

# Advertising & Selling

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SEPTEMBER 22, 1926

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*In this issue:*

“How Freight Rates Determine Markets” By ALBERT H. MEREDITH; “Don’t Hide Behind the Rule of Thumb” By WALTER F. WYMAN; “Golf vs. Advertising” By KENNETH M. GOODE; “What of the Motor Boat?” By WILLIAM F. CROSBY; “How the Warehouse Speeds Up Deliveries” By H. A. HARING

# Thanks for This Increased Business!

## Impressive Advertising Gains Made by The Chicago Daily News in the First 8 Months of 1926

The advertisers of America in the first eight months of 1926 expressed most emphatically their confidence in the broad advertising and selling influence of The Chicago Daily News.

Compared with the immense volume of advertising in the same period of 1925—greater than that of any other Chicago daily paper, as is also the case in the present year—The Daily News recorded gains that demonstrate with a new emphasis the productiveness of advertising in Chicago's family newspaper. These increases are shown in the following divisions of display advertising:

### Display Advertising Gains of the Chicago Daily News in the First Eight Months of 1926

	Gain, Agate Lines
Department Store Advertising .	394,351—or 9.6 %
All Local Display Advertising .	986,929—or 12.2 %
National Display Advertising . .	182,947—or 9.87%
Total Display Advertising . . . .	1,169,876—or 11.8 %

The Daily News is deeply appreciative of the preference shown by advertisers in the use of its columns. There is every promise of extraordinarily good business in Chicago throughout the coming fall and winter. To all who do business in the Chicago market this means increasingly great opportunities through continued advertising in

# 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. Michigann Ave.  
SAN FRANCISCO  
C. Geo. Krogness  
253 First National Bank Bldg.

# Everybody's Business

By Floyd W. Parsons

IT is a mighty good thing once in a while for a fellow to isolate himself in his office and sit down to the task of making a careful study of all the available facts concerning the business and industrial situation. It is not enough to follow the conclusions of a single economist or statistical organization, for so many of these prophets are often wrong. Frequently, some qualified student of economic conditions takes a position on the side of pessimism, and in order to be consistent, he must continue in his stand until his forecasts are realized, no matter if months and years intervene.

As I glance through the reviews before me, I find that the reports of the leading economic services such as Babson and Brookmire are continuing to preach the gospel of caution. They have been generally against the purchase of stocks for quite a long time and are advising that money either be kept liquid or invested in high-grade notes and bonds. The followers of this advice have not made much money in recent months out of their security investments, but they will doubtless find themselves marching with the army of the elect in due course of time if they continue to exercise patience and stick to their positions.

Sometimes I wonder if patience isn't the chief factor responsible for the success of most people. Surely, this is true in the matter of accumulated wealth. Seldom, indeed, does anyone win a fortune out of grabbing small profits. It is the long turns that bring the worth-while gains.

The fellow who can make five per cent on his money in safe and conservative bonds for a couple of years, and then make fifty per cent or better every third or fourth year by being prepared and taking advantage of a major reaction, is managing to get a gratifying average return on his investment. The big question right now in the minds of many people concerns the probability of a slowing down in the current rate of industrial activity.

The advice supplied by the average brokerage house is practically worthless to the businessman because it is governed too largely by day-to-day happenings. The point of view is too close. Like the fellow glaring at a ticker tape, optimism is rampant when things are going up, and pessimism occupies the driver's seat when the trend of prices is downward. I have a collection of forecasts from our leading investment houses covering a period of about ten years, and a careful examination of these advices shows that their percentage rating is



© Brown Bros.

very low in the matter of accuracy. Therefore, let us count them out.

A great many industrial leaders are in the habit of giving out interviews covering the future of business, and a lot of people are guided by these effusions. The fact is that nine of these interviews out of ten are optimistic, with or without cause. Few of these men would care to take upon themselves the responsibility of predicting a trade depression. They feel it their duty to support confidence rather than to destroy it. As a guide for our actions, these interviews, as well as those of self-interested politicians are also practically worthless.

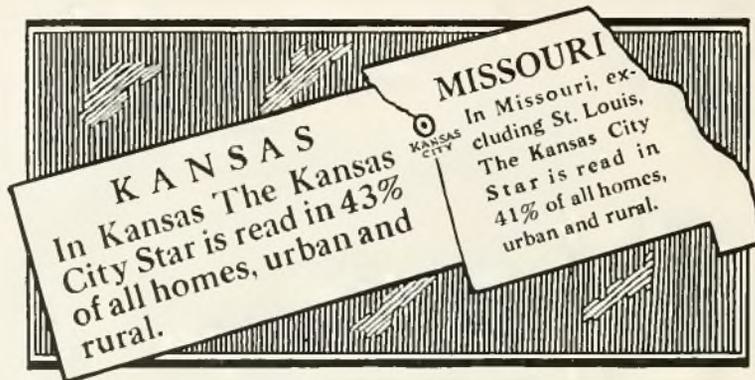
We must depend upon the independent economic services and the statisticians of leading financial institutions for help in the matter. The fellows making a profession of business analysis are jealous of their reputations for accuracy. They do not always hit right in their conclusions, but they do make it possible for a person to line up the important factors and then use this information to draw his own conclusions. This is the safest plan, for then if we are wrong, we can blame nobody but ourselves.

If those having power would use their strength to prevent excessive speculation in the stock market and excesses in the field of credit extension, there would be no depressions in this country unless we were confronted by a calamity of nature. When the stock market took such a headlong plunge downward last spring, pessimism became widespread, purchases were drastically curtailed, and we were headed for a serious slump in business and industry. The reaction in security prices was stopped, the market improved, and optimism rapidly took the place of pessimism. If the gamblers had not been forced to retreat, we would now be in the midst of an era of business distress and unemployment.

Speculation today is the worst threat to American industry. We are not perfect in our government, in our banking practices, or in our exercise of human nature, but I believe that even these important things are relatively minor factors in determining the trend of business when compared with the evils of unrestricted gambling in the stocks of hundreds of American corporations.

Notwithstanding all declarations to the contrary, I find myself unable to dismiss the thought that business very often is more influenced by the stock market than the latter is by business.

# One Whale of a Buy



**911,000**  
**Circulation**  
**\$1.35 a Line**

## 25% Discount

DAILY STAR AND WEEKLY STAR COMBINATION  
 911,000 Circulation

Open Rate, per line.....\$1.53¾  
 Quarter Pages (532 lines), per line ..... 1.44¾  
 Full Pages (2,128 lines), per line ..... 1.35

SUNDAY STAR and WEEKLY STAR COMBINATION  
 700,000 Circulation

Open Rate, per line.....\$1.35¾  
 Quarter Pages, per line..... 1.26¾  
 Full Pages, per line..... 1.17



**T**HAT is the new discount rate for advertising in The Kansas City Star and The Weekly Kansas City Star. Five Hundred Thousand daily circulation and Four Hundred Thousand circulation in The Weekly Star.

Total circulation more than 911,000—and headed straight for the million mark!

See the complete table of rates for the Daily and Weekly Star and Sunday and Weekly Star in column to the left.

Here is the lowest daily newspaper rate in the world combined with the lowest farm paper rate in the world—less a special discount of 25%!

Here is a territory which produces three thousand million dollars annually in basic wealth—from the soil—wheat, corn, cattle, hogs, sheep, oil, lead, zinc. The richest producing ter-

ritory in the world! Three thousand million dollars' spending power every year!

The Kansas City Star—Daily and Weekly or Sunday and Weekly—reaches more than 42% of all the families both urban and rural in Kansas and Missouri, exclusive of St. Louis.

Here is the only city and trade territory between the Atlantic and Pacific where both the urban and rural market—the complete market—can be covered adequately at a low daily newspaper rate!

Would you like to know more about this three thousand million dollar market? Would you like to know how many dealers there are in every town and county who should sell your product?

Write today for The Kansas City Star's Market Survey. It will be sent free of charge and postpaid.

# THE KANSAS CITY STAR.

## The Weekly Kansas City Star.

New York Office, 15 East 40th St.

Chicago Office, 1418 Century Bldg.

# L i f e presents ...

## Andy Consumer

Reproduced from a full page in LIFE



### THOUSANDS OF DOLLARS' WORTH OF GOOD WILL—FREE

J'EVER stop to think how any little grocery or drug store in Ipecac, Indiana, or anywhere, can be a national institution, for nothing, if it wants to?

It can take advantage—free—of all the advertising of all the advertised goods in all the magazines and newspapers if it wants to

(Sometimes I almost get enthusiastic about national advertising.)

It (the little store) can plug in on all this never-ending supply of good will, just by stocking up on advertised brands.

Mr Hep, my grocer has done it. His store is a speedy place. People

flock it full because they know about the things he has to sell. They can call their shots. His clerks are busy every minute. His rent is no white elephant. His turnover is like lightning. Hep has had sense enough to let his store take free advertising.

Hem & Haw, Grocers, next door, don't believe in advertised brands. Their clerks have to explain everything they sell. Their store is idle half the time. But clerk hire and rent are the same as Hep's. I give Hem & Haw six months.

Yes, sir, sometimes I think advertising is all right.

*Andy Consumer*

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

(Retail stores have heard it before, but never mind. Those which sell nationally advertised goods may have forgotten one of the reasons for their prosperity. Andy here reminds 'em. Any little nook of a store, these days, can be national for the asking. It can carry goods good enough to have won the approval of millions of people.)

ANDY Consumer admits his love letters to advertising are old stuff. You fellows know the line. All Andy claims is reiteration.

All Andy hopes is to help jell some of the good-will created by national advertising. He tells the public that advertising ain't its enemy. He tells dealers that national advertising is superpower with which they can wire their stores—free.

Of course Andy knows that nearly everybody knows nearly all these things already, but he figures a little repetition won't hurt.

Andy's only axe grind in thus saving the national advertising situation, is to show LIFE's appreciation of the \$15,000,000 national advertisers have invested in LIFE space.

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 Avenue  
CHICAGO, ILL.

# Did You Receive a Copy of This Booklet?

**I**N this little book, "The Old Woman Is Jealous," you will find a vivid short story which appeared in the September McClure's.

A copy of it has been sent to our entire list of Advertisers and Agencies, but if you fail to receive one, we will gladly send you a copy if you will let us know.

We hope that you will enjoy reading this story for McClure's growing popularity proves that readers enjoy this type of romantic fiction.

Realizing that the editorial policy of any magazine has a tremendous effect upon its advertising value, and knowing that you are very busy, we are reprinting a series of these stories, this being the first, so that you may more easily judge McClure's editorial value. This one will take but ten or fifteen minutes for you to read—on the train or in some leisure moment.

Mr. Hughes, the author, is a McClure's discovery. Just as in the past McClure's discovered O. Henry, Jack London, Rex Beach, Booth Tarkington and others of like fame, so are we now continuing as "The Columbus of Writing Talent." Judging by this story we are finding new story-tellers of promise.

## 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.



*You know that people like new things and in the new McClure's readers get a new viewpoint that is refreshingly different. A large number of people, that increases every month, enjoy McClure's new, romantic fiction.*

*And, simultaneously, the advertising lineage increases with each issue—conclusive proof that McClure's readers possess a buying urge which you may easily and economically turn to your advantage.*

**T**HINK what The New Yorker can do for you in New York!

It offers you—every week—a circulation of nearly 50,000 copies, approximately 40,000 of them in the Metropolitan District.

Used weekly, it offers you in the course of a month nearly 200,000 page units of advertising to fill in your advertising in the metropolitan market.

Here, in New York, where there is 8 per cent of the nation's population, *but more than 20 per cent of its purchasing power*, your national magazines offer you only approximately 8 per cent of their total distribution.

Think what 200,000 additional pages of advertising monthly can do for you in New York!

THE  
NEW YORKER

25 West 45th Street, New York



## Distribution City

FROM the beginning, Transportation has been the keynote of Atlanta's growth. Railroad surveyors, choosing the point where the traffic lanes from East and Mid-West might meet with the easiest gradients, drove a stake. The village of Terminus, which grew up around that stake, has become the metropolis which is Atlanta.

Fifteen lines of eight great railroad systems now radiate from here, serving *overnight* a market of more than 12 million people—the tremendous traffic originating here keeps the rails shiny. A semi-circle of active ports close by, supplies further distribution facilities. An airport, already actively in service, adds the final touch.

Atlanta has come to be known as the Distribution Center of the South. More than 600 nationally known concerns, attracted by the un-

surpassed Transportation facilities and other vital factors, have chosen Atlanta above all other cities as Southern headquarters.

On the ground—observing the fundamental production economies available because of savings in such important factors as Labor, Power, Taxes, Raw Materials and many others, these great producers are expanding sales offices into branch factories—to serve the amazingly rich Southern market—the fastest growing market in America.

The facts which brought about this great march of Industry to Atlanta will be laid before you, directly applied to your business, in the form of a special, confidential Survey, upon your request.

All correspondence strictly confidential.

Write to

INDUSTRIAL BUREAU

2019 Chamber of Commerce

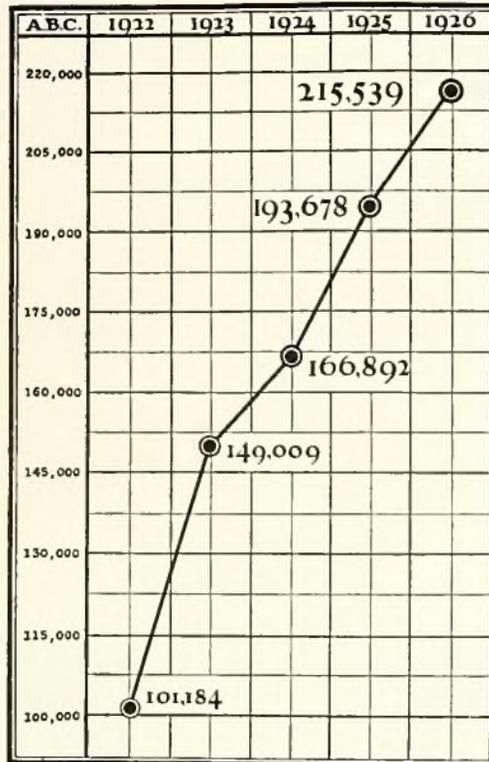


Send for Your Copy of this interesting booklet on Atlanta's importance to your business.

# ATLANTA

Industrial Headquarters of the South





## Judge is going ahead

These new rates will apply to all advertising not covered by a formal order before November first.

Line		\$	2
Column			285
Page			850
Color Page,	2 colors		1,200
Inside Covers,	2 "		1,200
Inside Covers,	4 "		1,400
Back Cover, 2, 3, or 4	"		1,750

# Judge

*Management of*

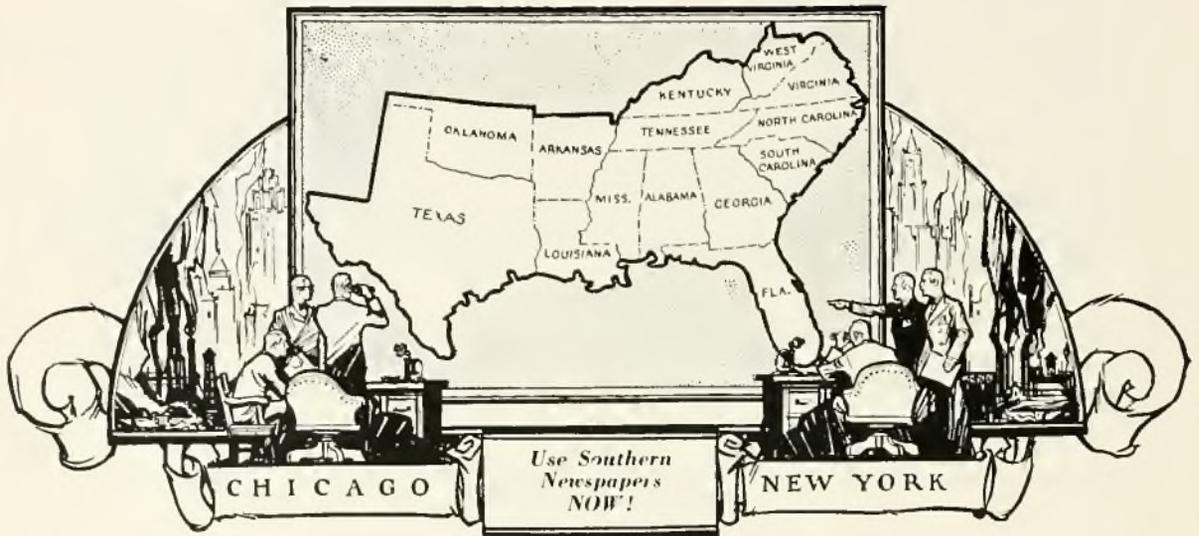
**E. R. Crowe & Company, Inc.**

New York

Established 1922

Chicago

# American Business RE-DISCOVERS the ADVANCING SOUTH



*P*OPULATION and Prosperity are trending Southward.

Business, ever alert to steady, significant mass-movements, is nowadays looking below the Mason-Dixon line for its greatest Gains.

The impetus has but begun. The relatively great strides already made will be looked upon during the next few years as "low level" figures.

This is not a "boom" condition—emphatically not! It is the logical, inevitable, response to a fundamental sectional supremacy that, frankly, has been a bit slow in gaining recognition.

The South is solid! It acts and reacts a little cautiously, perhaps, but when it moves it "stays put."

Its ascendancy, then, has been gradual—not hectic—and having its foundation in Soil superiority will live on forever.

The South has just started upward!

In the area pictured above live 31,193,840 people.

As a group, they are more prosperous today than ever before. Their future outlook is brighter than that which faces the citizenry in any other section of the country.

Manufacturers, sales managers, business economists, advertising agents—students of the flow of merchandise—this is the time to **tell** the South—and **sell** the South.

Advertising in Southern Newspapers moves the bulk of merchandise sold in this section. Southerners take their newspapers seriously, read them thoroughly and respond to their appeal.

Capable space-buyers have long realized that the most effective and cheapest method of reaching the majority of Southern buyers is **through the newspapers**.

The combined circulations in these Southern States, for example, of the outputs of two of the largest magazine publishing houses is slightly over a million and a half.

The combined **newspaper** circulations in this same area reaches

**one out of every six persons**; there is practically a newspaper in every home.

Sales prospects are perhaps more easily reachable in the South than in any other section of the nation. Not alone is it easy to get to prospects; but advertising space is relatively low-priced.

You can cover the entire South with a smaller outlay than would be required to reach any other area of like population, and when once sold, we repeat, the South **stays sold**.

Southern publishers are ever alert to aid manufacturers and advertisers in obtaining adequate distribution to justify advertising investments. Correspondence to that end is invited.

Place your Fall and Winter campaigns so as to gain and grow with the South. Ask any recognized Advertising Agency for facts and figures.

*For General Information, Write*

*Cranston Williams, Manager*

*SOUTHERN NEWSPAPER PUBLISHERS' ASSN.*

*Box 468, Chattanooga, Tenn.*

***Sell The South Thru***  
***SOUTHERN NEWSPAPERS***



## *Winter in the Perpetual Sunshine of North Africa*

*Terraces and towers, mosques and minarets.... ancient splendors  
and modern travel luxuries.... only nine days from New York*

Are you looking for a place that is smart . . . uncrowded . . . different . . . as well as restful and warm in winter months? It is North Africa . . . the meeting place of the cosmopolitan . . . just across the Mediterranean from the Riviera. Magic cities are held together by over three thousand miles of macadam highways. Crumbling beauty is beheld from luxurious automobiles . . . with specially constructed six-twin wheeled Renault cars for the desert trips. And excellent accommodations are found in the 31 famous Transatlantique hotels.

Fifty-seven day de Luxe itinerary in this tropical playground . . . includes the crossing of the Mediterranean, a private automobile and all hotel expenses . . . \$1450. Or a thirteen day trip for \$120.

The mystery of Morocco . . . the vivid color of Algeria . . . the ancient beauty of Tunisia . . . all lie at the other end of "the longest gangplank in the world." And the whole tour is planned for your comfort and enjoyment . . . beginning with the six days of unexcelled service and cuisine on the de Luxe Paris or France, the French Liners that go first to Plymouth, England . . . then Havre.

Or perhaps you will sail on a luxurious One-Class Cabin Liner, the De Grasse, Rochambeau, La Savoie or Suffren, that goes direct to Havre, the port of Paris. No transferring to tenders. The gangplank leads to the waiting train. In three hours . . . Paris. Overnight . . . the Riviera. Just a day across the Mediterranean . . . North Africa.

# French Line

INFORMATION FROM ANY FRENCH LINE AGENT OR TOURIST OFFICE, OR WRITE DIRECT TO  
19 STATE STREET, NEW YORK CITY

## If You Could See Yourself Through Their Eyes!

"If you could see yourself through your customers' eyes you might get an eyeful," announced Henry Dexter Woodruff in a cryptic tone to his corner of the club. He shifted his cigar neatly to the other side of his face.

"Take our experience, for instance," he continued. "Under the old management our company had the world's worst letterhead. And if it wasn't the cheapest it wasn't because we didn't try for that honor.

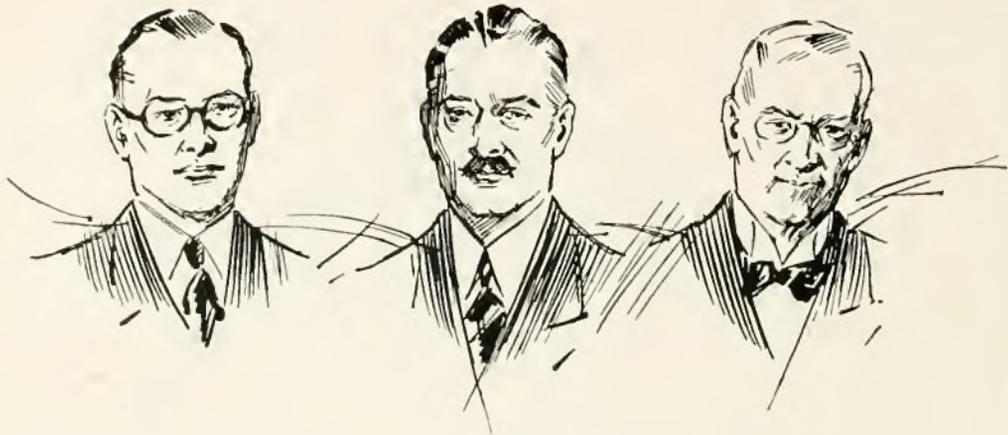
"You wouldn't know the old letterhead now," he added thoughtfully.

\* \* \* \*

The old way of fixing the price on letter paper first is essentially wrong and back-handed. The more progressive business executives who govern purchasing tend today to shift the emphasis from what they pay to what they get for their money.

A great number of banks and large industrial corporations have put their official stationery upon Crane's Bond. And because of its known association with the largest banks, investment houses, railroads, and industrial companies Crane's Bond lends increasing prestige to those businesses which adopt it • *The next time you need stationery, checks, invoices, or statement forms, ask for estimates and sample sheets of Crane's Bond No. 29, with envelopes to match.*





## Like Cream—The Richest Buying Power Is On Top

It's the captains of industry—the cream of the Nation's buying power, whose ability to purchase is limited only by personal choice.

### THE ATLANTIC MONTHLY

—Premier magazine in the monthly field, has the confidence of more than 110,000 of these bankers, home owners, business executives, financiers, investors, owners of high and medium priced motor cars; in short a select group of those successful men who possess the purchasing power to make their desires realities.

This is a tangibly responsive market. Why not reach the highest percentage of buying power with the least waste circulation?

*May We Give You Further Particulars ?*

### THE ATLANTIC MONTHLY

*A Quality Group Magazine*

8 ARLINGTON STREET

BOSTON, MASS.

Rebate-backed, guaranteed circulation, 110,000 A. B. C.

# Advertising & Selling

VOLUME SEVEN—NUMBER ELEVEN

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IT is still on the freight car and the railroad track that a great deal of commerce must depend for transportation of goods and materials, and so long as this is so, markets will continue to be largely determined by the "one most complicated element in our commerce." In "How Freight Rates Determine Markets," by Albert H. Meredith, in this issue, this important condition receives a lucid exposition.

M. C. ROBBINS, PRESIDENT

J. H. MOORE, General Manager

OFFICES: 9 EAST 38TH STREET, NEW YORK

Telephone: Caledonia 9770

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F. K. KRETSCHMAR  
CHESTER L. RICE

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

NEW ORLEANS:  
H. H. MARSH  
Mandeville, Louisiana

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

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

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

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# *The other 30% is Expensive*

70% of the nation's business is done in 657 primary trading centers.

The other 30% is spread among more than 200,000 other towns and villages of secondary importance.

Naturally the 70% is the most desirable and most profitable.

It is possible to buy magazine advertising that will parallel this concentration of business. (77% of *Cosmopolitan's* circulation is in the 657 trading centers referred to above.)

## Cosmopolitan's New Merchandising Atlas of the United States

tells just which towns these are and shows their location on the map, together with 2130 other urban places which constitute the secondary market.

A series of state maps with detailed statistical data forms the basis of an effective quota plan.

In addition to valuable market facts, it shows you how *Cosmopolitan* can deliver your advertising message—

To more than a million and a half families;

Who are concentrated (77% of them) in the important trading centers where 70% of the business is done;

To intelligent, discriminating families, with higher than average buying power;

When in a most susceptible frame of mind, with imaginations fired and desires stimulated by the best fiction obtainable.

*Cosmopolitan's* new "Merchandising Atlas of the United States" will prove of practical, positive value to any advertising and sales manager. If you haven't received your copy, write for it on your business stationery.

It is available without charge while the supply lasts.

326 West Madison St.  
Chicago, Illinois

General Motors Bldg.  
Detroit, Michigan

### *Advertising Offices*

119 West 40th St.  
New York City

5 Winthrop Square  
Boston, Mass.

520 United Bank & Trust Bldg.  
San Francisco, Cal.

SEPTEMBER 22, 1926

# Advertising & Selling

FREDERICK C. KENDALL, *Editor*

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## How Freight Rates Determine Markets

*By Albert H. Meredith*

**T**HE turning point of the small merchant's career," once pointed out the president of a Memphis jobbing house, "is the day when he becomes freight-rate conscious." He then proceeded to elucidate this assertion:

"While he's getting started he pays freight charges because he thinks he has to, but the day he begins to buy with reference to freight rates that fellow has injected cost-accounting. When he begins to count the cost, he's fairly on the way to consequence in his locality."

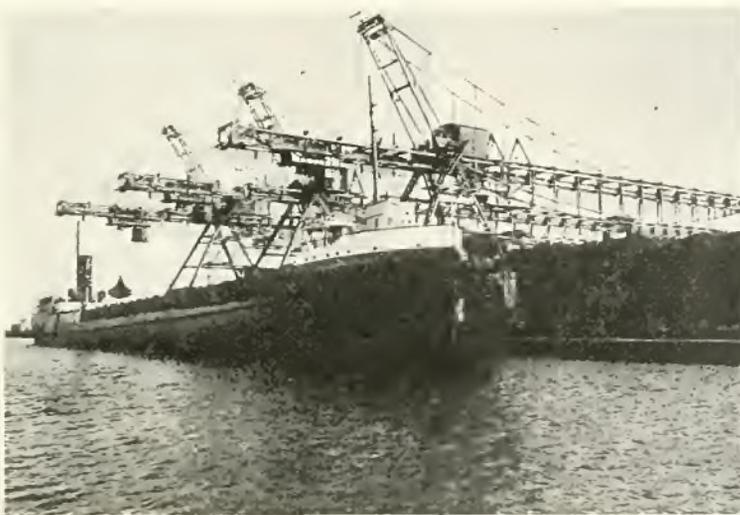
This statement, flowing from a lifetime of selling in the Mississippi Valley, veils a succinct analysis of the effect of freight rates on merchandising, that problem being, in the words of the Secretary of Commerce, "the one most complicated element in our commerce." The essential point is that freight rates are relative; the small merchant "becomes

freight-rate conscious" when he senses that he can lower his costs by paying less freight. If, as illustration, the freight on California oranges in the New York market were one dollar a dozen, all dealers would be on a parity; although the price at retail would be high, that level

would apply to all alike. But, should one dealer unearth in the tariffs some loophole by which he could lay down oranges on an eighty-cent freight rate, he would have a leverage of twenty cents a dozen in the market.

In our letter postage we enjoy all but absolute equality; two cents carries from almost anywhere to anywhere, even to American possessions half way around the globe. In our freight rates, the logical assumption is that charges vary with distance—a presumption, however, that in actuality is far from the facts. Distance or "rail mileage" is one factor in rate making, but it is only one of many, and it is a "factor" that "contributes to produce the rate." It is far from being in control of it.

"Exigencies of market competition," runs a report of the Interstate Commerce Commission, "account for over 90 per cent of the freight tariffs



© Brown Bros.

**I**N the coal industry at present there is another widespread attempt to drag the railroads into an adjustment of competition. The mines of the northern coal-producing States, with the union wages now in effect, are unable to market their output for shipment "up the Lakes" and in such cities as Cleveland in competition with the non-unionized mines of the southern States

on file. Probably 99 per cent of the appeals and protests that come before this body emanate from the same cause."

New England interests were building a cotton mill in The Piedmont. For their power house the design called for a brick smokestack, which for particular reasons the owners wished to be constructed of Hudson River brick. The estimates, when compared with the cost of North Carolina brick, were prohibitive, but the New York contractor was not willing to lose the business without a fight. He proposed to the owners:

"That price is the best I can do; but if you will tell me what you can afford to pay for that stack, in competition with home-made brick, I will see what I can do with the railway people." Within one week, the railroads had granted such a rate for the freight (fifty carloads) that a revised quotation was possible (for

the smokestack completed) low enough to get the contract. The special rate for this freight movement was not a secret rate, nor tainted with unlawfulness; it was merely a "commodity rate" for brick from the Hudson River to North Carolina, where no previous tariff existed because no brick had moved over such a route; it was without favoritism open also to others. The rate was "special" to meet a particular market "exigency"; at the same time it was available to any shipper similarly circumstanced; it has since been used by others. In this instance, the railroads created new business for themselves. The freight rate, however, was adjusted to suit the margin between brick-making costs in New York and North Carolina, quality considered. Distance considerations were thrown to the winds; as were also all freight rates for intermediate points. The special

rate was focussed on a single factor: "exigencies of market competition."

For rate-making purposes a market is a "commercial area characterized by a prevalent equality of prices." Phenomenal development of markets, in this meaning, is characteristic of the United States. An incentive to widen the market is ever present. For many commodities the market is coextensive with the national domain, and that condition carries direct consequences to the freight-rate structure. For it is one of the functions of American transportation, rail and water, to give equal advantages to all parts of the country. This function is concretely stated as the "obligation of the carriers to preserve an equality of prices, despite the variety of producing and consuming conditions." The railroads, accordingly, are the agencies through which the Amer-

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# Advertising Conversations

By Earnest Elmo Calkins

IN these days, when writers are giving conspicuous attention to reporting conversation realistically, and the carefully parsed sentences of the old school novelists are giving way to the dialogues of Milt Gross and Ring Lardner, the artificial and stilted talk in advertisements sounds more forced than ever. We all know those advertisements in which the characters do not speak in character but say what the advertiser would like to have people say about his goods or service: Babies not yet able to speak plainly giving the long and difficult name of a breakfast food; young men discussing with hysterical interest the qualities of a cigarette; debutantes affecting a breathless interest in a breath killer. Their palpable falsity destroys the sincerity. It was refreshing to see in a recent Snow-drift advertisement the name of the article adver-



CHEF— and remember, the service of a Maillard dinner must be in keeping with the quality of Maillard food.

*Dine with us  
some evening, 6 to 9  
— you will enjoy it*

*Maillard*

NEW YORK — Madison Avenue at 47th Street  
CHICAGO — Michigan Boulevard at Jackson

tised mentioned but once, and then misspelled to bring it within the scope of the dialect the colored cook is talking. She called it "Snowdrif."

A recent advertisement in *The Spur* is an instance. The chef is supposed to be saying to the waiter, "— and remember, the service in a Maillard dinner must be in keeping with the quality of Maillard food."

I never overheard a chef talking to a waiter, but I am willing to bet a real dollar against a delicatessen doughnut that no chef would say that, and if he did, he wouldn't say it that way. What he is probably saying is something like this "Sacre bleu! Only feety cent for me! Pig! Paper bag! Didn't zat so gross beurre et oucf man give you fife dollar? out on me for, hein?"

Wot you holding Name of a name! Next time I burn the poulet."

# Don't Hide Behind the Rule of Thumb

By *Walter F. Wyman*

General Sales Manager, The Carter's Ink Company

**W**HEN I hear a sales executive during, or after, a convention say, describing some sales problem: "You can bet from this time on we'll have a policy and stick to it!", I slowly affix on my countenance an enigmatical expression which I egotistically imagine is a masculine replica of the Mona Lisa smile.

For, like my friends, there are moments when I long to hide behind a "Policy" and protect myself by "Rule of Thumb," instead of by the far

more difficult and far more profitable "Rule of Reason." But, with the explosion of the myth that ostriches in real life stick their heads in the sand when confronted with a problem, the last vestige of excuse has vanished for the sales executive who would hide his head in the depths of a "This Is Our Policy" desert.

It is well to remember that it was not a policy, but the detail of the missing horseshoe nail, that lost the battle.

The Rule of Thumb lays down the policy that all goods must be paid for within thirty—or sixty—days from the date of the invoice. The Rule of Reason takes into account the tremendous significance and importance of details which the Rule of Thumb overlooks. A fire, an earthquake, a tornado, a flood, an illness, a lockout or strike in a one-industry town, loss or undue delay of goods in transit, a thousand and one details cry to high heaven for the

substitution of the Rule of Reason for the Rule of Thumb.

A competitor does this or that. What is the proper action—if any? The Rule of Thumb says to follow or not to follow the competitors change. Details, however, frequently control decisions. Is the competitor a factor with the item involved? Is the competitor the real factor in the industry in connection with the items or policy involved? What volume, if any, is menaced by the change? What will be the immediate result if the competitive change is followed? What will be the probable final outcome? What are stocks on hand if a change in article is involved?

All are details; but frequently some one detail rather than any general policy will control the decision.

**A** MANUFACTURER may wisely have a policy which bars sales to wholesalers—or sales to retailers. Yet that Rule of Thumb frequently must give way to such a detail as whether the opportunity for the sale to a wholesaler—or to a retailer—is in Maine or Montana, Alabama or Alaska. Within a month a manufacturer whose sales are confined to

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**T**HE Rule of Reason takes into account the significance and importance of details which the Rule of Thumb overlooks: A fire—an earthquake—a flood—an illness—a strike. It was not a policy, but the detail of a missing horseshoe nail, that lost the battle. When a crisis arises it is the specific and not the general that will govern the action in the end



# Golf vs. Advertising

The One Is Too Often Played as a Business;  
The Other, Followed as a "Game"

By Kenneth M. Goode

**I**F the average golfer played golf as badly as the average advertiser advertises, he would be thrown off the public links. If, on the other hand, the average advertiser advertised as well as the average golfer golfs, he might reasonably hope to be rich enough some day to enjoy his own private course.

There are plenty of golfers who drive adventurously off the first tee, with only a vague consciousness of eighteen holes somewhere ahead—and a whole afternoon full of strokes. Also there are a few advertisers who play each advertisement like a golf shot, solely for the purpose of arriving at some fixed point. But, in the main, each game sticks to its own characteristics; golfers depressingly businesslike, and advertisers delightfully casual.

Imagine, for example, the advertising manager of the Uno Gas Company, grouching home to his patient Griselda: "I'm through with advertising forever. Been off form a whole month. I underplayed my page on the 16th and fell \$100 short of cost. Topped my drive for direct agents. Messed up my trade paper campaign so it took three insertions for what I should have done easily in one. Can't keep my eye on the reader. Keep pulling stale stereotyped copy. My results are a joke. I'm going to resign before the office boy recommends it."

Or, two wealthy advertising agents lunching at the Biltmore: "You know that dealer-inquiries cost we bet on last week? Well, I got 'em for forty cents in yesterday's *Times*. The position was just right. I—". "You poor fish," interrupts the others, "I made a 38 in the *Herald-Tribune*—twice. Say, did you ever try moving your display a little further toward the top? It seems to carry at least three per cent better. Got the idea from watching Sears Roebuck!"

On the other hand, imagine yourself at Pinehurst for the semi-finals of an advertising men's golf tournament: "That was a fine drive of



yours. Bill, how far did it go?" "Oh, I didn't notice particularly. Some of these days the ball will turn up, I'm sure."

"Expensive set of clubs you swing, Henry. Isn't that solid gold on your brassie?" "Yes, sir, that's my goldie; our directors feel an organization as large as ours can't afford to play cheap golf." "But does it carry further than your old one?" "Oh, I couldn't say as to that. It's the class atmosphere we're after!"

**W**HAT was your score, Bobby?" "I didn't keep score. It's a dreadful nuisance to count all the time—and besides you get such an awful lot of strokes that don't mean anything. What was yours?" "I didn't keep a card, either. You see there are a lot of bankers and influential men around today and I'm shooting mostly to interest them."

"For Heaven's sake, is Arthur going crazy? Look at him! He drove from the first tee to the 4th green and now he's starting cross country from the 5th tee to the 18th hole." "No, Arthur's all right; he's just playing a little general golf."

Fantastic? Yes. But not so ridiculous as it sounds. Nobody will

deny that a great many men keep meticulous score of golf strokes. Not that a good many more study intricate statistical reports of baseball, polo, or tennis played hundreds of miles away. Is it not equally true that these same men do not attempt to measure the effect of their own work in advertising with half the interest—let alone accuracy—with which they measure the effects of other people's play on various and sundry balls?

"Dramatic art on Broadway," wrote some critic of the Winter Garden, "won't make much progress until certain producers realize that the female kneecap is a joint and not an amusement!"

Advertising, similarly, in our opinion, will never earn the solid economic esteem it so enthusiastically claims, and so patently lacks, until it becomes a serious business; and declines, on any terms, to be exploited longer as a form of artistic self-expression.

The only object of any business is to make money. Few people know this. Most of us dramatize business as a background for our own personalities. One man thinks that the XYZ Electric Company exists for him to make mechanical drawings; another, so he can address conventions; a third, so he can improve office routine. The welfare expert sees the XYZ Electric Company as her chance to improve the working girl; the office boy as his chance to improve his typewriting. And by training and temperament, the advertising staff, least of all, is likely to escape the strife for self-expression.

Therefore, in every business, one man who knows its object should be in complete control of advertising. One who can never forget his job is not to get delightful pictures from Norman Rockwell, nor to devise ingenious new methods of making combination color plates. If he can use a great economic force for his own welfare, he will invest in advertising without limit so far as it

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# What of the Motor Boat?

An Industry That Has Been Left Behind

By William F. Crosby

**S**TATE and city officials are unanimous in declaring that automobile traffic has almost reached the saturation point. Thousands of cars are being built and sold each year, and the final outcome is a subject which is engaging the attention of the traffic officials throughout the land.

Exploitation and advertising have brought about this unprecedented condition, and there can be only one answer to the problem: driving a car for pleasure will become a thing of the past. The public will turn to other means of recreation and the car will be used only as a means of transportation for business, and as a means of reaching destinations where the pleasures of out-doors may be enjoyed.

Unquestionably boating will play an important part in the recreation of future "tired business men," their wives and their families, and already there has been a tremendous swing toward this activity. Second-hand boats are showing an enormous gain in price, and many of the yacht building yards are literally swamped with orders. Designers of pleasure craft report that there has been an unprecedented rush of buyers who have never before owned boats of any description.

The condition of the trade seems to be healthy, but it lacks proper exploit-

ation. It has not been brought forcefully to the attention of the thousands who are potential buyers of boats. Some day this condition will be changed, but as yet little progress has been made.

The Florida boom has been responsible for a considerable leveling of the sales curve in boating. Instead of being a six months' business it has graduated into an all the year around industry. Exports to South America and the Antipodes have also increased the sales to no small extent, for American boats and engines are far ahead of most foreign makes.

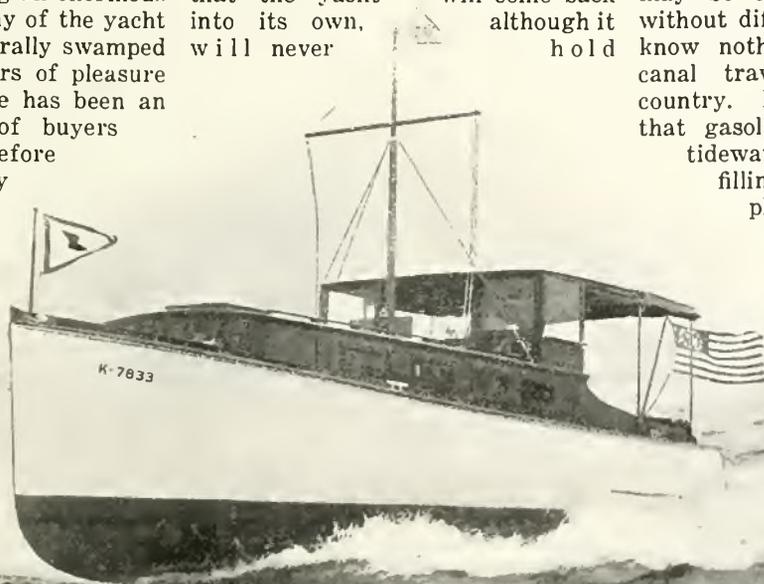
In the earlier days of the automobile it all but put the boat business on the rocks for good. Yacht clubs died and boats were hauled out and left to the elements. The former yachtsman turned his back on the water and proceeded to burn up the roads with his new-fangled horseless carriage.

Now there is a strong chance that the yacht will come back into its own, although it will never hold

the popular appeal that the car has, and without question the next few years will see such changes in the industry as to make it of national importance. What is needed in this coming industry is good, consistent advertising.

The public does not know that a boat can be bought and maintained for about the same money that a car can. The first cost may be a little higher but the upkeep is considerably less. There are no expensive tires to buy, no high taxes to pay, and no licenses are required. The modern marine engine is more reliable and more rugged than the average medium priced car's. Balking marine engines are totally obsolete.

The public does not know these facts. It does not know that it can learn to handle a boat in about half the time that it can a car. It does not know that in a boat there is practically no danger of collision or fire. It does not know that there are great open spaces of water which may be cruised without tax, and without difficulty or danger. People know nothing of the beauties of canal travel through magnificent country. Neither do they realize that gasoline and oil cost less at tidewater than at the inland filling stations. Proper exploitation will educate buyers, and it is one of the crying needs of the trade at present. Of course there is the bug-bear of





C. EDWIN GALLOWAY

danger on the water. However, compare the danger of a motor cruiser to that which the average auto owner subjects himself and his family to every time he ventures from the garage.

Danger? Look up the records and see how much danger there is to boating.

**T**HE boating industry has its several magazines; good, bad and indifferent. The trade advertises in the magazines, for the most part, to people who already have boats of some kind. Sometimes they sell a new boat or engine through this advertising, but the potential market of outside buyers is where the really big business lies. The average man in the street will not spend his money for a magazine in which he is not interested. He must be caught unawares in his favorite popular publications.

An unfortunate condition in the trade is the way in which boats are usually bought and sold, especially second-hand boats. If you were to enter the average boat yard and ask to see some boats, the builder would probably look at you aghast. The way to buy boats is to go to some broker, look over a thousand or so photographs and then select the dozen or so that might interest you. One of these will probably be in South Brooklyn, another in Detroit, a third at Port Jefferson, and so on all over the country. You are supposed to visit each of these boats on your own hook and select the one that you want. Possibly the broker will accompany you and aid you in making a selection, but this same broker gets his living from the commissions paid him by the man who has the boat for sale.

You may decide to buy some boat

from the photograph only. Later on you find that that picture was taken in 1909 and since then the boat has been altered, lengthened, and a different engine has been installed; and it has been finally left to rot in the open at some half-abandoned yard.

In one case that the writer knows of a certain boat was purchased through a broker, yet other brokers who had it on their lists were not informed of the sale and continued to carry a picture and description of it in advertisements for more than four months afterward. The new owner was surprised and pleased to find that he had such a popular boat, and to this day he does not know why he had so many offers for it.

The business is fundamentally sound, but it is conducted in a way that might well be considered shameful in any other industry. Of course the builders claim that they lack funds for extensive advertising. If they do, it is probably no one's fault but their own; for they surely get sufficient money for their wares. Usually the basis of a rough estimate of the cost of a yacht fifty feet or more in length will run close to a thousand dollars a foot!

**Y**ET they do not seem to make any money. This is probably due to the wasteful methods of manufacture and the high cost of labor and materials. Labor saving devices are used to a small extent, but it is surprising to learn that in some work on larger boats the ancient adz is still used as it was in the days of Noah. Of course boat building is going to be expensive as long as these methods are employed; and so long as it is, publicity funds will not permit big advertisements, and the cost of the boats will be so high that

they can be owned only by the favored few.

What is needed is a stock design boat built by the hundred. Already there are a few builders doing such work, but if a dozen boats are put through the works at the same time, it is a front page story and a red letter day for the industry. Costs are not reduced by building boats in dozen lots.

**I**N the past many manufacturers who undertook to build standardized boats found their aims defeated by the demands of the buyers. Most boatmen have pet theories and ideas to which the builder must cater. One man may want the berths forward and the galley aft, while the next may entertain views which are the diametrically opposite ones.

What the industry needs is real standardization. It needs a firm equipped to turn out boats by the hundred at a price which will meet automobile competition. It needs a well designed boat which will look pretty—a boat designed by a real architect. It needs a large plant with equipment to turn out these boats by modern production methods and not with an adz. The possibilities are tremendous. The appeal is there, for nearly everyone loves the water, but the prices are too high and the publicity is lacking.

Some day someone with modern merchandising ideas is going to enter boat building and almost overnight the industry is going to take on new life. Production will increase; advertising will appear in publications of general interest; and the layman will become aware of the possibilities in boating. Some day motorboats will receive the publicity and advertising they deserve, and the industry will come into its own.

# How the Warehouse Speeds Up Deliveries

By *H. A. Haring*

**G**ONE are those days when the retailer stocked up for three months; gone, too, the time when a jobber took in twenty carloads on a single requisition. Today, even the wholesaler buys with reference to turnover; even he expects the manufacturer to "carry on spot" the goods he distributes to the retail trade.

So far, indeed, has gone this speeding up of deliveries which warehouse short-cuts have developed; the merchandise warehouse having in no small degree contributed to make possible present methods. "Our deliveries equal letter mail," was the boast of a nationally-known manufacturer, and yet the fact is that his deliveries are too slow. Competitors, in his own line, are doing better by twenty hours or more. When the jobber, or retailer, knows that fresh goods may be had by the noon of the day they are ordered, the next morning's delivery looks far off.

The merchandise warehouse offers a short-cut to delivery through use of what is known among warehousemen as the "customers' accredited list." It is a simple device, evolved from the necessity of saving time in the delivery of goods.

A manufacturer establishes a stock of goods with a public warehouseman at some convenient market center. As his salesmen travel the adjacent territory, they inform each customer whose business is solicited what sizes and grades of the goods are held in spot stock with the warehouse, together with data as to unbroken-package lots. The jobber—or the retailer—can then

push the line without fear of overstocking himself, and without the companion fear of running short of the goods. The spot stock, standing close behind his sales effort, gives assurance of ready replenishment without risk.

Capital investment is held down; turnover ratio is high; and yet the jobber can book all orders in sight with full confidence that the retailer (or other customer) will not be sent a pink back-order form instead of the goods. This confidence he can pass on to the retailer, and it is no mean sales argument.

The process of buttressing the market is completed by the manufacturer's filing with the warehouseman a list of "accredited customers." The warehouseman is instructed that he may deliver to each of these customers, out of the manufacturer's stock, anything desired. The customer, thus accredited, makes his own requisition on the warehouse for quantities and sizes as he wants.

The accredited customer does not telephone or communicate with the manufacturer, or his branch office. All time and formality of that sort is positively eliminated, as are also the costs of telegrams, and telephone tolls. The circuit from customer to the merchandise is "shorted" to the most direct route. But the great end achieved is that the customer gets the goods quickly.

The morning mail may bring the jobber orders for goods of which he is "out." Ordinarily he would ship his retailer such items as were in stock, with a back-order for the balance. Thus the jobber would have two shipments to make, with two billings; the retailer, in turn, two pick-ups at his local freight station, with two invoices to check, and the inconvenience of staving off the consumer until the back-order came through.

If, however, the jobber can draw from a local warehouse the goods he lacks, it is possible for him to avoid all this duplication, while, at the same time, making good with the distant retailer in that best of all business assets, "quick service, without substitution."

Little formality is needed. The entire proceeding is so simple that few manufacturers require any set form to be used by the wholesaler when requisitioning goods from the warehouse. The wholesaler's ordinary requisition form is quite acceptable; or a letter request fits perfectly. All that is asked is some written form of request for protection of the warehouseman, and, on receiving the goods, a receipt.



**T**HE modern manufacturer ships his goods in carload lots to a public warehouse, conveniently located for wholesale distribution. In this manner the jobber does not have to wait for freight shipments to arrive, and never disappoints the retailer



# Preaching—Or Practicing?

An Ex-Editor's Views on the Much Discussed "Press Agent Evil"

By Harry Botsford

**I**N the metropolitan area one frequently hears a loud and unlovely wail that appears to grow in intensity and lessen in sincerity each time it is heard. Ever and anon the advertising and publishing gentry in the "hinterlands" cock receptive ears eastward and applaud sharply. Meanwhile nothing is done about it aside from passing an infrequent resolution, properly attended by the cohorts of publicity. It is a sad and amusing circumstance, this. The reference, as the astute may gather, is directed at the scamp, the blacksheep, that alleged black-guard of ethical advertising: free publicity.

The verbal and oral cudgels have been smartly applied to press agents and free publicity; the business has been properly bastinadoed with sounding phrases; yet—sad to relate, the free publicity continues to exist, and in a brazen and sturdy fashion.

What is the matter?

And in La Plaza de Toros does one hear a logical, sane or sensible explanation? One most certainly does not!

I wonder (and it takes rare courage to say this!) if the trouble is not due to the fact that almost all concerned are preaching—and only a few (if any) are practicing?

Possibly the publicity man, the press agent, is dead. I doubt it, however. My idea is that his name is still legion and that he occupies a fat berth in various recognized and nationally known advertising agencies. Perhaps opposite his name on the pay roll is not inscribed the fateful and awe-inspiring words "Publicity Agent," but regardless of the title, his occupation deserves that nomenclature. Meantime the gentlemen in the front offices of these agencies are raising their voices in harsh yelps about the great danger, the outrageous, notorious inefficiency of free publicity.



Photo by Lazarnick

**T**HE newspaper editor is pestered by a flood of multigraphed and mimeographed publicity that flows in from agencies. In a way he is in a better position than the trade paper editor to gratify his first craving to throw it out

Not long ago the writer happened to be visiting the managing editor of a nationally known trade paper. This paper has a whale of a circulation, influence, and hundreds of advertisers. It happened that this editor was not in a merry mood. He was even reduced to profanity, and with a fine and artistic touch he spoke feelingly on this matter of free publicity.

**L**OOK here!" said he, indicating a pile of papers about eight inches deep. "All this junk is matter that represents an effort to secure a species of free publicity. Terrible stuff! I can't use it. That is, if I follow my natural instincts. Free publicity is the major curse of a trade paper editor."

"These press agents are bad, bad hombres," I agreed heartily.

"Press agents!" the editorial eyes surveyed me in chill amusement. "Huh! In this whole pile of puffs you won't be able to find one single squib that comes direct from the office of a free publicity man. It originates in the offices of recognized advertising agencies. That's where it comes from! Most of the stuff lacks news value and has no scientific interest or direct bearing on the industry this publication is trying to serve."

"Well, one consolation," I remarked, "is that you don't have to publish it."

The editor is rather an expert at glaring. He gave me one of his best glares.

"Say," he said belligerently, "you used to edit a trade paper, but I guess that was several years ago, wasn't it?"

"It was."

"That's what I thought. No! I could refuse to publish any of this stuff. I wish I did dare to chuck it all away! But if I did things would happen. You see, I have tried it before. Here is

the Blank Agency that sends in a nicely mimeographed sheet informing me of the fact that the company whose advertising they are handling in this paper is planning the erection of a new foundry. Good! That's news. But the rest of that sheet is composed of downright free publicity. It tells about the terrific growth of business due to the quality of the product, how many yards of Dank's doodads are used in the erection of the new Perkin's Pickle Plant. Suppose I print only the news part of that bulletin that has been broadcast among the trade papers. What happens? I know! A keen-eyed gentleman in either the Dank plant or the Blank agency scans my next issue and notes the omission. In a none too subtle manner the matter

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# Advice to Advertising Men

By One Who Is "Going In" for Advertising

**T**HERE was once a burglar who was standing trial. He had been found guilty of housebreaking, and previous to imposing sentence the judge was making exhaustive inquiries regarding the defendant's life, antecedents and crimes. Now, this particular burglar was something of a philosopher, unlike most of us he was not passive: he liked to know the whys and wherefores. He considered the judge an old fogey who was taking advantage of his position to indulge in his natural propensity for snooping. Our burglar wondered if it were not just as important for him to know the full details of the judge's career before trusting himself to his mercy.



And we feel very much akin to the burglar. We are "going in" for advertising, and for years we have been flooded with advice, most of it delightfully vague and reminiscent of a racing tipster's.

We have assiduously pored over the biographies of successful men of affairs as featured in a certain popular magazine. The almost monotonous frequency with which the writers reiterate that the three things contributory to their success were Industry, Thrift and Promptitude has made us a little suspicious.

We are reminded of the advice of our male grandparent, a sturdy blacksmith in the North of England. Between puffs of his pipe he would spit forth epigrams and aphorisms that would have made the fortune of a columnist today. On one occasion we remember him saying, "Lad, if anybody keeps tellin' tha who's honest, watch thy pockets!"

It is not far-fetched to say that this dictum can be applied to promiscuous advice. The childish insistency on this trinity of platitudes leads us to believe that the writers are merely drugging their own minds, and we anxiously await the memoirs of some candid millionaire who will tell us that a natural cupidity coupled with a flair for intrigue, and aided by what can be euphemistically termed as "Ca-

canny," were important factors in his success. But we fear we shall be obliged to refer to the Newgate Calendar for frankness of this sort.

"In short," as Mr. Micawber would say, we are surfeited with advice, and yearn to reciprocate in this protracted but rather one-sided affair.

Our first leanings toward the noble profession were not prompted by the lure of filthy lucre, nor were we anxious to see our work in print. Oh, no! We were idealists. We can remember reading the advertisements in the magazines and gravely coming to the conclusion that things in the advertising world were pretty rotten, in fact, putrid. And who else would put them right but ourselves?

**S**O we set forth on our Rosinante to tilt at windmills. The first thing we did was to come to America, the birthplace of Publicity with a capital "P." The next thing was to tackle the lions in their dens, and that's where the fun commenced. All the advertising big-wigs in New York were bombarded with our letters, which were pretty good as letters go, you know. Now and again we received replies granting us interviews, and armed with effusions from our prolific pen (Underwood), we would repair to the offices of our desire. There must have been

anywhere from fifty to a hundred hard-worked gents who enjoyed the tender confidence of our youthful inexperience. They listened—but we didn't get the job, and neither have we got it yet.

However, we gained interesting sidelights on the idiosyncrasies of the Moguls of the profession, and our close study of current advertising has provided us with a fund of experience that is too precious to keep to ourselves. After you have so altruistically cast before us your pearls and platitudes, it would be almost criminally selfish on our part not to pass this on to you:

(1) Don't take three to four weeks to answer a letter. Most men in other businesses answer theirs in three days.

(2) Don't keep a chap waiting until 11:30 when you fixed the appointment for 10:30. He's not impressed with your importance; he's more apt to consider you a boor.

(3) When you are reading samples of our work, don't tell us that the late Mr. Charles Anderson Dana said that the way to gage a man's style is to count the number of sentences beginning with "The." One man told us that and then used "constantly changing" in one of his ads!

(4) Don't yearn after sophistication in your copy. Since a certain Mr. Sinclair Lewis wrote a book about a Mr. Babbitt, you have been making frenzied efforts to convince the world that you are oh, so *blasé*. The average American male is about as sophisticated as Mr. Tompkins-Smythe of London, W. 13. Mr. Tompkins-Smythe certainly doesn't eat peanuts at a ball-game, but he goes to Lord's and chirrup "Well played, sir!" He worships "good form" while Mr. Babbitt worships a "good feller." Both are very much alike under the skin, and neither likes sophistication.

(5) In those women's wear ads, don't pepper them with "*chic*," "*Le Sport*" "*charmant*," etc., until they are so blatantly, juicily feminine that we are tempted to believe that they are written by a hard-boiled old misogynist. Most girls haven't been

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# THE • EDITORIAL • PAGE

## Traffic in Famous Names

**T**HE purchase of the indorsement of famous theatrical and movie stars seems now to be on a definite business basis, with a 15 per cent commission for the advertising agent!

We quote from literature sent out by a Chicago concern styling itself, Famous Names, Inc.:

The Famous Names, Inc. was formed through the cooperation of the most prominent managers of moving picture stars and theatrical celebrities who assigned to this corporation the exclusive selling rights for commercial advertising purposes, the names, pictures and indorsements of a majority of the most popular and famous stars.

The service of this corporation is to supply the rights to use in commercial advertising, names, pictures and indorsements of famous moving picture stars and stage celebrities and other famous personalities such as musicians, operatic stars, etc.

Almost with[out] exception any moving picture star or stage celebrity is available through our service. Many of the stars are available for special posing. These poses can be made according to specifications of the purchaser and can be made in a studio, in the artist's home or on location. Many of the stars' homes are famous for their artistic settings, and such pictures posed by the artist in the home with the advertiser's commodity offer many advantages, particularly in the production of advertising material.

In addition to the pictures and names we also supply indorsements signed personally by the stars. These indorsements can be, if desired, of the advertiser's own dictation.

It has been common knowledge that the names of many of the stage and screen stars could be bought—and surprisingly cheaply, too!—for advertising purposes, but when this traffic in personalities is put on a crass commercial basis, with agency commission and the promise of securing indorsements if desired “of the advertiser's own dictation,” it seems to us that the time has come for the whole despicable business to be thoroughly aired, and for the National Better Business Bureau to take notice.



## The B. & O. Challenges Tradition

**W**ITHOUT going into the reasons behind the action of the Baltimore & Ohio Railroad in discontinuing the use of the Pennsylvania Station as its New York terminal and instituting motor bus service from points in New York to its train sheds on the Jersey side, there is a lesson in the situation for business men. It is a lesson in elemental thinking. The Baltimore & Ohio, like every other railroad, sells *transportation*, not *terminals*. The terminals are merely convenient places for people to start using transportation. The more convenient they can be made, the more efficiently they will serve.

As the B. & O. announcement advertisement in the New York newspapers explains the new service:

When you step aboard a Baltimore & Ohio motor coach—uptown or downtown—you have “made your train.”

When you travel on the Baltimore & Ohio your railroad ticket now takes you right from the heart of New York's activities to trainside at Jersey City—without extra charge and without the usual confusion and annoyance.

A fleet of commodious motor coaches operates between

the motor coach stations in the heart of New York and train terminal in Jersey City, covering regularly scheduled routes, uptown and downtown, with stops to take on and discharge passengers at convenient points.

All you need to do is to step aboard the coach and it takes you and your hand baggage direct to the train without charge for the service.

Like any other experiment, this one must meet with public acceptance before it can be pronounced successful. But the brand of thinking that goes behind it, the challenging of the tradition of a great stone monument as a terminal just because terminals always have been great stone monuments, is worth cultivating. Many businesses, and even entire industries, are today trying to sell terminals instead of transportation, to retain the figure, because the terminals can be seen, while often the fundamental service or philosophy behind the business is hidden and must be uncovered.



## An Editorial by The John Day Company

**O**N the back of its first catalog of books, The John Day Company, Inc., publishes what it characterizes as “An Informal Note About ‘Blurbs’.” It is its own editorial:

We mean to refrain from superlatives about John Day books. The “finest work of the year” or the “great American novel” or the “most beautifully printed book of its kind” may well appear on our lists, but it will not be so announced.

We see particular merit and have strong faith in each book we publish, else we should not have accepted it for publication. But catalog, advertising and jackets will, so far as humanly possible, exclude our mere opinions, and will be designed to indicate, by fact and precise description, the scope and character of each book, so that the reader may judge for himself whether it is likely to please him. From time to time we shall quote the commendation which we hope may come to our authors from disinterested critics. We shall not, however, strive to beguile readers by ardent expressions of our own.



## “Keep the Wires Hot”

**A**T the summer convention of their distributors a Pacific Coast packing company proposed for discussion a discontinuance of their custom of weekly price lists. Their suggestion was that a monthly list be issued, subject to correction within the month in case of serious fluctuations.

One distributor was instantly on his feet. Vigorously he maintained:

“The oftener you issue prices for canned goods the stronger your position. The weekly list keeps every broker's mind on you every minute. You oblige us to think of you as setting the price for the whole coast, and the way you keep the wires hot with up-to-the-minute quotations makes you the shrewdest operators in the world.”

If “the weekly list keeps every broker's mind” every minute on a single canning corporation so keenly that competitors fail to “count,” is it not equally true that the oft-repeated copy does what is impossible with occasional or spasmodic advertising?

# Exporting Is Not a Game

By B. Olney Hough

**D**ISH EART-  
DENING as it is,  
in a way, it  
seems to be true that  
many American  
manufacturers who  
nowadays contem-  
plate expanding their  
business for the first  
time into foreign  
fields fall into one  
of two classes: (1)  
Those who with rea-  
son fear their home  
business is slipping  
and want to bolster  
it with orders from  
abroad, where com-  
petition is fancied to  
be less strenuous;  
and (2) those who  
have met with suc-  
cess at home and  
have accumulated  
enough surplus divi-  
dends to inspire them  
with the reckless am-  
bition to "play with"  
foreign countries,  
though they have no  
real confidence in the  
reputed possibilities

of the field. This criticism is by no means to be restricted to Americans. British and other European manufacturers are equally eligible for it.

Both classes are addicted to the phrase "the export game." To no other kind of business can the word "game" be less appropriate. Competition is as strenuous in foreign as in domestic markets, and real business is to be gained only by consistently shrewd sales policies. The manufacturer who is slipping at home will probably have to improve his sales policies if he is to get anywhere abroad. The rich manufacturer who thinks he will gamble—take "a flier" on export trade—will discover the possibilities of losing money unless he makes a business of the venture instead of a game, and realizes that hard, aggressive work is as necessary in Mexico as in Texas.

The mere prospect of a foreign order sometimes hypnotizes a manufacturer, but usually only the thoughtless one. Here follows an illustration of the workings of a



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**T**HERE are docks in foreign ports on which American goods are "resting"—as they say in the "profession"—that attest to an indisputable fact: namely, that, contrary to the impression that prevails too often in manufacturing circles, exporting is not a game to relieve the monotony of an unexciting industrial career. Nor is it a casual means of bolstering a sickly business

wise manufacturer's mind under certain circumstances; the mind of a manufacturer who intends to be very much in earnest about his export business, if he wants to have any at all.

**Z**IEGFELD, we may call him because that is not his name, is a manufacturer's export agent; which means that he has induced about twenty manufacturers to pay him a retainer of so-and-so much per month, plus a commission on sales, in return for his efforts to develop export business for them. The expense to each manufacturer is considerably less than that of attempting to support individual export departments. This is a perfectly reputable, often a highly commendable, business arrangement. But every few months some one of these manufacturers gets disgusted, because Ziegfeld has not obtained any export business for him, or has not obtained enough. The manufacturer, not understanding that many months are required before export

results begin to materialize, withdraws his support from the agent. Then Ziegfeld has to take a few weeks from his proper work to search for another supporter. Ziegfeld spotted a new prospect in the Middle West. We will call it the Jeremiah Electro - Refrigeration Co. because nobody named Jeremiah is connected with it and because the company (this, be it understood, is in substance a true story) does not make electric refrigerators but something which seems to the ignorant observer similarly complicated and technical. "I have had many years of experience in selling American goods for export," says Ziegfeld to Mr. Jeremiah. "I

know exporting methods and export markets. I can get you a lot of business if you let me handle your exports. I already have several electrical lines which I am selling largely abroad and, as a matter of fact, two of my foreign friends have recently been asking me for electric refrigerators. My services will cost you hardly anything. I ask you for only fifty dollars a month for a six months trial term; merely enough to help pay a share of the office rent, clerk hire, postage, etc., with a ten per cent commission on all sales which I actually make."

"Sounds cheap enough," comments Mr. Jeremiah, "but what sort of customers are these you speak of? You see, ours is a rather difficult business which the usual dealer in electrical supplies cannot handle. We've got to get started right in a market; otherwise it is likely to be eternally spoiled for us."

"But you want orders, don't you? How else do you ever expect to get started at all? Here am I offering you orders from perfectly good cus-

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  
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

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**B&O**

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

tomers. It's your chance to get started. You don't mean to turn down a good order, do you? And it means only fifty dollars a month for six months to cover expenses. I don't make any money unless I turn in real orders to you. You can't hope to get started more cheaply than that."

"Three hundred dollars isn't much." Mr. Jeremiah muses, half tempted. But he reflects for a moment. Would he enter into such an arrangement if it were a question of getting and developing trade in California? No, in any really important market, he certainly would not. He turns to Ziegfield.

"Look here," he says. "When I go down to New York I'll spend \$300 in a night club with the right sort of a crowd, but I will not spend \$300 on any half-baked proposition for getting export business. That's too serious a matter. It isn't fun, or a game. Oh, I'm going to get that export business, but do you understand what getting it and getting it right involves? It means demon-

stration machines with expert operators and teachers; to say nothing of especially high grade salesmen able to handle complicated finance wisely. Users have to have electric refrigerators installed and so installed that they will stay—and stay satisfactory. Dealers, distributors and agents must be taught. They must be made experts so that users may in their turns be taught and receive service afterwards that will keep them as satisfied users. Somebody who knows must win over the officials of central electric stations and each of their branch stations in important cities. My machines must have their endorsement, their support and their enthusiastic recommendation. Their advice is asked; often enough they sell the machines. I'll not pay you \$300 on the chance of getting an order; or two or three of them. When I am ready I shall make my first year's budget to include \$10,000, probably \$20,000, for export promotion. That's more like what it would cost to attempt to develop, in any intel-

ligent fashion, even one or two of the most promising export markets."

"You'll throw away a mint of money," observes Ziegfield. "It will take a lot of business to cover \$20,000 a year. Now I—"

"That's an investment, not a loss," replies Jeremiah, "just like building an addition to my plant here. I shall not expect my business to show enough profits in the first year, or in the first several years, to repay the investment. But if I make the investment with good judgment; if I study my markets closely so that I know that a promising market exists and what sort of a market it is; if I select my men wisely, pick and choose my distributors and cooperate closely with them, the investment will be amortized in the course of time, and without infringing on profits.

"Just now I'm thinking a lot about California, where we have never done anything with our line. I'm studying how to get properly

[CONTINUED ON PAGE 84]

# Advertising as a Mirror

*By James Wallen*

**A**N advertisement is a mirrored reflection of an institution or a product. It should enable an advertiser to see the picture he makes before the world, as clearly as it conveys it to the public. Unless an advertisement is honestly written, it obviously cannot accomplish this dual purpose.

One of the reasons why an advertisement fails to mirror is the fact that the advertising writer is asked to produce a series of advertisements for a house when he knows least about it. After the first blush of mutual selling on the part of the advertising counsel to the client and the client in turn to the counsel, there is a sort of old rose fog floating around which obscures all distasteful angles.

In a book written some years ago, Herbert N. Casson, with unexcelled clarity, set forth what an advertising writer should know about a house. He said, "Before an article is offered for sale, before any sales campaign is begun, these questions must be definitely answered:

"(1) What does the public think and feel concerning this company?

"(2) Are there any old grudges?

"(3) Are there any wrong impressions in the mind of the public?

"(4) What is being said about this company by its enemies and its competitors?"

Every advertisement should be in the way of being an answer.

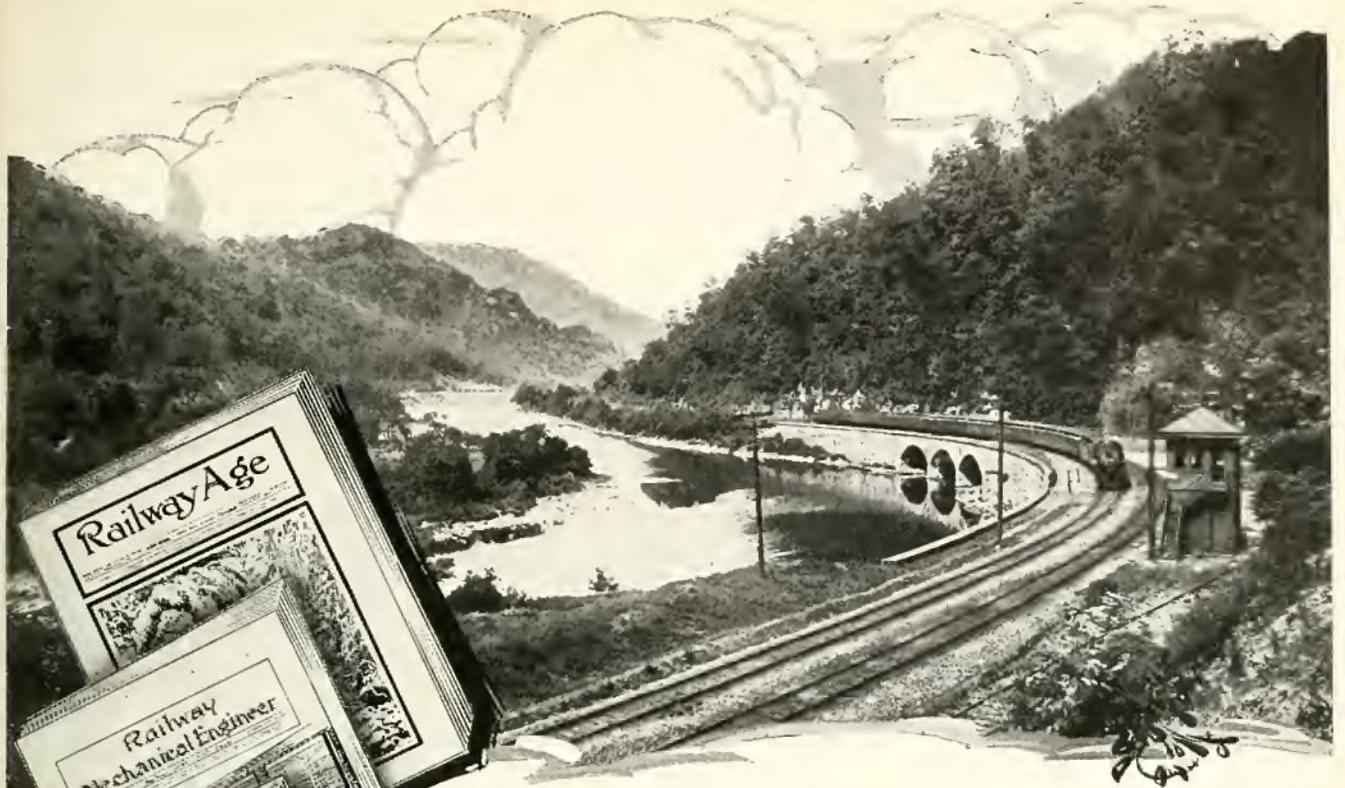
I recently discovered in the consideration of the problems of an old institution that their advertising was looked upon as a thing apart. Their conception of advertising was: that advertising is a matter of words and pictures on paper; that it does not necessarily have any direct relationship to the business. Advertisements were simply advertisements in the minds of the proprietors of this house. Advertisements were, to them, simply bait. That the voice of the house must issue from its soul had not occurred to these otherwise astute business men.

It is my feeling that unless an advertiser is willing to take the mirror test you cannot do much for him. The mirror test will often mean that he will have to improve markedly his quality and service. It is difficult to advertise a second-rate thing.

A study of retail store advertising reveals the fact that few advertisements do accurately reflect a house. Unless a firm becomes synonymous in the public mind with a certain quality of merchandise and a definite character of clientele, and unless it becomes synonymous with its location in the public mind, the advertising is not performing its task.

There are concerns using no end of space, lavishing money and effort, who do not succeed in creating a definite portrait of the house. This failure comes of the attitude that an advertisement is simply something to put in the paper to "drum up trade," as the old-fashioned merchant expressed it.

If you will take at random a newspaper in a city with which you are not familiar, read the advertisements, and then call on the houses represented, you will discover the absolute inadequacy of the advertising impression. The voice is that of a singer of empty phrases coming from a void. Until advertisements are written by men who are masters of portraiture with the pen, this condition will exist.



## Steam Railway Earnings Set New High Record

THE record earnings for the first seven months of this year, together with the tendency on the part of the steam railways to spend money readily for the modernization of facilities that will reduce operating expenses, indicate even larger expenditures in the future.

In reaching this important market effectively the five departmental publications which comprise the "Railway Service Unit" can aid you materially. They select the railway men you want to reach—for each publication is devoted exclusively to the interests of one of the five branches of railway service. Our Research Department will gladly cooperate with you in determining your railway market and the particular railway officers who influence the purchases of your products.

Simmons-Boardman Publishing Company

*"The House of Transportation"*

30 Church Street

New York, N. Y.

608 S. Dearborn St., Chicago

6007 Euclid Ave., Cleveland

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

# The Railway Service Unit

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

A.B.C.

A.B.P.

# The Use of Color in Selling

The Present-day Color Sophistication of the Public  
Has Placed a Powerful Weapon in the Hands  
of the Wise Salesman or Advertiser

*By Grace W. Ripley*

PEOPLE buy or refuse to buy according to their feelings, but their feelings can be shaped to a large extent by the proper use of color. There are certain psychological reactions in color upon which the salesman can count in dealing with a large number of people. Once he realizes it and takes advantage of this truth, he lays hold of a powerful selling force. You can make people do things through the influence of color.

Today is incalculably more colorful than yesterday. Color is in the hands of the buying public. Color is loved and understood as never before. To be up-to-date in color is to be thoroughly alive. The use of cosmetics is practically universal. The "hick" customer has disappeared and the drab characters who formed a large part of the population of New England and other northern sections are no more. Old ladies are abolished. Men are heading into color. New textures, new scintillation, new subtleties of color appear daily. Business interests must be one jump ahead of the public.

The business man must be alive to the newest trend. The greatest losses will be through the miscalculation of color trend. The salesperson who is not color-conscious will no longer suffice. There must be fresh intelligence in display, great wisdom in buying, correct appeal in advertising, and real knowledge on the part of the salesperson. The woman buyer knows what an asset correct color is to her, but she also knows that it is a difficult thing to achieve and she grasps eagerly at intelligent help.

In selling color to the public I have discovered that the important thing is to know the characteristics of colors. For instance, there are five important reds in dyes with distinct characteristics. It is jumbling

these reds which gives the most pain to the public. Store keepers should keep colors belonging to different families separate except when they are combined with great care.

There are three essential blues, two essential yellows, one orange, one green, one violet. With these members of the dye family all colors may be approximated. When the color theory is completed, one discovers that there are four instead of three of the commonly discovered dimensions of color. There are hue value and intensity, and then there is scintillation or vibration, a trump card with the public.

IN nature, iridescence of texture is so much a part of color that one cannot think of them separately. One must play safe with color and stick to basic color loves, except when one wishes to startle the public and attract by making a sensation.

The present age is one in which the so-called common people have come into the knowledge which formerly belonged only to the highly educated. All people are now sophisticated in color. They know that cerise and purple, green blue and purple, and even orange vermilion and cerise are colors to be worn and enjoyed. Dissonances and discords are popular. There are new colors, jazzy colors, fascinating discords in color, just as there are new dissonances in music. The oriental thought is being fused with the occidental. The Chinese know about the delight of dissonances in color; so did the Prussians, and the Indians since the ninth century.

Orange makes happiness. It should be used in homes and in dress, in small or large quantities. Yellow is a color which is trying to most skins. We can make lamentable mistakes in the use of this color. It is no accident that makes the quarantine flag yellow. A heavy yellow symbolizes disease.

Every rule has exceptions and

every color has its intrinsic worth and value in some situation, just as in the new music there are strange rasping noises and shrill shocks which formerly would not have been thought to be musical notes. But dissonances and discords have great value in waking up the audience to the perception of beauty which becomes saccharin when too much harmony and balance is produced. French harmonists instinctively know this and they manage to keep us both interested and irritated.

There is nothing absolute in color, and in that lies its great fascination. This formula might be given: "If your color scheme does not register, try vibration." Try it on the front gate, the door. Already it appears on many advertising folders and on some painted furniture. I have before me a beautiful colored booklet advertising the Canadian Pacific cruises of 1925-26. How could the amazing experience of a trip around the world be symbolized on one cover? They have done it by a futuristic vibratory arrangement of colors, prismatic in effect, into which glimpses of exotic scenes are introduced. This beautiful booklet is one of the finest examples of futuristic and vibratory color.

WHEN I design a play, I first read the play and pick out its greatest movement. I do not begin at the beginning. I begin at the climax. While my mind is fresh and clear, I take out this great movement and then I pick out the outstanding figure and make her stand out. I carefully pick colors which command attention and I balance them so as to give an adequate shock to the eye.

My remaining effort with that scene is to see that nothing on the stage can interfere with my leading lady. I allow the rest of the scene to be interesting as background and as a support. The same rule of procedure would work out well in designing an advertising booklet, a

[CONTINUED ON PAGE 86]

Portion of an address before the Thirtieth Annual Business Conference, Babson Park, Mass.

NEWS, THURSDAY, AUGUST

t than systematic hyp

**THE INQUIRING PHOTOGRAPHER**

*Every Day He Asks a Question and Pictures Those Questioned.*

THE NEWS will pay \$5 for every question submitted and used in this column. Today's award goes to Edward Hamburg, 1388 Plimpton ave., Bronx.

**THE QUESTION.**

Should Winnie Winkle give Mike Mulligan another chance?

**THE PLACE.**

West 60th st. and Broadway.

**THE ANSWERS.**

Miss Ethyl M. Bartlett, Forest Park, Ill. secretary: "No, I don't answer thus because of his criminal record, but because of his own personality. Winnie is too dainty for him. She could never educate him to her level, and he would be a cautious drag on her in every way."

and he would be a cautious drag on her in every way."

Thomas F. Clarke, Amsterdam ave. bookkeeper: "Certainly. Mike is a big-hearted fellow. He would do anything in the world for Winnie, and there can be no doubt about his love and respect for her. Bootlegging should not be considered a crime and he held against him."

Miss Roth Herskowitz, Central ave. Bronx, secretary: "Yes, if she loves him. He really loves her. He is down and out and is trying hard to make good. He needs encouragement and another chance from everybody. If she doesn't love him, that's another matter."

Thomas J. Fahy, West 122d st., clerk: "She certainly should not. She is well rid of him as a lover. Of course, she can be friendly to him, but she should leave no room for doubt in his thick skull, if anything can penetrate that solid ivory, that love is out of it entirely."

Miss Lillian Knott, West 60th st., secretary: "Yes or no depending altogether on whether Winnie loves Mike. She will eventually decide that question for herself and her host of admirers. She is too sensible to do anything unfair or foolish."

Thomas J. Ryan, Amsterdam ave. accountant: "Of course. Isn't Mike Irish? He is bound to win, because he has the resolve and purpose to win, and he doesn't know the meaning of the word defeat, or few other words for that matter. Nothing can faze Mike."



At 11 A.M., August 10, 1926, on West 60th St., corner of Broadway, New York—

The Inquiring Photographer of The News asked the first six people he met "Should Winnie Winkle give Mike Mulligan another chance?" The first six people knew what he was talking about and were able to give him answer. Six out of six! Only a Million circulation makes such coverage possible!

The Inquiring Photographer is an institution of The News. Armed with a camera and a question, he fares forth daily and reflects people and opinions. Six reflections, visual and verbal, fill his column. The questions asked are suggested by readers, and the answers sometimes serve to show what interests people and how much interested they are in various topics.

Now the question asked on August 10th (for the issue of the 12th) was a queer one for anybody not a News reader. Winnie Winkle is the character on a comic strip which appears in New York only in The News. Winnie is a working girl, and of late has been much harassed by the attentions of one Mike Mulligan, a poor but more or less unworthy young man very much in love. On one previous occasion the heroine was about to be married to Mr. Mulligan, but was lamentably left waiting at the church.

Just a comic-strip heroine—a foolish, frivolous business—BUT, the first six people asked that question knew Winnie! The first six out of six mil-

lion were News readers. The first young woman interviewed was not only a News reader while visiting in New York, but a Chicago Tribune reader at home, and so familiar with Winnie.

Could you pick any six people, one after another, in any part of New York, and get six readers of any other newspaper? No—because no other newspaper has 86 per cent of a million plus circulation concentrated in New York City. And if Winnie Winkle happened to be the name of your product or a character in your advertising, would the first six people asked know about it? They might if your advertising appears in The News. No other newspaper can give so comprehensive and certain coverage.

The News reaches almost everybody in New York—at one time, in one medium, at one low cost. The small page with the high visibility, the small paper with limited advertising, combined with the largest daily circulation in America, makes the News an essential medium in the first market of America! Get the facts.



**THE NEWS**  
New York's Picture Newspaper  
Tribune Tower, Chicago 25 PARK PLACE, NEW YORK

# A Salesman Looks at Advertising

By John J. McCarthy

AS an avid reader of trade publications I am, like other mere salesmen who must work for their daily dole, always interested by the many success stories: stories of men who have fought their way from being little shopkeepers to becoming great merchants; stories of newsboys who have become publishers, of filling station lads who grew into large operators of petroleum companies—all alert, farsighted “men who do things.”

Here is business romance; my relief from the humdrum day-in-and-day-out selling grind. I like these stories because in my regular routine I call upon the counterparts of those likeable, pleasant fellows who have arrived. Imagine how I enjoyed a story in one of these papers a few months ago about one of my own “star” customers. He handled our line exclusively, and much of the success he had had was due to the popularity of our widely advertised products. However, unlike a number of those featured in the success articles, he remembered the cooperation we had given him. He responded by lauding both our house and its products.

What a boost this was for our products! I clipped the story and mailed it to our advertising manager, who promptly made it into an advertisement, which he inserted in all the trade papers that go to my trade.

The advertisement was a hit. I am still marking up the business that it brought in. Practically all my trade saw it, and those who did not had a chance to view the copy which I carry around in my portfolio.

The excellent results which I personally got from this testimonial advertisement made me wonder why my company and other advertisers did not use more testimonials, especially in the trade papers. The readers of such publications view products sceptically. They must be shown how the products will make money for them. And I know of no more effective demonstration than positive proof in the form of a printed testimonial.

However, I am not an advertising man, and I am going to try to re-

main the one remaining salesman in our company who cannot tell-you-what's-wrong-with-the-company's-advertising.

Such a resolution, however, does not prevent me from examining the advertising pages of the trade papers I subscribe to. In looking these over recently, I was surprised by the dearth of testimonial advertising. I really could not understand why so many advertisers neglect the opportunity to tune in with the spirit of the editorial contents, to strengthen their advertising copy with testimonial facts proving to dealer-readers that their products assure quick turnover and mean real profits.

I DECIDED to find the reason. And my experience in getting at it explains why this peddler has suddenly turned writer. I talked with a number of sales and advertising managers, asking their frank opinions on testimonials and their use in trade paper advertising.

Their replies agreed in one respect: all testified that testimonial advertising was splendid trade paper appeal; that it created good will for the company, and brought in results. The main reason that a number of these advertisers did not use testimonials more frequently was that they were hard to get. That is, the right sort of testimonials, suitable for making good advertising copy.

All the advertisers I conversed with had, at some time or another, made sincere efforts to secure testimonials from the trade. Some had tried to get them through questionnaires.

“Many of the dealers to whom we sent our questionnaire,” stated one advertising manager, “became suspicious. They thought that we wanted the information for purposes other than advertising. They classed us as busy-bodies, and didn't hesitate to tell our salesmen as much.

“This put the salesmen against the idea. After a few words from their customers, they were eager to smash the questionnaire in every instance. Even though we would follow up with a very courteous

letter, offering to defray expenses incurred in securing the information, the dealers simply would not cooperate. We had to abandon the idea.”

Another sales executive endeavored to have his salesmen get the testimonials. This system, too, had its shortcomings.

“One year, we decided to confine all our trade paper advertising to testimonials,” commented this sales manager. “I thought that it would be fine for the men in the field to send us the information about their various accounts. Some did. They usually puffed their accounts too highly and played upon certain features that were not exactly good advertising copy. These reports were little help. In most cases the photographs, when they deigned to send them, were worthless. I believe that we got about one photograph in which our star salesman did not appear. In all the others he usually crowded the dealer completely out of the picture.

“The few testimonial ads we did run brought us trouble. Taking the salesmen's word about an account, we went ahead and based our advertisements upon their data. These ads went over big—for the other fellow. They cost us the business. They either were obnoxious to the customer or featured certain phases of his business so well that our competitors were fired by ambition to go right out and land the account.”

A SECOND sales manager also courted trouble by relying upon his salesmen for testimonials to be used in trade paper copy.

“My boys responded well enough to the plan of securing testimonials,” regretted this gentleman, “but most of them wanted their own star customers limelighted in every ad. They took it for granted that we would do this. Hence, without taking the trouble of consulting with us, they went ahead and promised their customers prominence in our trade paper advertising.

“Naturally, we couldn't feature everybody. Net result: the salesmen were peeved; the customers piqued; and business suffered.”

However those companies which

[CONTINUED ON PAGE 68]



One of the first middle western newspapers to give its readers a rotogravure section was The Des Moines Sunday Register.

Rotogravure quickly "caught on" with Iowa. The circulation of The Sunday Register climbed from 60,000 to 150,000 in eight years.

This roto section is from 8 to 16 pages an issue. It is highly localized, filled with pictures with an Iowa appeal. Six staff photographers cover happenings of interest over the state. It is the only rotogravure published in Iowa—a market of two and a half million people of above the average buying power.

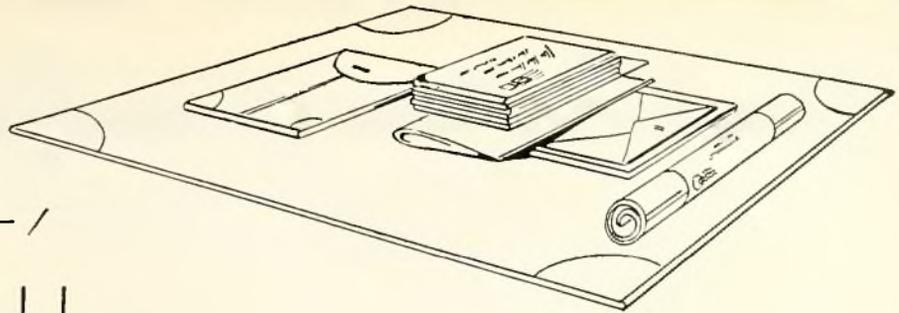
Advertising lineage follows reader interest. The Des Moines Sunday Register carried 206,688 lines of rotogravure the first eight months of 1926—an increase of 53,865 lines over the same period in 1925.

## Des Moines Sunday Register

*Over 150,000 readers and 99% in Iowa*



MAIL,  
MAIL,  
MAIL,



~ it may be  
DIRECT but is it

directive?

ONE OF A SERIES ON "DIRECTIVE" MAIL



LOST  
in the jungle

Not long ago we made an interesting test. We asked the general manager of a busy department store in a city of 16,000 to save for us all direct mail matter of an advertising nature that came in during the week.

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

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

For the department store market, the Economist Group is the "one and only"—its advertising pages the finest kind of *directive MAIL*. Your fast, certain, economical way to the minds of the men who matter. If you need help, come to headquarters to get it!

*DIRECT* mail may be good, often is—but these days it has to be better than good to get past the barriers that every busy executive builds up between him and the outside world—unless it carries a real idea, a known name or some other striking evidence of worth.

But *directive MAIL*—by which we mean mail that is certain to guide the business action of those who receive it, is by very nature *productive* mail. *Noblesse oblige*—such material is ordered, needed, wanted, paid for, sure to be put to good use.

Pick up any example of the Economist Group, for instance. The thousands of buyers and department heads for whom that issue was published have paid their good money to receive it. They have bought its editorial pages—they have bought its advertising pages. They will buy and sell what you have to offer, provided your product fits their businesses—and their businesses are big. Tell and sell the merchant and *he'll* tell and sell the millions!

We have no quarrel with "direct mail,"—under certain conditions it can be a highly effective selling force. But we *have* unbounded faith in the power of *directive MAIL*—a faith backed by cold logic, bolstered up by market understanding and brassbound by results. We would like to talk business with anyone who is hoping now or later to "open up the department store market." It can be done!

## The ECONOMIST GROUP

DRY GOODS ECONOMIST

MERCHANT - ECONOMIST

The ECONOMIST GROUP reaches buyers and executives in more than 30,000 stores in 10,000 cities and towns—stores doing 75% of the business done in dry goods and department store lines. Ask aid: 239 W. 39th St., New York—and principal cities.

# How One Company Controls Selling Cost

By James M. Campbell

**I**N the September 8th issue of ADVERTISING AND SELLING, you will find, beginning on page 32, an article, "How One Company Controls Production—Sales—Buying." The article you are now reading tells how that same company controls Selling Cost.

The method in both cases is the same: *budgetting*.

The management of the Blank Company prepares and keeps before it, constantly, a Master Budget, which governs production, buying and financing; and, at the same time, inspires the Sales department.

In many manufacturing establishments, there is a lamentable lack of correlation between departments. Especially is this true of the production and sales departments. The factory goes ahead and produces without knowing whether its output is being—or can be—sold. In like manner, the sales department goes ahead and sells without knowing, most of the time, whether it is selling more or less than is being produced. If the factory output is greatly in excess of the ability of the sales department to sell, it is only a matter of time until factory operations must be curtailed. On the other hand, if the sales department runs away with the factory end of the business—sells more than is being produced—the results are almost equally unsatisfactory. In one case, a shut-down is likely to occur; in the other, the factory may have to work over-time.

The Blank Company, by budgetting, avoids both. Also, by budgetting, the Blank Company makes over-buying of raw materials and over-borrowing of money practically impossible.

Just how this is done was told, in detail, in the last issue of ADVERTISING AND SELLING. Remains, for consideration, the matter of controlling Selling Cost.

It is not difficult for any well-organized business enterprise to estimate what its sales will be for any given period. The record of the past is, of course, an invaluable guide. Using that as a basis and making allowance for business conditions, stocks on hand, activity of competitors, probable price trend, etc., it is possible to reach conclusions as to future sales which are amazingly accurate.

**B**UT it is not easy to determine Selling Cost—or to control it. Yet the Blank Company does both—by budgetting. Here, as in estimating sales, the record of the past is the factor of greatest importance.

The items which enter into Selling Cost are of two kinds: (1) those which are fixed (or practically so), and (2) those which vary.

Fixed—determinable—items in the case of the Blank Company are:

Office Salaries  
Salesmen's Salaries  
Postage

Office	Office Salaries		Salesmen's Salaries	Postage	Tel. & Tel.	General Expense	Office Expenses
Chicago	1925	1926					
	Jan.	XXXX	XXXX				
	Feb.	XXXX	XXXX				
	Mar.	XXXX	XXXX				
		XXXX	---				
	Apr.	XXXX	XXXX				
	May	XXXX	XXXX				
	June	XXXX	XXXX				
		XXXX	---				
	July	XXXX	XXXX				
	Aug.	XXXX	XXXX				
	Sep.	XXXX	---				
	XXXX	---					
	Oct.	XXXX					
	Nov.	XXXX					
	Dec.	XXXX					
	---	---					
St. Louis							
San Francisco							

Telegraph and Telephone  
General Expenses  
Office Expenses  
Warehouse Salaries  
Salesmen's Traveling Expenses  
Exchange  
Printing and Stationery  
Advertising  
Rent  
Brokerage, Commissions, Drayage, Outside Cartage, Joint Car Distribution, Storage.

These expenditures, as has been said, are fairly constant. They do not vary much from month to month or from year to year. And it is, therefore, safe to assume that

in the aggregate, they will not be much more or much less in 1926 than they were in 1925. What they amounted to, in 1925, is a matter of record. It is accepted as a guide for 1926; and, divided by twelve, a budget for each branch office is established for each of the twelve months of that year.

In addition to the items listed above, are such other expenses as:

Outward Freight  
Discounts  
Reclamations  
Rebates to Cover Declines in Price  
Taxes  
Railroad Claims  
Bad Debts  
Fire Insurance  
Liability Insurance

These are not controllable. The volume of business determines the amount paid for freight; and there is no way of determining, in advance, what discounts may amount to or what the sum-total of rebates to cover declines in prices may be. Nevertheless, they are budgetted by the Blank Company precisely as are controllable items.

Each branch office has its own Selling Cost budget. There is also a Master Budget for the information and guidance of the vice-president

[CONTINUED ON PAGE 84]

# The J. Walter Thompson Co.

## DEFINES THE CLEVELAND MARKET

**I**N the recently issued "Fourth Edition" of The J. Walker Thompson Company's book, "Population And Its Distribution," the retail shopping area of Cleveland is stated to be the counties of Cuyahoga, Ashtabula, Geauga, Holmes, Lake, Lorain, Medina, and Wayne.

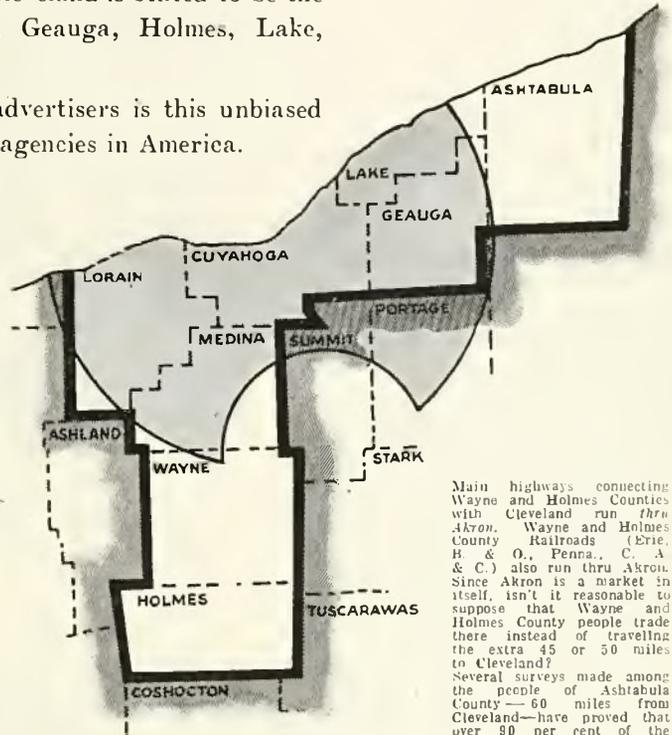
Of great importance to national advertisers is this unbiased information from one of the largest agencies in America.

It bears out our contention that the Cleveland Market is *extremely small for a city of its size* (Cincinnati's market includes 21 counties, Columbus market includes 11 counties); that The Cleveland Market *does not include Akron, or Canton, or Youngstown*; that these other cities have *markets of their own*; that these other markets need separate cultivation!

With two slight revisions (see note at right) the Cleveland Market as defined by the Thompson Company coincides exactly with the opinions of the Audit Bureau of Circulations, Editor and Publisher, 22 of Cleveland's leading retail merchants, 45 distributors and jobbers of nationally advertised products, 206 Northern Ohio grocers, the Ohio Bell Telephone Company, and The Cleveland Press.

Here is additional proof that the TRUE Cleveland Market is bounded by a 35-mile radius of Cleveland. Here are FACTS!

Heed them! And when you do—and when you choose the newspaper to carry your message to the people of the True Cleveland Market—you will choose The PRESS! For The Press is Cleveland's FIRST Advertising Buy.—



Main highways connecting Wayne and Holmes Counties with Cleveland run thru Akron. Wayne and Holmes County Railroads (Erie, B. & O., Penna., C. A. & C.) also run thru Akron. Since Akron is a market in itself, isn't it reasonable to suppose that Wayne and Holmes County people trade there instead of travelling the extra 45 or 50 miles to Cleveland?

Several surveys made among the people of Ashabula County—60 miles from Cleveland—have proved that over 90 per cent of the shopping is done at home, and that of the balance, about 7 or 8 per cent is done in Erie, Pa., while not more than 1 per cent can be accredited to Cleveland.

Ashabula County can be considered either as a market in itself or as a part of the Erie (Pa.) Market. It is not in the TRUE Cleveland Market.

Further information on this situation will gladly be supplied by the National Advertising Department.

# 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

# Developing Sales and Salesmen

By B. J. Williams

Director of Sales, The Paraffine Companies, Inc.

**L**EGITIMATE business of every kind today recognizes its duty and its obligations to society, and no business may be accounted a success that is not built on a foundation of honesty, square dealing and service. I grant you that the term "Service" has been greatly overworked, but there does not seem to be another word that quite covers the case. I have searched high and low for another or a better word, but without success.

It is not enough that this attitude of service be reflected by the owner or manager; it must run through the entire personnel of the organization. Most owners and managers appreciate its importance and lay stress upon it with their employees—indeed are quick to criticize any lapse. But the thing that they overlook is that one cannot expect a man to be genuinely and wholeheartedly interested in one's business unless one is interested in him. It is not human nature for a man to be enthusiastic about an institution unless he is made to feel that he is a part of it. Permit me to suggest, therefore, that over and above everything else, you properly evaluate this side of your business, keeping in mind that while your employees must be properly remunerated, there are even to them bigger things in life than money. In your relations with your associates and employees, therefore, there should be a spirit of friendliness and genuine interest. In no other way can enthusiasm and loyalty be developed to the highest degree. It is just as important that the boss or owner of the business sell himself to the office boy as it is that the office boy sell himself to the boss.

This does not mean an undue and intimate personal contact or familiarity, but a sincere regard for the employees' personal interests and an honest desire to treat them fairly. In selecting employees a careful study and analysis of the job should be made first, and then applicants should be studied to see that they possess the necessary qualifications. There are a lot of square pegs in



round holes, and vice versa, simply because not enough attention has been given. Regardless of a man's ability to sell or perform other duties satisfactorily, he should not be taken into your organization unless he is clean, honest and dependable. Remember that to many, if not most, customers your salesman is *the* concern—his standard of living and his conduct is presumed by them to represent your personal standard.

**H**OW very important it is, then, that the men associated with you properly reflect your ideas and ideals. Most men have selected their merchandise and location with great care, and keep a watchful eye and spend money freely on buildings, display rooms and other physical equipment, overlooking, however, in many cases, the fact that the men and women associated with them represent the most important elements in the business and are, therefore, among their most valuable assets.

Taking up the question of selling and salesmanship. I know no subject that has been surrounded with as much mystery and misinformation in recent years as selling. I have no use for psychology as taught with reference to salesmanship; it is "the bunk" absolutely. I have been engaged in personal and executive sales work for thirty-five years or

more and I have never yet seen a salesman of outstanding ability developed as a result of study or teaching based on applied psychology. Now do not misunderstand me. I have no quarrel with genuine psychologists, nor with the science of psychology; but I have no use for the pseudo-psychologists and fakirs who take money away from honest, industrious, ambitious men and women under the guise of making super salesmen of them in a week or ten days, following a course of lectures based on the use of applied psychology in selling. I have no use for "high powered" salesmen, so-called "scientific" salesmen or "super" salesmen, nor do we have any in our organization.

I learned a very valuable lesson from a group of Boy Scouts some months ago. One that I would not exchange for a thousand dollars. I had been invited by Phil Teller, now a member of the U. S. Shipping Board at Washington, D. C., to give a talk to the San Francisco Boy Scouts on selling, with special reference to securing subscriptions for their national paper, *Boy's Life*, on which there was to be a country-wide campaign. I began my talk by asking how many of the boys could run an automobile. Every hand went up. Did you ever see a boy who could not run an automobile? "Now," I said, "boys, what was the one big thing you had to learn before you could run a machine—the one big thing?" They looked at me, then at each other, then at me again. "Come on, boys, what was it? The one big thing?" A boy in the rear finally arose and said, "You must have gas in the tank." Others, taking the cue, followed with "You must have air in the tires"—"must know the traffic laws"—"must watch the speed cops," etc., etc. "But," I said, "boys, you don't understand. These are a lot of little things; what I want to know is what was the one big thing." Again they looked at each other and at me. Finally I said, "Boys, there is no one big thing to learn to run an automobile, but a lot of little things, and that's the way it is in selling."

I have related this experience to

Portions of an address delivered before the Furniture Market, San Francisco, Cal.

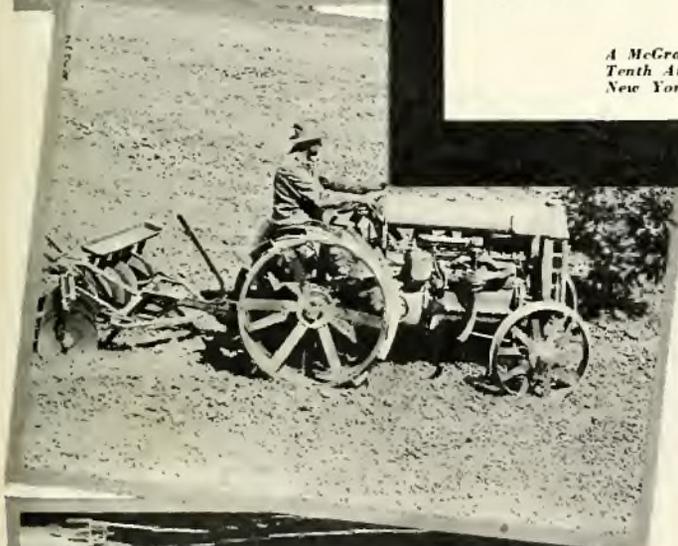


# American Machinist

McGraw-Hill Publishing Company Inc. New York Tenth Avenue at 36th Street

The machines that do the work of the world are all created in the metal-working shop. The men who buy for the metal-working shops of America rely to a large degree upon the editorial and advertising pages of the *American Machinist* for the latest news of machinery, tools, materials and supplies. Therefore, you manufacturers who sell to the metal-working industries will find the *American Machinist* the most vigorous printed ally in widening your market and simplifying its problems.

A McGraw-Hill Publication—  
Tenth Avenue at 36th Street,  
New York. ABC—ABP.



# American Machinist

# The 8 pt. Page

by  
Odds Bodkins

ONE of the refreshing things about visiting Chicago is that there are always interesting new outdoor advertisements along the boulevards. On this trip I noticed three in particular.

One was the Stewart-Warner sign on Michigan Avenue that changes its copy completely three times in less than three minutes. All done mechanically with a series of triangular sections, on the three faces of each of which are strips of different pictures, which arrange themselves to form the three pictures in turn. (Probably some reader will write to inform me that this sign is old; that they've had them in Birmingham, Alabama, for fifteen years. Well, I don't mind.)

The second outdoor sign that attracted me was one by Schiller, florist. His painted bulletin on the North Shore Drive inquires:

"Does your husband still send you flowers?"

Mr. Schiller is evidently a close student of human nature, which is by way of accusing him of being a psychologist.

But the sign that interested me more than either of these, and more than any other outdoor sign I saw in Chicago, was a very long painted one on the drive reading:

The Commissioners of Lincoln Park announce that this drive will be completed as far north as Montrose Avenue by the summer of 1927.

It was the very simplicity and matter-of-factness of this sign that interested me. A commission talking to the public in the most natural way, answering their question through a medium of advertising.

When this idea spreads, when city governments, state governments, the national government, learn to talk to the public in this same direct, informative way, in the newspapers and magazines and along the public highways, we shall begin to arrive at a really workable democracy, for we will all know what we are doing and where we are going. For, let a commission, a commonwealth, or a country go on record in direct statements in advertising space as to what it is doing or proposing to do, and it will think twice before it writes the copy. And just as the manufacturer who starts to advertise generally begins forthwith to improve his product, so will the sponsors of this type of advertising study to improve their performance.

—8-pt—

Fletcher Montgomery, of the Knox Hat Company, remarked to me the

other morning, "Why don't automobile advertisers come out more definitely with the exact terms under which their cars may be purchased? I think they would get a great many more people figuring on buying their cars than they do with their general references to 'easy terms' or 'deferred payments.'"

Two or three days later I ran across a newspaper advertisement of the Packard Motor Car Co. of N. Y. in which I encountered this paragraph:

"The Packard Six five-passenger sedan with all necessary accessories costs but \$2788.78 delivered at your door, freight and tax paid. Under our liberal budget plan of purchase the down payment is \$733.76 and the monthly payments \$194.02.

"We will credit the allowance for your present car against the down payment. If there is a surplus it goes to reduce your monthly payments thus making the required cash outlay at any one time very low."

I supposed I was studying this with nothing more than professional interest, when suddenly I caught myself figuring to myself, "Why, on such terms I could buy a Packard most any time without any violent strain—if I were not averse to deferred payments." Ever since, I've been watching the Packard advertisements, and at the same time keeping one eye on myself lest, in spite of everything, I succumb to this advertising even though I do not need a new car!

—8-pt—

The last time I was in Cleveland I got a real shipboard thrill from this



newspaper advertisement of the Cleveland Trust Company's travel department. It strikes me that this is a mighty powerful sales angle for an ocean travel advertisement.

—8-pt—

Life recently conducted a European travel contest. Gilbert H. Durston, advertising manager of the Mohawk Carpet Mills, who has traveled widely in Europe, became interested in unraveling the errors in a series of letters supposed to have been written from the Continent, and upon the correction of which the contest was based.

Lunching some weeks ago at the City Club with a friend who is connected with a well-known periodical, Major Durston enlisted his companion's aid in correcting some of the errors, which were largely mis-statements of historical fact. The friend promised to verify certain of the disputed points.

The contest closed on July 13 and in the meantime Durston had entirely forgotten the contest and his fleeting interest in it. On the afternoon of the 12th he was in a distant city when his hotel informed him that his home office was making desperate efforts to reach him by long-distance telephone on a matter of great urgency.

Communication was finally established with considerable delay and expense, and a worried secretary told over the wires of a long telegram, apparently in code, which had been received that morning.

"Repeat the telegram—slowly," directed Durston, considerably concerned. And this was the message that came over the wire:

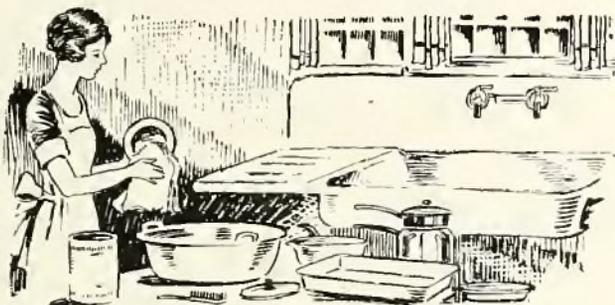
MOHAWK CARPET MILLS AMSTERDAM FOR DURSTON IMPERATIVE YOUR PAPERS REACH NEW YORK BEFORE MIDNIGHT THIRTEENTH STOP CHEMIN DES DAMES MEANS LOVERS LANE STOP MADAME TUSSAUD LIVED AT VERSAILLES STOP COLDSTREAM GUARDS NEVER SERVED IN BRITISH NAVY STOP JOAN OF ARC HAD NO CHILDREN STOP SHAKESPEARE NOT A TWIN STOP HOPE YOU WIN STOP

Followed by the signature of a well-known woman's magazine!

—8-pt—

"To a married man with two children." Heading of Alexander Hamilton Institute advertisement. Excellent!

## Preferred by 90 Per Cent of All Kitchen Utility Advertisers



Advertisers of kitchen utilities who used  
The Milwaukee Journal *exclusively* in 1925:

Absorene	O'Cedar Polish
American Family Soap	Odor-Kure
Black Flag	Old Dutch Cleanser
Climalene	Putnam Dyes
Drano	Rat-Scent
Flit	Rit
Fly-Tox	Rub-No-More Soap
Kirk's White Flake Soap	S.O.S. Cleaner
H-H Cleaner	Soapine
Larvex	Sunset Dyes
Metal Glass Polish	Tanglefoot Fly Spray
	U. S. Jar Rubbers
	Wynn Cleaner

Advertisers who invested more of their 1925 appropriations in The Journal than in the other *two* Milwaukee papers *combined*:

C-It	J. S. Kirk & Co.
Chase-O	Kitchen Klenzer
Diamond Dyes	Lux
Duz	Little Bo Peep
Kao	Little Boy Blue
Energine	Rinso
Gold Dust	Tobey Polish

**A**DVERTISERS of kitchen utilities invested more than four times as much in The Milwaukee Journal last year than in the other *two* Milwaukee papers *combined*.

Thirty-eight of the 42 advertisers in this classification concentrated in The Journal, and 24 used this newspaper *exclusively* to sell their maximum volume in this market at the lowest possible cost per sale.

Your opportunity for building business in this rich and stable market is exceptional because you need only *one* paper here.

More than one half million people, including more than 4 out of every 5 Milwaukee families, read—

**THE MILWAUKEE JOURNAL**  
FIRST BY MERIT

# How the Warehouse Speeds Up Deliveries

[CONTINUED FROM PAGE 25]

The warehouseman reports to the manufacturer the appropriate information, using the ordinary warehouse forms of report. The manufacturer invoices the goods to the wholesaler in the usual manner, and the transaction is completed.

But—note this—the jobber gets the goods within an hour or two.

For turnover ratio the accredited list of the warehouse cannot be beaten. It enables the wholesaler to fill orders instantly, and yet without obliging him to carry excessive stocks. When he falls back on the warehouse for such emergency deliveries, he has sold the goods before requisitioning them. The turnover is immediate; and payment from such retailers as "take the discounts" falls due on the very day that the manufacturer's invoice matures for the same goods.

ONE further step is needed. The manufacturer provides the warehouseman with a list of customers who are privileged thus to requisition on their own behalf. This is the "accrediting" part of the arrangement. The list is ordinarily in the form of a ledger, although, of course, large users of this system have developed a business form for the purpose. As a rule, also, a limit is set to the credit to be granted to each customer; some are classed as "only C. O. D. accredited customers"; there are occasionally further classifications, but all these are matters of detail. From time to time the manufacturer cancels, adds to, or modifies, his list, but nothing of difficulty is herein presented.

The warehouseman keeps a card index file for each manufacturer, with cards for each accredited customer. Other necessary data are carried on these cards. When the credit is canceled by the manufacturer the card is marked to correspond, and so on.

One warehouse last winter showed me a list of thirty-nine automotive manufacturers who maintain accredited lists with that warehouse, the list being longer than any automotive list before encountered. Another warehouse tells me that it has over 200 stocks of goods in store with accredited lists to correspond. "This is a particular service," says a Chicago warehouseman, who is a leader in the industry, "that is being rendered by public warehouses more and more extensively."

"The accredited list," remarked a manufacturer of baby cabs, "has become the backbone of our business. We ship them in carloads to warehouses. The most the retailer needs is a sample

or two. He has a carload at his back, and the fond mothers can't come fast enough to deplete that reserve stock."

National distribution is the goal of the manufacturer. Such distribution means both urban and rural sales outlets. It may be perfectly correct to state that the city of Albany will absorb more electric fans than the whole State of Nevada; but the manufacturer desires both markets, and aims to saturate both of them with his product. Then, when it comes to such a product as leather boots or picks and shovels, Nevada will outrun Albany; but, again, the manufacturer covets both markets.

Now, since the retailer will not stock far in advance of calls for the goods (and often could not afford to if he would), and since every wholesaler is cutting down inventories in order to jack up his turnover ratio, the manufacturer's position becomes clear. He must choose between: (1) taking the risk that wholesalers will be out of stock for his goods and thus be unable to supply retailers quickly; and (2) himself seeing to it that wholesalers never lack the goods.

No manufacturer desires the first of these alternatives. The obvious happens. The manufacturer ships his goods in carload lots to a public warehouse, conveniently located with reference to wholesale distribution. In this manner the two problems are forestalled: the jobbers does not have to wait for freight shipments to arrive and he never disappoints the retailer by a back-order slip.

THUS the producer's goods are always close to the market, ready for spot delivery. Sales by wholesalers are not lost because it becomes necessary to substitute some other article that is "just as good." The consumer demand, created by the advertising and reputation of the product, is not sacrificed just because some unknown retailer did not have the article on his shelf. The reserve stock of goods is so close at hand that delivery is not delayed beyond a few hours.

A manufacturer who uses this method of accrediting his customers with warehouses patronizes many warehouses. A spot stock in each city where a sales branch is maintained is not sufficient. In fact, the accredited list is hardly needed within the city where an agency exists.

The cost of warehousing at one point differs but slightly from the cost in another city two hundred miles away. If the manufacturer of a national product, with good sales volume, desires to dom-

inate his market all the time he might, as an example, maintain a sales office in Cleveland for northern Ohio. From this office his men would travel this territory.

SHOULD this manufacturer, however, attempt to maintain only one spot stock, and that in Cleveland, he would miss the opportunity given him by public warehouses. Deliveries would be too slow for much of the district. He might, on the contrary, fittingly hold warehouse stocks at Akron, Mansfield, Youngstown, possibly at more centers, providing each warehouse with an accredited list of customers within trucking distance. In this manner all customers of the manufacturer within these smaller cities would be within one hour of fresh stock, and no customer in northern Ohio would be more than three hours by truck from complete stocks.

It must be borne in mind, always, that the public warehouse is not a morgue for dead stocks. The factory has not sold the goods when they are consigned to a warehouse. The goods are, indeed, closer to the market. They are, for banking purposes, technically "in the process of distribution and marketing," and as such come within the Federal Reserve Bank's commodity regulations for rediscount privileges, but the goods are not actually sold just because the factory manager's eye does not alight on them each morning as he goes through the plant.

Properly allocated warehouse stocks help the salesman mightily as he visits his trade. He has all the arguments of speedy delivery and quick turnover at his command. Nevertheless, the salesman must still sell the goods. Convenience of delivery has been augmented by warehousing the goods, but the limitations of the accredited list are still to be remembered.

The accredited list does not sell goods. Just to recommend a customer for this privilege of requisitioning goods at will does not mean that he will become a large buyer. It helps him, of course, to buy profitably, but the salesman's work remains the same as it was.

The immense advantage of using the accredited list with warehouses is that the market is always supplied with goods.

Every customer has the product without fail, irrespective of salesmen's calls and irrespective of mails. Consignment selling, too, is avoided; large open accounts are obviated; because goods are taken by the customer from

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



# Mr. Cincinnati Motorist ... and the "pet of the family"

**I**T'S really one of the family, this car of Mr. Cincinnati Motorist. His wife insists that he pays more attention to it than he does to himself, and watching him on Sunday morning, you are inclined to agree with her. Then to hear Mr. Motorist talk! Differentials and carburetors, balloon tires and four-wheel brakes—he is a walking encyclopedia of mechanical information.

But Mr. Motorist didn't "get this way" overnight. He has owned any number of cars—and he has come to know motor car value down to the dollar. Last year, he and his friends purchased between 17,000 and 18,000 cars; their expenditure for gas, oil, tires and accessories is estimated at \$19,733,000. The total number

of cars in the city is 89,001; their approximate value is \$72,446,814.

Mr. Motorist, being distinctly modern, naturally keeps abreast of the times. He is interested in progressive automobile legislation, in keeping the roads safe for sane driving, in travel news and good roads. Because he finds this information in *The Enquirer*, and because he finds in this paper an active champion of all his rights, Mr. Motorist has made *The Enquirer* his paper.

Advertisers of automobiles and accessories know this. That's why automobile advertising in *The Enquirer* has been increasing, year after year—that's why, this year, *The Enquirer* is carrying more automobile advertising than ever before. Have you, Mr. Advertiser, discovered this economical route to more sales?



**\$37.43 a minute!**  
**... Mr. Cincinnati Motorist's Bill for Gas and Accessories**

Every minute of the day and night, Mr. Cincinnati Motorist spends \$37.43 for gas, oil, tires and accessories; \$19,733,000 a year! And this bill is growing. Last year, between 17,000 and 18,000 automobiles were purchased in Greater Cincinnati—one family in every seven now owns one!

I. A. KLEIN

New York

Chicago

**THE CINCINNATI**

*"Goes to the home,*



R. J. BIDWELL CO.

San Francisco

Los Angeles

**ENQUIRER**

*stays in the home"*

# —to the consumer —through the dealer —for the factory

*"How can we get the dealer to ask consumers to buy our product?"*

Sales managers have sought an answer to this question for years.

Electrograph Direct Mail—to the consumer—through the dealer—for the factory—localizes the manufacturers sales appeal around the dealer's store.

In city neighborhoods and small town communities, alike, the dealer actually asks consumers to buy your product.

Here mass advertising is ably supplemented by selective selling!

Regularly thousands of dealers receive carefully prepared Direct Mail, localized (imprinted) for them, individualized (addressed) to local consumers, sealed, stamped—ready to drop in the mails.

Electrograph is a complete service that relieves both the dealer and the factory of all detail work of preparation, production and distribution.

Electrograph adds local and personal appeal to national prestige. It completes locally—around your dealer's store—the advertising you start nationally.

If you want your dealers to ask individuals to buy your product, regularly and persistently, write for more information about this powerful *national advertising medium*.

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

# Electrograph

Created **DIRECT-MAIL** Localized  
Individualized  
Distributed

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

the warehouse only as needed and as sold. Orders do not come to the factory on estimates of demand or through enthusiasm of the buyer; orders come only as goods are absorbed into trade. The warehouse inventory, when thus operated, is therefore always a "bare inventory" in that it shows the stock not absorbed in ultimate channels.

The manufacturer, thus operating, knows definitely where his business is going. Like a driver, he knows the route he is following. He is not driving for some vague destination. Such a manufacturer is avoiding risky short-cuts over back roads; he is not attempting impossible time records, nor is he drifting into unknown situations. "On a long trip, to know the road will add ten miles to your speed," and the seasoned manufacturer has quit experimenting with faulty road maps. He wants to reach every retail outlet with the greatest expedition. This end may be attained best by using many warehouses, well selected, and providing each warehouseman with accredited lists of those who are entitled to have the goods on their own requisition.

(This is the second of a series of articles by Mr. Haring. The next will appear in an early issue.—EDITOR.)

## The Rule of Thumb

[CONTINUED FROM PAGE 21]

New England, eastern New York State and eastern Pennsylvania told me with pride that he had refused to sell a retailer in Utah his line, because he had "a one hundred per cent jobbing policy." If he had been running to capacity, or if any one of a hundred details had confirmed this reason for adherence to policy, there could be no quarrel with his decision. If he had in mind interesting some wholesaler in Utah in handling this retailer's order, that detail might easily have controlled his decision. But he has another policy: "We will expand our sales only one State at a time"—and needs volume to replace that lost to outside competition. So, in the place of profits that he might easily make without in any way harming a single customer or establishing a single undesirable precedent, he prefers pride and the Rule of Thumb, in place of the Rule of Reason.

It is a safe assumption that the recent decision of the Moxie Company to market its product in 16- and 8-ounce containers, in addition to its long-established single larger size, is due to some detail. Surely the policy of the Moxie Company in restricting its bottling to one size, and quite definitely to one market, has been established long enough to warrant the conclusion—which Mr. Frank Archer, its vice-president, will probably correct if my surmise is altogether far afield. In fact the decision to bring out the 8-ounce size may well have been brought about by Mr. Archer's invention of the most ingenious and convenient lunch bag, with

# ½ OF ALL IS IN THE QUALITY GROUP



ONE-HALF of the advertising done in national mediums by reputable bankers and investment houses appears in THE QUALITY GROUP.

These bankers and investment houses invest half of their own budget for national promotion to reach this group of 700,000 families. The success of their effort is indicated by the fact that this sort of thing has been going on for years and years, and still going strong.

Why not?

A reserve of \$2,500,000 *is deposited in advance* in the form of subscriptions fully paid up. This is an earnest of the intentions of these 700,000 families, and of their ability to buy what they desire and still have a surplus.

About such a clientele as this, there are several common fallacies.

One fallacy is in setting it to one side as a "luxury market." It is that, naturally. But also, the well-to-do, being human, must eat, wear shoes, wash, work, sleep, rear children. They consume, in fact, a greater amount *per household* of the ordinary everyday products—soap and groceries, drygoods and hardware—than less prosperous homes consume. For they are not only more liberal with themselves, but they have more servants and they entertain more freely.

Second, it is ridiculous to label and tag any such group according to conjectured activities. For example, a maker of golf clubs dismissed THE QUALITY GROUP as appealing only to readers who go to church Sunday mornings! We hope our readers do so. But they also find time for golf. We compared our lists with the roll of members in the Essex County Country Club. Of 720 members of that notable club, 176 were QUALITY GROUP subscribers. (P.S. We got the order.)

Third, never let any one tell you that purchasing power is incompatible with intelligence. The evidence of QUALITY GROUP purchasing power is in the experience of bankers, cited above. The evidence of intelligence is on every page of the six magazines which these 700,000 families buy to read.

Advertising in THE QUALITY GROUP is *next to thinking matter*.

## THE QUALITY GROUP

285 MADISON AVENUE, NEW YORK

THE ATLANTIC MONTHLY

THE GOLDEN BOOK MAGAZINE

HARPER'S MAGAZINE

REVIEW OF REVIEWS

SCRIBNER'S MAGAZINE

THE WORLD'S WORK

Over 700,000 Copies Sold Each Month and These Copies Are Read by Nearly 3,000,000 People.



## The Dairy Paper That Interests All The Family

**D**AD reads the Dairymen's League News because it brings him the vital trade news of his business, especially the market reports.

Mother scans the Home page because it meets the needs of the busy farm woman.

Danny delights in the Ko-op Kiddie Korner and himself occasionally contributes a letter.

Daisy studies the Juniors' page for entertainment suggestions and hints on personal appearance.

Thus the Dairymen's League News appeals to every member of the family through some vital interest. Then, too, loyalty to the Dairymen's League is a family tradition. This loyalty is reflected toward the News which is the visible point of contact between the home and this mighty marketing organization. A trial schedule will convince you of the responsiveness of our reader-owners.

*A request will bring you Sample Copy and Rate Card*

Dairy farms of this area supply New York City with fluid milk.



## DAIRYMEN'S *League* NEWS

New York  
120 West 42nd Street  
W. A. Schreyer, Bus. Mgr.  
Phone Wisconsin 6081

Chicago  
10 S. La Salle Street  
John D. Ross  
Phone State 3652

its pockets for six 8-ounce bottles of Moxie.

Since Welch's has not entered the field of sparkling beverages, its absence from it may be assumed to be a definite policy. But the detail of the acquisition of such an invention as a family size bottle from which individual glasses could be disbursed without impairing the keeping qualities of the remainder, might well control the decision.

**I**N 1921—with its slump in domestic demand—many manufacturing enterprises turned their eyes overseas to markets where there existed surpluses of finished material to care for the tremendously inflated inventories of parts and raw materials. Each one of these companies would have wished to establish a policy of overseas distribution supplementing domestic distribution—at least so long as the domestic depression lasted. But details control decisions. Those manufacturers who were fortunate enough to have on hand stocks which met requirements overseas were able, through this detail, to dispose of vast quantities without loss, and without disturbing the domestic market. Others, because of the detail that their products were unsuitable, or unsuited for adaptation to markets overseas, are still suffering from the losses they incurred, either through cutting domestic prices or through writing off huge sums for depreciation and carrying charges when they withheld their surpluses from the domestic market.

The illness of a salesman might cry to high heaven for some one to complete his route. But any one of dozens of details may control the decision. The very man for the emergency may at the moment be serving in an even greater emergency. The very man who in May would have been within a hundred miles of the next city on the missing salesman's route, may, when the emergency occurs in June, be a thousand miles off and headed in the opposite direction.

"Shall we buy out a competitive enterprise?" is a question frequently received by the publishers of business magazines. Shall a policy established in the darkest days of the Civil War govern—or shall 1926 accept the Rule of Reason?

Details—sometimes one, sometimes many—will inevitably control such decisions. A month before a company with surplus funds far in excess of its business needs might well have definitely embarked upon expansion along other lines which would make the purchase of competitive business finally out of the question. A month before another company with amply adequate financial resources might have decided to make the purchase to round out its line—but in the four weeks it had been offered a patented device which rendered any outside supplementing of its strength entirely unnecessary.

"How can we remedy a sales weakness in a certain territory?" is a ques-

tion which each sales executive must answer. The decision frequently will hang on a newly added specialty which can be used as a leader, and around which a sales campaign can be built. Lacking such a leader, the merchandising board may turn to local newspaper advertising or to an extensive use of demonstrators or specialty salesmen. The detail that a crew of men is to be made available through change in their plans may control a decision—or any one of a myriad of details become the deciding factor.

**T**HE time element is a detail which controls decision after decision.

The time element in marketing, which decides the handling of sales problem after sales problem, is built around the question: "When will our representative next be in the customer's city?" Since more and more manufacturers are depending upon their field force to handle in person the inevitable problems which arise between co-partners—maker and merchant—it is certain that any single policy of handling such problems must be subject to innumerable exceptions. The detail as to whether a salesman will be able to see the customer within the time the problem must be solved controls the decision.

When demand in Florida tremendously exceeded the visible supply, the manufacturer of a household appliance which bulks large found himself badly needing increased sales. He turned longing eyes toward the sales possibilities in Florida, but investigation of traffic problems seemed to lead to the conclusion that he must make his sales success elsewhere.

That the manager of his Atlanta warehouse was formerly a traffic manager for another enterprise was the detail which led to the correct solution of the problem. This manager arranged for carload deliveries; hired trucks to meet cars on arrival and to make distribution direct to the retail outlets, and thus was able to secure logical preference at a time when other manufacturers, without a man of equal experience, were unable to make deliveries.

For a number of years the problem of whether the export department of a manufacturing enterprise should be located at inland or at seaboard factory seemed incapable of a solution which would be mutually satisfactory to the strongly partisan opposing forces. It was only after an exhaustive analysis, showing that the decision should be based upon details and not upon any one general principle, that a safe and sane decision could be reached for any individual manufacturer.

It is sometimes amusing to hear that "The Blank Manufacturing Company will go into bankruptcy if it does not correct its obsolete methods," when the statement is based on all but a full knowledge of the details involved. For it may well be that the very company criticized, through the perfection of

**funny,  
how many  
newspapers still  
claim to cover  
metropolitan areas  
exclusively—  
and then compound  
the absurdity  
by saying  
"we also have  
merchandising  
dominance 'in the  
state'"**

In Greater Detroit you need two evening and two Sunday newspapers—while up in the state each community's local papers give the only real coverage there.

**The Detroit Times**

# The Powers & House Co. Advertising

HANNA BUILDING  
CLEVELAND, OHIO

**A**DVERTISING at times accomplishes business miracles—but no man can guarantee them in advance.

Advertising is only one member of the sales-team. It can't carry through without team-work.

No one outside your business can guarantee results because no one outside your business can guarantee the necessary team-work.

Select your advertising counsel not on the glitter and allure of its promises but on the calm, cold facts of its performance. Scrutinize its record of client-connections and the *length of each*. Buy *facts*—not *hopes*.

Marsh K. Powers,  
President

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

Gordon Rielev,  
Secretary



most modern methods, is enabled to use as part of its system a time-tried, sound step which others must abandon because it conflicts with their less modern surroundings of this particular type of inside system. That The Blank Manufacturing Company does its own thinking and adapts systems and methods of handling transactions to its own peculiar needs with uncanny skill, successfully overcomes the objection to those who must have a ready-made system and adapt their business, somewhat at least, to meet the requirements of the system.

It should by no means be understood as my viewpoint that policies are useless because the need for exception to policies so constantly arises in business. The point which I wish to drive home is that the fundamentals of business are so generally understood in these days that advancement must come through intelligent handling of each situation as it arises, rather than through a perfunctory following of general principles. But, entirely apart from matters which come strictly under established policies, there are countless decisions which are based upon judgment. These problems are peculiar to the enterprise; perhaps because of the market conditions which exist temporarily within an industry.

While it may be that a conflict between details will make the final wise decision when each rigidly adheres to traditional principles, it is a fact in these cases that, after all, it is the fact that these existing details chance to offset each other that is the deciding factor, and not merely some Rule of Thumb, "The customer is always right," principle, however sound.

## Developing Sales and Salesmen

[CONTINUED FROM PAGE 42]

bring home, if I can, the fact that selling is not some sort of hokus-pokus, a sleight-of-hand performance that one may learn overnight, but that the more natural one is, the more sincere and truthful, the more successful one will be in selling.

Following an aptitude for selling which every man going into this line of work should have, character is to my mind the principal requisite in sales work, and next to that in both wholesale and retail selling comes genuine friendliness—a sincere desire to be helpful to people regardless of what is secured in return. During the past couple of years in particular, I have looked back over my own experience and have studied the successful salesmen who have been associated with me, and others I have known, and I have definitely reached the conclusion that, given the other qualifications named, the man who is friendly, sincerely so, and interested in people, and who likes to help them, makes the best salesman.

# What Price Circulation?

Advertisers and their agents continue to increase the cost of advertising without proportionate increase in value. They encourage too keen competition among newspapers and all other publications for circulation.

Circulation is the most tangible and most popular, if not always the best, measure of a publication's advertising value.

In a natural desire to win the prize—the national advertising contract—a publisher forces his circulation beyond the point of profitable returns, increasing the cost of production and of advertising.

Such circulation is worthless to the advertiser, agency and publisher alike.

Among the cardinal principles of appraising newspaper and other periodical values are the character, sincerity of purpose of the publisher and his representative, the business management and financial structure of their organizations.

Inflated circulation will cease to be sold just as soon as the advertiser ceases to buy it.

Why not stop it?

## E. Katz Special Advertising Agency

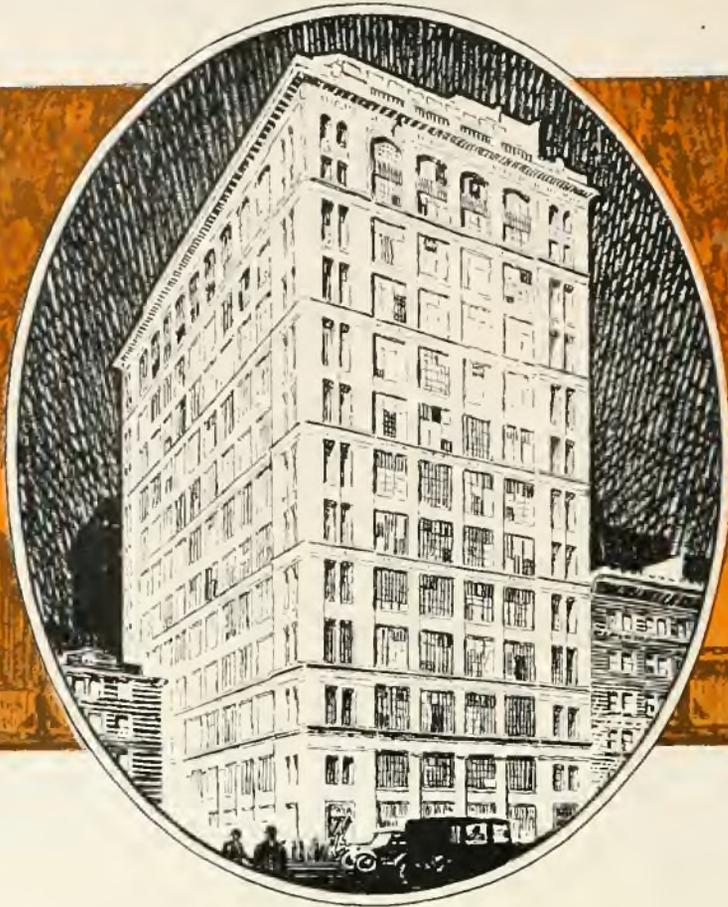
Established 1888

Publishers' Representatives

Detroit  
Atlanta

New York  
Chicago

Kansas City  
San Francisco



# Where

McGraw-Hill has its fingers on the throbbing pulse of American Industry. Its investigators and statisticians are continually garnering facts and figures that help to make McGraw-Hill Publications vital forces in industry. In a never-ceasing stream these comprehensive data pour into the McGraw-Hill organization. Then through the McGraw-Hill Publications the information is disseminated among the particular industries to which it may apply—authoritative, virile facts on the trends and developments of industry.

*Chemical and Metallurgical Engineering* provides dependable statistical information for the process industries. Its weighted price index is used as an authority in Secretary Hoover's "Monthly Survey of Current Business"—in the bulletins issued by large metropolitan banks—and in leading newspapers. Manufacturers and consumers of industrial chemicals use it as a guide in charting production and consumption facts and trends. Equipment manufacturers gauge conditions by it.

*Engineering and Mining Journal* is the publication through which come facts and figures of vital importance to the stabilization and stimulation

of the metallic and non-metallic mining industry. Its market quotations are accepted as a basis for computing contracts in the industry. And its practical information on methods and machinery for eliminating waste and increasing efficiency and profits are welcomed by its subscribers.

*Electrical World* was the first to collect data on the operations and the development programs of the electrical industry, and has continued to present these statistics week after week, charting in detail, thereby, the progress of this great servant industry. It also publishes each month a national and sectional barometer of activity in each of the primary manufacturing industries. This barometer is based upon reports of electrical energy consumption received monthly from almost 2,000 large manufacturing plants which consume approximately eight-billion kw.-hrs. per annum. This barometer is accepted by economists as the most timely, diversified and sensitive indicator of industrial activity available.

*Engineering News-Record's* construction cost and construction volume index numbers are the authoritative gauges in the field of industrial and engineering construction. Its compilation of value of contracts awarded the country over in the various classes of construction (a monthly service for 14 years) gives the engineer, contractor, manufacturer of equipment and the material dealer an accurate running account of the financial value of the business from which they derive their living.

Approximately 15,000 sources are regularly consulted by McGraw-Hill editors, marketing counselors and statisticians in keeping McGraw-Hill data on industry and electrical and radio trade accurate and up to date.

In addition 220,000 McGraw-Hill subscribers constitute a source that is consulted from time to time for

specific data relating to production and buying

41 McGraw-Hill men devote their time exclusively to collating and interpreting data for editorial presentation to McGraw-Hill subscribers and for the information of industrial advertisers.

More than 200,000 vital question-

naires are dispatched yearly from McGraw-Hill offices, many of them going to the same sources week after week and month after month in order that McGraw-Hill reports may be up to the minute. These data are published regularly in the McGraw-Hill Publications and are quoted from them regularly in 134 leading newspapers published in industrial centers.



# Industry's Data Center

And so with all other McGraw-Hill Publications. Industry's dependence upon them is the logical outcome of centralizing the collective resources of the McGraw-Hill Publishing Company in obtaining information and disseminating it scientifically. It is from this storehouse of industrial data and the experience in acquiring the facts that has come the ratings of industrial markets and the formula for selling them efficiently. This knowledge is epitomized in the following McGraw-Hill Four Principles of Industrial Marketing:

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

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

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

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

The application of these Four Principles of Industrial Marketing to your business must result in greater efficiency and lowered selling cost.

A request, either from you or your advertising agent, for a personal consultation entails no obligation.

McGraw-Hill marketing counselors are at your service, ready to show you how you can effectively use Industry's Data Center.

McGRAW-HILL PUBLISHING COMPANY, INC., NEW YORK, CHICAGO, PHILADELPHIA, CLEVELAND, ST. LOUIS, SAN FRANCISCO, LONDON

## McGRAW-HILL PUBLICATIONS

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

### CONSTRUCTION & CIVIL ENGINEERING

ENGINEERING NEWS-RECORD  
SUCCESSFUL METHODS

### ELECTRICAL

ELECTRICAL WORLD JOURNAL OF ELECTRICITY  
ELECTRICAL MERCHANDISING

### INDUSTRIAL

AMERICAN MACHINIST INDUSTRIAL ENGINEER  
CHEMICAL & METALLURGICAL ENGINEERING  
POWER

### MINING

ENGINEERING & MINING JOURNAL  
COAL AGE

### TRANSPORTATION

ELECTRIC RAILWAY JOURNAL  
BUS TRANSPORTATION

### OVERSEAS

INGENIERIA INTERNACIONAL  
AMERICAN MACHINIST  
(European Edition)

### RADIO

RADIO RETAILING

### CATALOGS & DIRECTORIES

ELECTRICAL TRADE CATALOG  
ELECTRICAL ENGINEERING CATALOG  
RADIO TRADE CATALOG  
KEYSTONE CATALOG KEYSTONE CATALOG  
(Coal Edition) (Metal-Quarry Edition)  
COAL CATALOG CENTRAL STATION DIRECTORY  
ELECTRIC RAILWAY DIRECTORY  
COAL FIELD DIRECTORY  
ANALYSIS OF METALLIC AND NON-METALLIC  
MINING, QUARRYING AND CEMENT INDUSTRIES



# THE OPEN FORUM

WHEREIN INDIVIDUAL VIEWS  
ARE FRANKLY EXPRESSED



## Coupons or Cash?

THE remarks by "Jamoc" that appeared in the "E. O. W." of a recent number of your publication seem to me to be shrewd commentary on a practice which has long excited my interest. "Jamoc" raised the question whether the chain tobacco stores do not lose custom by their policy of higher prices with "free" coupons. It is probably to the point to remark that I noticed the other night a sign, hanging in a branch store of a well known chain, asking in a direct fashion that the customers save their coupons. The card then listed a number of "prizes" to be had for very few certificates. If the company has to resort to such requests, the subject must be worth consideration. Possibly there is a place waiting for a chain of stores with low prices alone as an inducement for purchases. I, for one, would be a ready prospect.

EARNEST F. WILLIAMS,  
Brooklyn, N. Y.

## Community Advertising Needs Cooperation

COMMUNITY advertising is the under-nourished child of a modern world. It needs attention.

Without claiming any original idea—it may be an old one—it occurs to me that a national convention of community advertisers would contribute to a general standardization of this new force in civic expansion; or better still, the establishment of a central research bureau, supported by all community advertisers in a fixed proportion to their appropriations, would be an asset of inestimable value.

I am sure a brief history of our problem is the experience of other community advertisers.

The single purpose of our organization is community advertising. We are affiliated with the local chamber of commerce—that is, we have its indorsement, and all inquiries developed by our advertising are turned over to it for follow-up. All we had in the beginning was an idea. We were convinced, and still are, that a one purpose organization, which in our case happens to be advertising, can do more effective work than an organization devoted to many and sometimes uncertain purposes. Other community advertisers, and we have not hesitated in soliciting information, could not, or would not, help us much. There are too many

theories—not enough practical conclusions.

If you do not believe that community advertisers are a jealous and selfish bunch, just ask a few questions! Write to some city that you think has been successful and see how much honest-to-goodness information you receive for your trouble. Make your questions pertinent, block the hokum exit and convey the impression nothing except cold facts will satisfy you. One community advertiser, in reply to my request for information about revenue source, wrote as follows:

"We are delighted to learn that you have been following our advertising with interest. Under separate cover we are sending you our booklet, and we would be pleased to answer any specific questions you may ask about our city."

That was all!

The community advertiser invariably encounters strong resistance when he seeks to secure railroad support. There is some justification for this resistance, of course. Railroads are sought on every side for this and that—but if anyone benefits by community advertising, it is the railroads. So I wrote to twelve other community advertisers and asked them if the railroads were helping them and how much. A specific reply to the question came from one—and it was confidential! The railroads, evidently, did not want the other communities along their lines to know.

Community advertisers, as a rule, are worse than last-go-trade school girls—"You tell yours first!"

The reason isn't, I hope, that we are pin-heads and conceited asses who think we know it all—rather, I trust, we are in a new business and do not know each other sufficiently well to talk shop for our mutual benefit. This much is certain. We are going to be in this business for a long time and I see no reason why one should not benefit by the progress and mistakes of the other.

Another thing: I have yet to find two cities that employ the same method of follow-up. Isn't there some method which has proved successful enough to pass along? Wouldn't a composite plan of follow-up be worth trying?

No individual community advertiser has the time or inclination to delve into all these things. Furthermore, a little effort will discourage him. Try it and see.

A good many millions of dollars are spent in community advertising each

year. Appropriations are being increased in amazing proportions. And yet, about all I know—save the advertisements—is figures thrown at me by salesmen showing that the *Morning Moon* produced inquiries at a lower cost for Podunk than the *Friday Morning Pole*. In my opinion, and I may be all wrong, this cost per inquiry is as fallacious as the theory of cause and effect with the customary green apples eliminated.

Does community advertising begin or end with inquiries? Do these cities which speak of cost per arrival have representatives at the trains who rush up to all strangers and ask, 'Pardon me, which advertisement produced you?'

How is the problem of merchandising advertising, designed for outsiders, to insiders, who put up the money, met?

Oh, I can think of any number of questions which I would very much like to ask!

Theories—I have them galore; but what I want is practical information—and I wonder if there are not other community advertisers in the same boat? Well, let's row together!

AL HARRIS,

Believers in Jacksonville, Inc.,  
Jacksonville, Fla.

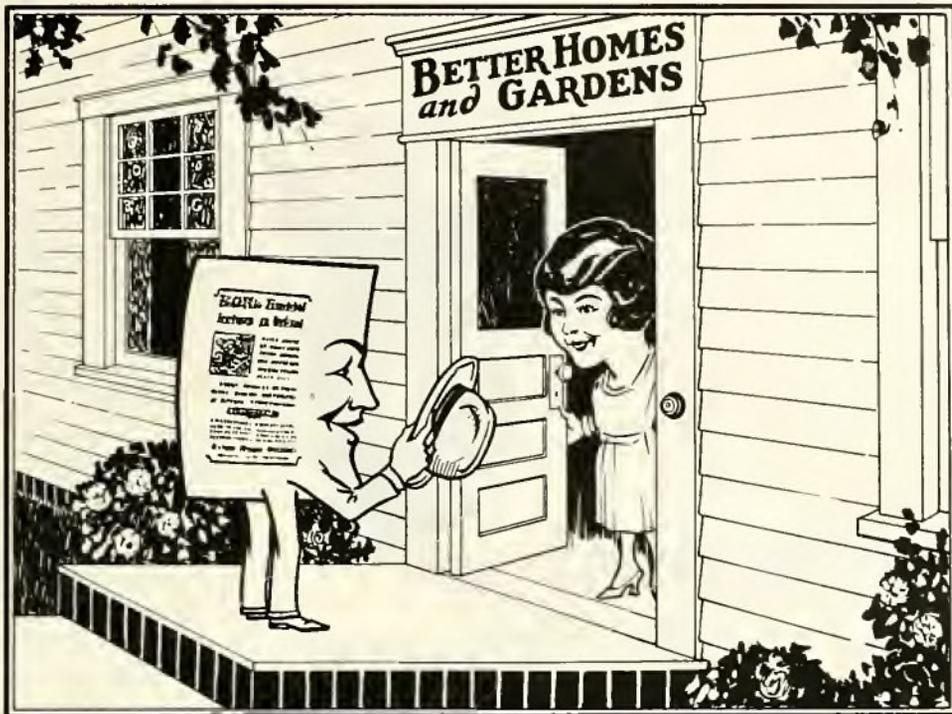
## A Fashion Return

BACK in the '80's the late George B. Rowell offered a cash prize for the "best advertisement." A vast number of persons (for those days) competed for this prize and it was awarded to the contributor of an advertisement of which I am reminded by the announcement of the *Detroit Times* in your issue of Aug. 11. Previous to this contest I had never seen a display advertisement consisting wholly of unequal lines set in uniform type, and with plenty of white space to strengthen the effect. For a long time after the contest advertisements of this kind were numerous. Later, they became of somewhat rare occurrence, but I notice that they are now coming to the front again.

By the way, is there anything, short of proven pulling power, which will entitle any advertisement to designation as "the best" of an arbitrarily given number?

F. G. BEACH,

The *Democrat Chronicle*,  
Rochester, N. Y.



## When Your Advertisement Rings the Bell, Be Sure It Finds the Prospect at Home

THE salesman who has something to sell. makes a sale only when he finds the prospect at home.

The advertisement which has something to sell to the home likewise makes a sale only when it finds the prospect "at home."

Too often, as the reader meets your advertisement, the mind is anywhere but at home—perhaps in the center of a European court intrigue, or watching a fashion parade, or solving a metropolitan crime. Before it can begin to sell, your advertisement must drag the mind away and bring it back home—a task that is difficult at best.

On the other hand, from the moment Better Homes and Gardens is opened, the reader is "at home" to an advertisement that con-

cerns any part of home life. For Better Homes and Gardens is devoted to the home from cover to cover. As they read it, men and women are thinking about their homes, seeking and finding suggestions that will help make homes more attractive, or make home life more pleasant.

Thus, when your advertisement rings the bell in Better Homes and Gardens, it finds the reader "at home," looking for your message.

More and more, advertisers who sell to the home are realizing the importance of this fact. As a result, the advertising lineage of Better Homes and Gardens has grown steadily from year to year.

# BETTER HOMES *and* GARDENS

E. T. MEREDITH, PUBLISHER

DES MOINES, IOWA



## A New Record— in Signs



### IMPORTANT!

All advertising space is valuable. None is more valuable than the space your signs occupy on your dealers' premises. None more difficult to obtain. None so near the point of sale! It pays to supply dealers with the best signs the market affords—the best in wear and tear, in readability, visibility, and attractiveness—in other words, with DuraSheen Lifetime Porcelain Enamel Signs.



THE Victor Talking Machine Company uses DuraSheen Lifetime Porcelain Enamel Signs to mark the stores of authorized Victor dealers because DuraSheen Signs are superior in quality, color and appearance. Quality products require quality signs—which accounts for DuraSheen popularity and preference.

Unlike ordinary signs, DuraSheen Signs are made of highest grade porcelain, fused into heavy sheet steel at 1800°—they are permanent. DuraSheen Signs never rust nor warp. They withstand the wear and tear of rain, snow, sun, dust, heat and cold. Always bright and cheerful, with colors never dimmed, they daily build sales and good-will for your product.

### THE BALTIMORE ENAMEL and NOVELTY COMPANY

MT. WINANS  
BALTIMORE, MD.

200 FIFTH AVENUE  
NEW YORK CITY

# DuraSheen

Porcelain fused into Steel —

# Lifetime Signs

## Advice to Advertising Men

[CONTINUED FROM PAGE 28]

to fashionable finishing schools and consequently are not seeking every opportunity to practice their Bronx French accent on their adoring friends. Personally, when we read one of these abominations, we sympathize with Dr. Johnson who, when handed a French menu by a tactless chophouse-keeper, said: "Sir, my brain is obfuscated after the perusal of this heterogeneous conglomeration of bastard English, ill-spelt and a foreign tongue. I prithee, bid thy knaves bring me a dish of hog's puddings, a slice or two from the uppercut of a well-roasted sirloin and two apple dumplings."

Like the venerable doctor, we prefer the apple dumplings and believe most other people do.

(6) Don't think that any soap or automobile on earth is worth the cost of mangling good English.

(7) Don't try to rival the sumptuousness of the movies in your illustrations. When Mrs. Kelly wants an electric perlocator, she's more likely to feel "high-hatted" by an illustration of a dinner party being served by a butler holding the percolator.

She feels that such things are not for her, and goes round to the Main Street store and buys an unbranded specimen there. This is a world of realities and not of such stuff as dreams are made of. We all indulge in vicarious luxury, but if you wish to arouse in us a desire that is capable of accomplishment, then give us photographs of ourselves. Photographs and plenty of them. Don't use them only to illustrate tooth-paste ads.

LET us have a few of the Kelly "interior," showing Pat with his feet on the table, Mrs. Kelly bringing in the corned beef and cabbage and the Kelly kids crawling all over the dining-room, furnished on the installment plan. Make it "homey," and remember there are a thousand Kellys to one Stuyvesant, and we mortals love the things we know and fear those we don't.

(8) Don't be affected; be natural. Advertising is in the adolescent period and its devotees are in the throes of the pimply stage and all its concomitants. You indulge in so much introspection in your business magazines that we nearly believe we are reading the most boring parts of some Dostievsky novel. What the advertising profession needs badly is a Michael Webb to de-bunk it a little.

(9) And lastly, don't dismiss this as the irresponsible effervescence of a cheeky young pup, disgruntled at his inability to make the grade. Was it Chateaubriand who said that we should listen even to the slander of our enemies lest there be truth in it and we should lose an opportunity of finding out our defects?

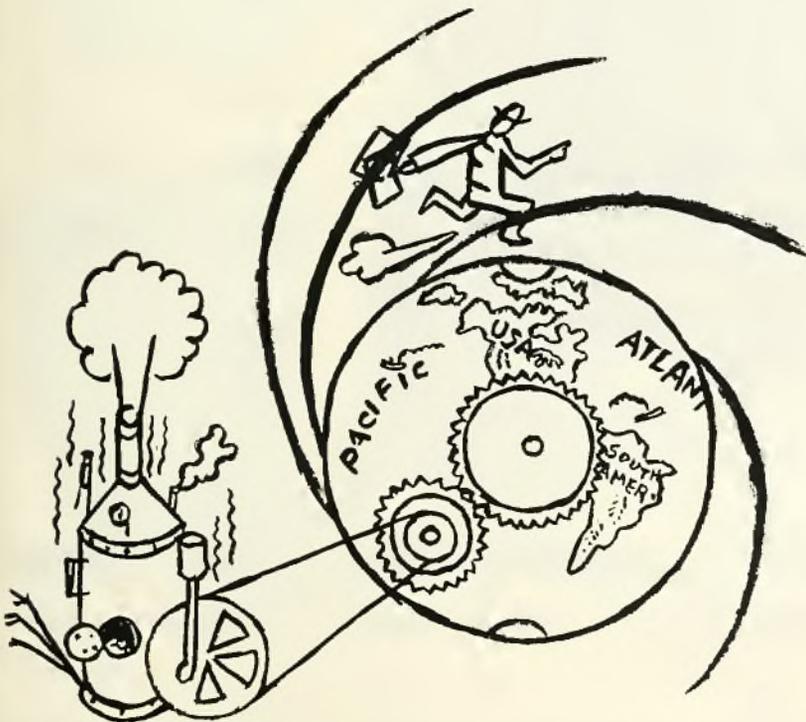
# Staying where you are — or going somewhere

It was the Red Queen (in *Through the Looking Glass*) who laid down a principle of advertising which applies to some of us today.

Alice complained that though they had been running some time, they hadn't got anywhere.

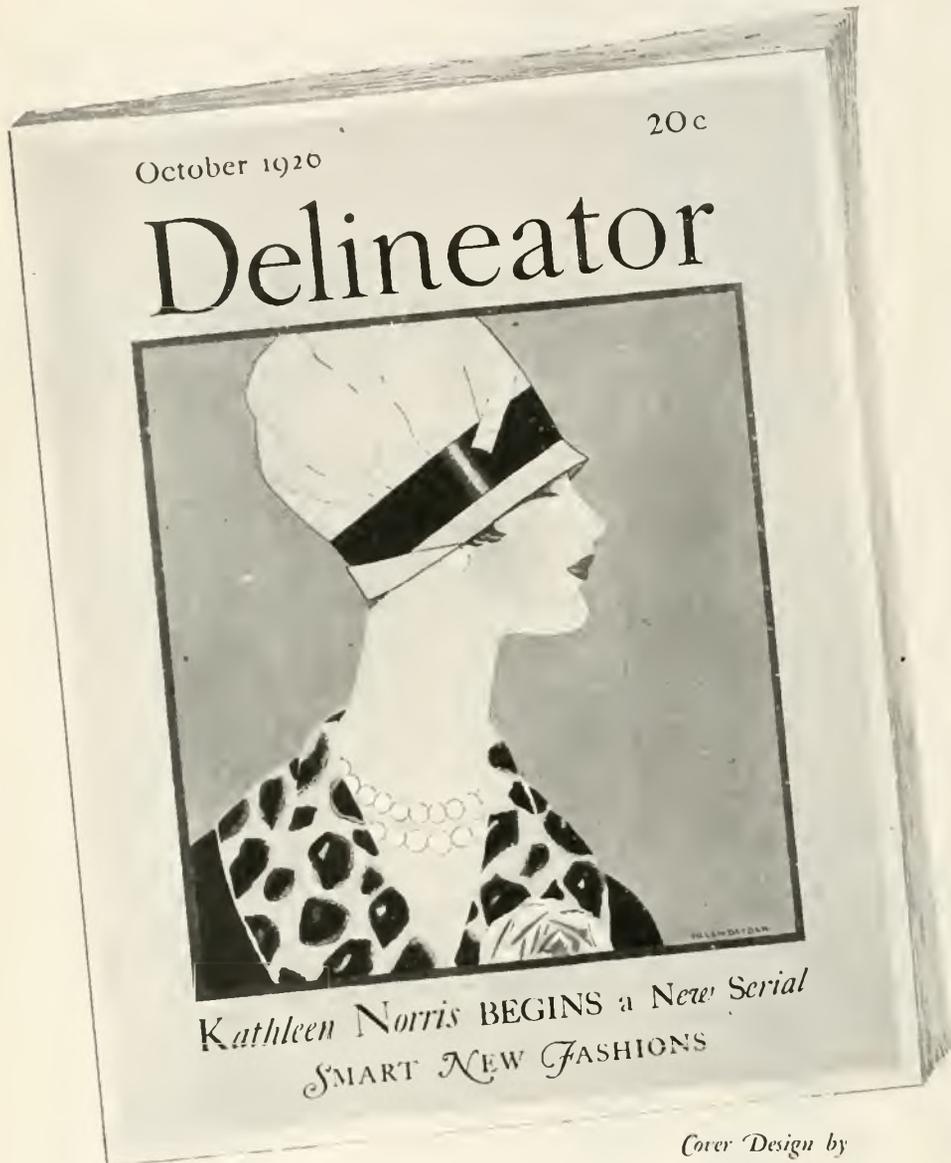
"You have to run this fast to stay where you are," said Red Queen. "If you want to get somewhere you must run twice as fast."

Some businesses are doing just enough advertising to stay where they are. They mourn the good old times when \$10,000 was an advertising appropriation. But these are not the good old times. They are the good new times. Advertising is more expensive, but more necessary than ever. The price of going somewhere is higher, but getting somewhere is worth more. Advertising that is done today must be based on conditions that exist today. The pace is determined by how fast you must go to stay where you are—and then some.



THE NEW YORK TIMES, WEDNESDAY, SEPTEMBER 15, 1926.

# Its Readers are Other Women's Leaders



EVERY woman either leads or follows other women. The woman who leads thinks for herself, has tastes of her own, and knows what she wants and why she wants it.

The woman who follows thinks what the leaders think, likes what the leaders like and wants whatever the leaders want.

Delineator is planned, written, illustrated and edited for the women who lead. As an inevitable result, it is distinctive, in looks and contents, from any other magazine in the women's field.

Delineator's natural appeal is to the wives and daughters of influential business and professional men. It reaches those homes in which men and women alike are the logical leaders of their communities.

In this country today there are, perhaps, three or four million such families. Delineator is read by the women in more than a million and a half of these families.

It is probable that this number will gradually increase. For it is the purpose of the publishers to make Delineator a magazine that will be indispensable to the women of taste and means and knowledge in every American community.

Now on all  
News-stands

Cover Design by  
Helen Dryden

The Butterick Publishing Company *New York · Paris · London*

*Two page advertisement appearing*

THE NEW YORK TIMES, WEDNESDAY, SEPTEMBER 15, 1926.

# Pages from Delineator October Number



The Announcement Page has much good news for Delineator readers as this issue and it will bring you even better news with each succeeding number  
Page 1 of October Delineator



Kathleen Norris knows enough people she knows the meaning of married life she believes in love "Barberry Bush" is the surest of all knowledge  
Page 6 of October Delineator

Charles C. Norris, her famous author husband, told her he considered this his most important work and says "You have made me very proud and happy"  
Page 7 of October Delineator



The remarkable author of "The Private Life of Helen of Troy" tells some very most queer news the fact that she had obtained from his fine revelation  
Page 7 of October Delineator



Madeline Madlocks Bentley, the recognized authority on domestic science, tells all about her interesting plans for this new service to Delineator readers  
Page 25 of October Delineator



Here is something interesting even as a practical method to help women more easily realize the miracle as well as to give the latest fashions  
Page 33 of October Delineator

Every woman knows how easily the wrong material can spoil the smartest outfit, here is practical advice on choosing the right material for the right outfit  
Page 35 of October Delineator



The dramatic conclusion of Zona Gale's fascinating story of the woman who dared to take her own motto and was her husband's his word - and won  
Page 37 of October Delineator



Many women have anxiously weighed this question and longed for an authoritative answer. Dr. Bloodgood or below explains how to get it straight from the shoulder  
Page 20 of October Delineator



Eighteen new recipes from thousands reviewed by Delineator readers. Each tested and proved successful in the kitchen of Delineator Home Institute  
Page 26 of October Delineator

Another recommended procedure and some suggestions (authorities tested in Delineator Home Institute's kitchen) are included in this new portion  
Page 27 of October Delineator



An up-to-the minute report of experts how Farnwell uses the latest demands of American and Western girls. It is that we equal to every new dress  
Page 43 of October Delineator

in leading Metropolitan newspapers

Announcing  
the birth  
of—



**C**HILDREN, *The Magazine for Parents*,—The first issue has just been published! Write us that you are a reader of "Advertising and Selling Fortnightly" and we will gladly send you a free copy.

### What Has It to Offer Advertisers?

1. CHILDREN will serve as the spokesman and leader of the Progressive Parenthood movement that is now sweeping over America. The leading authorities on child health, nutrition, character development, education, recreation and other phases of child welfare are serving as Consultants and Advisors to the magazine. Advertising in CHILDREN associates the product advertised with Progressive Parenthood.
2. Only advertisements of reliable products, accurately described, are accepted. Readers will consequently have as much confidence in the products advertised as in the authentic articles published.
3. CHILDREN will be read exclusively by mothers and fathers. Every other medium has its large percentage of unmarried readers, of married readers without children and of readers whose children have grown up. For firms selling products to be bought by parents for their children it has absolutely no waste circulation.
4. The magazine will be read by parents while they are thinking about the needs of their children. They will turn to the advertisements for information as they will to the articles in the magazine. CHILDREN is the first and only "trade paper of parenthood."

**CHILDREN**  
*The Magazine for Parents*  
353 Fourth Avenue  
New York

Tel. Madison Square 2080

Represented in West by Wilson and Galey, 111 W. Monroe St., Chicago, Ill.



## Cleveland Four A's Chapter Entertains Representatives

**T**HE Cleveland chapter of the American Association of Advertising Agencies was host on Sept. 10 to 150 representatives of newspaper and magazine publishers at a clambake at Nela Park.

The "court of come-and-razzum" held sway, and each celebrity in advertising came in for his share of good natured roasting at a "trial."

Patrick W. Murphy, general manager of the Fuller & Smith advertising agency, signed himself "sheriff" on the subpoenas which were served as invitations.

For the non-golfers baseball, swimming and horseshoe matches were staged at the Nela grounds. "Iron Man" Joe Scolaro, of the Guy S. Osborn Co., pitched his ball team to victory in both of the games of a double header.

During the afternoon golf was played at the Acacia Country Club for silver trophies.

The following won prizes among the golfers: Wilbur Eickelburg, *American Legion Monthly*, low gross; C. B. Freeman, *Standard Farm Papers*, low net flight "A"; Fred Ralston, *Ralston Four Color Inserts*, low net flight "B"; Dick Jamison, *Boulder, Whitaker, Jamison*, low net six blind holes flight "A"; K. W. Clarke, *New York Sun*, low net six blind holes flight "B."

Among the non-golfers—Tennis singles won by T. R. Phillis, *Power Plant Engineering*; horseshoes, doubles won by Lee B. McMahon, *Capper Publications*, and Mr. Nichols; 20-yard swimming dash won by Vance Chamberlin, *Griswold-Eshleman Company*; plunge for distance won by R. M. Hutchison, *New York Journal*; quarter mile swim won by Vance Chamberlin; tug race won by Sam Lewis, *Griswold-Eshleman*; indoor ball game won by team composed of the following: Joe Scolaro, Guy S. Osborn; M. L. Applegate, *Literary Digest*; A. E. Bohn, *Engineering News Record*; M. E. Wooley, *Hotel Management*; E. L. Adams, *Popular Science*; Baugh, T. R. Phillis; H. L. Fleming, *Red Book*; W. J. Staab, *Fuller & Smith*; Royce Parkin, *Griswold-Eshleman Co.*; high bridge score, M. L. Applegate, *Literary Digest*.

**S**IX local advertising agencies make up the Cleveland chapter of the association. They are Fuller & Smith, Dunlap & Ward Co., H. K. McCann Co., *Griswold-Eshleman*, *Joseph Machen* and *Nelson Chesman*.

On the committee were: Charles French, *Dunlap & Ward Co.*, in charge of the clambake; Frank Hall, *Dunlap & Ward*, in charge of golf, and Vance Chamberlain, *Griswold-Eshleman*, in charge of field activities.

# Plant Good Will Where It Is Sure To Grow

**A**FTER your first sale to each consumer, all repeat business is due to Good Will. Your present business is founded on the Good Will of your present customers; and they will not live forever. If your business is to grow and prosper in the future, you must constantly create Good Will among young people who are just growing into manhood and womanhood.

Where are the young folks who can be most easily persuaded to try your goods; who are most likely to seriously and thoughtfully consider their merits; most apt to go on using them if they are satisfactory?

Not in the big cities! You know the multitude of occupations and diversions which crowd the lives of the young in the great centers of population. You know the way in which they hurry from one thing to another—their eagerness to try every new thing—their impatience with everything which does not represent the latest fad and fashion.

The young people of the small towns and villages live a different life. Their hours are not crowded. They have time to read and think. They spend their money carefully. They readily form buying habits. They appreciate good things, and stick to them.

Out in the small town and rural sections, the growing generation reads *The Country Newspaper*. It chronicles their comings and goings; their social affairs. It tells them the news of their little world. Whatever else they read, *The Country Newspaper* comes first.

Not only can *The Country Newspaper* bring you a great and profitable volume of present business, but it can build strong and deep foundations of Good Will for many years to come.

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



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

## AMERICAN PRESS ASSOCIATION

Represents 7,213 Country Newspapers—47½ Million Readers

Covers the COUNTRY Intensively

225 West 39th Street

New York City

122 So. Michigan Avenue  
CHICAGO

68 West Adams Avenue  
DETROIT

# LIBERTY'S RATES GO UP NOVEMBER 1ST

If you buy before  
that time ' ' you  
receive a bonus of

## 250,000 Circulation Absolutely FREE

When present rates were made, LIBERTY promised its advertisers a circulation of 1,100,000 copies. *They got it.*

Now, LIBERTY announces an average NET PAID circulation of 1,350,000 during 1927. *LIBERTY will keep its promise.*

### YOUR SAVING

on 13 Insertions of Following Units  
if Ordered Before Nov. 1st

Per Line . . . . .	16.25
Eighth Page . . . . .	1218.75
Quarter Page . . . . .	2437.50
Half Page . . . . .	4875.00
Full Page . . . . .	9750.00
Two-Color Page . . . . .	9750.00
Four-Color Page . . . . .	6500.00
Back Cover . . . . .	19500.00

Orders for 1927 Accepted Up to  
Nov. 1st at These  
PRESENT RATES

Line Rate . . . . .	5.00
Eighth Page . . . . .	375.00
Quarter Page . . . . .	750.00
Half Page . . . . .	1500.00
Full Page . . . . .	3000.00
Two-Color Page . . . . .	3750.00
Four-Color Page . . . . .	5000.00
Back Cover . . . . .	6500.00

Orders Placed After  
Nov. 1st Subject to These  
NEW RATES

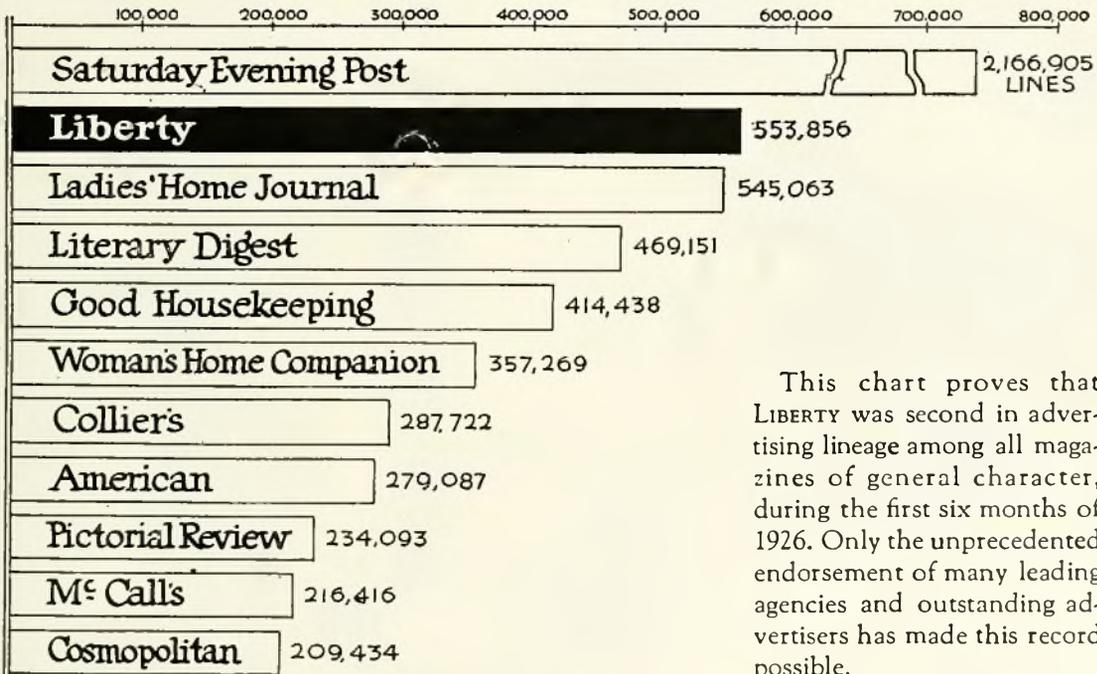
Line Rate . . . . .	6.25
Eighth Page . . . . .	468.75
Quarter Page . . . . .	937.50
Half Page . . . . .	1875.00
Full Page . . . . .	3750.00
Two-Color Page . . . . .	4500.00
Four-Color Page . . . . .	5500.00
Back Cover . . . . .	8000.00

## NO ORDERS AT PRESENT RATES ACCEPTED AFTER NOVEMBER 1, 1926

# Just Consider the Saving in Ordering Your 1927 Advertising in LIBERTY NOW!

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

## TWO YEARS OLD *and* ALREADY SECOND



ABOVE FIGURES COMPILED FROM PRINTERS' INK

This chart proves that LIBERTY was second in advertising lineage among all magazines of general character, during the first six months of 1926. Only the unprecedented endorsement of many leading agencies and outstanding advertisers has made this record possible.

# 5¢ Liberty

*A Weekly for the Whole Family*

247 Park Ave.  
New York

General Motors Bldg.  
Detroit

705 Union Bank Bldg.  
Los Angeles

Tribune Square  
Chicago

## CONSOLIDATION

# Easton (Pa.) Community Becomes Another One-paper Region

The EASTON EXPRESS announces to its friends and space-buyers the purchase of the good will and property of the Easton Free Press, effective August 28.

This is another consolidation that will simplify and economize.

The EXPRESS is now the only daily newspaper in the prosperous industrial and college community of Easton and Phillipsburg, with an immediate trading population exceeding 65,000. Easton is the county seat of the fourth industrial county of Pennsylvania and the trading center for Northampton and Bucks Counties, Pa., as well as for Warren and Hunterdon Counties, New Jersey. There is a surrounding trading community of some 110,000 additional population, including such towns as Nazareth and Bangor, Pa., Washington, Hackettstown, Belvidere and other communities of western New Jersey.

As Hugh Moore, President of the Dixie Drinking Cup Corporation and President of the Easton Board of Trade, remarked prior to the consolidation of the two papers: "Few papers in America published in cities of the size of Easton have such a strong regional circulation."

The additional circulation gained through this consolidation of the Free Press enables us to guarantee 33,000 net paid—the largest circulation in the Lehigh Valley.

# EASTON EXPRESS

EASTON, PA.

HOWLAND & HOWLAND, Representatives

New York

Philadelphia

Chicago

### EXPERT TESTIMONY AND LEGAL CONSUMER AND TRADE RESEARCH

In court cases. In unfair competition, price-maintenance valuation or Federal Trade Commission cases in general, the most vital evidence is, *what does the trade or the public think?*

The answer is questionnaire research, made by experienced hands.

Or an expert witness in good will, advertising and sales. J. George Frederick has served frequently as such.

### THE BUSINESS BOURSE

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

In London, Business Research Service, Ltd.



REACHING  
MANAGERS OF  
WORKING  
CHURCHES

**WHO BUY**

Carpets—Furnaces—Motion Picture Machines—  
Organs—Pianos—Electric Signs—Bulletin Boards—Typewriters—  
Duplicating and Addressing Machines, and a hundred other necessities for Modern Church Plants. Rates and Samples on Request.

**CHURCH MANAGEMENT**  
626 HURON RD. CLEVELAND

## How Freight Rates Determine Markets

[CONTINUED FROM PAGE 20]

ican market thus widened. Commercial rivalries are thus, in theory, equalized. In railway parlance this is what is known as "keeping everyone in business."

THE Philadelphia grocer would be unable to maintain four prices for potatoes. Whether grown in Aroostook County, in up-State New York, in Michigan or within twenty miles of Independence Hall, the Philadelphia price must be uniform. Middlemen's margins are the same for the four varieties; hence the adjustment must be made either on the net price to the farmer or the freight to Philadelphia. Should the grower's share of the price be appreciably less than the cost of raising the crop, the potatoes will be allowed to rot unharvested; should that happen, the railroads would get no revenue at all. The inevitable happens; the freight rate is the medium of adjustment.

A similar instance came only last winter, during the anthracite mining strike. Efforts from New England for lower freight rates on hard coal were denied as "an unreasonable demand" at the same time that a reduction was granted on soft coal to the same market "for the purpose of permitting the bituminous mines of West Virginia to share equitably in New England fuel markets."

In the coal industry, at the present time, there is another wide-spread attempt to drag the railroads into an adjustment of competition. The mines of the northern coal-producing States, with the union wages now in effect, are unable to market their output for shipment "up the lakes," and in such cities as Cleveland and Chicago, in competition with the mines of the southern States, which are non-unionized. The northern operators are therefore asking for reduction of freight rates by forty cents a ton for their mines, with rates from the South to be maintained at present levels, their claim being that forty cents less freight would enable them to net forty cents more for the coal per ton—a margin that would alter a loss into a small profit. A similar contention, from the same complainants, has been presented to the railroads periodically for thirty years or more, usually to be met with arguments that to grant the freight reduction would not solve the difficulty. It is feared that the retaliation would come, not from the southern railroads but from the southern mines, which would merely cut their selling price enough to offset the artificial discrimination in freight tolls.

Should this happen, it would be but a repetition of what has occurred with salt, oil, lumber, steel rails, tin plate, wheat and flour, and others almost without end. "Pittsburgh plus" for

*Yip-e-e!*  
**Bonnie Laddie**  
**SHOES**

for Boys & Girls  
Time will tell—see AUBURN SHOES

*Ask your dealer*





**C**ONCENTRATED in territories where there are people to buy the goods and dealers to sell the goods, Outdoor Advertising meets the present-day demand for more direct, more economical and more effective distribution methods. Whatever goods or services you have to offer, Outdoor Advertising can be accurately planned to cover your markets, assist your dealers, meet seasonal changes, tell your story, and produce results exactly when and where you want them.

**General Outdoor Advertising Co.**

One Park Avenue  
New York

Harrison & Loomis Sts.  
Chicago

*Sales Offices and Branches in 44 cities*

# Photo-Engraving Celebrates Our Independence from the Pen.



A comment by James Wallen

The Sesquicentennial marks the fiftieth year of the typewriter. It was at the Philadelphia Centennial that the first practical typewriter was exhibited — a strange, clumsy contraption, compared with the compact whippet model of today, a veritable racing machine. Photo-engraving has introduced the incoming, improved typewriters in persuasive selling illustrations. Their "Story in Picture Leaves Nothing Untold."

"THE RELIGHTED LAMP OF PAUL REVERE" the association booklet is offered by members and the central office at Chicago.



**AMERICAN PHOTO-ENGRAVERS  
ASSOCIATION**

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO

Copyright, 1926, American Photo-Engravers Association

twenty years caused business men to lose their tempers anywhere west and south of that city. That the Chicago *Tribune* carried that phrase at the head of its editorial page during years of contention was more than a bit of editorial policy. It epitomizes the resentment of half the nation that a single city should assume to dominate all steel-using industries. When the "Pittsburgh plus" was abolished by edict a re-alignment of steel mills and the whole industry was inaugurated. The freight-rate differential had set prices for steel and steel products; when the artificial barrier was discarded, a new type of market competition was plunged on the industry.

Wholesaling in this country exemplifies the most highly involved and complex details of market competition. Railway rates hold in their grip the welfare of entire communities; two or three cents per hundred pounds of a freight differential may make or unmake a city. In jobbing centers, man circumvents Nature's great forces of soil, climate and resources. "The distributive business of a country is largely artificial." Human control dictates whether the southern planter with all his economic independence shall be supplied with manufactures—"from harnesses to tin dippers"—from Chicago or Baltimore wholesalers; whether the Pacific slope shall buy its breakfast food via Seattle or St. Louis; whether the small Texas town of Temple shall buy from Dallas or Chicago.

"No retailer in Texas," in the opinion of a Houston jobber, "can afford to buy from St. Louis. He's ruined if he does. The freight will eat him up."

**T**HIS harks back to Texas' effort to equalize freight charges over its vast area. Deliberately that State set out to retard the development of metropolitan centers, in the hope of equalizing prices for all commodities in every hamlet. It was an effort to "decentralize the State," to improve through man's control on the Nature-made development of the older States. The kernel of the "common point" system of freight rates is that bulk shipments, originating at any point outside of Texas, shall bear the identical freight rate to all Texas points. Thus any town might become a jobbing center, as was the intention, to distribute to its contiguous territory. A jobbing possibility was thus opened up wherever men lived, be that spot one mile or eight hundred miles from the State line. Within the State, furthermore, local freight rates (for distribution from these jobbing centers) faced a maximum. That is to say, beyond a distance of 245 miles for ordinary merchandise (less for some commodities) no further increase of rates was permitted. One city naturally had an advantage over all competing centers within this radius; but, outside this zone, "naturally tributary to it as a provincial trade center," all other jobbing centers enjoyed equal opportunity.

For the last two years, all Texas has

# Humor in Ads a Bomb to Hit the Reader, Not You

## Must be Simon-Pure Stuff, Prepared by an Expert, Fired at Exactly the Right Moment

By Kendall True

**C**ERTAINLY humor is a factor in modern advertising. Humor is more than that; it is one of the cross-weaves of our American fabric. We all go in for that sort of thing as mental relaxation.

Every little while an advertiser writes to an authority to inquire if "humor in advertising" is permissible, ethical and remunerative.

His attitude is that of a man on the brink of having a serious operation performed. Even the thought of trying to be funny, in an advertising sense, is solemn and has a certain funereal owl-ishness. Which, of course, is precisely the wrong way to go about it.

The comic strip of the newspaper has had more to do with cultivating a national sense of humor than anything else, chiefly because it is intimate and born of modern life and its problems.

In a great many instances, users of advertising space take themselves altogether too seriously. Numerous products which are exploited with exalted dignity could unbend to advantage. The need of "heart", "color", animated sympathy with everyday existence is greater in advertising than in almost any other field. Remember, a great many advertisers are talking at once. The competition is keen.

However, humor that has gone bad, soured, and backtracked on itself, is advertising at its worst. Fun is not so common as many advertisers are inclined to suppose. It is elusive, transitory and bashful in company. You can't open any old spigot and draw a quart of laughter of the simon-pure variety. "Bootleg" humor, manufactured along standardized lines, is very likely to be sorry stuff, indeed, and rather dangerous for any advertiser to use.

At the same time, the demand for good, wholesome, near-to-nature humor in the advertising field is incalculably energetic just now. Seeing

the funny side of the problems of a people can be transformed into really brilliant "copy".

Exaggeration is not humor. Too savagely attacking the foibles of the human race is not humor. Twisting and making abnormal the human form divine and the features of a face does not necessarily constitute humor. The genuine brand is fundamentally sound. There is always an undercurrent of truth. The ideal "humorous" illustration for advertising purposes is apt to bring to mind some little funny incident that has happened to most of us, at one time or another.

Life is chock full of practical humor; personal humor; the humor that is happening right along. The reader is responsive when, upon reading such a message, tinged with jolly good fun, he can say to himself: "By jinks, that's good. That same thing has happened to me."

The product advertised need not necessarily be a cigar or a chewing gum or any other more or less breezy, low-priced article, in order to respond to humor in a campaign. Sometimes it is possible to draw humor from the most prosaic and solemn subjects.

It is the custom—and a good one, today—to employ cartoonists who have already established a national following. This is almost the equivalent of being assured of a receptive audience in advance.

*(The above are extracts from an article by Kendall True, which appeared in The Fourth Estate, Aug. 14, 1926, and are reprinted by special permission.)*

Through us are available the foremost cartoonists of the day. Cartoonists with a national following, whose styles and signatures will be immediately recognized by readers throughout the country. Write for list of names and further information to FRED A. WISH, INC., 12 E. 41 St., N. Y. City. (Advertisement)

## Its Editorial Influence Is National!



MATTHEW O. FOLEY, the Outstanding Hospital Editor, Founder of National Hospital Day, now an International Institution.

RECENTLY, in one day, Mr. Foley, editor of *Hospital Management*, had correspondence with hospitals in nearly half the states in the Union. The list of states which follows gives an idea of the widespread contact of *Hospital Management* in hospitals throughout the country.

Massachusetts  
Washington  
California  
Arizona  
Illinois  
New York

New Jersey

Ohio  
Connecticut  
Vermont  
Pennsylvania  
Idaho  
North Dakota

Indiana  
Mississippi  
Wisconsin  
Virginia  
Arkansas  
North Carolina  
Nebraska

Most of these letters were in answer to some inquiry regarding hospital administration, for to Mr. Foley, the outstanding editor of the hospital field, the hospitals of the nation have learned to look for authoritative advice and helpful suggestion.

No journal is better than its editorial service, and it is because of the high character of the service of *Hospital Management* that it is giving to its advertisers not only coverage, but the intimate, friendly contact that is the biggest factor in advertising.

## Hospital Management

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

537 S. Dearborn Street

CHICAGO

opened the morning paper with feverish pulse. Rate revision cases before the Interstate Commerce Commission threaten to tumble this State-made structure. Said a wholesaler in Waco: "If the case goes through, Waco will become a desert," expressing thus the grave significance of a change in freight rates, for of course no such disaster as he feared would ensue. Texas rates are, however, eternally in turmoil; with the railroads scheming to contract the "common point" territory and all the forces of trade rivalry seeking to enlarge it.

New England enjoys a similar "flat rate" system. But that area is compact. It is homogeneous as a market in a sense that Texas is not. Rates from distant points into New England are identical both for raw material and food for all deliveries; rates from New England factories to distant markets apply equally to the entire district, those rates being, for the country as a whole, equal to the rates from New York. Boston can ship goods to Cleveland and points beyond (or to Richmond) for the same freight costs as New York, thus "keeping everyone in business," the purpose of affording even competition in the market being paramount to mileage over which the freight is hauled.

## A Salesman Looks at Advertising

[CONTINUED FROM PAGE 36]

were wide and successful users of the testimonial appeal had entirely different stories and different methods of securing the right testimonials. One of these companies, which employs the testimonial appeal exclusively in a long list of trade publications, and in national advertising as well, clears testimonials through the house organ. And a splendid medium it is for this purpose.

The editor has a roving commission to travel over the company's entire territory at will, and, being an ex-newspaper man, in that way picks up some splendid, timely material for his columns.

A copy is turned over to the advertising agency handling the company's account. From its contents the agency can secure enough trade and consumer copy material to keep the advertising going for months.

Of course this house organ is out of the usual run of such publications. It has a make-up that sparkles with ideas; its editor possesses both an editorial and reportorial sense; the salesman and the dealer are always treated in a fair manner. Another company which is much interested in testimonial advertising, and had greatly benefited by it, has a different method that was as effective. This concern



### HOTEL ST. JAMES

109-113 West 45th St., New York City  
Midway between Fifth Avenue and Broadway  
An hotel of quiet dignity, having the atmosphere and appointments of a well-conditioned home.  
Much favored by women traveling without escort.  
3 minutes' walk to 40 theatres and all best shops.  
Rates and booklet on application.  
W. JOHNSON QUINN

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

# The Lillibridge Viewpoint

Number Five

Issued by Ray D. Lillibridge Incorporated

New York

## The Merchants Planned a Parade

SOME six or eight years ago, up in a certain small New England city the president of the Merchants' Association called a special meeting of that body for the purpose of discussing ways and means of stimulating spring business.

The assembled merchants decided that a Spring Style Show wouldn't do; they had held several. An airplane flight was next voted down because the merchants of an adjoining community had recently resorted to this form of "stimulus."

"Why not a parade?" asked Trapagen, the shoeman. "People will always turn out for a parade."

That suggestion met with instant approval. By all means a parade!

A parade would draw the people for miles around, and would get everybody out onto the streets. The line of march would be through the shopping center, and every merchant would feature special merchandise at specially attractive prices. How sales would boom!

And so the wheels were set in motion for a parade. The Carpet Factory band would head the procession. The Police Department would march. And the Fire Department would roll.

Before the project was three days old, the whole city was enthusiastic. Indeed, it seemed as though the entire community had just been waiting for a parade. Everybody—organizations, business houses, and individuals—wanted to march or to enter a float. It was going to be a wonderful parade!

And it was a wonderful parade. The only trouble was, it got away from the Merchants' Association. When the eventful day came business had to be completely suspended to let

everybody participate in the parade, and an entire day's sales were lost!

§ § §

STIMULATING a business by advertising has been known to work out the same way. Everybody in the concern has grown enthusiastic over the advertising as such and forgotten that the real purpose of the effort and expenditure was to stimulate sales, not to run a parade of splurging spreads through the daily, weekly and monthly periodicals of America.

It is because of this danger that we insist on setting "objectives" for our sales and advertising work, and keeping our eyes on the "objective" rather than on the advertising.

We have a bulletin which tells more about this "objective" method which will be sent gladly on request.

§ § §

## Where Does Agency Service Stop?

EVERY so often the journals of advertising bring up the question of where agency service should stop.

Writing in *Printers' Ink Monthly*, A. H. Deute sees, along about 1950, advertising agencies offering, in addition to the "regular" offices, the services of an expert accountant and a good janitor.

Well, we have arranged for the services of both for clients on occasion, not because we wanted to, but because we saw that unless we took the initiative in the case of the accountant, we wouldn't have reliable figures on which to base our advertising recommendations, and in the janitor case the client's exhibition booth would not have done him credit as an "advertisement" for his business.

To our way of thinking, it isn't so important that advertising agency service be standardized or "stopped" as that some safeguard be provided so that one client is not paying for the special services being rendered another and more avaricious—or helpless—client. In our own practice this is taken care of by our Fee-and-Budget System, under which each client gets all that he pays for and pays for only what he gets. (We have a special bulletin on this Fee-and-Budget System that we send on request and without obligation.)

### 5,000,000 Hours of Preaching

HENRY S. DENNISON figures that during the last hundred years the Christian world has been subjected to not less than 5,000,000 hours of preaching. "Has the productiveness of this vast amount of time been satisfactory?" he asks.

We doubt it. It may have been necessary, if we were to hold our own, much as it was for Alice and the Queen (in *Through the Looking Glass*) to "run that fast just to keep up." But satisfactory? Hardly. And largely because the preaching has been so average.

Just so, we doubt whether so huge a volume of advertising would be required to keep the wheels of the business world turning if so much of it were not so average.

Would not less but better advertising, *focused more definitely on carefully measured "objectives,"* develop greater progress?

### Fortunes In Irritation

DON SEITZ, in his book, *Uncommon Americans*, tells about how George Francis Train, not liking a hotel in Omaha, complained to the proprietor, who told him to go and build one to suit himself. This Train proceeded to do within two months!

Which reminds us of the story of O. N. Manners, told many years ago, in *System*, if we remember correctly. The story runs that along in the 1870's two middle-aged men were riding down a Philadelphia street on the platform of one of the bob-tailed cars of the period. Morning after morning they had been riding downtown to their offices together and had often remarked on the poor service of the street railway. This morning things were particularly bad; the pace seemed more snail-like, the road-bed rougher, the delays more interminable.

"Peter," said the older man to his companion, "there ought to be a better way than this to move the people over our streets. Why can't we provide one? You run it, and I'll find the money."

"Agreed," said the other. And from this, the story goes on, grew the union of interests between Peter A. B. Widener and William L. Elkins, who were to consolidate all the street railway lines of Philadelphia into one, and who at one time owned and controlled more miles of electric railway than any two men in America.

§ § §

This story, whether true or not, brings out strikingly the value of dissatisfaction when translated into *action*. There are fortunes concealed in public dissatisfactions—as many today as there were in 1870. Thousands of men see them only as irritations; here and there one of them will be recognized as an opportunity by some observing man, who will add action to his observation.

Thus will a new business be started, and advertising will be called upon to tell the story to the public, that the man who saw the opportunity may realize on it promptly.

RAY D LILLIBRIDGE INCORPORATED

*Advertising*

NO. 8 WEST 40TH STREET · NEW YORK

Telephone: Longacre 4000

Established in 1899

offered a cash bonus to the salesmen for the best windows that they helped their customers to dress. Only the windows, naturally, which featured their product were considered.

The customers whose windows and records were selected for the trade paper advertising were given a Liberty Bond with the compliments of the company.

**B**Y such an arrangement both the salesman and his customer were well satisfied, and consequently cooperated with the trade paper advertising. Such a response did the company get from this plan that today they have enough testimonials on hand for several years' advertising.

"We find that by interesting both the salesman and the dealer in testimonial advertising," commented the advertising manager of this concern, "we get double cooperation. The dealer takes particular pride in his record as a merchant. When we make mention of his success in our advertising, the bond between us becomes a bit closer. He feels that we understand, sympathize with his problems and always give him the breaks.

"In checking up on customers whom we have featured in our trade paper advertising in the past five years, we find we haven't lost a solitary one. Instead, their sales have increased, and we manage to get a greater share of their orders than ever before. The direct results from this advertising show many new accounts—concerns who came to us because of the recommendation given us by the firms we featured in our advertising."

How do salesmen feel about testimonial advertising in the trade papers? Personally, I have always contended that it swayed more customers my way than an extra discount. However, I wanted to discover whether other peddlers had the same convictions. I discussed the subject with a number of them, active men who follow their company's advertising.

"I have pasted of my own accord in a scrap book," said one, "every testimonial advertisement which our company has printed in the last four years, and that's not many. However, they are the best attention-getters in my whole bag of tricks. I haven't met a fellow yet who doesn't like to read how a brother merchant has climbed to success. It's a great opener for me to get in my heavy selling arguments."

Another salesman had this to say: "You can't supply me with better ammunition than a testimonial from a man who has made money selling our line, especially if that fellow is located in the territory that I am working. When this testimonial is used in an advertisement, I find it is my ace when the customer asks the inevitable question: 'How do I know that I can make money with your line?' The testimonial printed in a trade paper they know is an authority always stops further discussion. They sign then and there on the dotted line."

# Modes & Manners Magazines

announce

an increase in the group rate,  
to become effective on Monday,

NOVEMBER 22, 1926

The new black and white rate  
will be

Page. . . . .	\$1750
Half Page . . . . .	875
Quarter Page . . . . .	450
Eighths. . . . .	250

### Color Positions

Back Cover . . . . .	\$2500
Inside . . . . .	2000

[Rates for Individual Magazines  
of the Modes & Manners Group  
Show No Change]



The minimum circulation  
in 1926 was . . . . . 200,000

The circulation now on the  
books for 1927 is . . . . . 300,000



**Definite Schedules For 1927  
Will Be Accepted at the Present  
Rate Until November 22nd**

# Announcing the National Broadcasting Company, Inc.

*National radio broadcasting with better programs permanently assured by this important action of the Radio Corporation of America in the interest of the listening public*

**T**HE RADIO CORPORATION OF AMERICA is the largest distributor of radio receiving sets in the world. It handles the entire output in this field of the Westinghouse and General Electric factories.

It does not say this boastfully. It does not say it with apology. It says it for the purpose of making clear the fact that it is more largely interested, more selfishly interested, if you please, in the best possible broadcasting in the United States than anyone else.

## **Radio for 26,000,000 Homes**

*The market for receiving sets in the future will be determined largely by the quantity and quality of the programs broadcast.*

We say quantity because they must be diversified enough so that some of them will appeal to all possible listeners.

We say quality because each program must be the best of its kind. If that ideal were to be reached, no home in the United States could afford to be without a radio receiving set.

Today the best available statistics indicate that 5,000,000 homes are equipped, and 21,000,000 homes remain to be supplied.

*Radio receiving sets of the best reproductive quality should be made available for all, and we hope to make them cheap enough so that all may buy.*

The day has gone by when the radio receiving set is a plaything. It must now be an instrument of service.

The Radio Corporation of America, therefore, is interested, just as the public is, in having the most adequate programs broadcast. It is interested, as the public is, in having them comprehensive and free from discrimination.

## **WEAF Purchased for \$1,000,000**

Any use of radio transmission which causes the public to feel that the quality of the programs is not the highest, that the use of radio is not the broadest and best use in the public interest, that it is used for political advantage or selfish power, will be detrimental to the public interest in radio, and therefore to the Radio Corporation of America.

To insure, therefore, the development of this great service, the Radio Corporation of America has purchased for one million dollars station WEAFF from the American Telephone and Telegraph Company, that company having decided to retire from the broadcasting business.

The Radio Corporation of America will assume active control of that station on November 15.

## **National Broadcasting Company Organized**

The Radio Corporation of America has decided to incorporate that station, which has achieved such a deservedly high reputation for the quality and character of its programs, under the name of the National Broadcasting Company, Inc.

*The purpose of that company will be to provide the best program available for broadcasting in the United States.*

The National Broadcasting Company will not only broadcast these programs through station WEAf, but it will make them available to other broadcasting stations throughout the country so far as it may be practicable to do so, and they may desire to take them.

*It is hoped that arrangements may be made so that every event of national importance may be broadcast widely throughout the United States.*

### **No Monopoly of the Air**

The Radio Corporation of America is not in any sense seeking a monopoly of the air. That would be a liability rather than an asset. It is seeking, however, to provide machinery which will insure a national distribution of national programs, and a wider distribution of programs of the highest quality.

*If others will engage in this business the Radio Corporation of America will welcome their action, whether it be cooperative or competitive.*

If other radio manufacturing companies, competitors of the Radio Corporation of America, wish to use the facilities of the National Broadcasting Company for the purpose of making known to the public their receiving sets, they may do so on the same terms as accorded to other clients.

The necessity of providing adequate broadcasting is apparent. The problem of finding the best means of doing it is yet experimental. The Radio Corporation of America is making this experiment in the interest of the art and the furtherance of the industry.

### **A Public Advisory Council**

In order that the National Broadcasting Company may be advised as to the best type of program, that discrimination may be avoided, that the public may be assured that the broadcasting is being done in the fairest and best

way, always allowing for human frailties and human performance, it has created an Advisory Council, composed of twelve members, to be chosen as representative of various shades of public opinion, which will from time to time give it the benefit of their judgment and suggestion. The members of this Council will be announced as soon as their acceptance shall have been obtained.

### **M. H. Aylesworth to be President**

The President of the new National Broadcasting Company will be M. H. Aylesworth, for many years Managing Director of the National Electric Light Association. He will perform the executive and administrative duties of the corporation.

Mr. Aylesworth, while not hitherto identified with the radio industry or broadcasting, has had public experience as Chairman of the Colorado Public Utilities Commission, and, through his work with the association which represents the electrical industry, has a broad understanding of the technical problems which measure the pace of broadcasting.

One of his major responsibilities will be to see that the operations of the National Broadcasting Company reflect enlightened public opinion, which expresses itself so promptly the morning after any error of taste or judgment or departure from fair play.

The Vice-President and General Manager will be Mr. George F. McClelland, who has largely been responsible for the successful programs of station WEAf.

*We have no hesitation in recommending the National Broadcasting Company to the people of the United States.*

*It will need the help of all listeners. It will make mistakes. If the public will make known its views to the officials of the company from time to time, we are confident that the new broadcasting company will be an instrument of great public service.*

## **RADIO CORPORATION OF AMERICA**

OWEN D. YOUNG, *Chairman of the Board*

JAMES G. HARBORD, *President*



Regular Price, \$20.00;  
Special Price for Set,  
\$17.50  
Small Monthly Payments

## ADVERTISING AND SELLING EXPERIENCE

—at your fingers' ends

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

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

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

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

#### The best experience of leading organizations

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

### Special Library Price \$17.50

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

#### FREE EXAMINATION COUPON

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

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

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

Name .....  
Address .....  
Position .....  
Company ..... A.F. 6-22-26

# Preaching—or Practicing?

[CONTINUED FROM PAGE 27]

is called to the attention of the advertising manager of this paper. Eventually—usually sooner—I am called on the carpet by the publisher. I am reminded that he would be the last person in the world to attempt to dictate the editorial policy, but the fact remains that our circulation income scarcely pays for our stamps and that the primary purpose of any trade paper is to please the advertisers and secure a stable advertising revenue. Oh, I know the patter! And touching on the matter of the Dank Company, the Blank Agency feels that a marked injustice has been done and . . . And so, in the following issue you will note mention of the Perkins Pickle Plant and the Dank Doodads.

"Practically every trade paper editor is in the same boat. The stuff comes in; and the powers-that-be say that some of it shall be used—enough to placate advertiser and advertising agency. It is, of course, a species of legalized high-binding. I'd like to have it stopped, and of all the people who are raising a howl about the abuses in the advertising field, I think I would be safe in saying that the editors are really the only ones in favor of a strict emasculation of the practice."

The picture is not a pretty one, is it?

It happened that the writer of this article has been on all sides of the desk. He has handled advertising; he has been a publicity man; and he has been an editor. In one year he secured for a certain firm something like 8,000,000 lines of free publicity.

IF the practice of permitting free publicity to exist ever falls into lasting disrepute, some measure of credit will be due advertising solicitors who refuse to bootleg space when they are after a new account. Oh, yes, the solicitors do bootleg space! They may deny it; publishers may brand this as a barefaced lie; and agencies may claim that I am a false alarm and entirely without virtue. But the man out in the hinterlands who buys space will agree with me. Understand, I do not say that all space solicitors bootleg space—but a goodly and ungodly portion of them do. Sometimes they do it in a subtle fashion; sometimes it is an outright trade, a verbal and binding understanding. More than once I have, at the suggestion of a solicitor, presented him with two or three publicity stories, with the understanding that if his publication printed them, on his next call we might talk over a contract. Nine times out of ten the stories were printed. Did we sign a contract? That, as Mr. Kipling so often suggests, is another story.

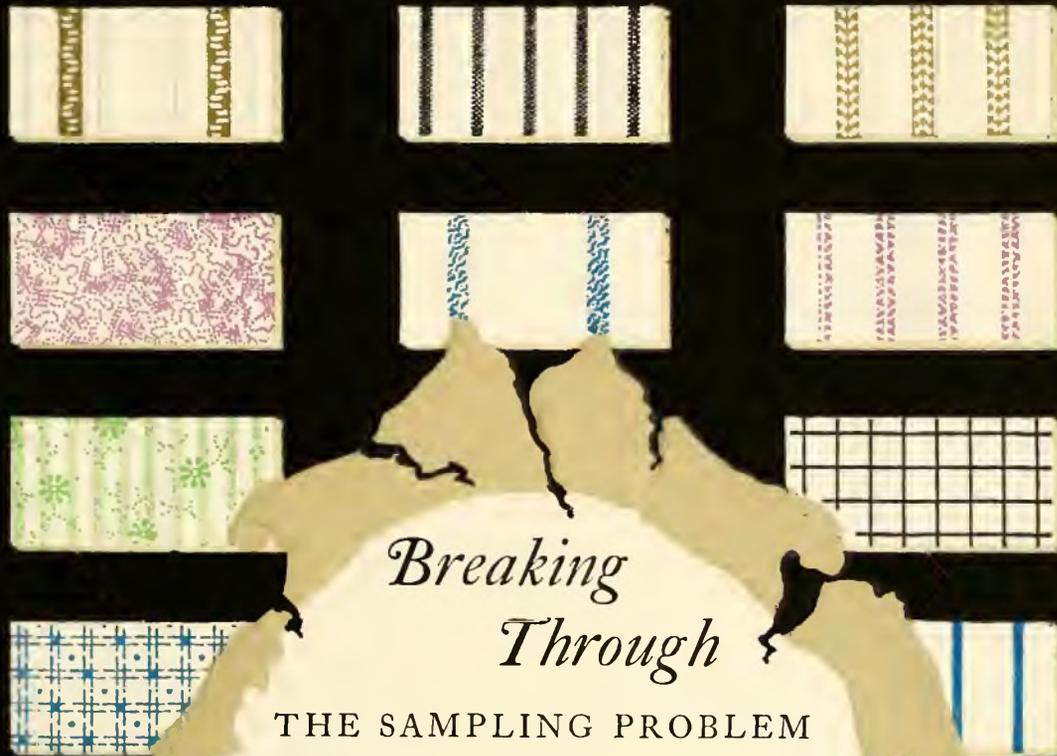
The free space lure, neatly cast before the gaping jaws of a prospective advertiser by a clever angler of a solicitor,

has brought more than one signed contract into the creel. No better artificial bait was ever used.

THE newspaper editor is pestered by a flood of multigraphed and mimeographed publicity that flows from agency offices. In a way he is in a more independent position than the trade paper editor. Most of this publicity is carefully dolled up, seasoned and spiced to make it appear like real news. Here's one I saw the other day; just a little news note from a room number at a certain city address. It showed a picture of a can of soup (mat on request at no cost) and while the maker's name wasn't legible, the form of the label left but little to the imagination. The news (?) told briefly that while being interviewed at breakfast, William Wrigley, the chewing gum king, inhaled a large section of hot soup. This, according to the sheet, was in strict accordance with the orders of his doctor.

Interesting? Yes. But suppose every editor to whom this publicity squib was sent had given it space one column, three inches deep. There would be a grand rush of fond wives to the grocery stores, a marked demand for a certain brand of canned soup, and the first thing we knew we would be sitting down to a breakfast consisting of a steaming bowl of vegetable soup. No, this isn't supposed to be funny—but it is just what happens if free publicity of this character is universally printed. Perhaps that item may be constructive publicity; perhaps the agency responsible for it may think the stunt a clever one. They may be right—but I doubt it. This same agency happens to have me on its mailing list, and every time the unidentified slips come I get a hearty chuckle out of them.

Here is another agency. It handles the account of a certain phonograph company. Someone in the office grinds out reams and reams of free publicity that is sent broadcast. Mats and cuts free, of course; release dates and all that sort of thing. No newspaper syndicate was ever more efficient. Neat little space fillers about the startling fact that Sarah Static, the lyric soprano, has just bought a new canary; sterile messages about the alleged fact that Terry Cohen of Cohens' Royal Hibernians is now taking up with no end of zest the collection of Stiegel glass. And Baron Blatto, the eminent basso, is sailing for his native heath of Bunkolorum for an extended stay. Don't smile, brethren, for I am presenting you with facts. Seldom, indeed, do these items carry greater interest. Newspaper editors are supposed to reach for matter of this type with loud and enthusiastic gloats. My experience is that the gloats are usually absent. I sup-



# Breaking Through

## THE SAMPLING PROBLEM

Sampling can now advantageously be made a part of your *printed salesmanship*. The method exemplified here enables you to have a nation-wide distribution of *textured color sample cards* or folders as soon as the goods are ready, or even before.

*May we have the opportunity to discuss the possibilities of its use in sampling your goods?*



The JOHN C. POWERS COMPANY, Inc.  
*Printing and Lithographing*  
69 DUANE STREET  
NEW YORK



THE  
**John C. Powers Company**  
*Incorporated*

PRINTING AND LITHOGRAPHING

69 Duane Street  
New York

TELEPHONE WORTH 2890

*—where personal interest  
insures individual attention*

pose, of course, that country editors, hard-pressed for fillers, do stick in one or two of them on occasion.

How much money is being spent in this hectic and idiotic rush for free space? I haven't the courage to make an estimate. No figures are available. But the fact remains that the policy has the full support of some of "our best people." That fact cannot be denied: agencies and national advertisers of note and repute are frankly after as much free publicity as they may secure by hook or crook.

Free space is the most costly thing in advertising. If it creates good will, if it stimulates desire, it might be worth all the effort and money it costs. But at the best it is a sheer speculation.

Free space deserves no important place in any schedule. It cannot stand up and compete with paid space. I doubt if anyone can effectively defend it. I am in complete sympathy with those who preach against its use. But I cannot see eye-to-eye with those who preach one thing and practice another; that is hypocrisy—a mental condition dangerous to business as it is to a code of morals.

Let us be frank, gentlemen. Let's pull our heads out of the sand. Let's get away from the Dark Age of Advertising. Let us admit that the free space complex exists because it has the support of influential friends.

### Evening Classes in Advertising to Be Held at Columbia

The winter session for evening classes in advertising, offered by the Extension Department of Columbia University, New York, will open on Sept. 22. Courses are being offered in: The Principles of Advertising, Copy, Art, Psychology, Merchandising, Direct Mail, Layouts and Mechanics.

### New York Advertising Club to Give Public Course

The Advertising Club of New York will conduct its annual course on advertising and selling this year. The course consists of a series of lectures and discussion periods under the leadership of recognized experts in all departments of advertising and merchandising. The committee in charge, which is headed by Paul L. Cornell, vice-president of Hommann, Tarcher & Cornell, promises an especially authoritative list of speakers for the lecture periods, which will take place Tuesday and Thursday evenings, from Oct. 1 to March 8.

Included in the Course Committee are: D. J. Crimmins, space buyer, Newell, Emmett, Inc.; Harry A. Carroll, eastern manager, *Philadelphia Retail Ledger*; Norman M. Markwell, account executive, Hommann, Tarcher & Cornell; C. W. Bonner, Jr., of Riis & Bonner; Harold Palmer, Whitman Advertisers' Service, Inc.; Hal D. Chapman and Harry Grace.

Good typography sometimes is the magic fairy that makes an ugly duckling a beautiful swan...  
A typographer can be a beauty specialist, too.



WIENES TYPOGRAPHIC SERVICE  
INCORPORATED

203 West Fortieth Street, New York

Phone Longacre 7034-7035

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

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

Thus, space reservations and copy for display advertisements to appear in the Oct. 6th issue must reach us not later than Sept. 27th. Classified advertisements will be accepted up to Saturday, Oct. 2nd.

In Allentown (Pa.)

## THE CALL gained 14%

in total lineage in the  
first six months of 1926.

The Call leads in every-  
thing.



## The Allentown Morning Call

Story, Brooks & Finley  
National Representatives

"Ask us about Advertisers'  
cooperation"

## Are you looking for an employee?

If so, turn to page 93 on which THE MARKET PLACE appears. There you will find the advertisements of several advertising men looking for good connections. Perhaps one will just suit your requirements.

# In Sharper Focus

Fritz J. Frank

WHEN a man rises in sixteen years to the presidency of a fifteen million dollar corporation for no ostensible reason other than persistence and native ability, the chronicling of his achievements would seem to call for the palpitating pen of a Horatio Alger, Jr. But Fritz J. Frank, newly elected president of the United Publishers' Corporation, is no Alger hero. His character is as free from panegyrics as his rise has been free from melodrama. Primarily he is a salesman, but above all else he is a far-sighted business



(C) Pirie MacDonald

man with tenacity of purpose, a flair for finance, and executive ability of the highest order.

It is perhaps quite generally agreed that Fritz Frank has a record that entitles him to be called the most able and successful advertising salesman who has ever been connected with the business paper field. He joined the advertising staff of *The Iron Age* in 1909 and there, working in the New York territory, he brought in a volume of business unprecedented in the history of that ancient and honorable publication. For ten years he continued to cover the same territory, and it is to his efforts there that a great deal of the remarkable growth of this mammoth of business papers is traceable. He simply produced and kept right on producing. The longer he remained at his post, the greater became the good will toward his publication and the greater grew his volume of business. Then, in 1919, he suddenly stepped

from the position of salesman to that of president of The Iron Age Publishing Company.

His life, like his career, includes a list of steady advancements and achievements. He was born in Pennsylvania fifty-some-odd years ago of thrifty Dutch stock. From the first he exhibited the traits which he was to show in later life; culminating a hard-earned career of schooling with his graduation from Rollins College in Florida, through which he worked his way. Today one of his greatest sources of satisfaction is his position on the Board of Trustees of his *alma mater*.

He has been active also in the organizations with which his job has been intimately related, being an active member of the Associated Business Papers, Inc., of which he was president from 1923-1924. He is also a director of the First National Bank of Pleasantville, N. Y., where he has an attractive home. His hobbies include golf, bridge and a keen enthusiasm for hunting and fishing in the northern wilds. Once, while a representative of *Mines and Minerals*, he made a fifteen months' trip around the well-known world in the interests of his publication. Apparently those were fifteen pretty intensive months, for the travel bug has not bitten him seriously since that time. He finds it more congenial now to remain where he can keep in touch with his business, which is natural and as it should be; for Fritz J. Frank is a long way from being that well-known American institution, the business figurehead.

Paul S. Armstrong

MR. PAUL S. ARMSTRONG has consented to appear in our private hall of fame only after making reservations of a becomingly modest nature. He doubts his proper qualifications for an appearance because, says he, he has left the direct practice of advertising. Moreover, he writes that he started—and this is decidedly original—in the advertising end of his concern by accident rather than by design. To make the record unique, it merely remains to be learned that the same company is the only one for which he has ever worked.

In 1916, having graduated from the Michigan Agricultural College, Mr. Armstrong joined the dealer service department of the California Fruit Growers' Exchange as an eastern traveling representative. The exchange—probably better recognized when the word "Sunkist" is mentioned—is one of the oldest and most suc-

# COLUMBIA

The Largest Catholic Magazine in the World

THE Brunswick-Balke-Collender Company is among the leading national advertisers who are building sales and good will in the large and receptive dual market which COLUMBIA influences.

In many Knights of Columbus club houses throughout the country the members enjoy the engaging pastimes of billiards and bowling with Brunswick-Balke-Collender equipment.

It is reasonable to expect that the new Brunswick "Home Club" billiard table, now featured in COLUMBIA, will find its way into homes where this magazine is read each month.

The advertiser in COLUMBIA has the advantage of a favorable introduction to three-quarters of a million families and likewise to executives responsible for the purchase of equipment for Knights of Columbus club houses and permanent club rooms and other Catholic Buildings, viz.: Churches, Colleges, Academies, Schools, Auditoriums, Chapels, Rectories, Homes, Orphanages, etc.



The Brunswick "Home Club" Billiard Table

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** Member Circulation **A. B. C.**

Twelve months average, ended June 30th 1926

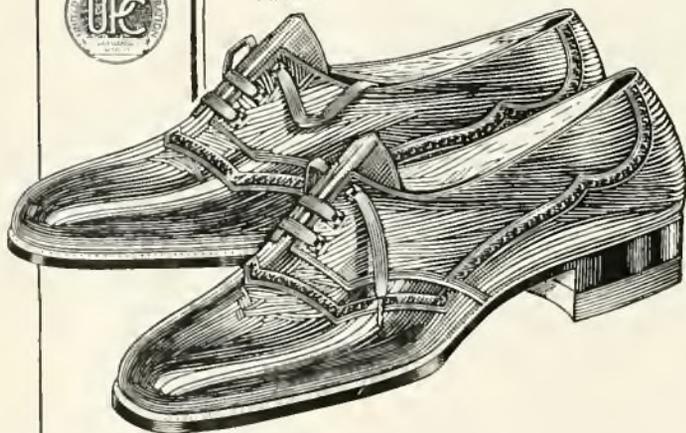
Eastern Office  
D. J. Gillespie, Adv. Dir.  
25 W. 43rd St.  
New York

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

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

The "Educator" method of shoe construction, as developed by Rice & Hutchins, Inc., is a notable combination of style with correct fitting qualities. From their inception "Educator" models and policies have been presented to the merchants through the medium of the Boot & Shoe Recorder.

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



Chicago New York Philadelphia BOSTON Rochester Cincinnati St. Louis

### 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

**MOVING?**

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

**KEEP YOUR COPIES!**

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

cessful among cooperative growers' organizations, and is the source of the familiar Sunkist oranges, grapefruit and lemons. A pioneer in the advertising of perishable fruits, it began making California oranges famous eighteen years ago. In the achieving of that successfully gained result, Paul Armstrong played a prominent part.

In April of 1917 he left the East to settle in Los Angeles as manager of the dealer service department, a bureau of the advertising department.



This move seems to have offered proper scope for his abilities, for in December of the same year he was made assistant advertising manager. Four years passed; the country learned what Sunkist means; and 1921 made its expected arrival. Mr. Armstrong was thereupon promoted to the management of the company's advertising department, which he ably directed until this year. Recently a meeting of the board of directors appointed him assistant general manager of the organization; and thus it was that he came honorably to leave the ranks of bona fide advertising men.

## Alcohol Manufacturers Organize

The Industrial Alcohol Manufacturers Association has opened offices at 30 East Forty-second Street, New York City, under the direction of Dr. Lewis H. Marks, executive secretary.

This association is comprised of the following member firms:

Kentucky Alcohol Corporation.  
American Solvents & Chemical Corp.  
Publisher Commercial Alcohol Co.  
David Berg Industrial Alcohol Co.  
The Rossville Company.  
The Federal Products Co., Inc.  
The American Distilling Co.  
National Industrial Alcohol Co., Inc.  
Industrial Chemical Company.

which, through these offices and under the direction of Dr. Marks, will transact all association business.

# SOLOMON LISTENED IN

One of the chief reasons why Solomon was rated the wisest man of his time was that he always listened in when there was news on the air. Whether it happened to be an item about what the Queen of Sheba was wearing on the Riviera, or merely quotations from the local Wife Exchange, he never failed to listen in.

The wisest men today are listening in on the startling news of our growing rural market, and they are making inquiry as to the best means of selling that market.

Comfort Magazine has a thirty-eight-year-old friendship with about six million of these rural folk—all potential buyers of your goods.

Take a tip from Solomon, and write to our nearest office for details of the Comfort hook-up. It will pay you to listen in.

## COMFORT

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

AUGUSTA, MAINE

NEW YORK • 250 PARK AVENUE  
CHICAGO • 1635 MARQUETTE BLDG.

LAST FORMS CLOSE 28TH OF SECOND  
MONTH PRECEDING DATE OF ISSUE



## Complications

**I**N a preceding issue the gentleman on our right, quoted Mr. Jordan to the effect that people connected with the advertising business try to make it complicated instead of simple.

This failing is not confined to advertising; it's an almost universal human weakness. We seem forever to be seeking complications to overcome. If they don't already exist we will often go to the trouble of creating them.

Once, I got a tremendous kick out of that old, simple problem in the "Nuts to Crack" book.

This is the problem: If a steel band were stretched tight around the earth in a perfect circle it would be 25,000 miles in circumference and about 8000 miles in diameter. Now, suppose the band were broken at one point and a strip of steel 10 inches long were inserted. If the band were now equidistant from the earth at all points, how far away from the surface of the earth would it be?

The answer is  $1\frac{1}{2}$  inches. Because the ratio of the diameter of any circle to its circumference is as 1 is to 3.1416.

I got the big kick out of this simple problem by springing it on a very well educated editor of one of our leading engineering magazines (you'd be surprised).

He said the distance would be so infinitesimal that you wouldn't be able to see it or even slip a piece of thinnest tissue paper between the band and the earth.

I guess he thought that the ratio of diameter to circumference didn't apply to great big circles. Only to "domestic" circles, as it were, if you will pardon a pun at this point.

And, I couldn't for the life of me make him see it. Yet, he was a well educated man and not a slouch as a mathematician either.

He was the farmer looking at the camel all over again. He couldn't believe his own senses.

That well illustrates our propensity to make things complicated.

*A. R. Maujer.*  
for  
**INDUSTRIAL POWER**  
608 So. Dearborn Street  
Chicago, Ill.

*One of the reasons why INDUSTRIAL POWER is such an effective advertising medium is because many common complications have been eliminated. Why not get the details now?*



### Almost Too Good to Be True

At last I've found a summer resort hotel which measures up to my idea of what a summer resort hotel should be. No! I shan't tell you either its location or its name. All I'll say is that it is in the Catskills. I've been here a week. It's heavenly; in spite of the fact that the rain has fallen almost every day.

No jazz! No cigarette-smoking flappers! No grass widows! As for the meals, really I did not know that such food as I have eaten for the last seven days could be had anywhere on earth. One hundred per cent American cooking! The finest in the world—if you can get it. Here, you can—and do.

### "Selling" Religion

Isn't the International Advertising Association overdoing things when it undertakes to "sell" religion? Isn't it running the risk of doing more harm than good, not only to religion but to advertising as well?

The "copy," we are told, is to be written by 100 clergymen. These men, no doubt, are in agreement on certain fundamentals—that honesty is the best policy, that virtue is its own reward and that the way of the transgressor is hard. These are self-evident truths; and it will do no harm to stress them. But if and when the clerical copywriters get outside these limits—and they will. Be sure of that—they will invade a field in which there are many beliefs as men. Yet if they stick to the fundamentals, they will be merely threshing over old straw.

### We Shall Know More Five Years Hence

Kenneth M. Goode in a recent issue of ADVERTISING AND SELLING says: "Coming prosperity . . . 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 . . . Properly safeguarded installment selling is clearly recognized as a blessing."

Isn't this last statement a trifle premature?—this is, has installment sell-

ing been in operation long enough to justify the business world in accepting it as basically sound? That installment selling has proved enormously profitable to the automobile industry—the manufacturing end of it, at least—is beyond question. What has not been proved is the wisdom of making it relatively easy for hundreds of thousands of people to buy something which they have not the money to pay for, at the time of purchase. As to that, we shall know more, five years hence, than we do now.

### The Goods Were Mis-marked

Last fall, at my suggestion, a relative of mine bought fifty shares of the preferred stock of a certain well known industrial organization whose advertising has attracted wide and favorable attention and whose products are sold through men's furnishings stores. He paid 105 for the stock and as its dividends are at the rate of 7 per cent per annum, the investment yielded  $6\frac{2}{3}$  per cent—a very good return, particularly in view of the fact that it is earned five times over.

The last time I saw my relative, I asked him if he still owned his stock in the Blank Company. "No," said he; "I've sold it." "Why?" I asked. "Because," said he, "twice since I purchased it, I've had trouble with goods of their manufacture. The quality was all right, but the goods were mis-marked—that is, the goods inside the container were not of the size shown on the outside. I have no patience with that sort of thing."

### The European Debt Situation

I met, recently, a middle-aged, middle-class, mid-westerner, whose views on the European debt situation are, I fancy, fairly representative of those held by men who live west of Chicago. The debts, he insisted, should be paid in full. To my suggestion that it is better to have a prosperous rather than an impoverished Europe, that Europe cannot get on her feet again as long as she is head over heels in debt and that, in the long run, it would pay us to be exceedingly lenient in the matter of debt collection, he turned a deaf ear. "They borrowed the money, didn't they? Well—"

I think I understand better than I did, how "difficult" a problem we face. Easterners, particularly those who know Europe fairly well, have one point of view. That of the West is the exact opposite. JAMOC.

# Outlets for sales in the Northern Nine Counties

**T**HE people in the Northern Nine Counties require 11,460 grocery stores, 966 drug stores and 740 hardware stores to trade in.



Only one city in the country trades in more grocery stores; only three cities in more drug stores; only 2 cities in more hardware stores—trading areas included.

An enormous market, the Northern Nine Counties—and outstandingly desirable.



It is a unified, homogeneous market; in fact, one single community. Its several hundred cities and towns actually comprise a single, concentrated, compact and unified market.

In purchasing power, moreover, it is signally high. The volume of business transacted is exceeded by only four cities, their trading areas are included.

In value of dwellings under construction, it is exceeded by only five entire states.

In number of income tax returns, it is exceeded by only two cities.

The road to the favor of the quality families in the Northern Nine Counties is through Charm, The Magazine of New Jersey Home Interests. Charm's circulation 81,237, in this area is the largest and by far the best of any magazine.



**CHARM**  
*The Magazine of  
New Jersey Home Interests*

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

## Your Advertising Problem in Buffalo is Simplified

Your advertising in The Buffalo Courier-Express will reach practically all the buyers in Buffalo and adjacent territory. No advertiser need any longer use two newspapers to tell his story to the same people.

The problem was simplified for you by the merger of two great dailies. The Buffalo Courier-Express stands alone, all-powerful in the morning field—giving you in a single effort a coverage that is definite and absolute.

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

**Courier**  **EXPRESS**  
Buffalo's Best Newspaper

**Lorenzen & Thompson, Incorporated**  
**Publishers' Direct Representatives**

Chicago

New York

San Francisco

Seattle



BY DORLAND AGENCY, LTD., London. "Empire Markets—No. 1, Australia, and No. 2, Canada." The first two of a series of eight brochures giving a concise statistical survey of the field for trade in the British Dominions and Colonies. They are prepared in as concise a manner as possible to give all pertinent facts and essential information. Price (for the series) \$1.

BY THE REVIEW-CHRONICLE NATIONAL ADVERTISING BUREAU, Spokane, Wash. "General Survey of Tobacco and Tobacco Products in Spokane and the Spokane Country Market." This is a comprehensive market survey compiled from interviews and questionnaires that covered consumers, and retail and wholesale dealers. The information obtained has been summarized and compared with that from other sections of the country. The figures have been arranged in the form of statistical tables and diagrams. Free upon request.

BY A. W. SHAW COMPANY, Chicago and New York. "Business Correspondence Handbook." Edited by James H. Picken, M. A. A discussion of business correspondence indicating the various ways in which business letters are used by modern business organizations, and setting up rules or standards of practice by which those who do business by mail should proceed in order to realize the best results. It is designed to serve as a reference work for business men, supplanting the original "Business Correspondence Library," published by the A. W. Shaw Company in 1911. There are careful analyses of the various problems involved. Price \$7.50.

BY THE DEPARTMENT OF COMMERCE, Washington, D. C. "Report of Commission Appointed by the Secretary of Commerce to Visit and Report upon the International Exposition of Modern Decorative and Industrial Art in Paris, 1925." This is a brochure of distinct interest and value to the manufacturer and designer. The commission has made an excellent, brief report of an exposition which has already made its influence felt in Europe. The various authoritative, individual reports which make up the whole have been written with an open mind toward the new developments in design but always keeping in view their possible adaptability to the conditions peculiar to the American market. Free upon request.

BY GOOD HOUSEKEEPING, New York. "Directory of Guaranteed Merchandise." A list of the merchandise advertised in *Good Housekeeping* and backed by its well-known guarantee. Following each item in the directory is a brief story about the product or line listed. Free upon request.



**The Only Denne in Canadian Advertising**  
Canada may be "just over the border," but when advertising there you need a Canadian Agency thoroughly conversant with local conditions. Let us tell you why.  
**A. J. DENNE & Company Ltd.**  
Reford Bldg. TORONTO.

### 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

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

THE JOHN IJELSTROEM COMPANY  
Massillon, Ohio Good Salesmen Wanted

**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.

An Important

# Announcement

On Tuesday, Sept. 14<sup>th</sup>

# The Tulsa World

OKLAHOMA'S GREATEST NEWSPAPER

# Began Publishing An All Day Newspaper

Morning — Evening — Sunday Morning

Heretofore the Tulsa World published only morning and Sunday morning editions. On September 14th new evening editions were added with entirely new make-up of news, editorials and features, making them entirely different from the morning editions.

By supplementing the Tulsa Morning World with complete evening editions the World is in a position to render a greater service to its advertisers and the people of Tulsa and its Magic Empire, the rich market unit of eastern Oklahoma.



*Advertising Representatives*

FORD-PARSONS CO.  
306 N. Michigan Ave., Chicago  
58 Sutter St., San Francisco

BRYANT, GRIFFITH & BRUNSON  
9 East 41st St., New York  
201 Devonshire St., Boston  
Walton Bldg., Atlanta, Ga.

DAVIES & DILLON  
707 Land Bank Bldg.  
Kansas City, Mo.



## Plants back of POWER PLANT ENGINEERING

**M**ANUFACTURERS 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.

## How One Company Controls Selling Cost

[CONTINUED FROM PAGE 40]

who has charge of sales. Branch office and master budgets are kept up-to-date—so much so that the vice-president is in a position to know whether Selling Cost for any branch office is increasing or decreasing, and also whether the branch offices are keeping within or exceeding the budget for the current year. The information is cumulative; that is, the budget not only shows what the expenditures are, each month, but also what they have been for a given period—two, three, four, five, six or nine months.

It is, I fancy, unnecessary for me to say that with such a "picture" before him, the vice-president of the Blank Company can put his finger on extravagance in selling cost and check it before it goes too far. In other words, he is in the enviable position of being able to control sales expense.

To reproduce the Master Budget—or even the budget of a branch office—is not practicable. ADVERTISING AND SELLING'S pages are not large enough. All I can do is to suggest in far from complete form, what the Selling Cost Budget is like; and this I have done.

## Exporting Is Not a Game

[CONTINUED FROM PAGE 32]

established there. It's a big State; I want all of its trade I can get. I'm not looking for an order for one machine from some little fellow in San José who won't know what to do with my refrigerator when he gets it; or who will botch the installation so that my company will get a permanent black eye throughout neighboring counties. I'm not giving exclusive rights for California to the first man from Fresno or Stockton who asks for them; no matter what thrilling tale he hands me of the wonders he can work. No, sir! When I go after export business I'm going to be in dead earnest about it, and believe me I'm going to get it if brains and money count. If it's worth anything, it's worth a lot. Anyhow, I'm not at all interested in pitching pennies for it.

"I don't mean to condemn your method wholly." Mr. Jeremiah concluded, as Ziegfeld looked both angry and disappointed, "It may be very good, perhaps, for some things, like push buttons and electric switches—I'm sure I can't judge—always provided that you are aggressive as well as intelligent in your sales development. That's the main thing; whether you do it or a manufacturer does it himself. But as for me, I guess I'll do my own and I'll do it in much the way that seems to work pretty well

## —GUIDE —PHILOSOPHER —FRIEND

The Daily Herald is bought, read and accepted as a "guide, philosopher and friend" by more than 6,000 people on the Mississippi Coast—people who have money to spend for the luxuries, as well as the necessities of life.

YOU, who have merchandise or service to sell, can well invest your advertising money in the productive columns of The Daily Herald—largest in circulation of any newspaper in South Mississippi.

# THE DAILY HERALD

GULFPORT

MISSISSIPPI

BILOXI

Geo. W. Wilkes' Sons, Publishers

## LUMBERMEN

offer power plant equipment and mill accessory firms; building material and truck manufacturers a big sales field. For surveys ask

**American Lumberman**

Est. 1873

CHICAGO, ILL.

ESTABLISHED 1873  
**BAKERS' HELPER**  
CHICAGO

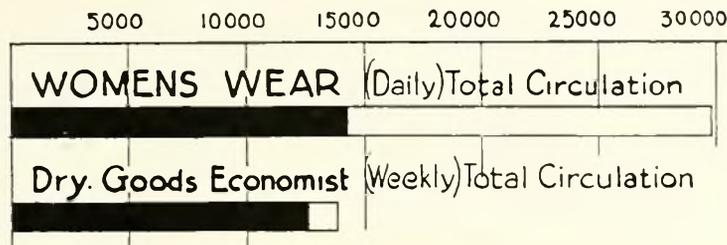
A. B. P. and A. B. C.  
Published  
Twice a month

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.

# Women's Wear

## Dominates in Retail Circulation



The black section of the bar denotes retail circulation; the white, non-retail.

In comparing WOMEN'S WEAR daily retail circulation of 14,284 with the Dry Goods Economist's weekly 12,548, it should be borne in mind that WOMEN'S WEAR'S circulation policy is rigid—inflexibly paid in advance at the full rate.

Advertisers and advertising agents who wish to obtain first-hand evidence as to the standing of apparel and textile

trade papers are earnestly advised to consult the merchandise managers and other major executives of representative department stores and women's specialty shops.

The supremacy of WOMEN'S WEAR service in every branch of the women's apparel and dry goods trades — retail, wholesale and manufacturing — is not questioned by any informed and impartial person.

(This is the second advertisement of a series. The third will deal with circulation in New York—the greatest textile-apparel market.)

# Fairchild Publications

8 East 13th Street

New York

18 branch offices in the United States and abroad

## "Machine-made Freedom"



The first of four exclusive interviews with  
**THOMAS A. EDISON**  
appearing in our October issue. One of the FORUM  
features that explains the remarkable reader  
interest and steady increase in circulation.

Member Audit Bureau of Circulations

# FORUM

America's Quality Magazine of Controversy

247 PARK AVENUE

NEW YORK

here at home. No matter if my line is a specialty requiring rather unusual handling, the principle remains the same."

## The Return of the Fat-Face

[CONTINUED FROM PAGE 38]

"To the Bride's Taste," lifted from *Fashions of the Hour*, is typical of some of the clever captions achieved by first rate artists; but, and a second "unfortunately," not every artist relieved the heavy black with so neat a stipple effect, and it was not many years before we had out-and-out blacks, such as the "Jewels" page, also from *Fashions of the Hour*. The first is early in 1924, the latter late 1925. The change is significant. It shows the general movement toward the fat-face type which leers at us on every hand today.

You may recall the "Golf" cover done by George Ilian for the District of Columbia Paper Co.'s book of cover stocks; it carried the idea one step farther with its violent difference in weight between items and serifs. Even Didot or Bodoni would probably pass out on looking at it. But it was smart, and the style seemed to have caught popular fancy. Everywhere you turned you saw lettering along those lines, and the typographers who claimed there was a definite type face, and one only, for every mood, service or product, used these black elephants indiscriminately for Paris opening announcements, men's sports, furniture or what-not.

Where are we drifting? Let us pray aloud for some Moses to lead us safely through this black sea!

## The Use of Color in Selling

[CONTINUED FROM PAGE 34]

house, a garden, a dress, a piece of jewelry, wall paper or any other designable thing.

If you can get your great color moment, your centre of interest, all else will fall into relation. Many schemes are ineffectual just because they are good, mediocre balanced effects without definite dynamic kick to get attention. The getting of the central thought is the biggest battle. The second battle is to allow nothing to interfere with one's effect.

The miracle of the coal tar dye has not yet been finally unfolded. Dyes can be like imprisoned light with the florescent quality of rainbows. Dyeing and lighting and the production of fabrics are still in their infancy. After every war even wise men decide that we are never again to have true prosperity, yet they are always wrong. Men decide that we have reached the end, but we never have.



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**

If it's not merely  
a "klever kut-out"  
it's an  
**EINSON-FREEMAN  
WINDOW DISPLAY**

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

Specializing  
in window and  
store display  
advertising

## "99% MAILING LISTS"

Stockholders—Investors—Individuals—Business Firms for every need, guaranteed—reliable and individually compiled.

Standard Charge **\$5.00** Per Thousand

There is no list we can't furnish anywhere. Catalogue and information on request.

NATIONAL LIST CO.

849A Broad St.

Newark, N. J.

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

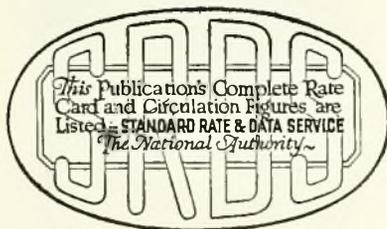
## Topeka Daily Capital

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

Topeka, Kansas



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



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

**USE THIS COUPON**

**Special 30-Day Approval Order**

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

.....1920

*GENTLEMEN:* You may send to us, prepaid, a copy of the current number of Standard Rate & Data Service, together with all bulletins issued since it was published for "30 days" use. Unless we return it at the end of thirty days you may bill us for \$30.00, which is the cost of one year's subscription. The issue we receive is to be considered the initial number to be followed by a revised copy on the tenth of each month. The Service is to be maintained accurately by bulletins issued every other day.

*Firm Name* ..... *Street Address* .....

*City* ..... *State* ..... *U.* .....

*Individual Signing Order* ..... *Official Position* .....

SHALL WE CANCEL BALANCE OF WAR DEBTS?

Aug. 14<sup>th</sup> 1926

# the MAGAZINE of WALL STREET

EDITED BY  
*Arthur H. Meyerhoff*

35 Cents A Copy

First half of 1926 compared with the same period of 1925 shows

**50% Gain in Circulation**  
**125% Gain in Advertising Revenue**

Place your appeal before men able to respond to it!

*Largest circulation of any financial or banking publication in the world*

VICTOR E. GRAHAM  
*Advertising Director*

42 Broadway New York City  
Members A. B. C.

Vol. 38. No. 8.

WHAT NOW FOR THE STOCK MARKET?—SEE PAGE 736

## Dangers to Business in the Political Outlook

By Gilbert H. Montague

Unless the warning is heeded which the administration recently sounded in its successful prosecution of two widely advertised combinations in the food industry, nation-wide investigations into the circumstances and legality of several recent mergers, combinations and trade association activities may be expected during the next year or two from the Department of Justice, the Federal Trade Commission and Congress.

Jazz finance and a carnival of business prosperity has led in too many recent instances to a syncopation of the most ordinary legal precautions, and unless the present danger signals are heeded there will certainly be a reaction of popular and political anti-trust agitation with the possibility of new drastic legislation by Congress.

It should never be forgotten that it was under the administration of President Taft that popular discontent with various centralizing tendencies in American business compelled a conservative Republican administration to inaugurate the most drastic program of prosecution ever brought in the history of the enforcement of the anti-trust laws.

Not for a generation have the courts, the administration and the American public been so friendly toward business, both big and little.

The Government's future attitude toward business depends chiefly upon the moderation, the discretion and the reasonableness of American business during the months that lie before us.

Abstract of an address before the New Jersey Laundry Association.

## Discovering America

AMERICAN store methods transplanted by H. Gordon Selfridge to his department store in London have made a sizable lot of money for him, and so it was reasonable that he should make it possible for a group of his employees to see the methods in the original. For the trip the store gave each member of the party \$150 and arranged to lend the balance required, repayable in installments.

Labeled as "merchant adventurers" because they believe business in this day is as hazardous as in the times of the Florentine Medici and the Venetian Doges, the voyagers set sail from Southampton for New York, with Chicago as their western objective. To the trite evaluation of travel as a broadening experience, the Selfridge store has offered the interesting amendment of belief that it pays. It would be easy to twit those English business men on their belated discovery of America if so many American's weren't troubled with a defective national vision.—*Nation's Business Magazine*.

## "Impressive Facts About the Gas Industry"

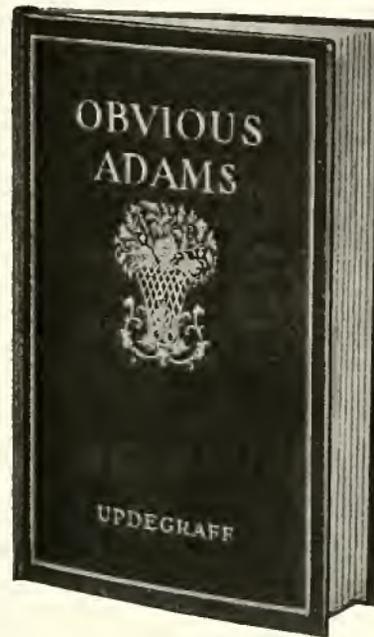


With an investment of \$4,000,000,000, the gas industry stands high among the country's leading industries. To familiarize advertisers with the enormous market which this business affords, we have prepared an attractive little booklet entitled "Impressive Facts about the Gas Industry." You are invited to send for a copy.

Robbins Publishing Co., Inc.  
9 East 38th Street New York

**GAS ENGINEERING AND APPLIANCE CATALOGUE**

# When E. M. Statler Read "Obvious Adams"



—He immediately ordered copies sent to  
the Managers of all his Hotels

LIKE many another high-calibre business man he recognized in the story of **Obvious Adams**, the sound philosophy that makes for business success, whether the business be writing advertisements, managing a department or running a great metropolitan hotel.

An "obvious" man himself Statler wanted his managers and their assistants to see clearly just what it is that keeps a business on the ground and makes profits. So he sent each of them a copy of this little book, written several years ago by Robert R. Updegraff as a story for the *Saturday Evening Post*, because he saw that it would crystallize one of the biggest and most important of business principles and make it graphic and unforgettable—give it to them as a working tool.

For this same reason advertising agencies, newspaper publishers, bankers and business men in many other lines are purchasing **Obvious Adams** in quantities at the new wholesale prices to distribute broadly through their organizations, to executives, department heads, salesmen, and office workers.

Have **your** people read it? Wouldn't it be a good business investment?

### Quantity Price List

500 copies or more,	40c per copy
100 copies or more,	44c per copy
50 copies or more,	46c per copy
25 copies or more,	48c per copy
10 copies or more,	50c per copy
Single copies,	55c postpaid

**KELLOGG PUBLISHING COMPANY**  
30 Lyman St. Springfield, Mass.

# The Advertisers' Weekly

*in its issue of September 4, 1926*

refers to "the interesting fact that in the ranks of distinctly class evening papers the *Boston Transcript* is practically the only survivor of its kind among the large cities of the country. . . .

"Nevertheless the *Transcript* has not only gone on in its unique career but has steadily increased in prominence and prosperity, a monument to the influence of Boston's discriminating public as well as to the high intelligence of the paper's management."

*Bearing out this statement the Transcript's gain for the first eight months of 1926 was:*

**142,357 lines of Local  
Advertising**

**246,350 lines of National  
Advertising**

*A Quality Article Endures*

## Boston Evening Transcript

*Established 1830*

*Highest Ratio of BUYERS to Readers*

*National Advertising Representatives*

**CHARLES H. EDDY CO.**

Boston New York Chicago

**R. J. BIDWELL CO.**

San Francisco Los Angeles

## Golf vs. Advertising

[CONTINUED FROM PAGE 22]

yields a profitable return. But he will feel no obligations whatever to support advertising as a great economic force. He will remember that the only reason for any business to put business money into advertising is to sell more goods at more profit and earn more money for its stockholders.

**I**F, beyond this strict business requirement, there is, in the name of advertising, to be any incidental benefaction to social welfare, *belles lettres*, or contemporary art, he will prefer to pay out the money in extra dividends and let the stockholders, themselves, have the pleasure of spending their earnings entirely absolved of any possible business obligations.

Asked to name one class above all others that least needs our protection, we two writers would answer in quick chorus, "Stockholders in business corporations!" Further, the writers volunteer their enthusiastic conviction that other classes notably able to carry on without their intervention are: business in general, advertising in general, and big advertisers generally.

Our tiny agitation is in behalf of the business man who takes advertising seriously, as he does electric lights or the parcel post. The man who has been led to believe that advertising will help *him*. It is also in behalf of many smaller magazines and trade papers, and of a lot of straight thinking advertising managers and straight shooting agency men, whose honest and intelligent work would put them far ahead in their profession, if only a few of its basic principles were more clearly defined and widely understood.

Good advertising, as a matter of fact, is a great deal like good golf. It isn't a matter of brute force—or of luck. Your skillful advertiser knows the few basic motives that govern all human action. His trained copy writer knows exactly the average man's response to the various uses of printed words. He knows exactly what he intends to do with every word and sentence. So, with carefully calculated appeal, he makes large numbers of people perform some simple act he has in mind.

All "general publicity" and "institutional" advertising to the contrary notwithstanding, it follows inevitably that the advertiser who hasn't a pretty clear picture in his own mind of some definite action in the other man's, will not score any better than a golfer who merely hits the ball and hopes for the best. Until he himself has worked out every angle of the play he expects to bring about in the minds of his readers, he must be content to lose in the rough the largest share of his advertising shots.

For concluding our golf metaphor, your really good advertising man always makes an attempt to hole out.

# GOOD WILL

## At Your Service

*Good Will  
is Service  
Recognized*

How Good Housekeeping  
Maintains its Fund of Good Will Intact. How it Adds  
to this Fund by Serving Sound and Expanding Business.



THE Good Will that Good Housekeeping enjoys has been acquired solely through an experience of benefits received by its readers and its advertisers.

That Good Will is carefully maintained. Before any product can be advertised in this magazine, it is investigated to make sure that it can be guaranteed. In the case of foods, drugs, toilet preparations,

household devices and appliances, special laboratory tests are made by Good Housekeeping. In the advertising of any product in this magazine, only fair and reasonable claims may be made.

Therefore, every article advertised in Good Housekeeping can be and is guaranteed to our readers, and they buy with confidence. At the same time, advertisers in Good

Housekeeping meet only fair competition here.

Such Good Will secures benefits for our advertisers that account for this significant situation:

During the first six months of 1926, Good Housekeeping carried 82 food accounts, the second woman's magazine 58, and the third 56.

Because Good Housekeeping does maintain its fund of Good Will intact, it contributes so effectively to the expansion of sound business.

## GOOD HOUSEKEEPING

CHICAGO

NEW YORK

BOSTON

*This is the sixth in a series.*

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## Making 200 Lines Do the Work of 400

By G. G. Tilfer

THE Beacon Shoe Company operates a chain of stores in sixteen cities. For the last three months of 1925 it was decided to double the advertising appropriation in five of the sixteen cities as a test of what extra publicity would do to increase the women's business.

After investigating several Beacon Shoe Stores in the Middle West, the agency recommended using the extra appropriation in the five test cities for an entirely different and unconventional series of Policy Advertisements.

No shoe cuts were to be shown in these Policy Ads. No attempt made to



To the  
Exceptional Woman:

ONCE in a while a woman comes in with a foot we cannot fit. May be her foot is unusually narrow or unusually short, or she has trouble with her arches. If we cannot fit her right, we'll tell her so frankly rather than misfit her.

This is the point: It costs money to keep "slow moving" goods in the store. (Ask your husband if that isn't so!) If we tried to keep on hand shoes we have so little call for (to take care of once in a while customers, we'd have to charge our regular customers a lot more than \$6 a pair.

We'd rather risk running away a once-in-a-while customer than charge up the extra cost of fitting her to all our other friends. We're sorry, but you see how it is.

The Beacon Man

## BEACON SHOES

You can buy them at

put over the great chain store formula, "from factory to you." No rumble of big buying power and volume production. Just friendly good-natured talk signed "The Beacon Man," a sort of composite Beacon Store local manager. A simple neighborly sort of man who speaks not with the condescension of one representing some far off soulless corporation, but out of his own little store of daily experiences and trials. In fact, each of the six talks in the series was indirectly inspired by one or another of the managers interviewed among his show cases in those western stores.

While three months is a pretty short period to judge such an experiment in building good-will, enough straws from the field pointed the way of the wind to warrant extending the use of Policy Ads to all cities on the 1926 schedule.

The original six Policy Ads ran 135 lines on three columns. The regular twice-a-week Style Advertisements 100 lines on two columns. The 1926 appropriation was limited. After providing for the regular twice-a-week Style Advertising, it looked as though only ten Policy Ads could be included.

Everyone agreed that ten would hardly be enough for continuity, especially in the eleven cities where none had as yet appeared. If ten were all they could have, someone said, better use the space in more of the smaller style advertisements.

"Why not reduce the Policy Ads to the same size as the Style Ads," volunteered the originator of the series.

And a little judicious trimming with the scissors, a few flourishes of the blue pencil proved it could be done without serious consequences. Indeed, there are those who hold that the last state of the Policy Ads is a decided improvement over the first!

## How Cumberland, Md. Greets the Tourist

By H. A. Haring

IN ADVERTISING AND SELLING for August an article appeared entitled: "How the Small Town Is Spreading Out." Since the publication of that article, my attention has been called to what the city of Cumberland, Md., is deliberately doing for the purpose, to quote the words of its mayor, "not to drive people on through our city and compel them to patronize roadside booths where the food is not as a rule handled in a sanitary manner and where the water is usually bad."

To carry out this plan, traffic officers hand out to tourists (or stick to the steering wheel of their cars) police cards as follows:

### CUMBERLAND, MARYLAND

We are glad you came this way. We greet you. Our parking laws do not apply to tourists. Park where you can and as long as you want. We request that you don't park near fire hydrants and don't speed through our streets. If any one in our city overcharges you, please report to the authorities.

*We want you to come again.*

Cumberland's streets are narrow as is usual with century-old towns. They are, further, broken by the heavy grades of its mountainous location, and made crooked by the rivers that intersect the city. Parking is, therefore, even more of a problem than for the ordinary city of 35,000, and yet the police department is "contemplating cutting down the parking time of local cars on the main street to 10 minutes" so as to "make more room for tourists." That city, in a word, is attempting to hold its own in catering to the motorists' trade by check-mating the "spreading out" of smaller towns in the neighborhood.



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

**Copy Writer or Advertising Manager**—Available. 9 years with an agency, 1 year as Advertising Manager, 33 years copy writer covering a variety of products. Age 37. Address Box No. 421, 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.

Willing worker with grit and originality, wants position with advertising agency or advertising, production or sales department of mercantile concern. American, 29, college and advance courses on Advertising. Six years' experience in letter writing and selling (not space). Am the kind that would rather do work in which I am interested than to be continually entertained. Will stick with right concern. Low starting salary. Address Box No. 423, Advertising & Selling, 9 East 38th St., New York City.

### A SALES PROMOTIONIST

With two years' experience in 4-A Agency, and five years of planning, writing and producing direct-mail, publication, display and dealer advertising for two leading manufacturers. Highly successful editor of house magazines. A record of effective personal selling of advertising plans and ideas. For the manufacturer wishing a man to devise effective sales promotion and advertising plans and sell them to his organization and customers—or for the agency wishing a seasoned executive for plan, copy and contact, this man will bring a keen intelligence, ability to cooperate effectively and a wide experience. He is now employed as advertising manager but is more interested in the opportunity being unlimited than in a large initial income. He is married, 36 years old, college educated, Christian. For an interview address Box No. 416, c/o Advertising and Selling, 9 E. 38th St., New York City, N. Y.

### Help Wanted

#### WANTED

#### ADVERTISING SERVICE EXECUTIVE

By High-class, well-established advertising service corporation. This position offers an excellent opportunity for growth with a young, rapidly developing organization in the Middle West.

The man we desire is twenty-five to thirty-five years of age; college man with agency experience preferred; energetic, industrious, versatile, and able to produce a good volume of clever, punchy, attention-compelling copy.

Kindly submit full details of personality, experience and present earnings, with samples of work.

Applications treated with strict confidence and no investigation made without permission.

Address: Box 415, care of Advertising & Selling 9 E. 38th St., N. Y. C.

### Help Wanted

**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.

### Business Opportunities

There is an opening for a high grade Sales Manager. A staple article has been improved in quality and method of production. It can be made for less and sold at the same price as the old kind, although better. The consumption is large—big enough to satisfy anyone. An unique sales plan has been worked out, due to its new make-up. Twenty-five thousand cash required, and the first year's operation should net more than this for your share. That's not all the story, the production can be steadily increased. This is an exceptional opening for an exceptional man with bank and personal references. Box No. 420, Advertising and Selling, 9 East 38th St., New York City.

### Representatives

#### WESTERN REPRESENTATIVES FOR PUBLICATIONS

Do you want orders or do you merely wish to be represented? We represent by sending in orders. We cover the entire Western Territory. If interested, address Box No. 418, Advertising & Selling, 9 East 38th St., New York City.

Old established Pacific Coast weekly trade newspaper, representing basic industry, has 115 prospective advertising calls in New York City, 85 in Chicago, 88 in Pennsylvania, 85 in Ohio, 51 in Missouri. All large industrial accounts. Wants responsible publisher's representation in each of these states. No allowances, no advances, straight commission. A sincere sales effort will build a substantial monthly income. Box 422, Advertising and Selling, 9 East 38th St., New York City.

### Multigraphing

Quality and Quantity Multigraphing, Addressing, Filing In, Folding, Etc.

DEHAAN CIRCULAR LETTER CO., INC.  
120 W. 42nd St., New York City.  
Telephone Wia. 5483

# Win the Detroit Radio Market

*By Employing an Accepted  
Radio Medium—The News*



Perhaps no other newspaper anywhere has so complete an interest for radio listeners as The Detroit News in Detroit, for this paper was the first in America to broadcast regular radio programs. This initiative and the subsequent splendid programs broadcast daily by WWJ have won for The News a radio audience depending on it for all the interesting developments in the radio world. Over 20,000 letters were received by The Detroit News radio department during the first half of this year, not to mention the thousands of letters submitted to other departments for reply which came in response to special features broadcast via WWJ. Such voluntary response plus the wonderful coverage of The News—the most thorough in any city of Detroit's size or larger—point the way to radio advertising success. Grasp it.

## *Radio Advertisers Choose News*

During the first 6 months of 1926 The News led the second medium in radio advertising by 184,772 lines as shown below.

News	288,946 Lines
Second Medium	104,174 “
News Lead	<u>184,772</u> “

# The Detroit News

*Detroit's HOME Newspaper*

# 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
Ralph S. Butler.....	Devoe & Reynolds Co., Inc., New York <i>Adv. Mgr.</i>	Postum Cereal Co., New York.....	<i>Adv. Mgr</i>
Thomas P. Collins....	"The Milwaukee Journal," Milwaukee, <i>Wis., Pro. &amp; Service Mgr.</i>	Same Company .....	<i>Adv. Mgr.</i>
Lewis W. Herzog.....	"The Milwaukee Journal," Milwaukee, <i>Wis., Ass't Mgr., Pro. &amp; Service Dept.</i>	Same Company .....	<i>Mgr., Pro. &amp; Service Dept.</i>
John Dally .....	"The Milwaukee Journal," Milwaukee, <i>Wis., Copy</i>	Same Company .....	<i>Ass't Mgr., Pro. &amp; Service Dept.</i>
J. B. Murphy.....	J. D. Wallace & Co., Chicago .....	Same Company, New York.....	<i>Sales Mgr.</i>
John H. Conway.....	"Chicago Journal of Commerce," Chicago, Ill., <i>In Charge of Auto Adv.</i>	Same Company .....	<i>Dir. of Adv.</i>
Frederick West .....	"Chicago Journal of Commerce," Chicago, Ill., <i>Adv. Dept.</i>	Same Company .....	<i>Adv. Mgr.</i>
Bennett H. Horchler..	"Automobile Topics" New York..... <i>Adv. Dept.</i>	C. J. Nuttall, New York.....	<i>Sales Staff</i>
William H. Matlach..	"Daily Journal," East St. Louis, Ill. <i>Display Adv.</i>	Illinois Power & Light Corp., East St. Louis Div.	<i>Sales &amp; Adv. Mgr.</i>
Liberty Cahrman .....	R. H. Macy & Co., New York, <i>Adv. Staff.</i>	Hicks Adv. Agcy., New York .....	<i>Acc't Executive</i>
William Wolfe .....	"Advance," Staten Island, N. Y. <i>Vice-Pres. and Business Mgr.</i>	Wales & Wolfe, New York .....	<i>In Charge of Eastern Office</i>
H. K. Ambrose .....	Topics Publishing Co., New York..... <i>Make-Up Mgr.</i>	Same Company .....	<i>Ass't Adv. Mgr.</i>
Charles A. Durling ..	William T. Mullaly Agcy., New York ..	Frank Kiernan Adv. Agcy, New York	<i>Acc't Executive</i>
John K. Rich .....	Blackett and Sample, Inc., Chicago .....	Joseph Richards Co., Inc., New York	<i>Acc't Executive</i>
C. C. Prather .....	The India Tire & Rubber Co., Akron..... <i>Ohio, Div. Sales Mgr.</i>	Same Company .....	<i>Gen. Sales Mgr.</i>
Francis W. Orchard ..	The Butterick Publishing Co..... <i>Western Adv. Dept.</i>	Gardner Adv. Co., St. Louis, Mo. ....	<i>Executive Staff</i>
Josephine Newton ..	Brandeis Stores, Omaha, Neb., <i>Adv. Dept.</i>	The Stanley H. Jack Co., Omaha, Neb.	<i>Copy</i>
W. A. Zimmerman ..	Shuman-Haws Adv. Co., Chicago .....	The Green, Fulton, Cunningham Co., Chicago	<i>Acc't Executive</i>
R. E. Mulvogue .....	General Motors Truck Co., Pontiac, Mich. <i>Ass't Adv. Mgr.</i>	Same Company .....	<i>Adv. Mgr.</i>
George G. Marr .....	Cleland-Simpson Co., Scranton, Pa. .... <i>Adv. Mgr.</i>	Munyon Remedy Co., Scranton, Pa.	<i>Adv. and Sales Mgr.</i>
S. M. Elam .....	Sterling Adv. Agcy., New York .....	Emil Brisacher & Staff, San Francisco	<i>Copy</i>
Willis D. Leet .....	Distribution Service, Inc. Chicago, <i>Mgr.</i>	"Distribution & Warehousing" .....	<i>Western Mgr.</i>
William Zwietusch ..	Crowell Publishing Co., <i>Adv. Rep.</i> .....	The Geyer Co., Dayton, Ohio .....	<i>Acc't Executive</i>
H. A. Ruby .....	"Times," Louisville, Ky. ....	The Geyer Co., Dayton, Ohio .....	<i>Publicity</i>
H. A. Layport .....	"Gazette," Lima, Ohio .....	The Geyer Co., Dayton, Ohio .....	<i>Publicity</i>
Clark C. Altman .....	"Illustrated Daily News," Los Angeles, Cal., <i>Ass't Adv. Mgr.</i>	Same Company .....	<i>Adv. Mgr.</i>
Francis Odone .....	Beneficial Operating Bureau, New York	Bissell & Land, Inc., Pittsburgh, Pa.	<i>Copy Chief</i>
R. A. Rawson.....	Stutz Motor Co., Indianapolis, .....	Elear Motor Co., Elkhart, Ind.....	<i>Sales Mgr.</i>
C. F. Chatfield.....	Barron G. Collier, Inc., New York..... <i>District Sales Mgr.</i>	Resigned	
M. D. Jerdee.....	Twin City Ad Service, Minneapolis, Minn.	Minneapolis Heat Regulator Co., Minneapolis	<i>Adv. Dept.</i>
W. R. Neahr.....	Etheridge Co., Grand Rapids, Mich.....	The Cargill Co., Grand Rapids.....	<i>Sales Staff</i>
M. H. Aylesworth....	National Electric Light Ass'n .....	National Broadcasting Co., Inc., New York	<i>Pres.</i>
G. F. McClelland....	Station WEAJ, New York, <i>Mgr.</i> .....	National Broadcasting Co., Inc., New York	<i>Vice-Pres. &amp; Gen. Mgr.</i>
Harry E. Pocock.....	"Times," Buffalo, N. Y., <i>Ass't Adv. Mgr.</i>	Same Company .....	<i>Adv. Mgr</i>
Frank W. Fagan.....	W. & J. Sloane, New York, <i>Ass't Adv.</i> <i>Mgr., Wholesale Div.</i>	Same Company .....	<i>Adv. Mgr., Retail Div.</i>
Paul C. Smith.....	Campbell-Ewald Co., Detroit.....	Willard H. Bond, Inc., New York.....	<i>Vice-Pres. in Charge of Sales</i>
Carlton B. Stetson....	Boyce-Veeder Corp., Long Island City, N. Y.	N-Laboratories, Inc., New York.....	<i>Adv. Mgr</i>
Herbert Wyman .....	Hanff-Metzger, Inc., New York.....	"Own Your Own Home," New York	<i>Adv. Staff</i>
Hugh M. Smith.....	Frank Kiernan & Co., New York.....	Same Company .....	<i>Head of Radio Dept.</i>
K. H. Dixon.....	R. R. Donnelley & Sons Co., Chicago	F. L. Chapman Co., Chicago.....	<i>Vice-Pres. in Charge of Sales</i>
J. V. LaCerra.....	Charles F. W. Nichols Co., Chicago.....	H. E. Lesan Adv. Agcy., New York	<i>Space Buyer</i>
Harry L. Williams....	General Printing Co., Chicago, <i>Vice-Pres.</i>	The Caples Co., Chicago.....	<i>Member of Staff</i>
John Aikman .....	The Operadio Corp., Chicago.....	Johnson Motor Co., South Bend, Ind.	<i>Ass't Adv. Mgr.</i>

# The national mouthpiece of a billion dollar industry



*For twenty-five years DISTRIBUTION AND WAREHOUSING has been the recognized spokesman of the Public Warehousing Industry—the acknowledged authority of the most highly organized business of this nation—a position gained through that most coveted channel—CONSUMER ACCEPTANCE.*

Throughout America, every commercial center, every city, every hamlet, every port of large or small consequence is indissolubly bound into a vast network of distributing and receiving sources without which the commerce of this country could not function.

This huge industry—literally the heart of the nation—reaches through its tributaries every nook and corner of the commercial world—forming a market of tremendous scope.

As the national mouthpiece of this billion dollar industry, Distribution & Warehousing not only exerts a powerful influence but is the direct access to this immense market, rich, fertile and highly profitable to all manufacturers fabricating products necessary to its daily requirements.

Household Goods Storage, Merchandise Storage, Cold Storage, Shipping, Distributing, Handling, Forwarding—all comprise needs that manufacturers must fill and that compose a potential market equivalent to hundreds of thousands of dollars of profit.

Your message in the 1927 Annual Warehouse Directory issue, which is the January edition of this national magazine, will reach every representative Warehouseman in the United States and Canada. The prestige of Distribution & Warehousing carries with it consumer interest that cannot be obtained in any more direct or secure way.

This Annual Warehouse Directory Number is a reference book used by hundreds of subscriber consumers almost daily throughout the year. No better medium is available to you than the authoritative business paper of the Warehousing Industry.

*Announcement is here made of the appointment of Mr. Willis D. Leet as Western Manager of Distribution and Warehousing Publications, Inc., with headquarters in the Otis Building, Chicago.*

Published at  
249 West 39th Street  
New York, N. Y.

Chicago Office  
1507 Otis Building,  
Chicago, Ill.

**DISTRIBUTION  
AND WAREHOUSING**

**The Business Paper of the Warehouse Industry**

Advertising & Selling
The NEWS DIGEST
Issue of  
Sept. 22, 1926

**CHANGES IN PERSONNEL (Continued)**

Name	Former Company and Position	Now Associated With	Position
Gordon M. Krest	James Bayne Co., Grand Rapids, Mich. <i>Art Staff</i>	Byington Studios, Grand Rapids	<i>Art Staff</i>
Jeff Barnette	"Chronicle," Houston, Tex.	"Press," Houston	<i>Adv. Dept.</i>
John P. H. Perry	Turner Construction Co., New York <i>Vice-Pres. in Charge of New Business</i>	Same Company, Chicago	<i>Vice-Pres. in Charge of Western Operations</i>
Guy Baker	Kaffee Hag Corp., Cleveland, Adv. Mgr.	H. N. White Music Co., Cleveland	<i>Sales &amp; Adv.</i>
James G. Orr	New York Telephone Co., New York	Highway Lighthouse Co., New York	<i>Mgr., Eastern Div.</i>
Arthur Raff	Indian Packing Corp., Chicago, Adv. Mgr.	E. & A. Opler, Inc., Chicago	<i>Adv. Mgr.</i>
J. Bain Thompson	Benjamin & Kentnor Co., New York	"New York Evening Graphic"	<i>Nat'l Adv. Staff</i>
Edwin T. Burke	"Automotive Daily News," New York	"New York Evening Graphic"	<i>Adv. Staff</i>
William T. Metz	"New York American"	"New York Evening Graphic"	<i>Classified Adv. Mgr.</i>
S. L. Honig	Seldon Adv. Co., St. Louis, Mo.	Plapao Laboratories, Inc., St. Louis	<i>Adv. Mgr.</i>
B. Flynn	Berkey & Gay Furniture Co., Grand Rapids, Mich., <i>Sales Mgr.</i>	Luce Furniture Shops, Grand Rapids	<i>Vice-Pres.</i>
Norwood Weaver	F. J. Ross Co., Inc., New York, <i>Vice-Pres.</i>	Calkins & Holden, Inc., New York	<i>Executive Staff</i>
M. H. Pettit	The Simmons Co., New York & Kenosha, Wis., <i>Vice-Pres. &amp; Gen. Mgr.</i>	The Nash Motors Co., Kenosha, Wis.	<i>Vice-Pres. &amp; Gen. Mgr.</i>
William A. Forbes	Lamont Corliss & Co., New York <i>Ass't Sales Mgr.</i>	Platt-Forbes Service, Inc., New York	<i>Treas.</i>
Rutherford H. Platt, Jr.	Platt Service, Inc., New York	Platt-Forbes Service, Inc., New York	<i>Pres. &amp; Sec'y</i>
Fred G. Wolf	The Blackman Co., New York, <i>Prod. Mgr.</i>	Quality Photo Engraving Co., Inc., New York	<i>Treas.</i>
Frank J. Fahey	"Plain Dealer," Cleveland, Ohio, <i>Adv. Dept.</i>	George L. Cramer, Inc., Cleveland, Ohio	<i>In Charge of Adv.</i>
Edward M. Heery	Winchester Repeating Arms Co., New Haven, Conn.	Steddiford Pitt Co., New Haven	<i>Office &amp; Prod. Mgr.</i>
Paul D. Lovett	Mack Trucks, Inc., New York, <i>Sales Pro.</i>	General Motors Export Co., New York	<i>Adv. Div.</i>
F. E. O'Neil	Phillips-Jones Corp., New York <i>Ass't to Eastern Sales Mgr.</i>	Faultless Nightwear Corp., Baltimore, Md.	<i>Sales Mgr.</i>
G. S. Tracy	National Acme Co., Cleveland, Adv. Mgr.	McGraw-Hill Pub. Co., New York	<i>Copy &amp; Research</i>
E. C. Bowers	Wickwire-Spencer Steel Co., New York <i>Vice-Pres.</i>	Same Company	<i>Pres.</i>
Noel C. Breault	"Union," New Haven, Conn., <i>Adv. Mgr.</i>	"Times," New Bedford, Mass.	<i>Adv. Mgr.</i>
S. M. Mirch	Fairchild Co., Chicago	"Southern Dry Goods Merchant"	<i>Western Rep.</i>
James L. Hutchison	Blackett & Sample, Chicago	Erwin, Waser & Co., New York	<i>Member of Staff</i>

**CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS**

Name	Address	Product	Now Advertising Through
* Colgate & Co.	New York	<i>Cosmetics &amp; Perfumes</i>	Young & Rubicam, New York
Sohmer Piano Co.	New York	<i>Pianos</i>	George Harrison Phelps, Inc., Detroit
Sterilac Co.	No. Chicago, Ill.	"Sterilac" <i>Disinfectant</i>	Frank B. White Co., Chicago
J. E. Caldwell & Co.	Philadelphia	<i>Jewelry</i>	N. W. Ayer & Son, Philadelphia
The Chicago Solder Co.	Chicago	<i>Solder &amp; Metal Menders</i>	Aubrey & Moore, Inc., Chicago
North Star Granite Co.	St. Cloud, Minn.	<i>Granite</i>	Ward H. Olmstead, Inc., Minneapolis
The Standard Mailing Machines Co.	Everett, Mass.	<i>Office Appliances</i>	The Spafford Co., Inc., Boston
The Liberty Electric Corp.	Stamford, Conn.	"Full-Wave" <i>Radio Battery Charger</i>	The Carter Adv. Agency, New York
The Dalquist Mfg. Co.	South Boston, Mass.	<i>Boilers &amp; Hot Water Systems</i>	Day, Bogert Co., Boston
A. Mirenta & Co.	Tacoma, Wash.	<i>Drugs</i>	J. F. Held Adv. Agcy., Seattle, Wash.
Dr. Thompson Steral Tooth Brush Co.	Toledo, Ohio	<i>Tooth Brushes</i>	Campbell Adv. Service, Detroit
Minter Bros.	Philadelphia	"Kid Boots" <i>Candy Bar</i>	Edwards, Ewing & Jones, New York & Phila.
Raymond Concrete Pile Co.	New York	<i>Concrete Piles</i>	Wilson & Bristol, New York
The Rome Co.	Chicago	<i>Beds &amp; Bed Springs, etc.</i>	George Batten Co., New York
R. W. Osland	New York	<i>Radio Accessories</i>	The Evander Co., New York
The Flako Products Corp.	New Brunswick, N. J.	"Flako" <i>Pie Crust &amp; "Jiffy Gems"</i>	Edwards, Ewing & Jones, New York & Phila.
La Salle Products, Inc.	St. Paul, Minn.	"Eden" <i>Toiletries</i>	Woolf-Gurwitt Adv. Agcy., Chicago
Simplex Automotive Distributors, Inc.	Chicago	<i>Automobile Accessories</i>	Woolf-Gurwitt Adv. Agcy., Chicago
Borderland-Climate Club	Douglas, Ariz.	<i>Resort</i>	H. K. McCann Co., Los Angeles
Easymake Food Products Co., Inc.	Charlotte, N. C.	"Easymake" <i>Cocoa Desserts</i>	Elias C. Lyndon, Inc., Charlotte, N. C.
Southeastern Bond & Mortgage Co.	Charlotte, N. C.	<i>Finance</i>	Elias C. Lyndon, Inc., Charlotte, N. C.
Abbey-Scherer Co.	Detroit	<i>Wire Mesh Products</i>	Allman Adv. Agcy., Detroit
Phinney-Walker Co.	New York	<i>Automobile Clocks</i>	Grant & Wadsworth, New York
Ottawa Mfg. Co.	Ottawa, Kans.	<i>Gasoline Engines, Saws, Rigs, Etc.</i>	Loomis-Potts Co., Kansas City, Mo.
The Seymour Products Co.	Seymour, Conn.	<i>Fabricated Metal Prod.</i>	Steddiford-Pitt Co., New Haven, Conn.
West Co.	Seattle, Wash.	<i>Clam Shell Grit</i>	Honig-Cooper Co., Seattle, Wash.

\*The George Batten Co. will continue to direct the advertising of Ribbon Dental Cream, soaps and shaving preparations.

# A "MORE-THAN-PRINTING" PLANT

An active proprietorship extending over two generations unbrokenly for more than fifty years.

"More-than-printing" salesmen who fully appreciate that the *intent* of printing is paramount over paper, type and ink.

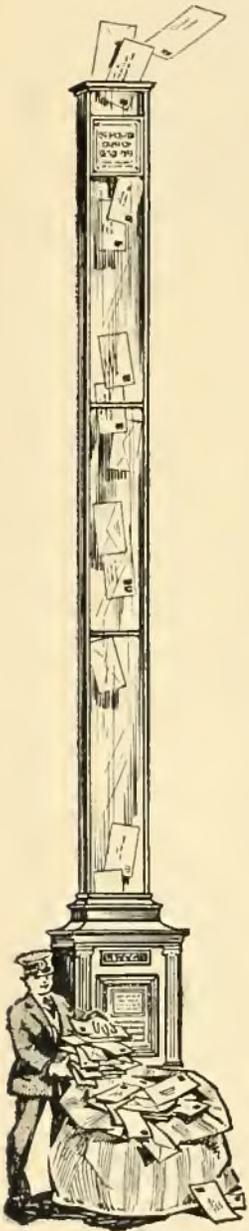
"More-than-printing" clients, among whom we are happy to number—

Durant Motors, Inc.	Corn Products Refining Co.
Inecto, Inc.	National Carbon Company, Inc.
Seeman Brothers, Inc.	Hampton Shops
Stewart & Co.	Lionel Corporation
Arnold, Constable & Co., Inc.	United Cigar Stores Co. of America
American Institute of Banking	Colonial Radio Corporation

Those whom we serve say that we operate one of the most thoroughly efficient large printing plants in America. And what is still more important, they say that the "man-power," from executives down, more than matches the machine-power in accomplishment.

AND NOW—on that groundwork we have superimposed an exclusively creative service. While a new departure in the Goldmann organization, the new department is composed of a personnel with a special forte for creating practical ideas supported by plans with structural-steel backbones.

A Goldmann "more-than-printing" salesman will call at your request—minus presumption on our part—minus obligation on yours.



## ISAAC GOLDMANN COMPANY

Established 1876

80 Lafayette Street

Worth 9430

New York City

Advertising  
& Selling

# The NEWS DIGEST

Issue of  
Sept. 22, 1926

## CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (Continued)

Name	Address	Product	Now Advertising Through
Lewis Travel Service	Seattle, Wash.	Travel Bureau	Honig-Cooper Co., Seattle, Wash.
Abraham Fur Co.	St. Louis, Mo.	Raw Furs	Brookland & Moore, Inc., St. Louis
Condurier, Fructus & Descher	Paris, Lyons, France & New York	Silks	Hicks Adv. Ag'cy, New York
Dunbar-Dukate Co.	New Orleans, La.	"Dunbar" Shrimp	Martin-Gessner Adv., Inc., New Orleans
Erie Chamber of Commerce	Erie, Pa.	Commerce	H. K. McCann Co., Cleveland.
Holorih, Inc.	Cleveland, Ohio	Complete Insulated Roof Units	Paul Teas, Inc., Cleveland
Ferranti, Inc.	New York	Radio Transmitters	Evans, Kip & Hackett, Inc., New York
Brandle & Smith	Philadelphia	Satin Finish Hard Candies	United Adv. Ag'cy, New York
Burnee Corp.	New York	"Nedick's Orange Drink"	Joseph Richards Co., Inc., New York
The Helbein-Stone Co., Inc.	New York	Jewelry	Churchill-Hall, Inc., New York
Cleveland Brake Co.	Cleveland, Ohio	Brake Linings	Richardson-Briggs Co., Cleveland
National Warm Air Heating & Ven- tilating Co.	Columbus, Ohio	Ventilating Units	Richardson-Briggs Co., Cleveland
Rossman Rim Co.	Cleveland	Automobile Rims	Richardson-Briggs Co., Cleveland
Niagara Metal Stamping Co.	Niagara Falls, N. Y.	"Premax" Products	Paul Teas, Inc., Cleveland
Brooklyn Chamber of Commerce	Brooklyn, N. Y.	Exposition of Brooklyn Industries	Doremus & Co., Inc., New York
The San Diego-California Club	San Diego, Cal.	Resort	H. K. McCann Co., Los Angeles Office

We wish to modify the statement recently published in The News-Digest with reference to the advertising account of the Cord Meyer Development Co. of Forest Hills. The major portion of this account is being handled by The Harry R. Gelwicks Co. of Long Island City, but parts of it are handled by Wilson & Bristol, New York.

## NEW PUBLICATIONS

Name	Published by	Address	First Issue	Issuance	Page	Type	Size
"The Building Material Merchant"	The Arnold Pub. Co.	410 No. Mich. Ave., Chicago	Sept. 15, 1926	Monthly	4	2x7	

## NEW ADVERTISING AGENCIES AND SERVICES, ETC.

Wales & Wolfe	280 Madison Avenue, New York	Publishers' Repre- sentatives	William Wolfe and Franklin Wales
The Associated Advertising Agency	Jacksonville, Fla.	Advertising Agency	James Baker, Pres.; Arthur Sibbring, Sec'y; and F. Hammett, Vice-Pres.
Platt-Forbes Service, Inc.	New York City	Advertising Agency	R. H. Platt, Pres. and W. A. Forbes, Treas.
Davies, Dillon & Kelley	Kansas City, Mo.	Publishers' Repre- sentatives	Geo. W. Kelley, Oscar G. Davies and Geo. F. Dillon
The Dayton Advertising Agency	Dayton, Ohio	Advertising Agency	G. W. LaRheir and G. E. Heisman

## PUBLICATION CHANGES AND APPOINTMENTS

- "Our Sunday Visitor," Huntington, Ind. Appoints Hervey & Durkee, New York as its Eastern Advertising Representative
- "Daily Citizen," Hollywood, Cal. Appoints M. C. Mogensen & Co., San Francisco, as its National Advertising Representative
- "Free-Lance" and the "Star," Fredericksburg, Va. Have been merged into the "Free-Lance-Star"
- "Herald," Ridgewood, N. J. Will be published as a semi-weekly on Tuesday and Friday, changing from a Thursday weekly.
- "Evening News," Bridgeton, N. J. Appoints the New Jersey Newspapers, Inc., as its Foreign Advertising Representative.
- "Lumber World Review," Chicago Has been sold to A. R. Kriechbaum, president of the Kriechbaum Publishing Company, St. Louis, Mo.
- "World," Tulsa, Okla. A morning paper, has started publication of an evening edition.
- "Eagle-News," Poughkeepsie, N. Y. Appoints Powers & Stone, Inc., New York, as its National Advertising Representative.
- "Florida Grower," Tampa Announces that effective Jan. 1, 1927, its page size will be changed from 9x12 to 9 3/8x12 1/4.
- "Novelized Movies," New York Appoints Sam J. Perry, New York, as its National Advertising Representative.
- "The Youth's Companion," Boston Appoints Leonard Drew as its publisher.
- "The Outlook," New York Appoints F. E. M. Cole, Inc., Chicago, as its Western Advertising Representative.
- "Southern Poultry Journal," Montgomery, Ala. Has been sold to the "Dixie Dairy and Poultry Journal," Nashville, Tenn. Subscription lists and good will have been taken over by the latter magazine.

# If it's *foods* you want to put in Northern Ohio homes —



then like the Salmon Packers and dozens of others you can do it with the Plain Dealer **ALONE**

A year ago pink salmon didn't have a chance in Northern Ohio. This was a *red salmon* market—one of the country's best.

Then the Associated Salmon Packers began to advertise. From their headquarters in Seattle, they chose a great list of leading dailies to promote *pink salmon* sales.

Every advertisement since the start has carried a coupon. Every paper that remained on the schedule has held its place on the basis of direct, traceable returns.

Week after week the Associated Salmon Packers are using the Plain Dealer—and only the Plain Dealer in Northern Ohio. And this great 3,000,000 market is one of the three or four leaders in returns. *Northern Ohio has been sold on pink salmon in one short year through the Plain Dealer alone!*

Look over the schedules of Fleischmann's Yeast, Fould's Macaroni, Hires Extracts, Royal Baking Powder, Tao Tea, White Rock and many and many another acknowledged advertising success and you'll find it's the Plain Dealer *alone* in Northern Ohio.

By putting scores of products on grocers' shelves—by moving great quantities of these selfsame products into Northern Ohio homes—the Plain Dealer has definitely proved itself the most powerful food medium between New York and Chicago.

Here in Northern Ohio your advertising concentrated in the Plain Dealer will do the job far more effectively and far more economically than if you split your appropriation among two or more newspapers.

If further facts will help you in framing your schedule, wire, write or phone for a Plain Dealer representative to come to your office.

## *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.

Advertising  
& Selling

**The NEWS DIGEST**

Issue of  
Sept. 22, 1926

**MISCELLANEOUS**

H. E. Lesan Adv. Agcy., Inc., New York .....Has absorbed the Wm. Mullally Co., Inc., New York  
 Hess & Smith Studios, Cleveland .....Name changed to the Calmore Studio  
 Honig-Cooper Co., with offices in San Francisco,  
 Los Angeles, Portland, Chicago and New  
 York, and Arnold-Kraft, Inc., Seattle and  
 San Francisco, Advertising Agencies .....Have consolidated. The name will be Honig-Cooper Co.  
 F. Mayer Boot & Shoe Co., Milwaukee, Wis. ...Name changed to the Calmore Studio  
 Ovington's, New York .....Has opened a gift shop in Chicago.  
 Frigidaire Corp. ....Has been incorporated as a new General Motors subsidiary under the laws of Dela-  
 ware to take over the distribution and sale of electric refrigerators manufactured  
 by the Delco-Light Company.  
 Ayer & Streb and Yerger & Yerger, .....Have consolidated, the new name being, Ayer, Yerger & Streb, Inc.  
 Rochester, N. Y.  
 "Daily Record-Abstract," Portland, Ore.....Name changed to the "Daily Journal of Commerce."  
 The India Rubber Publishing Co., New York..Has become a division of Edward Lyman Bill, Inc., New York  
 The Winchester Repeating Arms Co., New...Has combined with the Geo. W. Dunham Corp., Utica, N. Y. Louis K. Liggett heads  
 Haven, Conn. the new Board of Directors.  
 National Broadcasting Co., Inc. ....Has been organized at New York as a subsidiary of the Radio Corp. of America to  
 have control of station WEAJ which it recently bought from the American  
 Telegraph & Telephone Co.

**CONVENTION CALENDAR**

Organization	Place	Meeting	Date
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
National Retail Dry Goods Ass'n (Sales Pro. Div.)	Chicago (Hotel Sherman)	Autumn	Sept. 28-30
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
British Advertising Convention (Manufacturers Session)	Manchester, England	Annual	Oct. 6
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
Direct Mail Adv. Ass'n (International)	Detroit (New Masonic Temple)	Annual	Oct. 20-22
Audit Bureau of Circulations	Chicago (Hotel La Salle)	Annual	Oct. 21-22
Tenth District Convention of the International Advertising Ass'n	Beaumont, Texas	Annual	Oct. 24-26
American Ass'n Adv. Agencies	Washington, D. C. (Mayflower Hotel)	Annual	Oct. 27-28
First District Convention of the Inter- national Advertising Ass'n	Worcester, Mass.	Annual	Nov. 8-9
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**

Name	Position	Company	Date
Frank L. McGrath	Advertising Manager	"Times," Buffalo, N. Y.	Sept. 3, 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. Bassett, President, Miller, Franklin, Bassett & Company.

## Viscosity

THE CONCEPT of human isolation is an erroneous theory. The gnarled roots of men, tormented and tilled, 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.

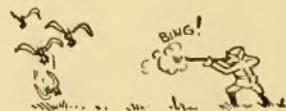
Frigidaire, Cribben & Sexton, Holland Furnace, Union Bed & Spring, Studebaker Motors, Canada Dry, Dutch Masters, Endicott-Johnson and Celotex are among other successful users of this plan. Would you like to hear about it? Send for a Tribune man, trained in merchandising and advertising.

## 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 stone, 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 sniffing the breeze. The coxey 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