorly guided zealots from doing that very thing is to give honestly a fair chance to the other side.

Agencies, by virtue of their established position, are excellently situated to bring direct advertising into the dissecting room, test it, go through it and decide once and for all whether it is a natural companion to periodical advertising or so inferior that it can be discarded like an outworn invention.

AGAIN I say with emphasis that I am a champion neither direct mail nor periodical advertising. I study both and work with both. My opinions about their relative values are as yet worth practically nothing, and I question any other man's ability to present a provable case for the superiority of either side.

I think direct mail is destined for the small and limited advertiser in order that he may grow. It also seems to be suited for the advertiser whose natural market is very small, well-defined and of a character possible to list. Direct mail's greatest use seems to me to be as an adjunct to periodical advertising.

But let us all be fair to direct mail; for we can all be fair to that which we do not fear, and advertising, by its nature an enlightening profession, should be fair at all costs.

Mr. Krichbaum is not fair. Nor does he evince that knowledge of the human mind and its workings which should be the very hallmark of any advertising man. He has written an article so provoking as to incite and precipitate the very situation he wishes to avoid.

He points out that the efficiency

of direct mail rests upon the quality of lists and that good lists are hard to contrive. Perfectly true, but does Mr. Krichbaum wish to imply that difficulty and hard work have no welcome within the doors of agencies? He is not honest if he does.

And Mr. Krichbaum seems to have been studying the tactics of the hick lawyer whose favorite artifice is to assume for himself the logical attitude of the other side, for he states that "against direct mail, magazine advertising asks no quarter. All it wants is a fair field and it is bound to get it." This sounds as ridiculous as it would if Jack Dempsey should make the remark about a possible encounter with my year-old niece.

Mr. Krichbaum excuses large agencies for an assumed apathy toward direct mail because "the larger agencies . . . have a proved investment in magazine advertising to protect."

In other words Mr. Krichbaum insinuates that this investment might very well interfere with an agency's honesty of recommendation, even if it knew direct mail to be a superior medium. It is not true, and some of the larger agencies are individually working very hard in the direct mail field, just as some of them have come to service the once neglected trade-paper field.

Mr. Krichbaum further states: "The smaller agencies have filled to some extent the rôle of pioneers in direct mail, which possibly is as it should be."

SINCE when, pray, has pioneering fallen within the logical province of the weak?

And further, if some day direct mail advertising should turn out to be *the* medium, might not the now small agency be great and the now great be small or worse?

Mr. Krichbaum says again, "You can't keep a good man down or a good advertising tool buried."

Why try, then? Why not find out whether direct advertising is good, and if it is, make it a part of regular agency service?

Above all, Mr. Krichbaum makes the bad mistake of adopting a

[CONTINUED ON PAGE 72]



It's The TRUE Cleveland Market

The True Cleveland Market is an area bounded by a 35 mile radius of Cleveland Public Square—exclusive of a sector of The Akron Market which overlaps the Cleveland radius.

These facts have been verified and approved by Editor and Publisher, the Audit Bureau of Circulations, the Ohio Bell Telephone Co., 22 of Cleveland's leading retailers, 45 wholesalers, jobbers and distributors, 206 northern Ohio grocers, and (with minor reservations) the J. Walter Thompson Co.

Complete market data, authentic analyses reports of innumerable surveys, always available upon request.

The Cleveland Press

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



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

FIRST IN CLEVELAND

LARGEST IN OHIO

What Will Come Next?

[CONTINUED FROM PAGE 25]

eral market shortage, outside of the buyers' strike of 1920, would make interesting reading in itself. Suffice it to say here that the wage increases of the typical factory wage earner averaged 290 per cent, while the cost of living was going up 90 per cent; and that the huge influx of female wage earners nearly doubled the family buying-power all over again.

WE in the advertising business, who are so willing to take credit for the great moves forward, of course assumed that these added markets should be credited to salesmanship and advertising. Not so. They were due to a condition that in many cases the manufacturers did their best to fight: i.e., the wage increases of the average family head and of his progeny; and wartime created desires on the part of millions of people who never before dreamed that they could have the things which wartime incomes put in their hands, or within their reach.

People who speak disparagingly of the workingman, and of the way in which he spends his money, had better give the matter some careful thought. For if that same workingman ever quit spending his money today we would wave our present national prosperity a quick good-bye. Instead of cutting down on his spending, the workingman must continue to spend the present proportion of his family income until either immigration or the increase in births over deaths absorbs the production slack that has existed ever since the war—and will continue to exist for at least twenty years to come.

With continued high wages, we are due to have good spending for several years ahead. But when these people stop spending their money in the present proportions, there must be somebody to take their place.

If ever this spending were to stop, even for six months, then, would come real competition. Competition in which efficiency in sales or advertising would make the difference between successful and unsuccessful manufacturing. The waste must eventually be squeezed out. Why not get in practice now, when things are running smoothly, by increasing the advertising and selling efficiency of every dollar put into those departments? Markets go to the forewarned, the forehanded, and the forearmed in a crisis. The crisis to our generation may never come—but it is doubly profitable to be prepared. We should be giving this a lot of study.

In the Moss-Chase "Barometer" of May, 1926, under the heading of "Budget Control of Advertising Expenditures," we read:

"A decade or more ago, American business was being increased with Taylor's Theory of Scientific Management. In near-

ly every instance, Taylor's ideas were applied to more scientific methods of production. In comparatively few instances were his theories applied to problems of management and control, except to the handling of materials, the operation of labor, and other problems that had to do with the same or less amount of labor cost.

"Shortage of labor called for more efficiency—compelled machine production—and with it grew the necessity for better methods of manufacture. Today, American business is cited the world over for its ability to compete with a low labor cost primarily because of this remarkable advance in scientific production.

"The need today is for some such advanced methods and scientific formula that can be as consistently applied and established as fundamental rules of executive management, financing and selling as Taylor's formula have been consistently applied."

Anyone who has given the subject of excess production a little study must agree that it will take at least twenty years of our present basis of growth to absorb our existing normal production capacity. Those who care to look the facts in the face will also admit that the era of prosperity since the buyers' strike in 1920 was the greatest stroke of good fortune in our national business development.

CONDITIONS directly affecting this change of buying consciousness on the part of the rank and file have been visible for upward of fifty years. Dr. Mary Walker, with her desire to wear trousers, and the school mistresses of her period were the forerunners of our present army of employed women, which, incidentally, will grow year after year, until woman is economically independent. But that, too, is another story. Labor unions aided by labor shortage brought higher wages—without which we never would have survived the storm of excess production. Other factors equally important just happened, and brought about a national prosperity the like of which we have never seen.

Our advertising and merchandising work, under the conditions, has been a comparatively simple one, primarily of copy and layouts, but the buyers' strike of 1920 illustrated a few of the harder conditions which will be faced by selling and advertising when the average purchaser must be persuaded to buy at all. It also showed how much further our merchandising and advertising knowledge must go in the next twenty years if we are to solve the selling problems faced during that buyers' strike. In the search for the solution, I submit herewith a few loose ends which will be tied up in our next twenty years of selling and advertising effort.

1. The securing of the proper facts on which to base decisions, before, rather than after, the appropriation is spent.

2. The practical inclusion of these facts in a perfectly synchronized sales plan and story, on which the entire advertising message is based. A plan

which operates just as smoothly when it reaches the point of ultimate sale as it does when it leaves the copy and plan department.

3. The proper capitalization of re-productions of or references to one product in the advertising of others. Such, for instance, as the appearance of a Timken Axle in a piece of motor car copy.

4. Some well-defined dealer plan, arrangement or understanding which will assure the fairly regular appearance of trademark or story over the dealer's or jobber's signature in their own advertising.

5. Properly planned and adequately manned methods of getting regular use of dealers' windows; even if they have to be paid for, as in the chain store today. This will eventually be the case in all better grade stores.

6. A selling plan changed quarterly; sales innovations which not only have news value to the consumer, but also to the jobber and dealer.

7. A selling and merchandising story that involves practically no thinking or selling initiative on the part of dealer or jobber. It is futile to expect them to take too great a part in the activity, unless, of course, they can see a greater than average reward in the line.

8. Some form of key on every advertisement or direct mail piece if for no other purpose than to check up on the type of appeal that goes best at certain times of the year.

9. Some form of secondary tie-up or follow-through mailing for every national or newspaper advertisement that appears. Expensive as much of such follow-up material is, it is no more so than a magazine or newspaper message, seen once and forgotten.

10. The legitimate use of that much-maligned and much-abused force known as publicity. There is and always will be a real place for properly planned publicity, a rare variety which benefits both publisher and advertiser.

11. An intensive study of the size of advertisement that will best portray the product and proposition.

12. The proper balance between reader coverage of the market, and frequency of the appearance of the copy. Studies are now being made on this aspect which will result in surprising increases in advertising efficiency.

These are a few of the sources of greater economy and efficiency in selling and advertising; a few of the loose ends which will be tied up in the next twenty years, if the same progress is attained in these channels as the previous double decade found in production methods. They deserve as much attention as is ordinarily paid to the mechanics of media, layout and copy, with which they are irrevocably linked.



THEY all come out of the machine shop! The airplanes that roar overhead with the transcontinental mail, the motors that crowd the highways, the clattering typewriter, the roaring turbine, the tractor, the adding machine, the plow —yes, a machine shop produces each and every one.

The buying needs of these thousands of machine shops are tremendous. And there is one source upon which machine shop executives depend more than any other for facts about new machines, tools, accessories, supplies, and materials. That source is the *American Machinist*.

The *American Machinist* widens your market and simplifies your selling by carrying your sales-message direct to the responsible men in practically all important units of industry. It puts behind your sales-message the confidence which this publication has created in half a century of serving the machine shop world.

AMERICAN MACHINIST

A McGraw-Hill Publication

Tenth Avenue at 36th Street

ABC New York ABP

American Machinist

The 8 pt. Page

by

Odds Bodkins

LAST night I finished reading Henry Ford's (and Samuel Crowther's) "Today and Tomorrow" for the second time. Reading a book through twice is a habit of mine when I strike one of exceptional value or significance, for the second reading makes it mine.

I am tremendously excited about "Today and Tomorrow." If I were the owner or manager of any sort of a manufacturing business or of any business involving production, transportation, or a broad knowledge of business administration or finance, I should call all of my key executives to me, one at a time, and present each with a copy of this book and three days off (about a week apart) to read it—three times. I would have them read it the first time for its inherent interest. I would have them read it the second time for its broad industrial and social significance. I would have them read it the third time with a lead pencil in hand for its application to our business, with instructions to mark in the margin wherever it came to them that some method or policy or principle mentioned in the book might be applied or adapted in some way to our business, or might suggest something that would benefit us or our customers—the public. Two months later, I would accept the resignation of any executive who had not come to me with some practical suggestion as a result of those three readings, for I would know definitely that there was no growth in him, and he would stop the progress of the business at his point.

That is how I feel about Henry Ford's latest book. To which I would add that any major business executive who ignores or neglects to read this book will, in my humble opinion, automatically class himself as a Has Been who is ready to stand aside and salute Progress deferentially as it passes.

—8-pt—

A. C. G. Hammesfahr submits this gem from an old copy of the *Post*, being part of an article on New York society by Mrs. Burton Harrison:

In the face of the luxurious displays of modern New York society, at which the whole world blinks astonished, we are in danger of forgetting that things were ever otherwise among us.

When the young diners-out of this generation accept as a matter of course the banquets, almost nightly during the season, of twenty or thirty guests assembled in great rooms paneled in priceless carvings and hung with tapestries of mythic age and incredible value. Our boys and girls are not in the least perturbed by the constant circling around them at these feasts of a procession of flunkies in the livery of the household, bearing dishes concocted by a

private chef whose wages often surpass the yearly gains of university-bred and highly specialized young professional men seated at the table.

One curious in such matters might be amused to compute the cost of the entertainment of a night, enjoyed repeatedly by any one of the much-invited favorites of society. Take the dinner with its costly delicacies, wines and flowers, at so much per head; add to that a seat in a parterre box at the opera afterward; and go on to the ball or cotillon where the money lavished upon decorations, music, supper at little tables, toilettes and jewels represents an aggregation of opulence almost incredible to the outsider.

Nowadays our youth can get almost the same thrill by browsing through the advertising sections of most any of our more sophisticated periodicals of an evening, with the radio turned on to furnish the jazz obbligato!

—8-pt—

One of the best copy lines I've seen in a long time is this one from a Del Monte advertisement: "Quality is more than label-deep. It's the reputation behind the label that counts, especially in buying canned fruits." This, with a picture of a Del Monte can, was advertisement enough.

It is too bad it didn't end there.

—8-pt—

The New York, New Haven & Hartford Railroad has brought out some one-sheet posters this summer which seem to me to be in a class with the London Underground posters—than



which there are no finer, to my way of thinking. It is a pleasure to reproduce one of these quaint posters.

—8-pt—

And speaking of vacation land, yesterday morning I went to church in the little octagonal Union Chapel at Oak Bluffs, on Martha's Vineyard. The preacher (who incidentally had a wonderful sermon idea but took 40 minutes to develop it whereas the congregation had developed it for themselves, if not with his finish at least to their own satisfaction, in 18 minutes—which is a warning to salesmen) referred to a friend of his, a Boston lawyer, who said he had discovered that he could do a fine year's work in ten months, but only an indifferent year's work in twelve. Which I submit to any reader of this page who "can't spare the time" for a vacation this summer as a stubborn truth to struggle with—and lick if he can!

—8-pt—

After a recent holiday, when it is fair to assume the *bons vivants* of New York had burned considerable of the New York Edison Company's early morning current and imbibed generously of the forbidden waters of exhilaration, there appeared in the window of Ma Gerson's Soda Shop on Broadway in the Forties a large sign extending this timely and hospitable invitation:

*Come in and Sober Up
Bromo Seltzer
served FREE
all day*

Ma Gerson never learned that from any correspondence school of advertising! She learned it from her trade.

And speaking of learning from the trade reminds me: for a long time I've been intending to write a piece on what a manufacturer might learn from his trade if he made bold to get on the trade's side of his salesmen's order books and look at his own business with a cold eye as if he'd never met it before, didn't need anything, and rather resented its existence.

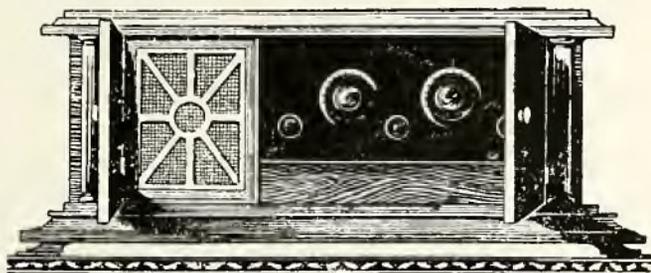
Need I write the piece?

CAPE COD
The Charm
of the
Early American
RETAINED IN CAPE COD RESORTS TODAY

For complete details write the Secretary of the Cape Cod Chamber of Commerce at Hyannis, MA, or consult the Ticket Agent for train schedules and reservations and for a copy of the attractive Cape Cod booklet.

THE NEW YORK NEW HAVEN and HARTFORD RR
THE NEW ENGLAND STEAMSHIP CO.
F.C. Cline Patrons' Trade Mark

How Leading Radio Advertisers Invest Their Appropriations—



RCA
 Priess
 Jewett
 Kolster
 Sonora
 Sterling
 Kennedy
 Gilfillan
 DeForest
Radio-Dyne
Thermiodyne
 Atwater-Kent
 Music Master
 Freed-Eiseman
 Stewart-Warner
Philco Batteries
 Brightson Tubes
Willard Batteries
 Brunswick Radiola
 Stromberg-Carlson
 Marathon Batteries
 Cunningham Tubes
 Ray-O-Vac Batteries
 Liberty Transformer
 Ever-Ready Batteries

The eleven italicized advertisers used The Milwaukee Journal exclusively in 1925.

TWENTY-FIVE leading radio and radio accessory advertisers concentrated in The Milwaukee Journal in 1925.

Fourteen of the advertisers listed at the left invested more of their appropriations in The Journal than in the other *two* Milwaukee papers combined. Eleven used The Journal *exclusively*.

An Increasing Favorite in 1926

During the first seven months of 1926 The Milwaukee Journal printed 64,187 lines of paid national radio advertising—an increase of 27 per cent over the corresponding period of 1925. The Journal printed 20 per cent more national radio advertising than any other Milwaukee paper during the first seven months of this year.

The most successful advertisers in *all* lines of business consistently concentrate in one paper to build a *maximum* volume of business in the rich Milwaukee-Wisconsin market at the *lowest* possible cost per sale—

THE MILWAUKEE JOURNAL
FIRST BY MERIT

Salesmen's Cars

[CONTINUED FROM PAGE 20]

Worth and Dallas, Tex.; circles of one hundred miles around Los Angeles and San Francisco; a two hundred mile arc around Albany, N. Y., and the New England States, the average checks up very well: \$2.21 net increase per day in transportation cost.

INCIDENTALLY, in this same ten year sales analysis the slogan, "Your men will cover twice as many miles in a year in a machine as they will by train," has proved in our case to be entirely untrue. In fact, whenever this generality or any similar statement has been made by a sales executive, and I have challenged it, and wherever figures were forthcoming, they agreed pretty closely with our own.

We have found that over this same ten year period our men using automobiles over the same territories which they had previously covered by train have averaged 12 per cent greater mileage. It has been noticeable that in the first year of automobile travel our salesmen using cars have averaged 20 to 22 per cent greater mileage; but this has fallen back in some cases to actually less than the train mileage had been.

Since it costs more for salesmen to travel by automobile than by other means, and on the whole it increases the mileage to only a very moderate degree, why is it that we, like other veterans, continue in the face of these facts? When I am asked the question which I invariably ask, "Why do your salesmen use automobiles?" my reply includes these factors.

First of all, I believe that the salesman is entitled to enjoy his work, and that the more he enjoys his work the more profitably he will sell. This was the reason for my conversion to the use of automobiles by salesmen, and it is the reason why, in some circumstances, I still believe it to be well worth the added investment.

Ignoring for the moment the considerable number of salesmen who honestly do not enjoy traveling by automobile and those who, while driving moderate distances, are rendered more or less unfit for work when covering normally required daily mileages, there remains the number of men who in these modern days prefer the combined comforts and hardships of automobile travel to the combined discomforts and occasional advantages of train travel. Incidentally, they find in the automobile two opportunities for greater sales entirely absent in train travel. The first is the obvious one of entertaining customers by "taking them out for a ride." Even in these days, when there is a car for every family, many salespeople (not to mention buyers and prin-

cipals) will be found riding in salesmen's cars.

On the other extreme, we find the veteran salesman who can avoid wasting time, after the normal business and social requirements have been fulfilled, by having his car at hand to take him to the next point where, if held to a train schedule, he would also be held to entertainment costly in time and money. For the veteran can soundly sidestep because he has his own schedule, which is entirely independent of train arrivals; and the very elasticity which repeatedly handicaps the novice salesman and leads him to slow up because "he hasn't the excuse of catching a train," works just the other way with a veteran.

The wise salesman who covers his territory in a car gets good hotel accommodations. He no longer fears making "the city with the bum hotel" late in the day. He covers his ground and then drives thirty or fifty miles, if need be, to a town with a good hotel. He is no longer anchored to a cot in some corridor at convention time.

IN our experience—which is the mirror of many other manufacturers—the wise use of automobiles by salesmen can be divided roughly into four divisions. The first includes, of course, the reaching of small towns which are not served or which are inadequately served by other means of transportation. In this field a sturdy, low-priced car is supreme. Every hamlet of a hundred has someone who understands the mechanics of a Ford, and probably can do simple repairs on a Dodge.

The second "certainty" in this connection includes the cases of salesmen who have territory well served in part by main train lines of railroads, but entirely inadequately served, from the standpoint of the salesman, the moment they break away from the arteries of traffic.

There is a large triangle in New York State, of which Albany is the apex, which illustrates this point.

The third condition under which the use of a car is successful is when the salesman is not supported by a junior salesman and yet is endeavoring to support the jobber by turning over to him orders from retailers. For without deviation from the straight line between A and B, the salesman can frequently, with a minimum amount of sales time, pick up a surprisingly large volume of turn-over orders. As he comes to know his "intermediate territory" well, it is even more surprising to find how many towns just off the beaten road he can cover in behalf of the jobber, and what a surprising amount of competition he can kill.

A fourth division covers the occasion

in which senior salesmen are called upon to visit outlying mills and factories.

This breaks into two distinct types. One calls for direct consumer sales of substantial equipment; the other, for sales which, while smaller in size, are turned through trade channels.

Fifteen of our salesmen who were called upon to do this kind of work are enabled to cover intensively territory of which they once could cover only certain high spots. For example, a number of Middle-Western cities will be remembered to have their industries located at the ends of spokes radiating from the civic center and frequently ten to eighteen miles from its center. The transportation is excellent from the center to the end of each spoke. But there is no spider-web transportation.

In the old days the salesman, in order to cover his full territory within the buying periods, was forced to select perhaps the three to six most important consumer accounts on each trip out of their eighteen to twenty desirable, actual and prospective consumer customers. Today our men, by "riding the rim," can in two days make all consumer calls on each trip—as against four days spent in covering a third of that number prior to their use of the automobile.

I would warn, from our experience as well as that of others, against the use of automobiles by salesmen without the consent of the company physician or some doctor who has made a thorough physical examination of the salesmen involved. I would warn against the use of high-priced cars "for the purpose of building up our prestige." I would warn against strictly big-city coverage by cars, and urge the investigation of possible taxi and semi-taxi service. I would warn against company-owned cars, except where the salesman's income obviously is not established.

I WOULD warn against listening to the argument that "this higher-priced car will save so much of your salesman's time, because it will not need repairs, that you can't afford to use a Ford." I would warn against the use of sedans as compared with coupés; against roadsters in place of coupés.

I would advocate strongly the use of odometers as against speedometers in connection with small-town work. Those who have had their statistics wrecked by the breaking of speedometer cables will smile as they remember their own early troubles in this direction.

Particularly, I would urge an automobile cost accounting system which will include all costs.



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

Mr. Cincinnati Golfer

....“PAR” in everything he does

HE talks a strange language—a language of “traps” and “bunkers,” “slices” and “hooks.” His friends say he is “golf-crazy”—and secretly envy him his coat of tan. His wife yawns at the story of his latest “birdie”—then, next day, boasts to her bridge club of his achievement. He is an “ace” among men. . . . Mr. Cincinnati Golfer.

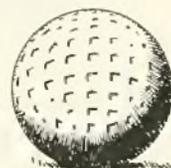
And Mr. Golfer “goes around in par” off the course as well as on. He has made more “eagles” in business than he has at the club. He puts the same spirit into civic drives that he puts into golf drives. His social standing is as high as his medal score is low.

How many men does “Mr. Golfer” represent? The members of Greater Cincinnati’s golf clubs alone number more than 3,500, not to mention the thousands of “now-and-then” players.

It is estimated that the weekly golf ball bill of these men is above \$2,500. Their investment in equipment runs close to a quarter million.

But Mr. Golfer’s buying doesn’t stop with his favorite game. His wants are many and varied, and he always has money to satisfy them. One thing that he buys as regularly as the days come ’round is *The Enquirer*. For here he finds comprehensive stories of the golf events he is interested in; here he finds crisp comment on other sports, complete financial reports, impartial, conservative treatment of all other news.

To sum up, Mr. Advertiser, you have in the Mr. Golfers of Greater Cincinnati a market for thousands of dollars of merchandise every year—a market well worth going after—and certainly worth going after in the newspaper the golfer reads—*The Enquirer*.



\$2,500
for gutta percha
every week!

It is estimated that Mr. Cincinnati Golfer spends more than \$2,500 a week for golf balls. His investment in equipment runs close to a quarter million.

I. A. KLEIN

New York

Chicago

R. J. BIDWELL CO.

San Francisco

Los Angeles

THE CINCINNATI

“Goes to the home,



ENQUIRER

stays in the home”

THE article that looks better than the picture from which you selected it—the merchandise that proves better than the merchant's claims for it—the advertising program which surpasses the results prognosticated—are't these examples of sound salesmanship on which lasting success is built?

P-H

Similarly, isn't an advertising agency wiser to risk *under-statement* of its service and performance than to peddle promises that can't be fulfilled?

P-H

We believe so.

The Powers & House Co. Advertising

HANNA BUILDING - CLEVELAND, OHIO

Marsh K. Powers, Pres.

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

Gordon Rieley, Sec'y

Industrial Losses

[CONTINUED FROM PAGE 28]

Company when that company trod the primrose financial path and raised its dividends by cutting down the advertising until it was at a minimum. The inevitable then happened: there was a competitor who had the opposite view (William Wrigley), and although at the start he had only a tiny fraction of the chewing gum market, he ended by having the lion's share—all because the American Chicle Company directors were having a grand time cutting dividend melons, which were chopped off the vines of advertising and caused the shriveling of the whole plant.

IN how matter-of-fact a way the new type of executive views this matter is seen in the tire companies. At the present moment all the big tire companies are curtailing production; for tire sales, and also rubber footwear and mechanical rubber goods, have slumped in demand. Current tire production is fifteen to twenty per cent below previous months, and forty per cent below peak levels. In the Akron section the output is now 100,000 casings a day as against 130,000 earlier in the year. Some plants are on a five day a week schedule. Tire sales so far in 1926 are about 6,000,000 less than those for the same period in 1925.

This certainly looks exactly like the stormy weather that once caused boards of directors to order advertising cancellations by the wholesale. But, with a few exceptions, that is not happening among tire advertisers. The advertising is regarded as the strong arm that will help hold up production. It is true that some advertising projects are not going through as had been expected; but there is no butchery of schedules, no hoarding of the advertising appropriation, or diversion of it to dividends.

The showing is not so good when it comes to certain other fields—textiles, for instance. The American Woolen Company had a deficit of over four million dollars in 1924, and while it has done better in 1925, it is still not in fully satisfactory condition. It has a twenty-seven-year record of paying dividends on the preferred stock, but it is practically off the list of national advertisers. At one time it was a national advertiser of note. Its fifty-five plants are running at a rate of wages which was lowered last year, and its directors make much of the "drastic cuts" in expenses which have been made. Its management seems to have no belief in the efficacy of advertising as an aid to its situation.

In the fairly general acceptance of advertising as an aid to rough times in business, rather than as an easily dispensable "extra," can be seen the final proof and stabilization of the advertising theory in the place where it counts most: the board room.

It is very significant that the com-



Year After Year

A Greater Magazine

STACK the first six issues of *Better Homes and Gardens* for 1926, beside the twelve issues for the entire year of 1923. The two stacks are even.

This remarkable growth in the volume of the magazine during that period reflects the remarkable growth in advertising. For the advertising orders already placed for 1926 are double those of the entire year of 1923, in spite of the fact that the line rate is more than three times the average line rate during 1923.

Rates Increase

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

Better Homes and Gardens has risen rapidly but steadily to its present position. Year after year, a greater magazine—greater in volume, greater in circulation, and greater in its influence on the sale of products to the American home.

BETTER HOMES *and* GARDENS

E. T. MEREDITH, PUBLISHER

DES MOINES, IOWA

Keep These Facts in Mind When Considering Buffalo

There is now in Buffalo one big, strong morning newspaper—alone in its field—giving a complete coverage.

This newspaper is The Buffalo Courier-Express, formed by the merger of two papers backed by nearly a century of honorable achievement.

The Buffalo Courier-Express is the only daily newspaper which can offer you a circulation free from duplication in the Buffalo territory. No advertiser now needs to use two papers to tell his story to the same people.

Also there is a metropolitan Sunday paper, The Buffalo Sunday Courier-Express, which will carry your message to the largest audience reached by any newspaper in New York State outside of New York City.

Courier  **EXPRESS**

Lorenzen & Thompson, Incorporated
Publishers' Direct Representatives

Chicago

New York

San Francisco

Seattle

panies which declared extra dividends in May are nearly all well known active national advertisers.

It is also interesting to note the automobile industry, whose advertising is certainly not being meanly pinched despite the obvious drop in production. The companies showing a decrease in sales over 1925 for the first quarter of 1926 are Dodge, Hudson and Willys-Overland—but none of them are severely curtailing advertising. In fact, Willys is preparing for a big drive for his new very low-price model. The automobile business has in particular grasped the principle that advertising is a tool to help raise a company out of slumps and not a weight to throw overboard in time of stress.

Why Stick to Old Sales Ruts?

[CONTINUED FROM PAGE 22]

One of America's greatest philosophers, William James, years ago wrote a paragraph that gave a broadened perspective to advertising and selling potentialities. Here it is:

On any given day there are energies slumbering in us which the incitements of that day do not call forth. Compared with what we ought to be, we are only half awake.

When the manufacturer, or his sales manager, permits that deadly word "saturation" to enter his mind, he should consider that great human fact just quoted and think of the millions of people whose energies, activities and appetites are "only half awake," who might easily be aroused to the point of desiring and buying his product, if he could generate the "incitement" that would cause the awakening.

It is human nature, as well as animal instinct, to think of the regular gate as the only outlet from the yard, and when the gate is closed and locked, everything is considered tight and fast. When the farmer finds that his pigs have rooted a hole under the gate and are escaping from the yard, he places a big stone on the ground at that point, plugging up the hole, and considers the job done. For then the pig that wants to get out will instinctively seek the hole under the gate, and when he finds it blocked by the stone will simply stay there and futilely root and squeal. Since he always got out that way before, he still thinks that is the only way to get out; but the energetic and adventurous dog will try every spot that suggests promise, and will dig and scratch until the new outlet is made.

It is a life habit of contented business men to spend all their time, energy and promotion money pushing their businesses along the old conventional ruts that were good in the past. They don't seem to realize that the same old rut deepens every year, slowing down the business speed.

The world is ridden with commer-

ELECTRICAL
ANIMATED
AND
STILL

DISPLAYS for
WINDOW,
COUNTER,
and EXHIBITS

Effective - Dignified
Planned Inexpensively

CONSULT WITH EXPERTS

ANIMATED PRODUCTS CORP.
19 WEST 27th ST. NEW YORK



HOTEL ST. JAMES
109-113 West 35th St., New York City
Midway between Fifth Avenue and Broadway
An hotel of quiet dignity, having the atmosphere
and appointments of a well-appointed home.
Much favored by women travelling without escort.
3 minutes' walk to 10 theatres and all best shops.
Rates and booklet on application.
W. JOHNSON QUINN

The
Eager Twenties

The Improved
Delineator

Four Decades After



WHEN our younger children become middle-aged and look back upon these times, they will think of them as the eager twenties; at least as far as the women of this day are concerned.

No doubt our children will get amusement out of discussing that earnest decade when woman first began to vote, to show her legs, to drive a car.

These are but surface indications of a new spirit that is animating women. To understand this spirit is a matter of great moment to men who are making or marketing things that women use.

Women of today, more than men, are eager for progress and avid for ideas and articles that mean further advance.

Woman's changed status has brought a changed state of mind and spirit. Some call it unrest; rather it is eagerness, a hunger for further light, further accomplishment, both in her domestic realm and in the larger world that is opening to her. Nor is this true only in isolated cases; the surge

“*The Gay Nineties*”

forward is universal among women of all classes and communities.

Take a car and drive across the country. In the smaller towns you will see some funny looking men wearing sombreros and congress boots. Yet all the girls of those same towns seem to be dressed smartly enough for Fifth and Michigan Avenues.

The type of eager, substantial women, for whom Delineator is edited, numbers millions in present-day prosperous America. If you will examine the October issue, you will see how keenly alive the publication is to the new needs of women and how strongly it must appeal to the large audience which you most want to reach.

Women are after ideas and Delineator supplies them—ideas for more accomplishment in their home work, their social lives, their dress; ideas in articles that lead to greater self-realization and wider horizons; ideas in fiction that satisfy the need of romance which is deep in every woman's life.

Delineator is old in its tradition of service but new in its

interpretation of service for women of the "eager twenties."

With the November issue, the Designer is combined with Delineator under the name Delineator. The price is increased to twenty-five cents. The guaranteed circulation is 1,250,000. The present combined circulation of Delineator and Designer is 1,700,000 so it is obvious that for some time to come the advertiser will be receiving several hundred thousand excess circulation.

THE BUTTERICK PUBLISHING COMPANY

S. R. LATSHAW, *President*



cial superstitions. It is so much easier to do things in the old way. It often takes more work; it usually takes more courage and originality of thought to seek new conquests. But the old adage still holds true, for those who continue to seek ever increasing sales volume:

"Nothing ventured, nothing gained."

Can Industrial Copy Be Syndicated?

[CONTINUED FROM PAGE 32]

national Motor Company conducted an educational advertising campaign directed to the electric street railways, their copy not only dealt specifically with the transportation problems of this industry, but rang with expressions used and understood by the field. Aimed to show the railways how to use Mack buses as an ally, in conjunction with street car service, the copy spoke of "off peak loads—parallel service—extension service; closing the loop—switch backs—quick pick-ups—passenger fares" and countless other industrial expressions which indicated a real knowledge of the industry. Mack spoke a language that the street railway field understood, and thereby strengthened their own position.

There are times, however, when group appeal in copy can be used to advantage, and the same copy syndicated to different industrial markets, the object of the campaign being the compass in such cases.

Where the objective is one of prestige building to get across a name or ideal, copy is usually syndicated to a group of publications reaching the various industries to which the drive is directed.

Thus when the Western Electric Company was faced with the problem of getting across its new name, "Graybar," to distinguish its supply department, the copy which broadcast this announcement was syndicated to varying groups of men in industry in general. In this case the character of the message embodied a keynote of broad news interest and dealt with no specific industrial problem or condition.

The answer may be summed up in a few words. When the problems of industry are to be met specifically in terms of production copy, group appeal to varied industries through syndicated copy should be eliminated from the thinking of the manufacturer, for blanket statement copy can never hope to satisfy the peculiar and individual needs of the industrial prospect who is looking through the advertising pages of his specialized industrial publication in the hope of finding the answer to the industrial problem confronting him. When the message is general, however, and of common interest to all industry, then group appeal, addressed through syndicated copy to carefully selected markets, has its place.

**we admit
being unable to do
more than
one thing at a time
so in giving
you our share of
coverage for the
Greater Detroit area
we must decline
to accept credit for
doing a great deal
"up thru the state"—
even in the local
territory you need
more than
our Detroit Times
to do the job right—
use two evenings
and two Sundays**



THE OPEN FORUM

WHEREIN INDIVIDUAL VIEWS
ARE FRANKLY EXPRESSED



Revising the Milline Rate

ONE of the indications of the trend of advertising toward science is the almost universal application of the milline as a standard of space charges. This concept of measuring space so that various media would be comparable, was a step in the right direction. The rate per line per million readers is very valuable in equating publications with differing circulations and rate charges. But it goes only part way in the right direction.

It will be readily apparent to anyone that a page, whether it has 680 lines or 224, will be just as effective as the publication printing it. That is, a page is a page and, granting approximately equal pulling power of the media, one page will be worth as much as the other. There seems to be no universally held opinion as to the value of different page sizes in their effect on results.

What should be equally apparent is that a line—being of unvarying size—will vary in importance with the size of the page? Thus, 14 lines on a page of 224 lines would equal, in proportional representation, 48 lines on a page of 680 lines. In the first case, a line is 1/224 of the page; in the second, it is 1/680. It is clear that the buyer is not buying absolute space, but proportional representation.

From this purely mechanical standpoint, too, the more pages a medium has, the smaller proportion of the total does the buyer get. A publication of 100 pages with 680 lines to the page, has 68,000 lines. One line, then, is 1/68,000 of the total. A 200 page, 224-line paper has 44,500 lines. Here, a line has a value of 1/44,500 of the total.

A practical example of the operation of this revision of the milline may be given in a comparison of the *Saturday Evening Post* with the *Christian Herald*. The *Post* has a milline rate of about \$4.29; the *Herald's* is \$8.17. These two media have the same page size, but the *Post* runs about ten times the number of pages of the *Herald*.

With the *Post* running ten lines to the *Herald's* one, it would seem that a line would have ten times the prominence in the *Herald*. If this assumption be true, the milline rate of the latter should be corrected by dividing it by ten. Then the *Herald* would show a revised milline rate—or, better, a proportional milline rate—of \$.82 against \$4.29 for the *Post*.

The milline rates of a group of weeklies were revised by this method,

following the rates given in the *Standard Rate and Data* for June. The *Saturday Evening Post* was accepted as a standard to which the other media were equated. The results are tabulated here:

	Milline Rate	Revised Milline Rate
<i>Saturday Evening Post</i>	\$4.29	\$4.29
<i>Christian Herald</i>	8.17	.82
<i>Colliers</i>	4.78	1.31
<i>Liberty</i>	4.55	2.05
<i>Life</i>	13.62	1.83
<i>Literary Digest</i>	7.37	2.14

It should be noted, before any conclusions are drawn from these figures, that there are many other variables than mere acreage entering into a medium's worth. But if advertising is to be reduced to a scientific basis, it will be necessary to get all possible factors onto a mechanical footing.

LOYD RING COLEMAN,
H. C. Goodwin, Inc.,
Rochester, N. Y.

Aspiring Adolescence

YOUNG men "Going in for advertising," according to Maurice Switzer in a recent issue of your amiable publication, are unconsciously letting themselves in for a whole lot of trouble. Undoubtedly this is true, but could not practically the same thing be said for any other of the various occupations for which our exuberant youths "go in"? I certainly doubt if our alleged "profession" has a corner on all the rough spots in the business—or professional—world. What if advertising is different from the cloistered college life of the pampered young aesthete? So is pawnbroking, sheep raising or the art of peddling real estate.

But what interests and—I beg your pardon, Mr. Switzer—amuses me about this particular discourse is its great seriousness. Mr. Switzer appears to "view with alarm" the great number of bright young sophomores who are casting longing eyes toward the commercial sections of our publications. That a youth can write a clever college essay is no sure indication that he can write a clever advertisement, but certainly it would augur better for his chances than if he had never written anything. Let him try. It would not take many weeks of actual experience to take the cockiness out of him, and after that there is every chance that he would develop into a first-rate man.

Few of the present generation of advertising men sprang, like the mythical goddess, full-armed from the brain of an advertising Jove. Still fewer are there who, at the age of six months or thereabouts, while gazing in rapt awe

at a double-page spread in the well-known *Saturday Evening Post*, suddenly were touched by inspiration and built themselves up to be advertising men from that moment onward. Perhaps Mr. Switzer is something of an exception, but as a rule these men became what they are today largely by chance. And the greater part of the next generation will develop along the same general line.

Why view with alarm the sublime confidence, the sunny irresponsibility of adolescence? Few of us have any sound knowledge upon which to base our choice of a career before we have reached the early twenties. We are bound to get enough "sustained mental effort" after that; why worry about it before? Besides, when you get right down to it, advertising does not require a life-time of preparation; nor does any other business, profession or occupation.

CHARLES SEABURY,
New York City.

Advertising and the Salesman

THE indifference—or worse—of salesmen toward their company's advertising has become proverbial. It has set me to wondering whether we salesmen are really to blame for the situation. Maybe. There is not enough opportunity given them to get acquainted with their company's advertising, which, I believe, is the only advertising they're personally interested in enough to be aroused to the point of expressing an opinion.

In my own experience I always found that the advertising department and their advertising agency annually go right ahead, make up the year's advertising—often without regard for trade conditions—and then present the entire campaign at the annual sales convention. Whether the salesmen like the stuff or not doesn't matter; the campaign is already scheduled—foisted—on the salesmen.

And they know, too. Since they are no factor in the actual making of the advertising—in spite of the alleged close connection between sales and advertising—you can hardly expect them to be enthusiastic over advertising, to study it enough to possess intelligent views on the subject.

When the salesmen have advertising fully explained to them step by step, and are taken into the company's advertising confidence, you will get not only intelligent advertising opinion from salesmen but staunch support for it.

J. J. MCCARTHY,
New York.

OF CONTINUITY AND DIVERSITY



APPLY advertising, for all its practice, has become neither an exact science nor an academic art.

Whenever two or three advertising men are gathered together, you can always get up an exciting debate by alluding to any of several moot points.

Selling copy versus institutional. How many words will be read? Are coupons useful? There are a dozen such issues, and it is a brave and heedless man who will lay down the law about any of them.

Yet there is one agreed principle, subject to question by few if any. Advertising men, expert or tyro, are almost unanimous in favoring continuity. The repeated stride, the uniform interval, the uninterrupted march of an idea—this is acknowledged to be advertising at its best. Daily, weekly, monthly continuity is cumulative energy.

Here is an advantage on the side of the monthly periodical. Advertising every week is magnificent if you can afford it. Advertising in every fourth or fifth issue of a weekly paper may be good, but it is *not continuous*.

Continuity—unbroken and unquestioned—can be had in THE QUALITY GROUP by buying only twelve insertions (very much cheaper than 52).

Self-evident, yes. But also important.

We venture to add, to this hard fact, a touch of theory. When you buy space in THE QUALITY GROUP, as a unit, you also buy a certain valuable diversity. The merchandising possibilities of six magazines exceed those of one magazine. Trade and salesmen are impressed by the *diversity* of THE QUALITY GROUP as well as by the individual merits of each magazine.

In short, a fraction of the money needed to affect a mass circulation will make a deep dent in THE QUALITY GROUP market.

Many an advertiser walking about today grew to his present stature by cultivating this market alone.

Advertising in THE QUALITY GROUP, at no great cost, permits of continuity and diversity, and—it is *next to thinking matter*.

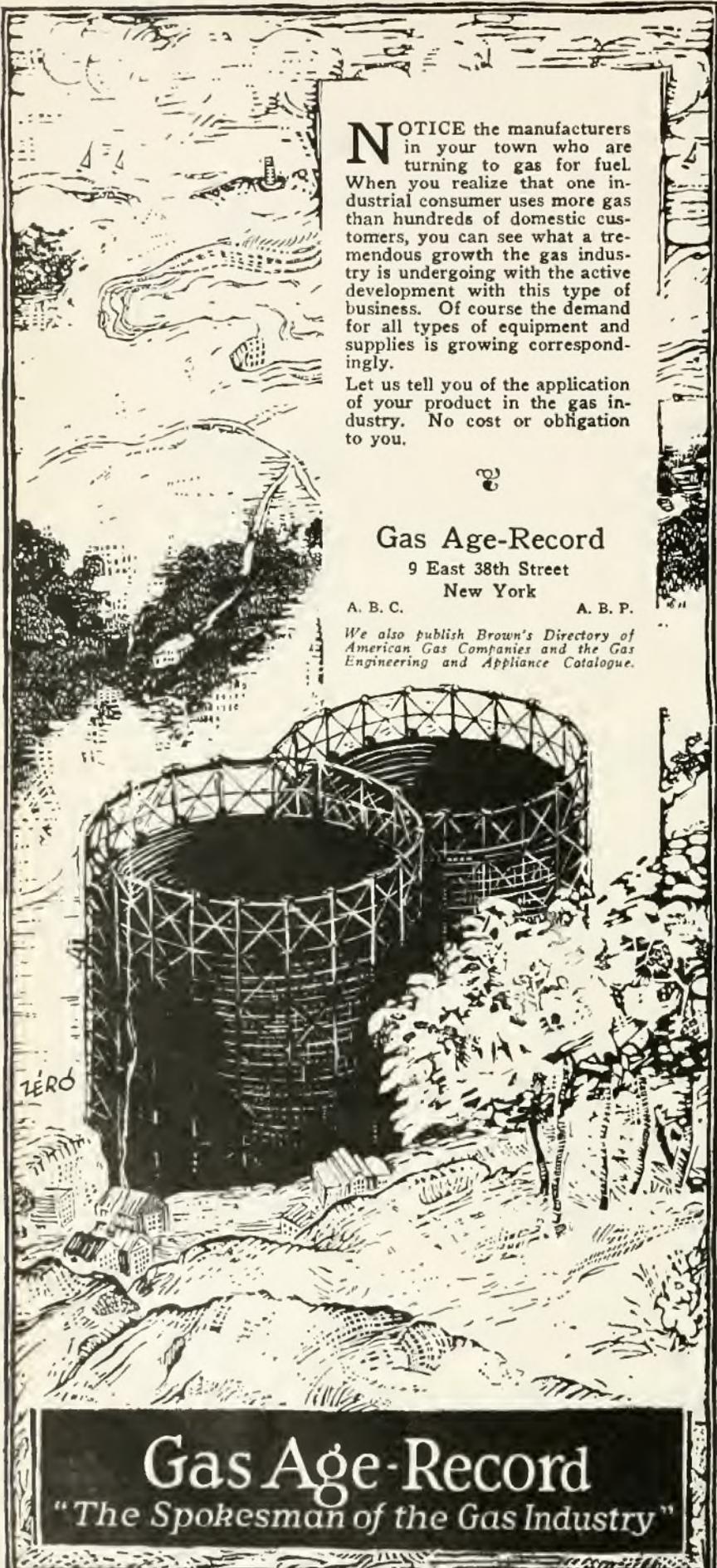
THE QUALITY GROUP

285 MADISON AVENUE, NEW YORK

THE ATLANTIC MONTHLY
THE GOLDEN BOOK MAGAZINE
HARPER'S MAGAZINE

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

Over 700,000 Copies Sold Each Month



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"

United Publishers Organization Changes

THE United Publishers' Corporation, the holding company which controls the Economist Group, *The Iron Age*, the Chilton Class Journal Co., and other business publishing enterprises, announce the retirement of Charles G. Phillips, president of the corporation, from active business.

A reorganization of officers resulted in elections as follows: Andrew C. Pearson, president of the Economist Group, elected chairman of the board of directors; F. J. Frank, president of the Iron Age Publishing Co., president of the U. P. C.; C. A. Musselman, president of the Chilton Class Journal Co., vice-president; F. C. Stevens, president of the Federal Printing Co., treasurer, and H. J. Redfield, re-elected secretary.

Mr. Pearson, the new chairman of the board and head of the Economist Group, has been connected with the textile branch of the United Publishers' Corporation since 1901. For seven years he was general manager of the *Dry Goods Economist*, and later successively secretary, treasurer and vice-president of the U. P. C.

Mr. Frank has been connected with the U. P. C. for sixteen years and has been president of the Iron Age Publishing Company for the past six years. He is president of the Machinery Club of New York, a director of the First National Bank of Pleasantville, and a former president of the Associated Business Papers, Inc.

Mr. Musselman has been connected with the publishing of automobile papers for twenty-five years and was one of the executives of the Chilton Publishing Company when that organization was merged with the U. P. C. three years ago. At that time he became president of the Chilton Class Journal Company, an organization which controls all the various automobile papers published by the U. P. C.

Mr. Stevens is a leading figure in the printing industry of America and a former president of the New York Employing Printers' Association. He is also president of the Upland Citrus Fruit Company, and president of the Swetland Realty Company.

Mr. Redfield has been secretary of the United Publishers' Corporation for some years, and is also secretary and treasurer of the Bingham Engraving Company, and secretary and director of *Distribution and Warehousing*.

An Advertising Omission

In a recent advertisement in this publication the *Detroit News* listed the leaders of the evening newspaper field as follows: *Detroit News*, 12,628,168 lines; *Chicago News*, 11,274,018 lines; *Philadelphia Bulletin*, 10,972,200; *Indianapolis News*, 9,131,913, omitting the *Washington Star*, which should have been given fourth place with 10,640,590 lines.



TALL HATS FOR STATESMEN

It is generally felt that there is no more fascinating object on the bright scene of politics than a traditional politician trying to look like a statesman. Upon the political mind reposes the tall silk hat, worthily emblematic of the weight and dignity of the personage beneath it. Upon the political back sits snugly the immaculate frock coat, a magic garment which has often given greater satisfaction to a perplexed constituency than mellifluous words and sounding cadences.

But in the world of modern business neither these noble adornments, nor the attitude of mind they represent, have a place. They are quaintly out of joint with the times.

This truth has a special significance for the man with advertising problems on his mind. Too often advertisers, and too often advertising men, seeing their business from the inside instead of the outside, approach the consuming public in a grave and lofty manner which suggests only too well the political figure. But this cannot happen when the advertising agency is functioning alertly and adequately, for it is its business to represent the outside point of view on the inside, and gently remove tall hats and frock coats when the public is being addressed.



CALKINS & HOLDEN, INC.

247 PARK AVENUE · NEW YORK CITY

In Allentown (Pa.)

THE CALL gained 14%

in total lineage in the first six months of 1926.

The Call leads in everything.



The Allentown Morning Call

Story, Brooks & Finley
National Representatives

"Ask us about Advertisers' cooperation"



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

ROOM WITH PRIVATE TOILET. \$250
ROOM WITH PRIVATE BATH. \$350

Surveys

Seventeen years of experience, local facilities in 220 cities; immense, unequalled files of data on 487 industries; personal guidance of the pioneer and leader in Commercial Research—J. George Frederick.

Prices Moderate

THE BUSINESS BOURSE

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

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

In Sharper Focus

Charlotte Stuhr

By Clara Woolworth

"FROM Stenographer to Advertising Manager. Unusual Woman Helps Newspaper Treble Business." If this were a newspaper story instead of one for a dignified publication, I might well start off with some such headline; for that, in brief, is the story of Charlotte Stuhr, advertising manager of the *Jersey Journal*, and one of the few women who are real advertising managers of real newspapers.

Miss Stuhr has literally grown up with the paper, and the advertising lineage figures of today, compared with



those when she first took over the job, make interesting reading.

Back in the days when Mr. Joseph A. Dear, the founder of the paper, was building up his staff, a rather timid girl who had just finished a course in stenography, came to him for a try-out and made good. Speaking of the beginning of her career, Miss Stuhr says: "In those days I was merely a stenographer, and that was all. But somehow I found myself continually straying into the outer office whenever I had an opportunity, for even though I didn't know a thing about advertising, it had a sort of lure for me."

The work grew more and more interesting, and when, in the course of human events, sometime before the war, the advertising manager left, she "carried on," expecting a new chief to be put in charge any day. "Just about that time the present owner of the paper gave me rather a jolt one day when he very casually said: 'Hereafter, you sign all your mail as advertising manager.' That took my breath

away," Miss Stuhr admitted, "for women advertising managers on newspapers were very, very rare. In fact, I never had heard of one. But when I protested that it was a man's job and that I just couldn't do it, the publisher looked me straight in the eye and said: 'Of course you can do it.' And that was that. But that phrase has always stuck, and whenever someone says to me, 'You can do it,' I just naturally have to play square and make good."

Another "You can do it" order came recently when she took over the responsibility of the make-up of the paper, and she has worked out a system of her own which is nearly "fool-proof."

This particular advertising manager gives a good deal of the credit for her success to the happy cooperation and help of her associates, but that is a thing that works both ways, and she asks no favors because she is a woman.

Personally, Miss Stuhr is the direct antithesis of what one would expect, if the old idea of a successful business woman still held. She is thoroughly feminine in appearance and in her attitude toward life in general, and while she doesn't feel that a woman doing a responsible job in business can afford to have too many domestic responsibilities, she has her own little apartment where she can cook and tinker in a tiny kitchenette if she feels so inclined—a fact that her friends seem to appreciate.

It might be said of Miss Stuhr that "by her rose ye shall know her." Flowers are her chief delight and she is seldom seen without a blossom of some kind, roses preferred. When she retires from her present responsibilities she expects to spend the rest of her days—except a few reserved for travel—in some quiet spot, raising flowers. She is known among her friends as something of a globe trotter, with a predilection for ocean liners.

About a year ago Miss Stuhr was the leading spirit in organizing a Zonta Club in Jersey City; Zonta being the feminine counterpart of Rotary—a service club for business and professional women—and she is now its vice-president. She is an active member of the New York League of Advertising Women; and since she has been advertising manager of the League's "newspaper" she has increased its advertising lineage from absolute zero to a very respectable showing.

This matter of increasing business seems to be habitual with Charlotte Stuhr, but it hasn't yet become such an old story with her that she fails to get a real thrill when she has to tell some belated advertiser that the paper is "closed for the day," which just proves that she is a very human being.

The Plain Dealer—ALONE —will sell it



The 3,000,000 people living in this market spend and save \$1,125,000,000 a year. You can contact this enormous Buying power with the Plain Dealer alone.

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

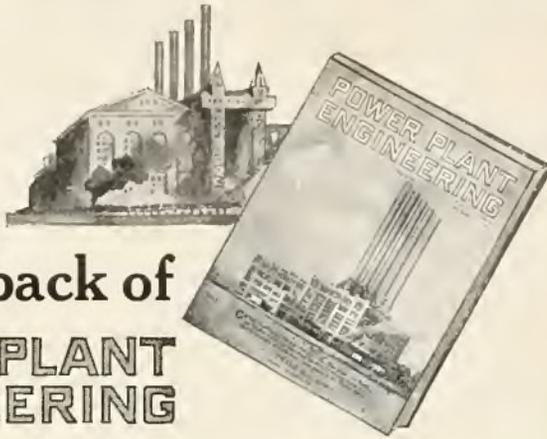
J. B. WOODWARD
110 E. 42nd St.
New York

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

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

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

Plants back of POWER PLANT ENGINEERING



MANUFACTURERS of products for power plants value prospects in proportion to the extent of their buying power.

Power Plant Engineering is the buying and operating guide of nearly 23,000 men who plan and operate large, up-to-date plants.

Automatically its high editorial quality attracts the progressive men of authority in the power plants of leading industries.

Let us show you the plant-quality back of Power Plant Engineering.

POWER PLANT ENGINEERING

Established over 30 years

A. B. P.

53 West Jackson Blvd., Chicago, Ill.

A. B. C.

Vacation

We never take one—for over 6,000 people need us all of the time. The hordes of people who come to the Mississippi Coast all read The Daily Herald; and the residential citizens all depend on, and look forward to getting, "their home paper."

To these folks The Daily Herald—with the largest circulation of any newspaper in South Mississippi—takes your advertising; selling them your merchandise and products. And the cost is a good investment rather than an experimental expense.

THE DAILY HERALD

GULFPORT

MISSISSIPPI

BILOXI

Geo. W. Wilkes' Sons, Publishers

Shoe and Leather Reporter Boston

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

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

THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesman Wanted

No More Hard Times

[CONTINUED FROM PAGE 24]

eral depression will, by that time, have become an old story. Even the dullest will have thrown over advertising, pulled in salesmen, slowed down the factory, and stopped spending money. So, by common consent, everybody sits waiting for some act of God to wind up the works and start the machinery going again.

On the other hand, by the time business reaches the stage of being the "same" good business, the forecasters are already busy sweeping the horizon for signs of an approaching thunder cloud. Since the enterprising young men and experienced old men who sit sentinel on the ramparts are, by instinct and duty, news gatherers; and, since speed is the essence of news, we may rely upon every cloudlet's being faithfully reported, with now and then a transient duck or sparrow thrown in for good measure. And, since we never take good news quite so seriously as we do bad, depression begins to creep upon us.

So, like the King of France who marched up the hill and down again, we no sooner catch sight of high prosperity's gilded peaks than we begin desperately wondering how we are ever going to get down again without breaking our necks. Before the real scholars have checked up enough charts to be certain we have actually arrived, the more timid business men have already "distributed" their risks, and even the conservatives are cogitating plans to throw over their advertising, pull in their salesmen, slow down their factories, and stop spending money.

THIS leaves only Number 1. Since we are unhappy when business is worse (Number 3), and discontented or apprehensive when it is the same (Number 2), the only bright spot in our whole cycle is the single fleeting moment when all signs point to increasing prosperity. And even there the forecasts defeat their own ends! All industry makes one wild simultaneous leap. That we proved in the springs of 1925 and 1926. Our 25 per cent extra factory power is turned loose; advertising is uncanceled; salesmen rehired; and choice portions of the Millennium written into every budget.

In the old days before commodity inflation, this also used to be a signal for everybody to bid up prices against his neighbors. Happily that aggravation is obsolete. Our present prosperity, fortunately, is based, not on bidding prices up, but on allowing them to take their normal course down.

Coming prosperity—like the slowly descending cross section of a pyramid—depends on a vastly increasing base of mass consumption. And of that triangular base, the first corner is Lower Prices; the second, Hand-to-Mouth Buying; the third, Installment Selling. Three years ago hand-to-



Announcing the Increase of the National Street Car Advertising Contract of the Campbell Soup Company to Two Full Runs

THE CAMPBELL SOUP COMPANY created the original market for canned soup by Street Car advertising, which they used exclusively for twelve years. They then started magazine advertising which they used exclusively until 1925.

On January 1st, 1926, the Campbell Soup Company added Street Car advertising to their magazine publicity with a National contract for a card in every Street Car of the United States.

On July 20th, 1926, less than seven months after they resumed Street Car advertising, the Campbell Soup Company made a new contract for a term of years which permanently increases their service to two full runs of the entire S. R. A. list.

Owing to space conditions, it is impossible to place two Campbell cards immediately in the cars of every city and because of that fact, the Campbell Soup Company have allowed us to build up their service to two full runs as space becomes available in the sold up cities.

The Campbell Soup Company have made a wonderful success of the canned soup business, but by far the greater percentage of the total volume is represented by only a few of their twenty-one different kinds of soup.

Nearly every consumer knows Campbell's Tomato Soup and Campbell's Vegetable Soup, and many housewives know a third soup of Campbell's—some order the Bean, others serve the Asparagus or the Chicken or the Pea or the Mulligatawny or the Beef or the Clam Chowder, but of the millions of housewives who enthuse

over Campbell's Tomato Soup and Campbell's Vegetable Soup, only a very small percentage knows two additional varieties of Campbell's Soup.

The recipe—or rather the policy of Dr. J. T. Dorrance, President of the Campbell Soup Company, for the making of his other nineteen soups, is identical with his policy for the making of his Tomato Soup and Vegetable Soup. That policy is to make each soup perfectly delicious.

Soup belongs in the daily diet and with twenty-one different kinds of Campbell's to choose from, the housewives of America should and can make their dinners more interesting and enjoyable by starting each one with a different soup.

As an example, hundreds of thousands of families prepare Clam Chowder every Friday—but if they ever tasted Campbell's very few would go to the expense and trouble of making their own clam chowder.

With the additional card in every Street Car of the United States, the Campbell Soup Company will be able to show appetizing reproductions of their different soups—and besides making them known to a much greater extent, they will follow up the people, every hour of the day, day after day, for definite periods of time, on each soup.

It seems reasonable to believe that the more than 40,000,000 riders in the Street Cars every day will show a response to the Street Car advertising of the Campbell Soup Company on their other soups proportionate to the returns they received years ago on Tomato Soup from the 20,000,000 daily riders which was the average of those years.

A. Barnard

National Advertising Manager.

STREET RAILWAYS ADVERTISING CO.

**The soup
when you're
hungry!**

12¢

Campbell's
CONDENSED
**VEGETABLE
SOUP**
CAMPBELL SOUP COMPANY
GENERAL OFFICES, CAMDEN, N. J., U.S.A.

The advertisement features a central illustration of a white bowl with a gold rim, filled with a vibrant red vegetable soup topped with white cream and green herbs. To the right of the bowl is a can of Campbell's Condensed Vegetable Soup, surrounded by fresh vegetables including a tomato, a carrot, a pea pod, and a slice of orange. The background is dark green with a subtle pattern of leaves and vegetables. The text 'The soup when you're hungry!' is written in a bold, yellow, sans-serif font in the upper left. The price '12¢' is in the lower left. The can label is detailed with the brand name and product information.

The Only Denne in Canadian Advertising

We give "on the spot" Counsel and Service in your Canadian Advertising, based on years of practical experience in this field. Ask our advice on methods and media.

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

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

THE AMERICAN ARCHITECT
A. B. C. Est. 1876 A. B. P.

"Advertising and Selling to Architects," a booklet prepared to give you a better understanding of the architectural field, is now available. Your copy will be sent upon request.

243 West 39th St. New York

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

National Register Publishing Co.
Incorporated
15 Moore St., New York City
R. W. Ferrel, Manager

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

American Lumberman

A. B. C. Est. 1873 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.

CATCH THE EYE!

Live in your house organs, bulletins, folders, cards, etc., with eye-gripping cuts—get artwork at cost of plates alone. Send 10c today for *Selling Aid* plans for increasing sales, with Proof Portfolio of advertising cuts.

Selling Aid, 808 S. Wabash Ave., Chicago

Topeka Daily Capital

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

Topeka, Kansas

EST. 1867 BAKERS' HELPER CHICAGO A.B.P. and A.B.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.

mouth buying was thought to imperil the whole financial structure. Now it is welcomed as a stabilizer. There are only a few left to preach against installment selling. Yet lower prices—the most logical and inevitable of all the elements working towards sounder industrial conditions—are still deplored by many well informed business men as a threat against prosperity.

Until the certain coming of lower prices, along with intelligent hand-to-mouth buying and properly safeguarded installment selling, is clearly recognized as a blessing and not a threat, we shall still have a good many unnecessary forebodings—and a lot of false alarms.

Other elements, naturally, will help materially our safe descent to substantial foundations for future prosperity. One is recognition of the fact that it is not necessarily fatal to fall behind last year's gross income—if the net income runs ahead. Another, that although prices will continue to go down, quantity production is not necessarily the only road to profits. Selective selling, simplification of manufactured lines, and the slicing off every ounce of non-productive effort will all come in due time.

NOT everyone is fortunate enough to be a Henry Ford, cutting away from a particularly high price onto a cushion of practically unlimited universal demand. Many others will have to discover some day that their natural market, worked at minimum expense and maximum efficiency by a hundred picked money-makers, may yield twice the profits of a forced market worked by a thousand average producers.

Just now we are at the very peak of prosperity. How long we stay depends more or less on our own intelligence. But in any event we need fear no more hard times.

The Law of Compensation is the most inexorable and absolute in the universe; it governs alike in its equal inflexibility the most stupendous industrial operation and the tiniest personal impulse. Yet few of us take it seriously into our calculations.

For naive ingenuousness, hardly to be expected these days in a ten year old maiden, nothing could be more charming than the delighted surprise of the entire business world when reports finally convinced it that the U. S. Steel would not shut down this August. For three years we have all been watching its curve-chart of unfilled orders flatten out from huge peaks and deep valleys into a tiny wriggle like the tail of a busy mouse. We have watched production speed up and advance requirements slow down until unfilled steel orders aren't a month ahead of current needs. For three years we have discussed and heard discussed hand-to-mouth buying as a new dominant principle. Yet when it actually works before our wondering eyes, we welcome like Noah's dove the fact the steel mills, instead of closing

The Latest Coverage of Successful Advertising Practice

Just Out!

A book on current practice you will find useful

Examine and judge it for yourself

Mail the coupon for your free examination copy

S. Roland Hall's Theory AND Practice of Advertising

686 pages, 6x9, 250 illustrations, \$5.00

This new book by S. Roland Hall is a text for beginners and a guide for practitioners.

It covers
—the development of advertising,
—the fundamental principles,
—the methods of representative advertisers.

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

An idea book—you can use it.

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

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

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

The attention given to direct and mail-order advertising—

The careful treatment of marketing research—
The detailed discussion of problems of retail advertising—
are other special features of the book.

See your copy FREE

Send for a copy of this new fact packed book. It is rich with current advertising experience on all kinds of advertising efforts. A copy comes free—for 10 days' examination—for just your coupon request. It's well worth requesting.

Mail the Coupon



McGraw-Hill Free Examination Coupon

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

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

Name

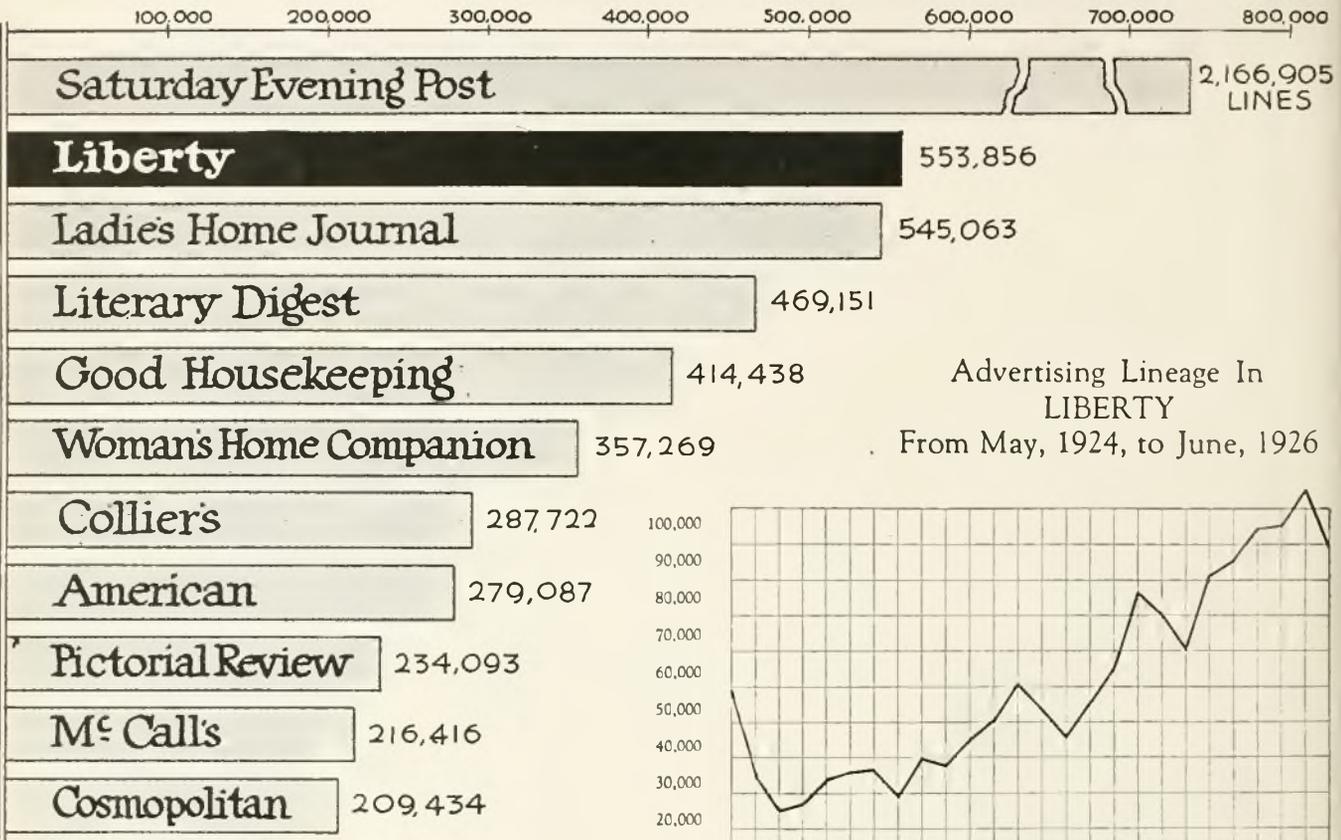
Address

Position

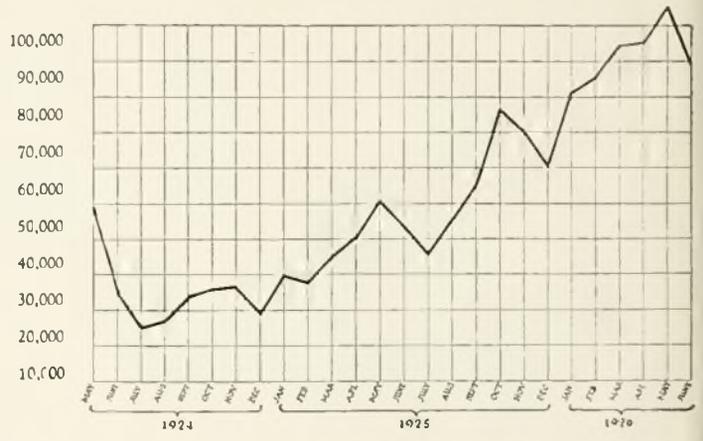
Company

A.F. 8-25-26

TWO YEARS OLD



Advertising Lineage In LIBERTY From May, 1924, to June, 1926



ABOVE FIGURES COMPILED FROM PRINTERS INK

Already Second

MORE advertising was printed by LIBERTY during the first six months of 1926 than by any other magazine of general character, with the exception of The Saturday Evening Post.

The above chart, compiled from Printers' Ink figures, shows that LIBERTY, while only two years old, is already second!

The small graph illustrates the growth of LIBERTY from the first issue up to June, 1926. The unprecedented endorsement of leading agencies and outstanding advertisers in all classifications of American industry has made this record possible.

From the start LIBERTY was built to make the manufacturer's advertising dollar more effective.

ALREADY SECOND

Notice of Rate Increase

THE first six months of 1926, LIBERTY'S advertisers were promised a circulation of 1,100,000 copies. They got it.

Now, LIBERTY announces an average circulation for 1927 of 1,350,000,—an increase of 250,000 copies. LIBERTY has never failed to keep a promise.

Up to November 1st, 1926, advertisers can contract for space

through the rest of 1926 and the entire year of 1927 at the current rates based on 1,100,000.

If you buy before November 1st, you receive a bonus of 250,000 circulation absolutely free.

Many advertisers have already assured themselves of this bonus of 250,000 circulation. Get the details before November 1st.

Why Advertisers Endorse LIBERTY

LIBERTY'S 99% news-dealer circulation insures that every issue every week will be used.

The unique make-up of each issue insures visibility to all advertisements. *There are "No Buried Ads" in LIBERTY.*

LIBERTY also includes within the covers of each issue the features and departments of men's, women's and general publications. This insures multiple reading by the whole family and makes advertising more effective.

In addition, LIBERTY has directed circulation—78% being concentrated in the 225 counties of the United States in which all cities of 25,000 population and over are located—the area where people make and spend more.

5c Liberty
A Weekly for the Whole Family

247 Park Avenue
New York City

General Motors Bldg.
Detroit, Mich.

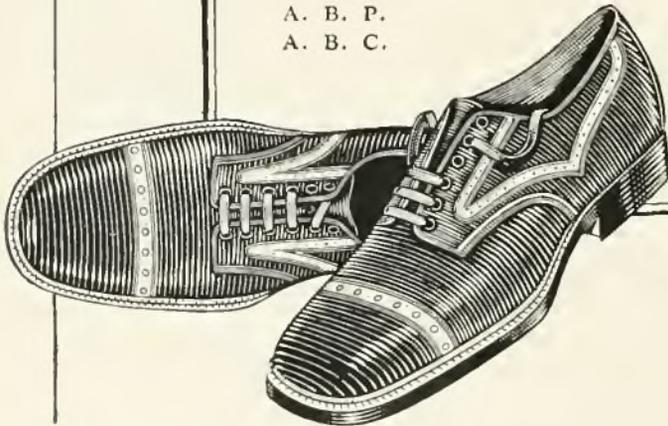
705 Union Bank Bldg.
Los Angeles, Cal.

Tribune Square
Chicago, Ill.

As advertised
in the
BOOT and SHOE
RECORDER
B O S T O N

"Ralston--Smart Shoes for Men"—as made by the Churchill & Alden Company are typical of the many fine shoes manufactured in Brockton—and advertised in the *Boot and Shoe Recorder*.

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



down, keep running at 85 per cent capacity.

The same phenomena will, in the future, govern hard times and business panics. If people could only bring themselves to realize it a lot of unnecessary worry would be saved. Daily business reports, weekly business reports, monthly business reports, even quarterly business reports; financial pages, financial journals, industrial press; bank reports; stock brokers' letters; Federal Reserve reports, Bureau of Labor bulletins, Department of Commerce volumes, reports by credit agencies; Babson, Brookmire, Shaw; Hamilton Institute, Harvard, New York University, keep flowing a marvelous supply of facts and figures practically all pointing, more or less, towards the future. Already these statistical soothsayers have stripped the Stock Market of its former fame as a barometer of trade.

More important, however, while these thousands of advance warnings won't, like the board appointed by the wise King of Semimoronia, keep business good, they will prevent its ever becoming very bad. They are our modern vaccination — inoculation — against hard times. Some day they may prevent the disease altogether. In the meantime there is no need for any man to endure both the vaccination and the disease. Just as surely as these reports put a damper on individual enterprise, just so surely will they minimize community disaster. Every business man may go ahead confident in that assurance.

American Salesman-ship Wins Success

[CONTINUED FROM PAGE 34]

manufactured specialties. That expansion assures room for any traders from either side of the Atlantic who are in a position to meet satisfactorily these new needs. International trade in manufactures today by no means involves the old pre-war conflict of extermination between competitors.

The natural characteristic of exportation of manufactured goods as contrasted with raw materials is steadiness. Except when at rare intervals some wholly abnormal event at home or abroad interferes, sudden ups and downs are unlikely. Exports of products of the soil—raw materials and foodstuffs often vary sharply as the result of changes in crop production, not only in the exporting country, but in foreign importing countries and in competing export countries.

Production of manufactured goods is in very great measure subject to human control, and a country with a large manufacturing industry is always in a position to meet the demands of foreign consumers.

At the same time, those demands under normal conditions are quite

If it's more than a
"pretty picture"

it's an
EINSON-FREEMAN
WINDOW DISPLAY

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

Specializing
in window and
store display
advertising



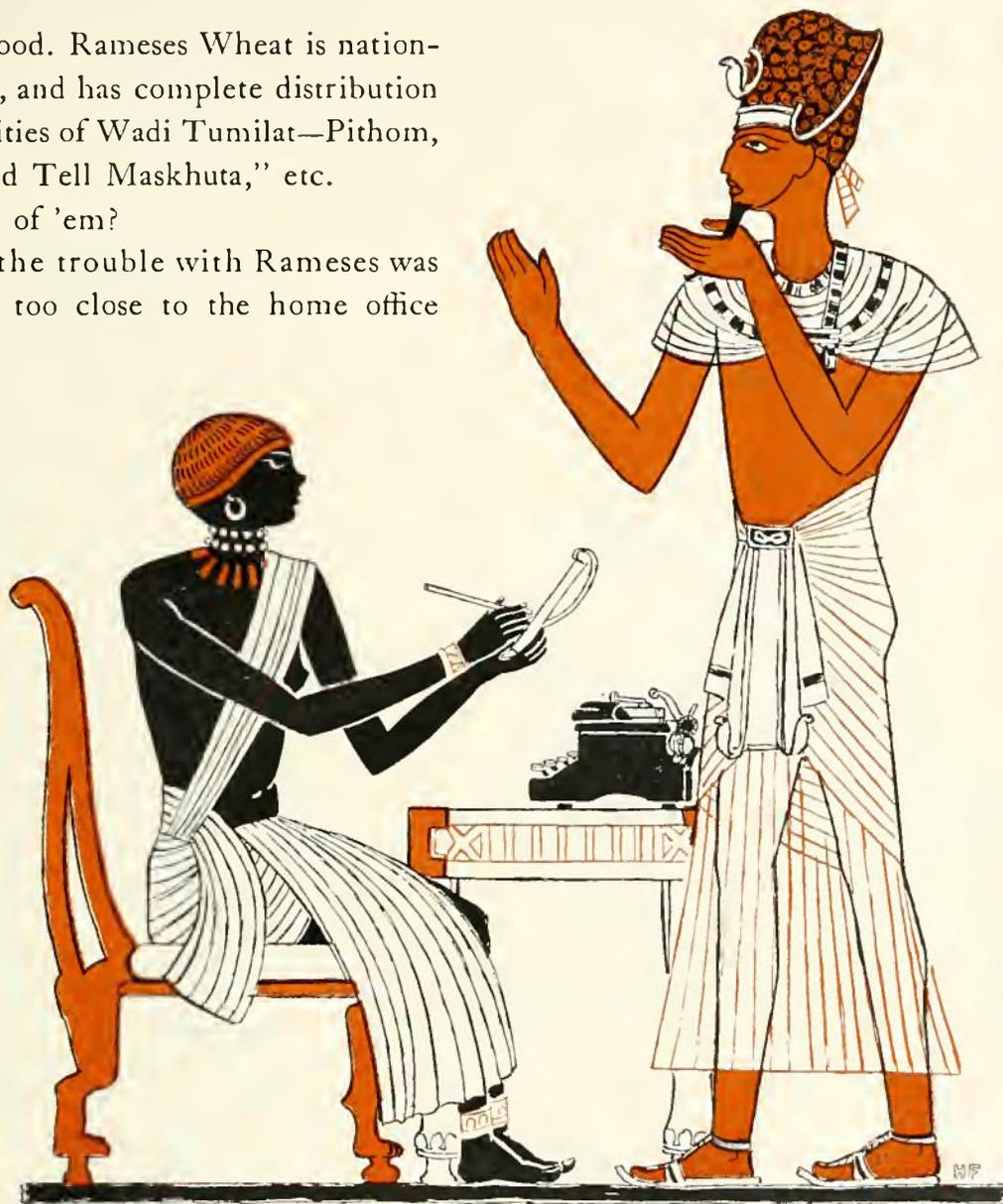
KEEP YOUR COPIES!
At the conclusion of each volume an index will be published and mailed to you.

RAMESSES TELLS THE WORLD

"Business is good. Rameses Wheat is nationally advertised, and has complete distribution in all the big cities of Wadi Tumilat—Pithom, Tel Rotab, and Tell Maskhuta," etc.

Ever hear of 'em?

You see, the trouble with Rameses was that he stuck too close to the home office



and got all his information from a few branch managers. There were millions of his citizens right then who had never heard of the Egyptian king's wheat cities, but Rameses didn't know about these folks. And now, if you want to hear what he told the world about the Rameses Wheat Corporation, you have to page a college professor with a magnifying glass and slip over to Egypt for a spell.

Comfort Magazine can help you to avoid making Rameses' mistake. It can tell its six million readers out on the farms and in the little towns about your goods. Furthermore

it can furnish you with some mighty interesting information concerning the buying habits of these same people.

Write to our nearest office for further information.

COMFORT

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

AUGUSTA, MAINE

NEW YORK · 250 Park Ave. · CHICAGO · 1635 Marquette Bldg.

LAST FORMS CLOSE 18TH OF SECOND MONTH PRECEDING DATE OF ISSUE

COPYWRITER

27 years old; Christian; University trained, wishes to become associated with a progressive agency.

He writes flexibly, pictorially and feels that banal copy were better left unset.

His advertising history, while short in duration (two years), is unique in substance and includes the planning and execution of direct mail, dealer and retail copy.

The opportunity must be ample, the salary nearly adequate.

Address Box No. 414
ADVERTISING & SELLING
9 East 38th Street, New York City



Three Dollars-

What does it represent? Dinner at "Twin Oaks"; a ticket for a summer show (one); a lavender necktie, or:

A year's subscription to Advertising & Selling, the magazine of the new tempo in business. Three dollars will bring it to your desk—twenty-six times a year—replete with the mature judgments and ripe opinions of the recognized authorities in the advertising and selling world.

Spend three dollars to advantage. Clip the attached coupon now and mail it to us with your check.

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.

Name ----- Position -----

Address ----- Company -----

City ----- State -----

A. S. 8-25

steady. No sudden new outburst of factory production in importing or competing countries is, in the nature of things, to be expected. A far-sighted, well developed export program comprising carefully selected and diversified outlets can readily be readjusted to meet any momentary lull in a given market, due to some local depression, and can take up the slack elsewhere. Moreover, the natural tendency of exports of finished manufactures is to grow.

With the gradual improvement of living standards the world demand for them steadily rises unless some world catastrophe supervenes. It grows much faster than the demand for raw materials, and more particularly foodstuffs.

This capacity of finished manufactures to serve as a balance-wheel in foreign trade is conspicuously illustrated in recent statistics of the United States.

Had it not been for the increase in our exports of this class during the last fiscal year, our total export trade would have shown a very marked slump.

THE aggregate value of all our domestic exports, other than finished manufactures, fell from \$3,108,000,000 in 1924-1925 to \$2,716,000,000 in 1925-1926, or by 12½ per cent. This was not due, of course, to any change of an enduring character in our ability to market foodstuffs and raw materials abroad.

It reflected chiefly an abnormally poor yield of wheat and rye, and a marked decline in the world price of cotton. All the same, this sharp fall would have had a rather serious effect upon our international business relations had it not been in large measure counterbalanced by the increase of sixteen per cent in exports of finished manufactures. As it was, our total exports showed a decline of only 2½ per cent.

Going back further, we find that during each of the last four fiscal years a large increase has appeared in the exports of manufactures. The successive rates of annual increase beginning with 1921-1922 have been: 15½ per cent, 11½ per cent, 7½ per cent, and 16 per cent, respectively. On the other hand, our aggregate exports of all other classes have shown the following changes: from 1921-1922 to 1922-1923 an increase of a bare fraction of 1 per cent; for the next year an increase of 7 per cent; for 1924-1925 an increase of 16½ per cent, and for the fiscal year just closed, a decrease of 12½ per cent. The contrast between these changes is highly significant.

There is every reason to anticipate a steady increase for the future in American exports of manufactured products. They are bound to become gradually a larger and larger share of our total exports. This is the natural result of the growing population and increasing industrial development of the country.

The Lillibridge Viewpoint

Number Four

Issued by Ray D. Lillibridge Incorporated

New York

"Ruskin's Specific" for Desk Disease

DESK DISEASE, a form of "office-boundness," is a malady not uncommon to advertising agencies. It is an insidious disease that creeps over an organization and, little by little, paralyzes its thinking.

There is, fortunately, a specific for Desk Disease. It might be called "Ruskin's Specific." This famous English writer discovered that if what he wrote was to be convincing, he would have to put in the conviction by means of personal contact with the thing he was writing about. "Half my power of ascertaining facts of any kind connected with the arts," said Ruskin, "lies in my stern habit of doing the thing with my own hands until I know its difficulties."

In a word, Ruskin knew the value of getting the "feel" of a thing from direct contact. It is said that he labored at a carpenter's bench until he could make an even shaving six feet long, and at house-painting until he had "the feel of the master's superiority in the use of a blunt brush," before writing of these things.

§ § §

APPLIED to advertising, no more effective specific for preventing the blight of Desk Disease has been discovered than this "stern habit" of Ruskin's—the habit of rolling up one's sleeves and making shavings and wielding a brush, of finding out for oneself the how and why and wherefore of the thing to be written about and sold.

Had Ruskin been an advertising man, we think he would have added to his specific the even more important habit of getting out and meeting the people who form the market. A tonic always.

We took occasion recently to prescribe a liberal dose of this tonic for our own organization. With four clients in the electrical field—Serval, Wagner, Sangamo, and Kerite—exhibiting at the National Electric Light Association Convention, we sent nine members of our organization, including all the principals, to Atlantic City to cooperate with our clients "on the firing line," that we might get the "feel" of the battle, and at the same time keep abreast the progress of this great industry.

CONVENTION is an economic device," says Burnham in his *NORMAL MIND*. "To follow convention gives mental relief, and saves one from the mental stress of conflict and decision. A conventional response is easy, the line of least resistance. An independent response is difficult, sometimes laborious, often apparently foolish."

So also is an independent advertising or marketing conception. Yet it is only as we get away from the conventional and work along independent lines that we tap the greatest potentialities.

Thomas Dreier on Editors

WHEN Thomas Dreier gave a talk at the Direct Mail Advertising Association convention last October he made a point about editing that also has great advertising significance.

"What the editor really thinks and feels," said T. D., "manifests itself in his work. He cannot conceal himself. Emerson said, 'How can I hear what you say when what you are keeps thundering in my ears?' If the editor likes people, his liking will manifest itself in his

publication and people will find themselves liking that publication. The editor will attract to himself only those people who are in tune with him. *No small-minded editor will attract and hold big-minded readers.*"

It is our belief in this last statement, applying as it does to writers as well as editors, that is responsible for the fact that this agency has no "copy department." Our copy is written by contact executives who are in close touch with the client and his product on the one hand, and with the public forming the particular market involved, on the other. Hence, what they write is bound to attract and hold the reader as no copy written by an ambitious young man with horn-rimmed glasses sitting at Desk 6 in some Copy Room could hope to do.

A Thin Slice of a Building With a Point

OUR good friend Harry M. Hope points out that when Fred Stone, the popular comedian, bought the Pullman Building, facing on Madison Square Park, New York, he probably figured that there would never be a tall building abutting his on its southern side to shut off the light, for the plot to the south was occupied by the new Madison Square Presbyterian Church, and surely a church—especially this beautiful little architectural gem designed by the renowned Stanford White—would stand always.

But the church's congregation moved up-town or out of town, and the church was razed. On its site the Metropolitan Life Insurance Company built a tall office building, smack up against Stone's.

Today the Pullman Building is merely a thin

slice of a building between two very tall ones, a warning to business men that it is unsafe to take anything for granted, for changing habits of life and shifting centers of population wipe out established institutions with ruthless disregard for sentiment.

§ § §

So ALSO are markets affected. What seems a permanent market today may disappear suddenly;| but there may be a new market or a new opportunity just around the corner.

One of the good points about our Fee-and-Budget System is that we are able to maintain a very much more detached viewpoint on a client's marketing problems and to devote ourselves profitably to the study and development of new markets regardless of whether our work results immediately in commission-bearing advertising.

Perhaps you would like to know more about the Lillibridge Fee-and-Budget System. We have a bulletin that explains it which we'll be glad to send on request.

As Other Men Sell Soap

IT MAY be that this paragraph will come before the eyes of some man of means and vision who has in his heart a message of social significance which he would like to "sell" to the American public through advertising, just as other men sell soap or furniture or transportation.

To any such we would like to say: This is one of the fields of advertising in which we aim to be of special service. We have some very definite ideas which it would be a pleasure to talk over with any man or woman who is thinking along these lines.

RAY D. LILLIBRIDGE INCORPORATED

Advertising

NO. 8 WEST 40TH STREET • NEW YORK

Telephone: Longacre 4000

Established in 1899

RECENTLY PUBLISHED



BY THE ADVERTISING CLUB OF NEW YORK. "Advertising and Selling Digest." Compiled and written by William G. Lownds, Edward D. Chenery and George J. Wiltshire. The thirty-six lectures given by authorities in each subject before a large class are here put in a concise form. A great deal of information is presented which does not appear in the ordinary text book, for the volume contains facts which advertising men are actually wanting to know. Many of the facts were included as a result of questions that were put to the lecturers. Price \$4.

BY THE FIRST NATIONAL BANK OF LOS ANGELES, PACIFIC SOUTHWEST TRUST & SAVINGS BANK, AND FIRST SECURITIES COMPANY, Los Angeles, California. "Making Letters Build Business." By Lawrence C. Lockley, M.A. Designed primarily to meet the needs of the business man, this little volume should be of use to all who write commercial or official letters of no matter how apparently slight importance. The author points out in a clear fashion the very tangible value of correspondence well written in good English. He gives excellent advice and rules for attaining those qualities. His paragraphs on grammar and diction make clear the solutions to problems which trouble many. There are chapters on dictation, making letters easy to read, and the form paragraph system.

BY "THE MILWAUKEE JOURNAL," Milwaukee, Wis. "Consumer Analysis of the Greater Milwaukee Market, 1926." This is an exhaustive analysis of the consumer market for commodities in Milwaukee. The well arranged compilation of facts and figures was based upon personal interviews with three per cent of all the families, a typical cross-section of consumers. It contains a pertinent chapter on family habits. Illustrated. Free upon request.

BY THE NATIONAL FOREIGN TRADE COUNCIL. "Can We Compete Abroad?" By C. C. Martin. The author has prepared in a very readable fashion an account of American achievement in foreign commerce, and has intentionally avoided discussing the technique of foreign trade, the economic principles involved and the incident exchange problems. The book presents actual experience and practice which tell the story without technical or economic comment. An interesting feature is the inclusion of testimony regarding American exporting from our overseas competitors. To be had upon application to O. K. Davis, Secretary, National Foreign Trade Council, India House, Hanover Square, New York City. Price twenty-five cents.

WHEN one of our clients has an advertisement that must be rushed into type without a layout, we gladly assume the responsibility... He may call on us also for style-layouts and suggestions for new campaigns, and for consultation on questions of typography and printing... These things are matters of everyday service with us and our clients often put them to good use.



WIENES TYPOGRAPHIC SERVICE, INCORPORATED
203 WEST FORTIETH STREET
NEW YORK

THOMAS EDISON HERBERT HOOVER
BERNARD SHAW WILLA CATHER
JOHN GALSWORTHY SIR OLIVER LODGE

write for the FORUM's fall and winter issues. The outstanding character of its contributors is one of the distinctive features which explains the remarkable progress of this magazine.

Member Audit Bureau of Circulations

FORUM

America's Quality Magazine of Controversy

247 PARK AVENUE

NEW YORK

Individuality

ONE of the most fascinating facts of zoölogy is that of Protective Coloration.

Butterflies are spotted with the color of the leaves among which they flit; the partridge and deer turn red in autumn, the rabbit white in winter; tree toads are mottled like the bark upon which they live.

And the human animal has seized upon the idea. He paints his battle-ships to merge with the colors of the sea. He clothes his armies in colors almost invisible at a distance in the brightest sunlight.

Protective Coloration is a phase of things where the individual counts for nothing; where the mass counts for all.

But in modern commercial life the conditions are reversed. The individual counts for everything. Not the man who most resembles his background who survives; but the man who is most *different* from his neighbor.

The vital breath of commercial success is individuality.

He who is the same dun color as the mass gets the mass reward—the opportunity to work all his life for a bare living. Nowadays the real protection from submergence is *non-resemblance*.

The most potent factor in the cultivation of commercial individuality is advertising.

The very act is a declaration of independence; a defiance to the drabs; a vote of confidence in a product able to stand the searching scrutiny of public print; a plunge into the great every-wight-for-himself fight of today; a challenge to any competitor who would attempt to submerge him among the also-rans.

Be the advertiser with something different in product, media, copy and display and you may tell all rivals to whistle down the wind for the chickamon.

A. R. Maujer.

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

If Industrial Power has one quality above all others to distinguish it, it is INDIVIDUALITY. In size, circulation methods and treatment of topics it has a character all its own in this field. Perhaps that is why it is so well read in 42,000 important plants.



I am wondering, though, just what sort of a report the General Motors Corporation will publish in July, 1929. Will it be as remarkable as the one under consideration?

We shall see.

They want to know "why"?

Britishers are complaining that Americans who go to Europe for the summer are giving them the "go-by"—are spending most, if not all, their money, on the Continent, and not, as used to be the case, in the "tight little island." They want to know "why?"

Here is the answer: There are in London—and I am sure almost everywhere else in Britain—innumerable "board-residences" where one can live very comfortably for considerably less money than one would have to pay for equally satisfactory accommodations in New York. But at the largest and best known of London's hotels—you know their names as well as I do—the rates are out of all reason. Englishmen know this. You'll not find many of them at the — or the — or the —.

If all Americans who go abroad were wealthy, it might be quite all right to charge them \$15, \$20, \$25 or \$30 a day for a room for two people. But the fact is that the vast majority of Americans who visit Europe are people of ordinary means; and such prices are beyond them. They may pay them for a day, or two or three, but they are not happy about it.

What London needs and must have if it is to appeal to the average American traveler, is half a dozen large, modern hotels, where one can get a good room for ten or twelve shillings a day. There are scores of hotels in London where such prices prevail; but they are small or located at a distance from the center of things. And they are not modern.

Of my own experience in London, last summer, I have only the pleasantest recollections. I was in that city, on and off, for seven weeks. I stayed at a high-class "board-residence" where I paid only about five dollars a day for room and three excellent meals for my wife and myself. In Brussels, we had a gorgeous room in one of the finest hotels in Europe, for which we paid \$5.50 a day—including meals. Friends of ours who were guests at the — in London, paid sixteen dollars a day for their room alone. No wonder, after three or four days in London, they flew back to Paris, where, for less than half sixteen dollars a day, they had a better room and three excellent meals.

JAMOC.

People Like to Cry

A few days ago, the editor of a magazine showed me the results of an inquiry he is making as to how various contributors to his magazine appeal to his readers.

First, by a surprisingly wide margin, was a woman whose name, until then, was quite unknown to me.

"That's funny," said I. "I should have supposed that So and So or So and So"—naming two authors of established reputation—"would be at the top of the list."

"No," said the editor. "They aren't even in the 'also-ran' class."

"What sort of story did Miss Blank write?" I asked.

"A heart-breaking little tale that brings tears to your eyes."

I understood—then. For, as any theatrical producer will tell you, the surest of "sure fire hits" is the play that "makes them cry."

People like to laugh. Apparently, they like, still more, to cry.

"Tab" English

Have you noticed that the tabloid newspapers are evolving a "news-papereze" which is all their own?

For example: The Giants defeat the Cubs, 6 to 2. One might suppose that the word "defeat" meets the requirements of the situation and would be used by the man who writes the scare-heads for the "tabs." No! He prefers "wreck" or "slaughter."

In the tabloids, prisoners are not released. They are "freed." The district attorney does not announce that such and such a condition will be investigated. It will, he says, be "probed." "Ban" is another word for which the tabloids seem to have a liking. So is "lure."

We Shall See

Late in July, the General Motors Corporation made public its earnings for the first six months of 1926. They are at the rate of about \$34.00 a share a year—an amazing showing and one which, I have no doubt, will be regarded by advocates of installment selling as proof that that method is "the goods."

GOOD WILL Guaranteed

Assets that increase as inevitably as funds at compound interest.

Every advertising page, like every editorial page in Good Housekeeping, is guaranteed. Readers believe in Good Housekeeping because they have learned that they can trust it. Advertisers know that only sound products, for which fair claims are made, can be shown in Good Housekeeping's pages and

they see that this policy pays by increasing the effectiveness of their advertising. The resultant Good Will is an asset of value that increases as inevitably as funds at compound interest. The records of advertisers and the attitude of more than a million and a quarter readers are a Guaranty of that Good Will. The records of advertisers speak for themselves, and if you wish to know what consumer Good Will can mean, ask any woman who reads Good Housekeeping.

Total Accounts Carried First Six Months of 1926

The record of advertisers in Good Housekeeping offers convincing proof of their Good Will toward this magazine. Measured in terms of the number of advertisers and the number of pages of advertising that they used, their actions show the strength of their justified confidence. The present situation is not a sudden development, but a renewed demonstration of Good Will that has prevailed for years. Here is the record of the Six Leading Women's Magazines for the first Six Months of 1926. In the following tabulation, No. 1 is Good Housekeeping:

<i>Magazine</i>	<i>Total Accounts</i>	<i>Pages of Advertising</i>
No. 1	593	928
No. 2	447	801 ³ / ₅
No. 3	369	517
No. 4	210	239 ¹ / ₁₀
No. 5	364	343 ¹ / ₁₀
No. 6	329	319

GOOD HOUSEKEEPING

CHICAGO

NEW YORK

BOSTON

This is the fifth in a series

How to Reach the Directors Table of 50,000 Major Businesses

An investigation recently completed among over 200 businesses in the country offers convincing proof that there are from one to six Active Bank Officers on the directorates or acting as directing heads of over 50,000 major businesses. Through the American Bankers Association Journal you reach approximately 100,000 Bank Officers in 22,000 Banks—*with a definite assurance your message will be read.*

*[Research men of accredited agencies
or advertisers may inspect the in-
vestigation records in our office.]*

Cover Positions in Color Are Available
Beginning With the October Issue

AMERICAN BANKERS ASSOCIATION JOURNAL

Member A. B. C.

110 EAST 42nd STREET - NEW YORK CITY

Advertising Managers

ALDEN B. BAXTER, 110 E. 42nd St., New York City
CHARLES H. HAVELL, 332 S. La Salle St., Chicago, Ill.
GEORGE WIGHT, 25 Kearny St., San Francisco, Cal.

Selling in Uruguay

[CONTINUED FROM PAGE 38]

Among a progressive people a demand always exists for the most advanced business appliances. Consequently in Uruguay there is a good market for typewriters. In this market American machines predominate.

For printing machinery, also, a good demand exists. For its small population Uruguay has a large circulation of newspapers. In Montevideo nineteen daily newspapers are published, one of them with a circulation of about 50,000 copies daily. Besides these there are some dailies in the smaller towns and ten weeklies and forty monthly or semi-monthly periodicals. This amount of publication, in addition to other classes of printing, creates a good demand for printing presses and other printing and binding machinery, as well as printing inks.

THE number of newspapers and periodicals in Uruguay and their good circulation offer an excellent means of approach to the Uruguayan market. This method is the most usual means of advertising in Uruguay, but advertising has been considerably developed in the last few years and outdoor advertising is becoming popular. The great amount of construction work going on in Montevideo offers an opportunity for advertising, apparently, for in many cases as a building goes up, from the street level to the top of the work placards and bill boards are plastered. As electricity is being more and more used electric signs are increasing, and advertising by window displays is becoming more general, although window demonstrations are as yet rarely used.

Although so small in area and in population Uruguay stands eighth in the trade of the United States with the Latin American countries. And it is only at the beginning of its possibilities. Its industries and purchasing power will develop and with this development will come an increased demand for imported goods. Moreover, its population, now only about 1,600,000, will increase beyond the usual increase from the birth rate. Uruguay, like Argentina, is drawing an excellent type of immigrant from Europe, and with the decrease in the quotas permitted to enter the United States, immigration to the South American republics is growing.

In a market of such good actual and potential trade, it is natural that American manufacturers should meet keen competition from the European firms. The investment of capital has been one of the methods employed by Europeans in furthering their foreign trade. With a growing demand in Uruguay for electrical supplies and equipment, a German firm has recently applied for articles of incorporation in Uruguay for the purpose of opening a branch house

Have Your Own Copy of Advertising & Selling

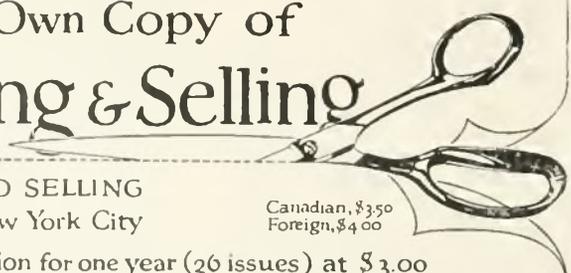
ADVERTISING AND SELLING
9 East 38th Street, New York City

Canadian, \$3.50
Foreign, \$4.00

Enter my subscription for one year (26 issues) at \$3.00

Check for \$3.00 is enclosed. Send bill and I will remit promptly.

Name.....Position.....
Address.....Company.....
City.....State.....



4

WHEN THE PRESIDENT APPROVES AN AD (It's a Serious Thing)

When the President okays an ad it's an important moment. He drums on the table, looks at it with his head on one side, tries the effect upside down.

The advertising man looks a good deal more confident than he feels. . .

The President finally puts his initials to the proof. Not because the ad is fair, or pretty good. He approves it because he thinks it is the best he can possibly get.

Then (like as not) he calls in his secretary and dictates a memorandum to the purchasing agent to the effect that the Company is spending too much money on its letterheads.

Many executives, solicitous about their advertising, fail to recognize an advertisement when the label is left off. Letter paper is advertising without the label. So is a bronze door. So is the President's big polished desk of Circassian walnut. All are ads.

Take your stationery out of the class of office expense. Ask your printer to show sample sheets and envelopes of Crane's Bond—a fine business paper which has the look and feel of value, the atmosphere of quality, the strength and permanency which any business would like to put into its letters.



AN INTERESTING BIT OF HISTORY: *The word "bond" as applied to paper originally meant only Crane's. The engraver spoke of Crane's bond paper, meaning the paper which was used for engraving securities. Almost all bonds now are engraved on Crane's Bond, and it is still the true bond paper, though custom applies the term loosely to any paper used for business stationery.*

CRANE & COMPANY, INC. DALTON, MASSACHUSETTS

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Youths' Companion 16

for handling electrical goods. This will give the German firm a strategic position in submitting bids on the numerous public tenders called for by the Uruguayan government and private enterprises. Great Britain, also, has invested money in Uruguay. One of the large packing houses is owned by a British company and about 90 per cent of the railroads of the country is controlled and operated by British capital. Great Britain, in particular, has a good hold upon the trade of Uruguay. During 1922 and 1923 Great Britain and the United States ran neck to neck in supplying goods to the Uruguayan market. But in 1924 the United States forged ahead of Great Britain, and the trade figures for 1925 indicate that this country still holds the lead in importations into Uruguay.

Answering Mr. Krichbaum

[CONTINUED FROM PAGE 40]

patronizing attitude toward direct mail which, like "regular advertising," is sufficiently an American institution to get very mad about it. Direct mail proponents may be goaded into some very unwise and generally harmful activities if many write as Mr. Krichbaum has written.

I believe that neither Mr. Krichbaum nor the direct mail writers he thunders against faithfully reflect the true spirit of the advertising world. It is unfortunate that in nearly all controversies the views of those least representative of the definite sides always secure the widest publicity.

A \$200 Investment

[CONTINUED FROM PAGE 27]

many "Don't" injunctions. It is not the purpose to visit with old friends in their offices; it is to inspect the rival factory for methods. It is not to golf and lunch with your own sales agents; it is to interview rival salesmen, with free "give" as well as "take." Frankness seldom fails to beget frankness. It is not to gloss over the fault of your own product; rather it is to ground yourself on fundamental servicing and selling problems of the industry. It is not to entertain and be entertained; nor is it to "snoop," least of all to resort to underhand tactics; rather it is to fare forth as an honest seeker for help. It is well to remember that you can give *quid pro quo*, and you would indeed be a poor executive if you failed to get a "Come again! Your visit has done us a lot of good."

As Others See Us

THE accompanying burst of subtle irony, was clipped from a business paper, published somewhere in the entrails of our antipodean prototype, known to the proletariat as Australia. The title is "Sweated Words."

America—the land of "boost," the home of the "go-getter," and the "red-blooded he-man," where "pep" abounds, and "live wires" apparently never fuse—the country where the word "wonderful" works overtime, and the "potentialities" of the nation are exploited on a "stupendous" scale. Wealth accumulates to an "amazing" degree, and the eagerness of the people to develop domestic comfort is "unprecedented." In fact there are many of us who have the idea that the chief work of the white section of the community is pushing buttons to switch on electric current to do the real work. "Remarkable," isn't it!

It would be pleasant to write a snappy come-back to this little squib for the benefit of our Australian subscribers, but for once in our lives words fail us. It must be that our "culture" has spread farther and faster than that of our antipodean friends, for the only things indigenous to that continent which occur to us at the moment are the kangaroo, the convict ship, the platypus and the Aznacs. And to characterize our neighbor as a "red-blooded he-kangaroo" would be something of a strain on a few of the Ten Commandments, not to speak of various Beatitudes.

Our ignorance of things Australian does not speak too well for us, but the perception of the Australians does speak volumes for them. They may not be right up to the minute on American business methods, but at least they are learning the language. Which adds to our confidence in the future of that remote island continent.

The Virginia Press Association Elects

At its thirty-eighth annual convention held recently at Pulaski, Va., the Virginia Press Association elected the following officers: president, J. B. Wall, Farmville *Herald*; secretary (re-elected), C. L. Weymouth, Ashland *Herald-Progress*; treasurer, G. O. Greene, Clifton *Forge Review*.

The Advertising Club of Portland, Ore., Holds Election

At a recent meeting of the Advertising Club of Portland, Ore., the following officers were elected: president, W. P. Merry; first vice-president, G. R. Grayson; second vice-president, G. A. Rebentisch; secretary-treasurer, Harry Fischer.



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

Experienced trade paper advertising solicitor wants to make a connection with a reliable publishing firm. Will work on any basis agreeable to publishers where opportunity exists to create a real job for himself. Full details gladly given. Box No. 406, Advertising and Selling, 9 East 38th St., New York City.

WOMAN WRITER seeks position on publication specializing on subjects of interest to women; has edited woman's page for prominent metropolitan newspaper; has served as feature writer for newspapers and magazines; has been fashion editor for well known fashion magazine. (Whole or part time.) Box No. 413, Advertising and Selling, 9 E. 38th St., New York City.

Help Wanted

WANTED. MANAGER FOR JOB PRINTING BUSINESS

We have one of the best manufacturing plants in the United States, with a small Job Printing Department. It is our intention to expand this department and make it one of the best places for all kinds of catalog and job printing work. We want a man who is good at laying out work, in managing the department, and in dealing with customers. If you are such a man, or know him please write us. Box No. 412, Advertising and Selling, 9 E. 38th St., New York City.

WANTED—Eastern publishers' representatives for California Petroleum publication. Box No. 410, Advertising & Selling, 9 E. 38th St., New York City.

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.

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 salesman'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.

Help Wanted

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.

Business Opportunities

HARRY I. NEAMAN, successor to The Home-wood Pharmacal Co., Pittsburgh, Pa., manufacturer of TODD'S TONIC, is in the market for small ads, not to exceed one hundred words. This tonic is seasonable the four seasons of the year, and about ten advertisements for each season are desired. Will pay fifty cents per line for those accepted. For information as to ingredients and merits of this tonic, write to the above address.

WE MANUFACTURE FOR YOU. Company making steel office furniture is open to contract fabrication in quantity of anything suitable for their plant. Box No. 411, Advertising & Selling, 9 E. 38th St., New York City.

Advertising Agencies

SMALL ADVERTISERS WELCOME HERE Advertising placed in all publications—display and classified (want ads.) Publishers' Rates. Martin Advertising Agency, 37 W. 39th St., New York City, Phone Penn 1170.

Multigraphing

Quality and Quantity Multigraphing. Addressing, Filling In, Folding, Etc. DEHAAN CIRCULAR LETTER CO., INC. 120 W. 42nd St., New York City. Telephone Wis. 5483

Miscellaneous

BINDERS

Use a binder to preserve your file of Advertising and Selling copies for reference. Stiff cloth covered covers, and die-stamped in gold lettering, each holding one volume (13 issues) \$1.85 including postage. Send your check to Advertising and Selling, 9 East 38th St., New York City.

Today's Detroit News



Reaches the Rural Homes of Its Local Trading Territory as Quickly as the Homes of Detroit Proper

Advertisers using The Detroit News are able to cover America's most prosperous territory at a rate unrivalled in proportion to coverage and returns—a fact substantiated by the leadership of The Detroit News of All American Newspapers in advertising for the first six months of 1926.

Drive out fifty miles in any direction from Detroit and you will see the highways dotted with the crimson containers of The Detroit News' special motor delivery service. Every farmer or suburbanite, no matter how far he may live away from town or village, can have his copy of The Detroit News delivered on the day of publication, often as quickly as it is delivered in Detroit proper. Thus The Detroit News covers its local trading territory, assuring its advertisers adequate circulation in the territory adjacent to the manufacturers' points of distribution—stores and shops easily reached by street car, bus, telephone or rail.

The Detroit News' circulation of 335,000 Sundays and 320,000 Weekdays is thoroughly concentrated so that 94% of its weekday and 80% of its Sunday circulation covers the local trading territory—the most profitable section in Michigan from the viewpoint of the advertiser.

The Detroit News

DETROIT'S HOME NEWSPAPER

335,000 *Sunday Circulation*

320,000 *Weekday Circulation*

The NEWS DIGEST

A complete digest of the news of advertising and selling is here compiled for quick and convenient reference. The Editor will be glad to receive items of news for inclusion in this department. Address ADVERTISING AND SELLING, Number Nine East Thirty-eighth Street, New York City

CHANGES IN PERSONNEL

Name	Former Company and Position	Now Associated With	Position
A. W. Sullivan.....	Tide Water Oil Co. & Tide Water Sales Corp., New York, <i>Adv. Mgr. & Sales Development</i>	Tide Water Oil Sales Corp., New York	<i>Gen. Mgr.</i>
William C. Gittinger.....	Tide Water Oil Co. & Tide Water Sales Corp., New York, <i>Adv. & Sales Dept.</i>	Same Company	<i>Adv. Mgr. & Sales Development</i>
H. O. Reed.....	General Outdoor Adv. Co., Twin City Branch, <i>Sales Rep.</i>	Universal Circular Letter Co., Minneapolis, Minn.	<i>Vice-Pres.</i>
J. L. Thatcher, Jr.....	Bauerlein, Inc., New Orleans, <i>Sec'y to Pres.</i>	Same Company	<i>Space Buyer</i>
D. D. Conkwright.....	Carl J. Barliet, Inc., Greensboro, N. C.	Home Light & Power Co., Greensboro, N. C.	<i>Publicity</i>
Louis R. Winter, Jr.....	"Evening Bulletin," Phila.	Clewiston Land Co., Clewison, Fla.	<i>Adv. Mgr.</i>
William La Varre.....	"New York Times," New York	"New York World," New York	<i>In Charge of Rotogravure Adv.</i>
James J. Burnett.....	"Press," Binghamton, N. Y., <i>Classified Adv. Mgr.</i>	Same Company	<i>Adv. Mgr.</i>
Fred Von Ritter.....	"Herald & Examiner," Chicago	Kleen-Heat Co., Chicago Branch	<i>Adv. Mgr.</i>
Thomas J. Gilmore.....	"Commercial Appeal," Memphis, Tenn. <i>Adv. Dept.</i>	Resigned	
Lyman E. Comey.....	"Union Republican," & "Daily News," Springfield, Mass., <i>Adv. Dept.</i>	"Herald," Rutland, Vt.	<i>Adv. Mgr.</i>
James B. Heath, Jr.....	"Harper's Bazar," Western Office	"New Yorker," New York	<i>Western Mgr. with Office in Chicago</i>
Arthur Freeman.....	Einson-Freeman, New York, <i>Pres.</i>	Gimbel Bros., Phila.	<i>Executive in Charge of Sales and Adv.</i>
E. M. Perrin.....	General Motors Export Co., New York, <i>Adv. Mgr.</i>	Frank D. Webb Adv. Co., Baltimore, Md.	<i>In Charge of Copy & Prod.</i>
Philip O. Deitch.....	National Better Business Bureau, New York	Klau-Van Pietersom-Dunlap, Younggreen, Inc., Milwaukee, Wis.	<i>Member of Staff</i>
R. P. Kelley.....	The Autocar Co., Ardmore, Pa., <i>Ass't Adv. Mgr.</i>	Timken Roller Bearing Co., Canton, Ohio	<i>Adv. Mgr.</i>
Raymond Kelly.....	Kimberly-Clark Co., & the Cellucotton Products Co., Neenah, Wis., <i>Gen. Sales Mgr. of former; Vice-Pres. of latter.</i>	Resigned	
George T. Piere.....	"Bulletin," Bend, Ore., <i>Adv. Mgr.</i>	Martin Adv. Service, Salem, Ore.	<i>Mgr.</i>
W. Warren Anderson.....	Vanderhoff & Co., Chicago, <i>Acc't Executive</i>	W. Warren Anderson, Minneapolis	<i>Owner</i>
C. C. Stockford.....	C. C. Stockford Co., Toledo, Ohio	Resigned	
H. S. Ward.....	N. W. Ayer & Son, Phila.	Young & Rubicam, Inc., New York	<i>Copy</i>
Earl G. Iversen.....	Van Allen Co., Chicago, <i>Merchandising Dept.</i>	Same Company	<i>Acc't Executive</i>
Charles E. Maas.....	"Motor Boat," New York	Yachting, Inc.	<i>Adv. Staff</i>
Stanley Twist.....	Office Equipment Catalogue, <i>Pres. & Publisher</i>	Gilman Fanfold Corp., Ltd., Falls, N. Y.	<i>Adv. Mgr.</i>
Harvey E. Golden.....	The General Fireproofing Co., New York	Florence Stove Co., Boston	<i>Chicago Mgr.</i>
Warren M. Ingalls.....	"Star-Gazette," "Advertiser" and "Telegram," Elmira, N. Y., <i>Adv. Mgr.</i>	"Twin-City Sentinel," Winston-Salem, N. C.	<i>Business Mgr.</i>
E. Percy Johnson.....	Aunt Jemima Mills Co., St. Joseph, Mo., <i>Eastern Sales Mgr.</i>	California Fruit Growers' Exchange, San Dimas, Cal.	<i>Sales Mgr., Products Dept.</i>
John Condon.....	Condon-Milne-Gibson, Inc., Tacoma, Wash.	The Condon Co., Tacoma	<i>Pres. & Treas.</i>
David Lampe.....	The Hecht Co., Baltimore, Md., <i>Adv. Mgr.</i>	Resigned (Effective Oct. 1)	
F. Heath Taylor.....	William T. Mullally, New York	Frank Kiernan & Co., New York	<i>Acc't Executive</i>
Fred H. Chapin.....	Bourne-Fuller Co., Cleveland, <i>Vice-Pres.</i>	National Acme Co., Cleveland	<i>Pres.</i>
A. W. Henn.....	National Acme Co., Cleveland, <i>Pres.</i>	Same Company	<i>Chairman of the Board</i>
Richard Foster, Jr.....	The Todd Co., Rochester, N. Y., <i>Adv. Mgr.</i>	American Institute of Steel Construction, New York	<i>Mgr., Dept. of Public Information</i>
David Osborne.....	The Todd Co., Rochester, N. Y., <i>In Charge of Publications Div.</i>	Same Company	<i>Adv. Mgr.</i>
Harold O. Reed.....	Northern Display Adv. Co., Minneapolis	Universal Circular Letter Co., Minneapolis	<i>Vice-Pres.</i>
R. E. Hill.....	Winchester-Simmons Co., Toledo, Ohio, <i>Vice-Pres. & Gen. Mgr.</i>	Draper-Maynard Co., Plymouth, N. H.	<i>Sales Mgr.</i>
S. Henry.....	Winchester-Simmons Co., Toledo, Ohio, <i>Sales Mgr.</i>	Same Company	<i>Vice-Pres.</i>
John M. Downey, Jr.....	American Furniture Mart, Chicago, <i>Publicity Mgr.</i>	"Herald & Examiner," Chicago	<i>Mgr., Merchandising Dept.</i>
A. M. Hurwood.....	Van Dyke Gravure Co., <i>Pro. Mgr.</i>	Florida Rotogravure Corp., De Land, Fla.	<i>Vice-Pres. in Charge of Pro.</i>

Building Fame for Rudyard Kipling



COMING out of the East with a bag of manuscripts, Kipling received a cold welcome both here and in England. McCLURE'S, publishing "Captains Courageous" and "Kim," first introduced him to America.

And McCLURE'S has probably discovered and introduced more famous, popular authors than any other magazine.

Although the new McCLURE'S publishes the work of some of the most popular story-tellers, it continues its quest for new writing talent. With an editorial policy calling for the best in romantic fiction, it appeals to men and women, to youth and age. But, after all, youth and romance are synonymous. And youth is impressionable, easily influenced.

Adding new friends to those made through 33 years, McCLURE'S, The Columbus of Writing Talent, guarantees an A.B.C. sale of 200,000 copies. Upon this figure, the rate of \$1.10 a line and \$450 a page is based.

Because all the power of the International Magazine Company is behind the new McCLURE'S, because 60,000 distributors are pushing sales, because circulation advertising is appearing in 90 metropolitan newspapers, we believe that you, and other advertisers who buy McCLURE'S now, will receive considerable excess circulation above the guarantee.

In addition to this circulation bonus, McCLURE'S will give you growing reader-interest in the principal trading centers of the country—your most productive marketing areas.

The
New **McCLURE'S**
The Magazine of Romance

R. E. BERLIN, *Business Manager*
119 West 40th St., New York
Chicago Office, 360 N. Michigan Ave.


Advertising & Selling

Issue of
Aug. 25, 1926

 • **The NEWS DIGEST** •

CHANGES IN PERSONNEL (Continued)

Name	Former Company and Position	Now Associated With	Position
Marvin F. Casmir.....	Dorland Agency, Inc., New York.....	W. I. Tracy, Inc., New York.....	Copy
C. H. Compton.....	"Belting, Transmission, Tools & Supplies," Chicago, <i>Mgr. Editor</i>	Carroll Dean Murphy, Inc., Chicago.....	Acc't Executive
Roy MacMillan	"Times," Los Angeles, Cal., <i>Auto. Editor</i>	James Houlihan, Inc., Los Angeles...	Copy Chief
W. F. Martin	Penn Spring Works, Inc., <i>Sales Mgr.</i>	Resigned	
Harry V. Campbell....	Bigelow-Hartford Carpet Co., New York.....	Same Company	Vice-Pres.
J. F. Norman.....	Bigelow-Hartford Carpet Co., New York.....	Same Company	Pres.
Edgar S. Bloom.....	American Telephone & Telegraph Co., New York, <i>Vice-Pres.</i>	Western Electric Co., New York.....	Pres.
Charles G. Dubois....	Western Electric Co., New York, <i>Pres.</i>	Same Company	Chairman of the Board
A. McD. Dempster....	Cargill Co., Grand Rapids, Mich., <i>Director of Art & Engraving</i>	Powers-Tyson Printing Co., Grand Rapids, Mich.	Pro. Mgr.
Hal King.....	E. Katz Special Adv. Agcy., New York.....	"Bulletin," San Francisco.....	Adv. Mgr.
L. C. Lincoln.....	Sonora Phonograph Co., New York.....	F. A. D. Andrea, Inc., New York....	Adv. Mgr.
P. E. O'Connor.....	White Motor Co., Cleveland.....	Columbian Steel Co., Kansas City, Mo.	Sales Mgr.
Richard J. Kelly.....	United Publishers' Corp., New York.....	"The American Restaurant" and "The Restaurant Digest"	Eastern Mgr.
George B. Mets.....	J. E. Marsden Glass Works, Ambler, Pa.	Resigned.	
A. A. Archbold.....	Grant & Wadsworth, Inc., New York.....	McKone Tire & Rubber Co., Chicago.	Adv. Mgr.
J. D. Kenderline.....	"The Survey" and the "Survey Graphic," New York	Same Company	Business Mgr.
Arthur Rose.....	Michelin Tire Co., Milltown, N. J.	The Merit Tire & Rubber Co., Indianapolis.	Asst. Gen. Sales Mgr.
Barnes R. Harris.....	"The Merchants' Journal & Commerce," Richmond, Va.	Resigned.	
V. G. Phillips.....	Yellow Truck & Coach Mfg. Co.	General Motors Truck Co., Pontiac, Mich.	Gen. Sales Mgr.
Florian Leduc.....	Willys-Overland Sales Co., Ltd., Toronto, Ont. <i>Mgr. Montreal Branch</i>	Same Company	Gen. Sales Mgr.
Ralph M. Beckwith....	Queen City Printing Ink Co., Minneapolis <i>Office.</i>	Rapinwax Paper Co., St. Paul.....	Sales Mgr.

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
W. A. Russell & Co.....	New York	"Warco" Radio Valves.....	Tracy-Parry Co., New York
Fairbanks Tailoring Co.....	Chicago	Tailors	Fred M. Randall Co., Chicago
American Solvents & Chemicals Corp.....	New York	Solvents	Hazard Adv. Corp., New York
Jules Schwab & Co.....	New York	Jewelry	Hicks Adv. Agcy., New York
Mafco Belt Co.....	Cincinnati	Men's Belts	The Marx-Flarsheim Co., Cincinnati
Sloan Valve Co.....	Chicago	Toilet Flusher Valves.....	Lord & Thomas and Logan, Chicago
Monroe Anto Equipment Mfg. Co.....	Monroe, Mich.....	Automobile Accessories.....	Campbell-Ewald Co., Detroit
National University Society, Inc.....	New York	Education	Campbell-Ewald Co., Detroit
Taylor Cap Mfg. Co.....	Cincinnati	Caps, Mufflers & Ladies' Hats	The Marx Flarsheim Co., Cincinnati
DeVry Corp.	Chicago	Motion Picture Cameras and Projectors	Campbell-Ewald Co., Chicago
Fred W. Amend Co.....	Chicago	Candy	Campbell-Ewald Co., Chicago
American Chicle Co.....	Long Island City, N. Y.	Chewing Gums.....	Erwin, Wasey & Co., New York
A. P. W. Paper Co.....	Albany, N. Y.....	"Onliwon" Towels and A. P. W. Satin Tissue	Lord & Thomas and Logan, Chicago
Motor Improvements, Inc.....	Newark, N. J.....	"Purolator" Oil System.....	J. Walter Thompson Co., Inc., New York
*John H. Woodbury and the John H. Woodbury Laboratories, Inc.....	New York.....	Castile Soap.....	Harry C. Michaels Co., New York
Kalo Co.	Quincy, Ill.....	Stock Feeds, Minerals and Tonics	Frank B. White Co., Chicago
Ted Toy-Lers, Inc.....	New Bedford, Mass.....	"Ted-Toys"	W. I. Tracy, Inc., New York
Griswold Safety Signal Co.....	Minneapolis	Automatic Traffic Control Equipment	W. Warren Anderson, Minneapolis
Parfise, Inc.	New York.....	"Grenoville" Perfume.....	G. Howard Harmon, Inc., New York
The Thomas Y. Crowell Co.....	New York.....	Publishers	G. Howard Harmon, Inc., New York
The Lorenz Publishing Co.....	Dayton, Ohio.....	Publishers	G. Howard Harmon, Inc., New York
The American Inst. of Psychology.....	Jacksonville, Fla.....	Education	Calvin Stanford Adv. Agency, Atlanta, Ga.
Handy & Harman.....	New York.....	Gold, Silver and Plate Refiners	Wm. T. Mullally, Inc., New York

*This does not affect the account of the Andrew Jergens Co., Manufacturers of "Woodbury's Facial Soap" and "Jergens'" Lotion.

Announcement

TO SERVE manufacturers and their advertising agents more conveniently, the McGraw-Hill Publications have opened a district office in New York City. This office is located at 285 Madison Avenue, between 40th and 41st Streets.

THE PERSONNEL of this office will be restricted exclusively to the sales and counselors' staff of the Atlantic District of the McGraw-Hill Publications.

EVERY BIT of industrial marketing information that is available through the headquarters organization and district offices of McGraw-Hill Publications will be available in this new office.

WE CORDIALLY invite manufacturers and advertising agents to make use of this conveniently located office.



H. W. McGraw, *General Manager*
Atlantic District, McGraw-Hill Publishing Company, Inc.

C. A. BAPTISTE	J. M. GILMER	WILLIAM A. REID
R. A. BALZARI	WILLIAM HANDLEY	N. C. ROBBINS
W. K. BEARD, JR.	C. S. HOLBROOK	J. H. RUDD
E. H. BEDELL	I. S. HOLBROOK	L. V. ROWLANDS
DAVID CAMERON	W. E. KENNEDY	FRED W. SCHULTZ
H. A. CLARK	H. W. MATEER	A. L. STAEHLE
J. P. CLARK	C. L. MORTON	RUPERT THOMAS
C. J. C. CLARKE	N. V. PALMER	JOHN VAN NORDEN
GEORGE DUFFIELD	M. A. WILLIAMSON	F. S. WEATHERBY

Telephones: LEXINGTON 3161, 3162, 3163, 3164

Advertising
& Selling

The NEWS DIGEST

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Aug. 25, 1926

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (Continued)

Name	Address	Product	Now Advertising Through
H. H. Robertson Co.	Pittsburgh, Pa.	Asbestos Metal Road Material	Ketchum, MacLeod & Grove, Inc., Pittsburgh
International Agriculture Corp.	New York	Fertilizer	Wilson & Bristol, New York
The Butterick Publishing Co.	New York	Adventure Magazine	George Batten Co., New York
Fishwick Radio Co.	Cincinnati	"Effarsee" Radio Antennae	The Marx-Flarsheim Co., Cincinnati
Bradley Knitting Co.	Delavan, Wis.	"Bradley Knit Wear"	Federal Adv. Agcy, Inc., New York
The Fox Film Corp.	New York	William Fox Films	Harry C. Michaels Co., New York
The Michigan Smelting & Refining Co.	Detroit	Smelters	Fecheimer, Frank & Speeden, Inc., Detroit
Sphinx Mfg. Co.	Los Angeles, Cal.	Bathroom Supplies	Stutsman & Mummert, Los Angeles
Rival Foods, Inc.	Cambridge, Mass.	Groceries	Wood, Putnam & Wood Co., Boston
The Sheldon School	Chicago	Correspondence School	L. Jay Hannah & Co., Chicago
Le Vantin Co.	New York	Novelties	J. X. Netter, Inc., New York
Association of Lighting Fixtures Mfg's.	New York	Lighting Fixtures	J. X. Netter, Inc., New York
Edglets Tea Corporation	Seattle	Tea	Hall & Emory, Inc., Seattle
West Made Desk Co.	Seattle	Office Furniture	Hall & Emory, Inc., Seattle

NEW ADVERTISING AGENCIES AND SERVICES, ETC.

Faultless Studios, Inc.	Cleveland	Commercial Art Studio	George L. Hess, Gen. Mgr.; Richard Morrow and R. F. Brickman
Nelson-Green	San Francisco	Window Display Service	Edgar P. Nelson and Jay S. Green

PUBLICATION CHANGES AND APPOINTMENTS

The Chilton-Class Journal Co.	Announces that effective with the October numbers all of their papers will have a type page size of 7 x 10, except the Automobile Trade Journal, which will have a type page size of 5½ x 8.
The Fairmont Newspaper Publishing Co.	Has been formed to take over the good-will and business of the "West Virginian" and "Times" of Fairmont, West Va.
"Twin City Sentinel," Winston-Salem, N. C.	Has been sold by Rufus Shore and Henry R. Dwire to a syndicate headed by Frank E. Gannett, publisher of the Gannett newspapers.
The "News," Benson, Ariz.	Has been purchased by Will B. Kelly, owner of the "Stafford News," "Clifton Copper Era," "Duncan News" and the "Tombstone Epitaph," all of Arizona.

MISCELLANEOUS

The McGraw-Hill Publishing Co., Inc., New York	Have opened a branch office at 285 Madison Ave., New York.
Following the retirement of Charles C. Phillips as president of the United Publishers' Association, the following changes have taken place: A. C. Pearson, President, Textile Publishing Co.—Chairman of the Board; Fritz Frank, President, Iron Age Publishing Company—President; C. A. Musselman, President, Chilton-Class Journal Company—Vice-President; and F. C. Stevens, President, Federal Printing Company and Manager Chilton Printing Company, Philadelphia, continues in the office of Treasurer.	
M. J. Brandenstein & Co., San Francisco	Name changed to the M. J. B. Company
The Universal Gypsum Co., Chicago, and Palmer Lime & Cement Co., New York	Have merged into the Universal Gypsum & Lime Company, with headquarters in Chicago.
The McGraw Catalog and Directory Co., Inc., New York	Has been formed to publish condensed catalogs and directories. Mason Britton is Pres.; Robert Wolfers, Vice-Pres. and Gen. Mgr.; R. Becker, Vice-Pres. and Sales Mgr.; C. H. Thompson, Sec'y, and J. H. McGraw, Treas.
Stevens & Co., New York and Worcester, Mass.	Have merged, their name being Stevens Walden-Worcester, Inc.
"Houston Post-Dispatch," Houston, Texas	Announces that beginning with the September 19 issue, it will have a regular Sunday rotogravure section of eight pages.
The Shotwell Mfg. Co., Chicago	Has sold its business to the Cracker Jack Co., Chicago, makers of "Cracker Jack" and Angelus Marshmallows.

CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

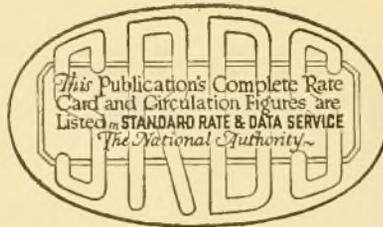
Name	Business	From	To
The Martin Advertising Service	Advertising Agency	Wala Wala, Wash.	Salem, Ore
"Oral Hygiene," (New York Office)	Publication	53 Park Pl., New York	62 West 45th St., New York

“Indispensable, is the way we feel about STANDARD RATE AND DATA SERVICE and we sign your renewal card as cheerfully as we acknowledge an order from a client.”

*J. L. Muller
McKenna-Muller
Advertising and Sales Promotion
Brooklyn, New York*

“We feel that STANDARD RATE AND DATA SERVICE is the most efficient means available for giving us details on publications.”

*Martin O'Callaghan
O'Callaghan Advertising Agency
Memphis, Tennessee*



PUBLISHERS—This electro will be furnished to you free of charge. Use the symbol in your advertisements, direct-by-mail matter, letter-heads, etc. It's a business producing tie-up—links your promotional efforts with your listing in STANDARD RATE & DATA SERVICE.

USE THIS COUPON

Special 30-Day Approval Order

STANDARD RATE & DATA SERVICE,
536 Lake Shore Drive,
Chicago, Illinois.

..... 192....

GENTLEMEN: You may send to us, prepaid, a copy of the current number of Standard Rate & Data Service, together with all bulletins issued since it was published for "30 days" use. Unless we return it at the end of thirty days you may bill us for \$30.00, which is the cost of one year's subscription. The issue we receive is to be considered the initial number to be followed by a revised copy on the tenth of each month. The Service is to be maintained accurately by bulletins issued every other day.

Firm NameStreet Address

CityState

Individual Signing OrderOfficial Position

Advertising
& Selling

The NEWS DIGEST

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Aug. 25, 1926

CONVENTION CALENDAR

<i>Organization</i>	<i>Place</i>	<i>Meeting</i>	<i>Date</i>
Financial Advertisers Ass'n.....	Detroit (Statler Hotel).....	Annual	Sept. 20-24
National Publishers Ass'n.....	Shawnee-on Delaware, Pa. (Buckwood Inn).....	Annual	Sept. 21-23
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
The Eighth District Convention of the International Advertising Ass'n	Minneapolis, Minn. (New Nicolett Hotel) ..	Annual	Oct. 11-12
American Management Ass'n.....	Cleveland	Autumn	Oct. 11-13
Outdoor Adv. Ass'n of America..... (Posters & Painted Bulletins)	Atlanta, Ga. (Biltmore Hotel)	Annual	Oct. 18-22
American Ass'n Adv. Agencies.....	Washington, D. C. (Mayflower Hotel)....	Annual	Oct. 20-21
Direct Mail Adv. Ass'n (International) ..	Detroit (New Masonic Temple).....	Annual	Oct. 20-22
Audii Bureau of Circulations.....	Chicago (Hotel La Salle).....	Annual	Oct. 21-22
Tenth District Convention of the International Advertising Ass'n	Beaumont, Texas	Annual	Oct. 24-26
Ass'n of National Advertisers, Inc.....	Atlantic City (Hotel Ambassador).....	Annual	Nov. 8-10
Associated Business Papers, Inc.....	New York (Hotel Astor).....	Annual	Nov. 8-10
International Adv. Ass'n.....	Denver, Colo.	Annual	June 5-10, 1927

DEATHS

<i>Name</i>	<i>Position</i>	<i>Company</i>	<i>Date</i>
Milton Feasley	Vice-Pres.	Lambert & Feasley, New York.....	August 19, 1926
Frank C. Bell.....	Pres. & Gen. Mgr.....	"News," Savannah, Ga.....	August 16, 1926
Isaac A. Meskin.....	Vice-Pres.	Fashionable Dress Publishing Co., New York.....	August 7, 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

"Then it's Tommy this, an' Tommy that, an'
'Tommy 'ow's your soul?'
But it's 'Thin red line of 'eroes,' when
The drum begins to roll."

IN a mechanical age and in one in which industry and commerce have swept humanity up to "sweeter, cleaner airs" it is passing strange that statecraft should continue to strut the pages of history in solitary splendor. The battles of commerce and the triumphs of science are more epic and more leavening than intrigue and the yeasty ambitions of another grand vizier.

The decadence of the military enterprise of a Caesar led to the wars in which fat burgo-masters dictated terms. By a thrust through center commerce followed up its advantage. The traditions of Alexander are broken.

Histories need new molds. The older forms are shattered. In recording the strategies of commerce, will the future chronicler and patriotic poet limn and hymn the sleepless outposts of the manufacturer, of "the thin red line of 'eroes," the embattled retailers?

* * *

One-fifth of America

"The hunt for a market for any product is a hunt for certain kinds of people. People who are able to buy, and who are willing to buy, and also ready to buy are the ones to be located for the purpose of successful advertising effort."

—PAUL T. CHERINGTON.

Selecting the ripened prospects has a further refinement—locating them in a single compact territory. It is better business to sell every other person in one town than one person in every other town.

The Chicago territory on practically all figures of production, distribution and resources, has one-fifth of the national total. Within reasonable limits one may say definitely that on any selected line Zone 7 will produce one-fifth of the national sales volume.

With one-fifth of the resources and buying activity located in the Chicago territory the manufacturer should be getting at least one-fifth of his national volume in these same five states. *Are you?*

And, if national advertising is figured as a per cent of national sales, then Zone 7 advertising should sit in for the same per cent of Zone 7 sales. If one-fifth of the total business comes from the Chicago territory, then one-fifth of the total advertising ought to be put to work here.

* * *

NATIONALITIS

"He [a manufacturer] wanted to extend to the inhabitants of every hamlet the boon of being able to buy his product. 'Let not even a crossroads store escape us,' might well have been his slogan." William R. Basset, President, Miller, Franklin, Basset & Company.

Viscosity

THE CONCEPT of human isolation is an erroneous theory. The gnarled roots of men, tormented and titillated, reach down into a common earth. Age, languorously



Tribune Tower

aloof, may simmer in its exo-skeleton. But where brawly youth is, vigorous and majestic in stride, the roots go deep and wide and crack the distant pavements.

The loam of the Chicago territory is rich and perfumed with youth. Through it pulse the desires and expansion of commercial life. The roots entwine and common interests join together the five states.

No less than men are cities and states, for they are but men. A market is but a region surrounding a city. It may be ten miles wide or three hundred. There is no set caliper decimal to squeeze it in. The vigor of the city, the central force that draws about itself the clustering farms and villages, may burst its municipal tether, bound only in locality by its own influences.

Such is Chicago. Like the feudal castle overlooking a rich province so Chicago dominates Zone 7. It is the metropolis of this fortunate valley, the center of this territory's financial, industrial and agricultural activity. To disregard this aspect when advertising and selling here is to build sales resistance.

As the influence and energy of Chicago permeate the adjacent area which may rightly be called the Chicago territory so The Chicago Tribune similarly wields a zone influence. For in 1,151 towns and cities of Zone 7, 65% of all the families read it.

* * *

ARABIA guards its justice. Two eyewitnesses of a crime must testify in the trial for a conviction. To guarantee the veracity of their recitals, they themselves are tested. An imam lightly and briefly applies a strip of white-hot metal to the tongues of each. The salivary glands of the just flow copiously and render him confidently immune! Terror parches the mouth of a false witness so that the tongue is burned and justice is protected.

Before the business bar there is no holy imam to apply the test of heated metal to advertising plans. The Williams Oil-O-Matic Heating Corporation sought in vain. Craven tongues curled back reluctantly. But in a plan prepared by The Chicago Tribune they found the method and the proof.

Red Heroes . . . One-fifth of America . . .
Viscosity . . . Nationalitis . . . Arabia . . .
"Dusk gray, sky kissed" . . . Good Hunting

TOWER

The company originated in 1918. Five years of steady effort brought its 1923 sales to \$1,112,000 in its home territory—what they are pleased to call "the Chicago district." This included the states of Illinois, Indiana, Iowa, Michigan and Wisconsin. In other words, Zone 7. Until 1924 no advertising had been used. In 1924 sales in the territory jumped to \$3,080,000. The company gained 414% in new dealers and 175% in sales the first year after adopting a specific method.

At the end of the second year sales had increased 230% and dealers 673%.

So successful was the advertising plan in the Chicago territory that it was carried to other selected markets. Williams Oil-O-Matic has built up carload points from nothing in 1924 to 23 in 1926. Its full page ads are now appearing in 77 metropolitan cities. The sales pattern, cut by The Chicago Tribune, has been adapted to high spots in the entire country.

Frigidaire, Cribben & Sexton, Holland Furnace, Union Bed & Spring, Studebaker Motors, Canada Dry, Dutch Masters, Endicott-Johnson and Celotex are among other successful users of this plan. Would you like to hear about it? Send for a Tribune man, trained in merchandising and advertising.

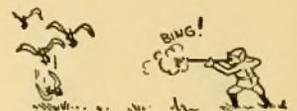
* * *

TRIBUNE TOWER

Dusk gray, sky kissed, soaring arches
Springing from earth to heights of cloud,
Free as the winds that blow the marches,
Stately as any castle proud.
Parapets tipped with silver lances
Keep gleaming vigil beneath the moon—
By starlight a softer beauty entrances,
A fairy palace of pale mist hewn.
Rising serenely beside the lake,
Flushed with the rose of the early dawn,
Like a lovely goddess but just awake
Poised at the note of a woodland song.
Day—and a sentinel bravely standing
Revealed in a panoply of light,
Towering, watching, guarding, commanding,
A banner in stance, a symbol of might!

LE MOUSQUETAIRE

Carven into the stone of The Tower, on a wall of the parapet on the twenty-fifth floor.



The bird dogs are out and snuffing the breeze. The covey thunders up before the hunter. Newspaper copy, following on the heels of market analysis is bagging business for the national advertisers in Zone 7. The meadows and thickets promise a full bag for the sportsman. And a sweet gun is waiting. Pack your kit and come!

POP TOOP