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# Advertising & Selling

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OCTOBER 6, 1926

15 CENTS A COPY

*In this issue:*

“Marketing Building Materials for the Homes of Millions” By ALBERT E. MUDKINS; “The Banker as a Retailer” By ROBERT R. UPDEGRAFF; “Cargoes of the Air” By MARSH K. POWERS; “Attacking the Distribution Problem Seriously” By E. M. WEST; “Selling the Farm in Winter” By HENRY ALBERT

# Another Great Campaign

Exclusively in The Daily News  
in Chicago

**Rich in Food Values-**

"Canned SALMON has an energy value equal to the popular heavy foods such as steak, milk, sirloin steak and baked beans."  
—U. S. Bureau of Fisheries (Dept. of Commerce) Document No. 1000

**CANNED PINK SALMON**  
"King of Food Fish"

"SALMON is the most important sea food canned. — The protein percentage makes it valuable." states the government bulletin. Canned Pink SALMON is available for shipment into any part of the world and can be enjoyed by people where fresh fish are not available. As the cooking has already been done the product can be eaten cold, as a salad, or desired. Canned PINK SALMON provides the essential food stuff — protein — at a **REASONABLE COST.**

For a really delicious treat, use Canned PINK SALMON piping hot or creamed. PINK SALMON is marvellous stuff. Ask your nearest grocer to send you a few cans at once. **ALL GOODNESS—NO WASTE!**

**ASSOCIATED SALMON PACKERS**  
3406 L. C. Smith Building Seattle, Wash.

Send for **FREE** Government Bulletin containing Canned PINK SALMON Facts.

**MADE IN U.S.A.**

Ask for this brand of PINK SALMON, for it sure is sure PINK on the label!

THE Daily News is the only Chicago newspaper carrying the advertising of the Associated Salmon Packers, which is appearing in leading newspapers of about twenty-five American cities.

The campaign has resulted in the sale of more than 1,100,000 cases of salmon in the first six months of 1926, as compared with 205,000 cases in the same period last year, when no newspaper advertising was used.

The advertising is placed by the Strang & Prosser Advertising Agency of Seattle.

*Advertising Representatives*

**NEW YORK**  
J. B. Woodward  
110 E. 52d St.

**DETROIT**  
Woodward & Kelly  
Fine Arts Building

**CHICAGO**  
Woodward & Kelly  
360 N. Michigan Ave.

**SAN FRANCISCO**  
C. Geo. Knogness  
253 First National Bank Bldg.

## THE CHICAGO DAILY NEWS

First in Chicago

Member of the 100,000 Group of American Cities

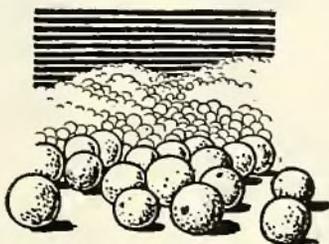


**antidote  
for thirst**

¶ Step three paces off scorching sidewalk, into cool, white shade of Nedick's Thirst Station. Place dime on counter. Lift frosty glass to parched lips. Allow delicious, chilled orange drink to trickle down steaming throat. If cure is not immediate, repeat at intervals until heat-wave disappears.

*Nedick's*  
**THIRST-STATIONS**

© 1926 NEDICK'S



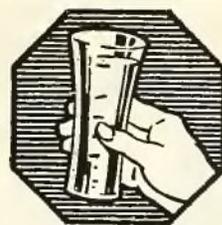
**20,000,000  
ORANGES**

¶ Every year, twenty-million oranges, the largest number bought by any individual concern in the city, go into Nedick's famous orange drink.

¶ Their juice is skillfully blended to give the most delicious flavor and the drink is chilled to the precise point most welcome to the thirsty.

*Nedick's*  
**THIRST-STATIONS**

© 1926 NEDICK'S



**Mr. Nedick to  
Mr. Aquazone**

¶ In the July 31st New Yorker, an Aquazone advertisement calls for Mr. Nedick, and bewails the fact that he doesn't advertise the containers of Nedick's famous orange drink to take home and mix with - "what have you."

¶ Mr. Nedick begs to reply to Mr. Aquazone that there are many things you don't have to tell a New Yorker.

*Nedick's*  
**THIRST-STATIONS**

© 1926 NEDICK'S

**Facts need never be dull**

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

Yet this organization does not, nor has it ever, confused "soundness" with "dullness." It accepts the challenge that successful advertising must compete in interest, not only with other advertising, but with the absorbing reading matter which fills our present-day publications.

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

JOSEPH RICHARDS COMPANY, INC., 257 Park Ave., New York

*RICHARDS*

FACTS FIRST , , , THEN ADVERTISING

# gain

in  
national  
linage

FOR 57 years The Indianapolis News has published by a tremendous margin the largest national advertising linage in Indiana—and one of the very largest volumes in America.

The first 8 months of 1926 were 45.6% ahead of the same period last year. Every month this year a new record!

August 1926, for example, was 49% ahead of August 1925, which was 35% ahead of August 1924.

*Increasing leadership!* Every year new and incontrovertible evidence of the paramount importance of the Indianapolis Radius as a market—America's most American 2,000,000! Every year new evidence of the unparalleled result-power of Indiana's greatest newspaper and immeasurably its strongest advertising medium.

# 45.6%

## The Indianapolis News

Member 100,000 Group American Cities, Inc.

FRANK T. CARROLL, Advertising Director

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

Chicago, J. E. LUTZ  
The Tower Building

# Everybody's Business

*By Floyd W. Parsons*

ALL of us are inclined more or less to play our hobbies. One of mine is golf; another is sunshine. The two are closely related from the standpoint of health. My hatred of smoke is caused by my high appreciation of the benefits rendered humanity by the sun's rays. I think this attitude is sensible in view of the fact that health should rank before property; damage to health should be considered before damage to property.

In this matter I speak at first hand, and with an earnestness that is sincere. Like many others, once I put more effort into my work than was wise and soon found myself talking things over with the doctor. About this time one or two of my friends in Europe interested me in sunshine, and I started to experiment. I go South for some weeks in the winter, and at Palm Beach there is a place on top of the Casino where all of us can lie naked in the sun. These baths benefited me far more than did the doctors, and I have been an ardent sun-worshipper ever since.

Over in Switzerland, Dr. Rollier has become a sort of miracle-man through using nothing more mysterious than the simple rays of the sun. He has become the founder of a cult that will spread over the earth. Last week-end I went to the mountains, to a big hotel, where I found a couple of hundred guests basking on Sunday afternoon in the glorious rays of an unobscured sun. But nowhere was any provision made for a person of either sex to take a nude sun bath.

All over the United States there are great hotels having a similar opportunity to capitalize the greatest blessing of nature. Yet I do not know of a single hotel management that has been farsighted enough to spend a few hundred dollars to make nude sun baths available to guests. The most attractive and convincing kind of literature could be prepared, and soon the sun sanatorium would be the most popular place in the hotel. Down at Palm Beach during the noon-hour, it is difficult for one to find a spot unoccupied so one can lie down. It would be the easiest kind of a matter to sell sunshine to people if the proper advertising and educational methods were employed.

The big thought we must get in our minds is that sunshine baths with our clothes on are of small value, and are quite a different thing from baths in the nude. This idea has already taken hold sufficiently here in the United States to bring about the establishment of



a few real sunshine schools and clinics. I try to keep closely in touch with this work so as to lend all possible encouragement and help to the movement.

Up at East Aurora, New York, we find Dr. John J. Hanavan, who worked with Dr. Rollier in Switzerland a few years ago, now engaged in helio-therapy practices. The children attending his outdoor sunshine school have been benefited in the highest degree. One parent told me that last winter when his entire family came down with the "flu," the only member to escape was the youngster in the sunshine school. An epidemic of chicken-pox swept over the community, and the youngsters attending the school had cases so mild that they could hardly be recognized as the real thing.

It has been indicated clearly that the following benefits accrue to the little ones who have their bodies exposed daily to light and

air baths. There is an increased appetite; the digestion is activated; secretions through the kidneys and skin are increased; there is a stimulation of the cutaneous circulation, which assists the heart, greatly lowering the blood pressure; a notable increase in red cells and hemoglobin; a disappearance of nervous habits and irritable temperaments; an increased alertness of mind; a greater ability to relax. Muscles become firmer, pendulous abdomens disappear and body conformations become more perfect. There develops a much greater resistance to epidemic diseases; a quicker and most remarkable adaptation of the body to changes of temperature; and, lastly, we find that respect for the nude or partly nude body is greatly encouraged.

Exposure of the body to the sun must be direct and total. Even a thin gauze covering is objectionable, because it absorbs some of the most valuable rays.

The treatments must be taken with limitations, and the patients led up gradually to the full sunbath.

Only the legs should be exposed the first day; the legs and thighs the second day; the abdomen the third day, and a full exposure the fourth day. The duration of exposures should be increased gradually.

One way for corporations to increase the mental and physical efficiency of employees is to provide rest and sun rooms where groups of workers may avail themselves of daily exposures to sunlight and air for from thirty to sixty minutes. This same idea carried out in the school and nursery would insure a far better foundation in health for the coming generation.



## A Big Audience *but* how many listeners?

Perhaps the speaker felt quite puffed up because of the number of people he was "reaching," and he knew his subject and presented it admirably—but, as a matter of fact, only a handful were really *listening*, were actually being influenced, because the subject was foreign to the audience.

Advertising audiences are no different. It makes no difference how many possible readers you are "reaching"—what you should buy is *interest and attention*, not white space or circulation.

When you use an A.B.P. Business Paper you are buying not only circulation without waste but the highest degree of interest, respect and concentrated attention. This is because business papers of the A. B. P. type are not used as a means to while away a lonesome hour, but as *necessary working tools* in the trades, industries and professions.

These papers concern an important part in a man's life—his business—that which occupies most of his waking hours—and their circulations are each limited to one homogeneous group. The readers are interested in the same things—all are potential buyers.

All business papers are good, because they conform to a basic principle of good selling, but some are better than others. The A.B.P. Standards of Practice assure advertisers clean, carefully edited papers, fair methods and fair advertising rates.

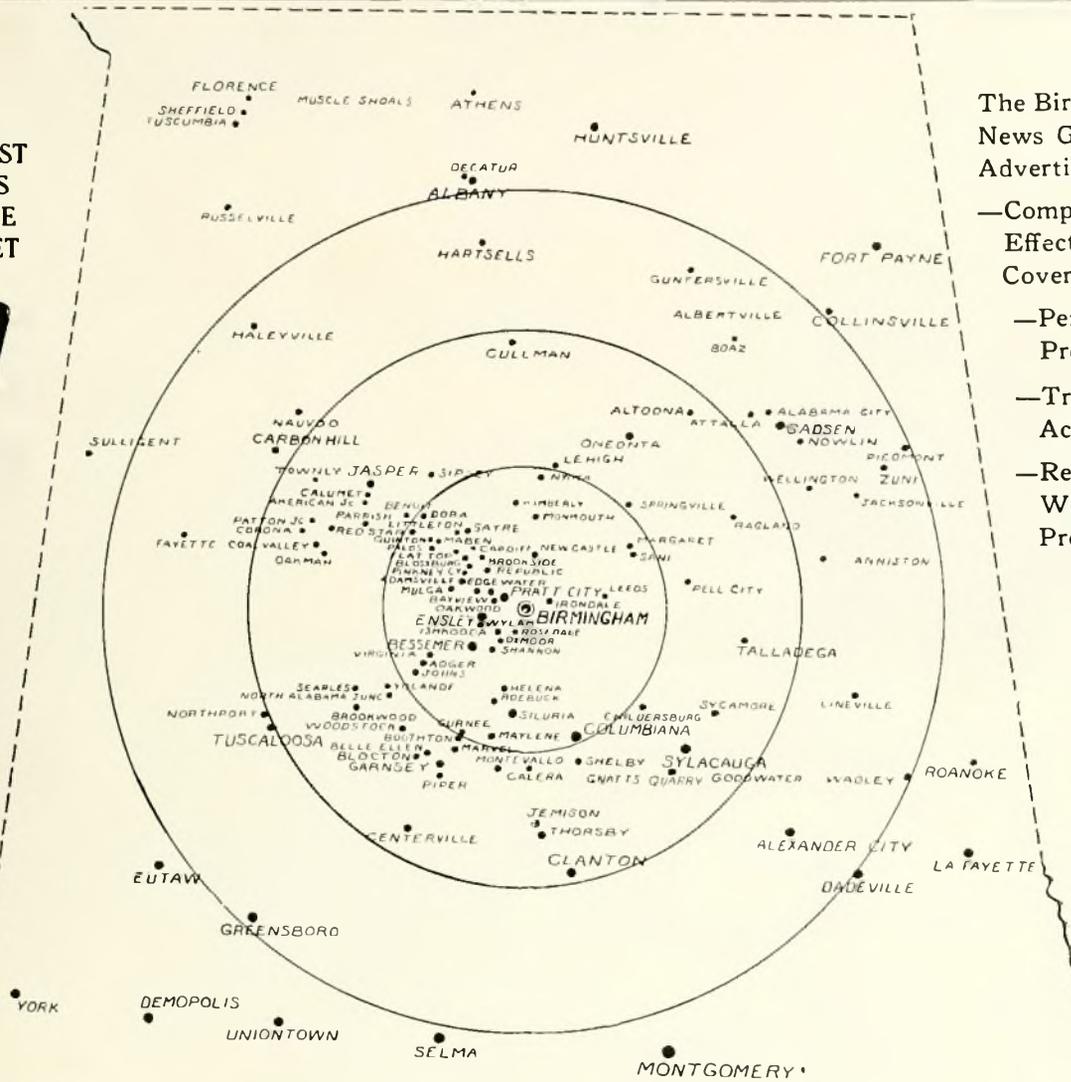
We have several booklets that may assist you in choosing and using business papers. Tell us your needs and we will send a booklet of most value to you.

THE ASSOCIATED BUSINESS PAPERS, Inc.  
Executive Offices: 220 West 42nd St., New York, N. Y.

# A.B.P.

*An association of none but qualified publications reaching the principal fields of trade and industry*

**REAP  
YOUR  
HARVEST  
IN THIS  
FERTILE  
MARKET**



The Birmingham News Gives Advertisers  
 —Complete Effective Coverage.  
 —Permanent Prestige.  
 —True Reader Acceptance.  
 —Results With Profits.

# The Birmingham News

—UNRIVALLED CIRCULATION—

**85%** COVERAGE IN  
25 MILE ZONE

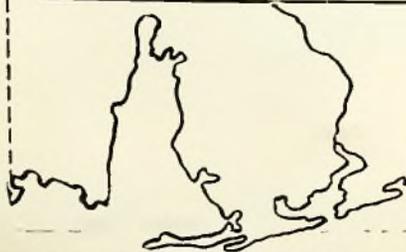
**85%** COVERAGE IN  
50 MILE ZONE

POPULATION and CIRCULATION  
of 17 Principal Towns  
In Zone of 25 M. Radius

Pop.	Daily	Sunday
286,493 (57,280 Homes)	47,745	50,131
Coverage 7 in every 8 homes		

POPULATION and CIRCULATION  
of 38 Principal Towns  
In Zone of 50 M. Radius

Pop.	Daily	Sunday
321,793 (62,320 Homes)	51,842	54,799
Coverage 7 in every 8 homes		



# The Birmingham News

The South's Greatest Newspaper

NATIONAL REPRESENTATIVES

KELLY-SMITH CO.

New York

Chicago

Boston

Philadelphia

J. C. HARRIS, JR., Atlanta

**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

# COLUMBIA

The Largest Catholic Magazine in the World

LIKE many other national advertisers, the George Frost Company, makers of Velvet Grip hose supporters for all the family, regards COLUMBIA as a means of reaching economically and effectively a great number of receptive buyers.

Boston Garters, which are featured in a schedule of advertisements in COLUMBIA, are distributed throughout the land. And wherever there are dealers to sell these popular garters, there are readers of COLUMBIA to buy and to wear them.

Indeed, COLUMBIA'S notably responsive audience of three-quarters of a million Knights of Columbus families is in itself a vast consumer market—a market which merits the consideration of every national advertiser with products or service to sell.

“How did your garters look this morning?”



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





## Long Versus Short

You can easily remember the time when a woman who wore short hair was considered a freak. Older people looked on aghast. But youth, appreciating the freedom and comfort of bobbed hair, quickly adopted it.

And the younger generation demands these things which contribute to their freedom, happiness, comfort, beauty. Over a half million members of this same aggressive younger element read SMART SET every month.

These readers work in offices, in stores, in factories. They earn that they may spend and, because SMART SET appeals to them, they buy it.

That they also buy the merchandise advertised in SMART SET is proved by the letters which advertisers have written us. They say that SMART SET leads their list, that it brings inquiries at the lowest cost of any publication. If you sell a commodity that contributes to freedom or happiness, comfort or beauty, you will find, as other advertisers have already found, that SMART SET'S younger element will buy.

Right now you can reach over 500,000 of these keen, youthful buyers at the cost of an A.B.C. circulation of 400,000. Some advertisers believe that their exceptional success through SMART SET is a result of this circulation bonus. However, the real reason for such results lies in the fact that—

SMART SET reaches the younger element, the buying element of today and of many tomorrows.

### Evidence

*A publicity advertiser says, "SMART SET has been a leader on our magazine list for a period of a year. This is on a cost per inquiry basis. It is very unusual to find a medium that will reach our particular market and continue to bring, month after month, such splendid results in the form of thousands of coupons."*

*SMART SET'S younger element is the buying element.*

# SMART SET

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

# Buffalo the Wonder City of America

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## GROWTH!

1920—93,341

1921—101,918

1922—106,061

1923—113,748

1924—123,039

1925—128,502

August 1926—146,653

Average daily circulation—All except  
August, 1926, are A. B. C. Audit figures.

The average daily circulation of the Buffalo Evening News  
is the largest in New York State outside of Manhattan

*Cover the Buffalo Market with the*

## BUFFALO EVENING NEWS

EDWARD H. BUTLER  
*Editor and Publisher*

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

KELLY-SMITH CO.  
*National Representatives*

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

# The New Control in Business ~

*T*IME was (Legend has it) when American business was ruled by Titans.

Powerful and predatory was the Titan (said the Legend); in full mastery of his business—self-sufficient.

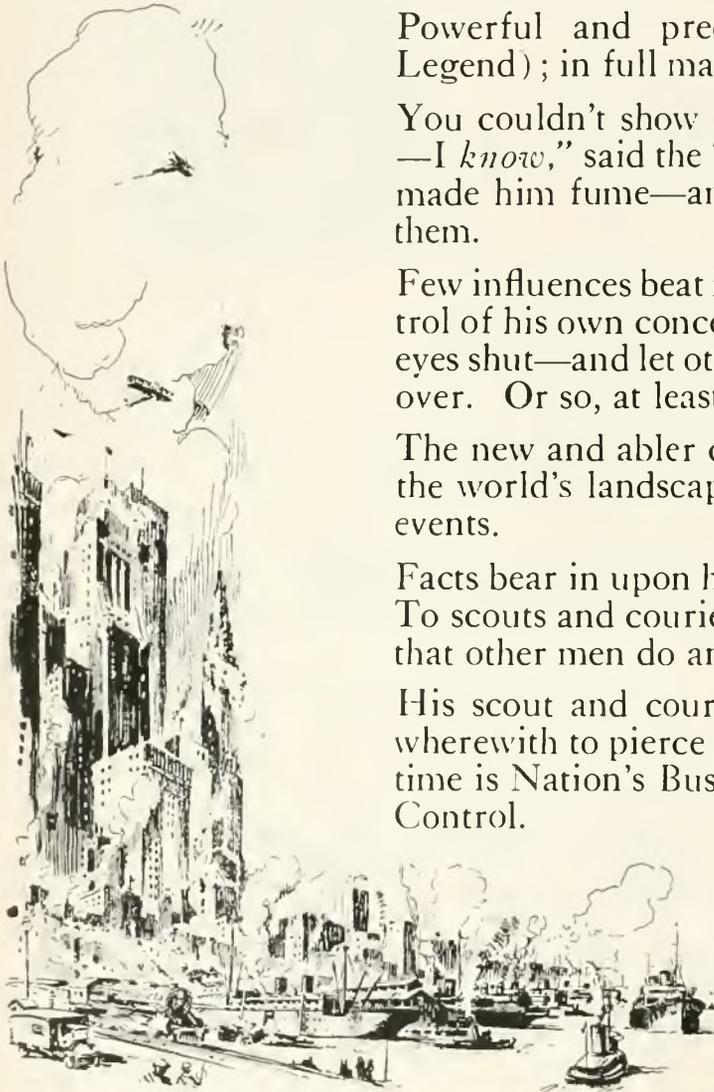
You couldn't show him a thing. "I don't have to look—I *know*," said the Titan. Bulletins, charts and graphs made him fume—and, indeed, there was little need for them.

Few influences beat in upon his business. Strong in control of his own concerns, he might go his own pace with eyes shut—and let others get out of the road or be bowled over. Or so, at least, said the Legend.

The new and abler captain of business constantly scans the world's landscape; he is a connoisseur of facts and events.

Facts bear in upon his business from a hundred sources. To scouts and couriers he lends willing ear, for nothing that other men do anywhere is alien to his interests.

His scout and courier, his chart and graph, his glass wherewith to pierce the mists of distant space and future time is Nation's Business. It is chief agent of the New Control.



## NATION'S BUSINESS

MERLE THORPE, *Editor*

Published Monthly at Washington by the Chamber of Commerce of the U. S.

†

## *Businesses Don't Need to Look Uninteresting!*

"That printing salesman just handed me a new idea."

"Impossible!"

"Yes. All the others who have been in here said they could give me a rock-bottom figure on any work."

"What did this one say?"

"I wanted some new letterheads and invoice forms, and he said he could give them a real personality

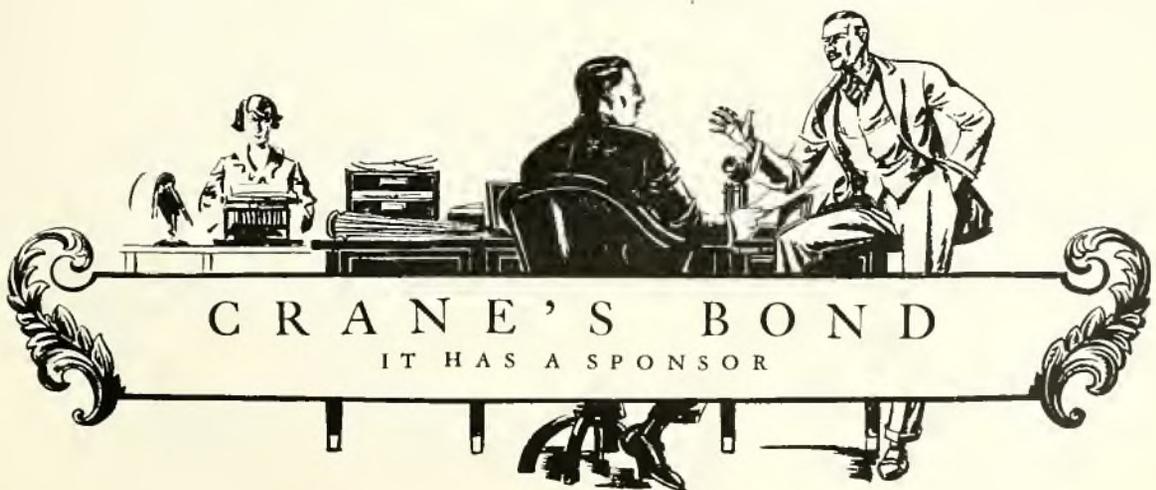
with a real, arresting quality appeal."

"That sounds almost too good to be true."

\* \* \* \*

It is true, nevertheless, that the routine forms of business don't need to look so uninteresting. Good design and good paper—that's the secret of the thing called *personality*, and every scrap of paper that falls into the hands of the public ought to have it.

*If you are a business executive interested in setting forth your business in a substantial and impressive character, ask your purchasing department to show you estimates and samples of Crane's Bond No. 29.*



CRANE & COMPANY, INC. DALTON, MASSACHUSETTS

# Is Boston really a *The Boston retailer*

His solution of the problem lies in  
concentrating his advertising  
upon a 12-mile shopping area

**I**F a Boston department store using millions of lines yearly in all Boston newspapers is unable to draw an appreciable percentage of its business from a greater distance than 12 miles, what does this fact prove?

It proves the existence of a natural, normal trading area for Boston. That area is the result of the habits of Boston's people—not invented by any medium—not to be altered by any advertiser—as definite as the force of gravity and as impersonal.

## *There is a 12-mile limit around Boston*

Most national advertisers think of Boston as a city with a 30-mile trading radius. This seems logical. But within this 30-mile radius are five cities that are entities in themselves. Hundreds of shopping centers have grown up.

And when the Globe interviewed Boston department stores it developed that 64% of the charge accounts in one most representative store and 74% of the package deliveries of all leading Boston department stores lie *within 12 miles of City Hall*.

## *The 12-mile area is Boston's Key trading market*

In the 12-mile area lies a population of 1,700,000, with a per capita wealth of nearly \$2000. In it, too, are the largest number of retail outlets in most lines—and nearly all the retail *leaders*—the stores which are bellwethers for

any scheme of distribution. *And in this area the Sunday Globe delivers the largest circulation of any Boston newspaper.* Daily its circulation is even greater than on Sunday.

That is why great Boston department stores buy the Globe first—in 1925 placing in it daily their greatest volume, and on Sunday as much lineage as in all the other Sunday papers combined.

All because the Globe's circulation—built entirely upon editorial and news interest and unhampered by premiums or any other less valuable form of circulation growth—actually followed buying power and buying habits!

## *Concentrate through the Globe in this Key trading area*

The Globe has gained its preponderance of circulation in this Key trading area simply by making a newspaper that Boston men and women wish to read. Such policies and features as the Globe's racial, religious, and political impartiality; its carefully edited woman's page—the oldest in America; its complete sport news,—these built the Globe's circulation.

Study the map herewith. It shows the trading area of Boston as retail business in Boston defines that area. Through the Globe, concentrate upon that area. In Boston, buy the Globe *first*.

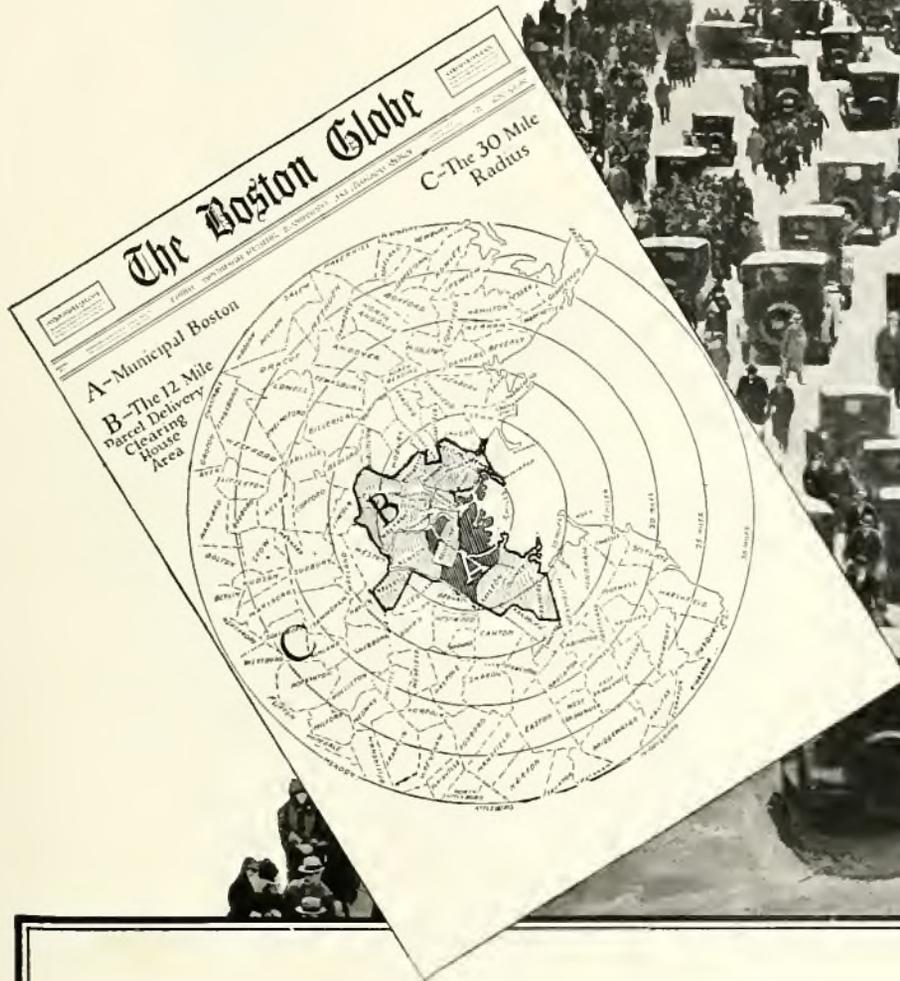
TOTAL NET PAID CIRCULATION IS

279,461 Daily

326,532 Sunday

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

# difficult market? says "NO"



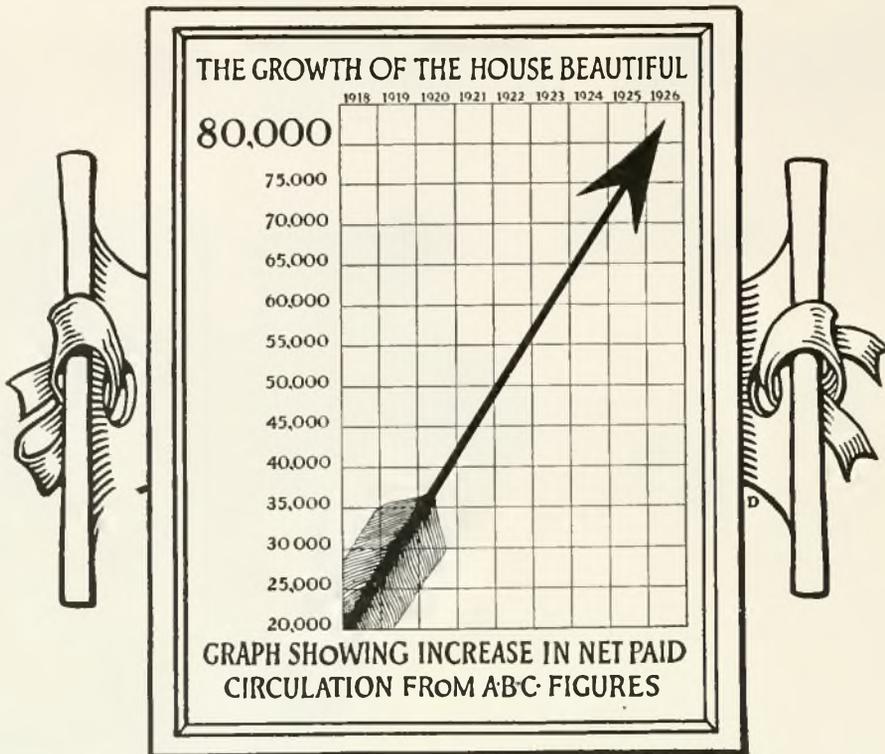
*In the Area A and B, Boston's 12-mile Trading Area, are*

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

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

# The Boston Globe

*The Globe sells Boston*



## Three-Act Play or Three-Ring Circus

THE first tells a story which is remembered; the second shows a brilliant kaleidoscope which is forgotten. The first deals in one theme only; the second with a hundred, superficially. The first centers attention, the second scatters it.

**DO YOU ADVERTISE TO A CONCENTRATED INTEREST OR A SCATTERED ATTENTION?**

*The first is easily possible—the second unnecessary*

## THE HOUSE BEAUTIFUL

portrays exclusively the house and its appointments. Dogs, horses, poultry, cattle, dress, sports and real estate, it leaves to others. An audience of more than 80,000 individuals pays admission, by preference, to see the contents of the House Beautiful's twelve monthly representations of beautiful homes and what makes them beautiful.

If yours is a commodity that contributes to perfecting the home or its furnishings, you can center the attention of a financially responsible, interested audience directly upon it in the advertising pages of

**THE HOUSE BEAUTIFUL**

8 Arlington Street, Boston, Massachusetts

A MEMBER OF THE CLASS GROUP

# Advertising & Selling

VOLUME SEVEN—NUMBER TWELVE

October 6, 1926

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© Brown Bros.

**M**YRIADS of buildings are rising in this country of growing population, prosperity and real estate booms. The handling and distribution of the necessary materials brought a development in the one-time lumber yard that has not been generally understood. In this issue Albert E. Mudkins discusses the metamorphosis of the one-time straightforward distributing center for a few materials allied to lumber into what amounts to a "department store" for building materials; many trade-marked, standardized and advertised.

M. C. ROBBINS, PRESIDENT

J. H. MOORE, General Manager

OFFICES: 9 EAST 38TH STREET, NEW YORK

Telephone: Caledonia 9770

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

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

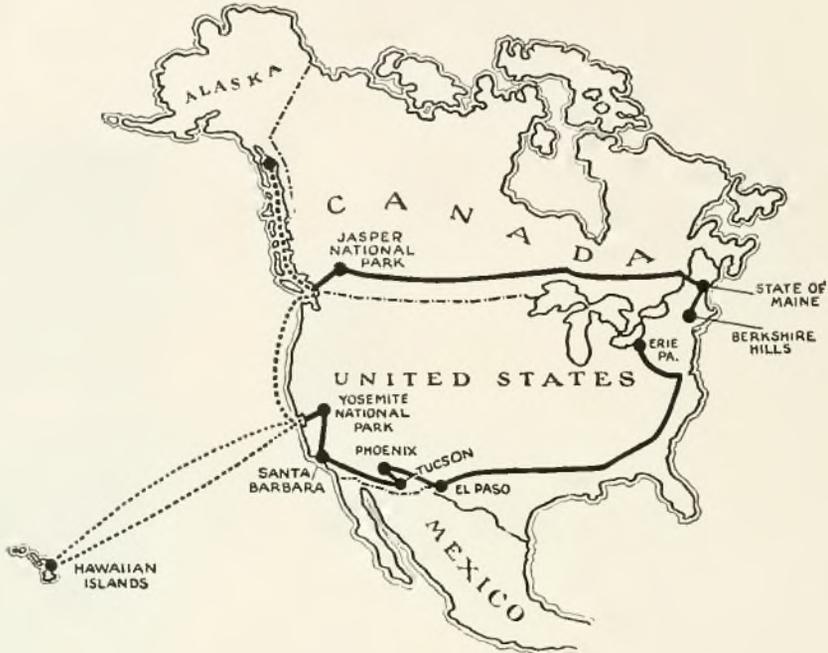
CHICAGO:  
JUSTIN F. BARBOUR  
Peoples Gas Bldg.; Wabash 4000

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

NEW ORLEANS:  
H. H. MARSH  
Mandeville, Louisiana

Subscription Prices: U. S. A. \$3.00 a year. Canada \$3.50 a year. Foreign \$4.00 a year. 15 cents a copy  
Through purchase of *Advertising and Selling*, this publication absorbed *Profitable Advertising*, *Advertising News*, *Selling Magazine*, *The Business World*, *Trade Journal Advertiser* and *The Publishers Guide*. *Industrial Selling* absorbed 1925  
Member Audit Bureau of Circulations and Associated Business Papers, Inc. Copyright, 1926, By Advertising Fortnightly, Inc.

# A CLIENT TOUR



HERE would be the itinerary of anyone starting out to visit all the places whose advertising is handled by the McCann Company: First he would go to the majestic Berkshire Hills of Massachusetts. Then to the beauties of our national playground, the State of Maine. Next to Jasper National Park in the heart of the Canadian Rockies reached via the Canadian National Railways (also a client). Following this, up to Alaska with its Totem Poles. Then down to California with stop over visits at Yosemite National Park and Santa Barbara. After this across the Pacific to the Hawaiian Islands, gems of the Pacific. Then back to America and eastward to the healthful climate of Tucson and Phoenix, Arizona. Next to El Paso, Texas, with its side-trip across the border to Mexico. And finally to Erie, Pennsylvania—thus completing a journey of over 10,000 miles.

THE H. K. McCANN COMPANY  
*Advertising*

NEW YORK  
CHICAGO

CLEVELAND  
LOS ANGELES



SAN FRANCISCO  
MONTREAL

DENVER  
TORONTO

OCTOBER 6, 1926

# Advertising & Selling

FREDERICK C. KENDALL, *Editor*

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

## Marketing Building Materials for the Homes of Millions

*By Albert E. Mudkins*

**T**HIS business of housing 110,000,000 people is a vast undertaking. According to one estimate, every year 2,000,000 families move into new homes or apartments. Each year 1,250,000 brides begin housekeeping.

There are already in this country, it is said, 18,000,000 owned homes. Last year we built 330,000 more.

These new homes were "built with all the latest modern conveniences, tile bathrooms, parquet floors, etc."—as the realtors' advertisements say.

So let us take a look at the marketing channels and the distributing points available for the huge array of boards, bricks, mortar, cement, etc., needed for these houses.

First let us look at the distributive outlets: the dealers whose business it is to handle these materials. We find two types; one fast becoming a building material department store.

While this tendency

is likely to be less true in a few isolated cities, and where population is perhaps from half a million upward in any given city, it is, in the main, true the country over.

There are, according to a reliable building material trade paper, 22,000 lumber dealers in the United States, and 2740 mason material dealers.

A few years ago the lumber dealer carried, in the main, rough lumber and finished lumber in the shape of millwork (doors, window sash, etc.). The mason material dealer, as he does today, carried lime, plaster, cement, brick, etc.

The change in distribution is indicated when we say there is a growing tendency among retail lumber dealers to call themselves "building material dealers."

Today, the *American Lumberman* claims, building materials other than lumber comprise thirty-five per cent to sixty-five per cent of the sales of the average retail yard.

A prominent lumber and building material dealer in the Middle West (a town of 4609 population) at a joint conference of four retail lumber associations held at St. Louis, detailed his sales for the year as follows:

Roofing, 2 c a r loads; sand, 21 cars; rock, 22 cars; cement, 33 cars; sewer pipe, 3 cars; lime, 3 cars;



(© Brown Bros.)

**T**HE extraordinary multitude of houses arising in this country has affected the nature of the trades connected with their construction, and the distribution of building materials has been obliged to develop in a manner not generally understood

plaster, 4 cars; brick, 1 car; lumber, 18 cars.

The secretary of the Northeastern Lumbermans' Association further corroborates this swing, or trend, among dealers in the Northeastern States. The one time lumber dealer is gone. The country over they are becoming a department store for building materials.

Further evidence is to be had from the results of a recent questionnaire. 2500 copies were mailed to concerns operating yards in towns not exceeding 100,000. The bulk went to towns under 50,000 as the great majority of the yards are in towns under this size.

There are sixty-eight towns of 100,000 and over; seventy-six of 50,000 to 100,000; 2644 of 2500 to 50,000.

1582 dealers, or approximately sixty-three per cent filled in the

questionnaires. This is what was shown:

Handling		Per cent
lumber.....	1582	100
prepared roofing...	1485	94
wallboard .....	1481	93
cement .....	1278	81
lime .....	1240	79
plaster .....	1213	77
gates and fencing..	852	54
paint .....	837	53
ladders .....	801	51
coal .....	801	51
builders' hardware.	776	49
metal lath.....	746	47
stucco .....	726	45
sand .....	720	45
barn equipment...	600	38
insulating material.	577	37
zinc coated shingle		
nails .....	544	35
steel fence posts...	494	31
furnaces .....	142	9
in-a-door beds....	65	4

The problems that beset the dealer as a result of this trend are indicated

by the conditions and physical limitations peculiar to his business.

Every dealer must, if possible, locate on a railroad siding and provide adequate room for his stock. This means the buying or leasing of one, two, or three acres, or perhaps more.

As to the amount of money necessary to operate a yard successfully this, of a necessity, varies. One authority puts it at \$50,000 to \$75,000 to operate in a live town of 30,000 population.

Of this he thinks two-fifths would be needed for plant and working capital; two-fifths for the purchase of bulk lumber and lumber specialties; and one-fifth for other stock purchases. A gross amount of \$200,000 business might be expected. The labor of four people would be regularly involved in the operation with occasional hired labor necessary

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# Why Advertising Results Can Never Be Measured Quantitatively

*By Emil Hofsoos*

**T**HE elements entering into the success of any advertising are, briefly, the medium used, the size of space, the frequency of insertion, what is said, and how it is said.

All of these five factors are of importance in determining the value of advertising—and all must be considered in any attempt to measure this value.

The only factors, however, which are capable of quantitative measurement, or even of quantitative definition, are the size of space and the frequency with which it is used.

The two most vital elements of all advertising—what is said and how it is said—are absolutely incapable of definite measurement.

These two factors influence the mind of the reader, and as yet science has given us no method of measuring accurately, or even approximately, the reaction of the mind to thoughts or ideas that have been implanted in it.

The only measure we have of the effect of advertising on the mind of the reader is the action which results from that effect.

And even this is clearly inadequate because in the great majority of cases sales are not due entirely to advertising, but are the result of a combination of forces: advertising, salesmen's efforts, recommendations of others, etc.

Furthermore, the purpose of most national advertising is not to create direct sales, but to build

up a state of mind, a confidence in the integrity of the maker and the quality of the product which may, through a process of accumulation of favorable ideas over an extended period, finally bring the prospective purchaser to the point where he invests his money.

How can you measure this effect of advertising on the mind of the prospect? He himself may not have been conscious of the fact that his mind was being molded by advertising, yet it is not improbable that without the help of advertising the sale would not have been made.

The only practical way by which we can consider advertising in any correlation with sales is on a dollars and cents basis. Consequently, when we attempt to show a correlation between sales and advertising, we are apparently assuming that the only feature of advertising which is worth considering is its cost.

We are apparently assuming that every page advertisement is equal in value to every other page advertisement regardless of what is said in the advertisement or how it is said. We are apparently assuming that good copy is no better than poor copy.

To attempt to measure advertising quantitatively by using only size and cost of space is like trying to measure the value of a Van Dyck portrait by calculating the poundage and cost of the pigments that have been used.

# The Banker as a Retailer

By Robert R. Updegraff

AS bankers and business men, we are all used to the term "frozen"—"frozen credits," "frozen capital," "frozen inventories." Ideas and conceptions can become frozen, too, and they do. There is today a frozen idea about banks and banking: the idea that a bank is a "service institution." It isn't—primarily. It is a *selling* institution, a *retailing* job, like any other store on Main Street. It is true that it serves the community, but like any other store, it serves only when it sells. Standing massively on a prominent corner, being ready to serve is merely the architecture and mechanics and money of banking. It is only when a sale of some kind is made that service is actually rendered. That is why I say that the "service institution" idea is a frozen idea. Like a good many banks, it is cold, impersonal, static.

Suppose we put a stick of dynamite under the service conception and blow it all to pieces—and then study the pieces. Blow the bank wide open and see what is inside: a vault, cash, securities, some desks and chairs, financial reference books, a file of correspondence, some tellers' cages, adding machines, bookkeeping machines, files, record books, a few men, some women, some signs—"Trust Department," "Interest Department," "Foreign Department," "Note Teller," and so on. Just pieces of banking, for sale at retail in various forms.

For sale as interest at four per cent; as storage or security; as convenience in the exchange of money between business houses and citizens; as self respect and standing in the community; as financial peace of mind; as bookkeeping for people with estates; as accommodation to the man who has more business or opportunities than ready money; as information and answers to questions; as financial independence.

Portions of an address delivered before the Commercial Departmental Advertisers Association, Detroit.

**50,000 persons**  
in New York City



**want to travel**  
*but*  
**they haven't the money**

**IT** may require some personal sacrifice to see America or Europe. But it's worth it. Travel is a great educator—a great asset in your business and social life.

The average one of us couldn't write a check off-hand for a trip to Europe or an extended trip through our own country.

But if we would plan ahead a year or two, we could save the money and not miss it.

Decide where you want to go; let us find out the cost and how much you will need to deposit each week or month to save that amount in a certain time.

The time to begin planning a trip is when you begin to save the money.

Come in and talk with us about our "Save to Travel" plan. Send for a copy of our "Save to Travel" Magazine.

P.S. Whether you are a depositor or not makes no difference

**BOWERY SAVINGS BANK**  
130 BOWERY                      110 EAST 42nd ST.

*Devoted to the service of our citizens*

The "pieces" then, of this frozen term, "service," are:

- Interest
- Security
- Convenience
- Self-respect
- Peace of mind
- Bookkeeping
- Accommodation
- Answers
- Financial independence

AS a retailer, the banker carries these items on his shelves; they are his stock in trade.

Now, if he expects to sell them to the largest number of people, he must locate his store on Main Street—as must any other merchant.

"Ho," says the banker. "Our bank is on Main Street—right on the most prominent corner."

But is it? Thoughtful merchants are beginning to realize that Main Street is not necessarily a matter of

city geography, so far as making sales is concerned. Main Street is in people's minds. Every citizen has his or her own little mental Main Street, made up of the stores where he or she shops regularly, no matter how scattered they may be. There they are, lined up side by side, a mental street lined with shops that are personal to the individual, a butcher shop, a bakery, a grocery, a drug store, a fruit stand, a delicatessen, a florist's shop, a furniture store, perhaps two or three dry goods stores, a shoe store, a clothing store, a cobbler, a ten-cent store, a tailor shop, and so on. Every citizen passes other shops, perhaps dozens of them, every day without really seeing them. They may be on Main Street on the city map, but they are on a side street as far as this citizen's interest or consciousness is concerned. And so these Main Street merchants are paying Main Street rent without getting all the benefit of the passing traffic. Just as are many banks today, with their costly buildings on the most expensive corners in their respective towns.

The banker's first job as a retailer, then, is to get his bank onto the Main Streets in the minds of the people of his community so that he may sell them the items making up his stock in trade, as previously listed.

The quickest way he can do this is to thaw out his frozen lump of "service" and lay it out on the counter in convenient units so that people can see it, touch it, understand it—and buy it.

Let me digress here to cite a practical case in point which illustrates how a business actually located on Main Street, yet not there at all in the public mind, was moved onto Main Street without any moving van. In New York, on a certain Fifth Avenue corner, stands an old, established retail store. It had been on this prominent corner for years, but in spite of its location it was slowly drying up, in a sales way, and

# Selling the Farm in Winter

By Henry Albert

**E**ARLY in the May of the current year a representative of the Department of Agriculture speaking before an Atlantic City convention announced that, "the Department in the coming summer will make the greatest field survey of farming ever made."

Now that another summer is upon us, it is safe to assume that the usual number of farm surveys will be made. Never, apparently, does it occur either to the Department of Agriculture or to the merchandising surveys to undertake a composite picture of farm life at the other end of the year. Winter, on the farm, is everything that summer is not; whereas for city dwellers—who project these studies of farm life—winter has largely been robbed of its discomforts through the artificial conveniences of town life.

Three times I have ventured to suggest to merchandising students a winter farm survey. Three times has come the reply:

"Reporters can't get around in the winter. The roads are too bad."

Precisely. Yet no farm survey that I have ever encountered has dared follow the logic's rules to the inevitable conclusion. If country roads in winter prevent easy access to outsiders, it must follow that farm dwellers are impeded in getting away from home; and, therefore, that their buying habits for five-twelfths of the year must differ from their summer habits.

Farm surveys are made during the

months when country roads are at their best. Such studies reflect, inevitably, farm conditions of the outdoor two-thirds of the year. They picture with equal certainty farm buying psychology for only the same portion of the year. Such surveys fail to convey so much as a suggestion of farm life in four or five months of the year.

This lack is all the more serious, in merchandising studies, for the reason that the summer months on the farm are rather well understood by the executive in a twenty-story office building, the very individual, however, whose conception is most sketchy of what farm psychology must be during those shut-in months, when for three and four weeks at a stretch literally millions of our American farmers do not hear the voice of anyone except a member of their own families.

**F**OR years and years," remarked the manager of a crayon portrait house, "it was beyond us to understand why our farm sales fell short. The first half-year was always a dud, with volume growing from June to Christmas. Only when we broke down our sales by months and applied analysis to the problem did we find how to get at the farmer during the winter."

"The farm market for radio," said the owner of an important radio

store in Peoria, "is immense. But how to get to them is a puzzle. In the summer the Corn Belt lives out of doors, and our weather is so hot that no one cares for radio; in the winter, when they want it, the cost of installing a set is greater than the price. One of our service men would spend all day getting to a farm over our muck roads, either because of snow or of mud, and all night getting home again."

**I**N one sense the passing of the horse has increased the isolation of the farms during bad weather. The horse could draw a light buggy, or a man could ride the horse, over roads where no motor car can keep from the ditch.

Easterners are accustomed to hard roads. City dwellers, in general, think of all roads as being such as they select for a Sunday spin. They forget that even the Lincoln Highway is only "an improved highway" for 2000 miles of its length, and an "improved" road after a rain is just plain mud. Except for the paved and hard-surfaced roads of familiar type, country roads are usually impassable for five months of the year

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© Ewing Galloway

**F**ARM buying habits in winter differ greatly from such habits throughout the summer. Snow in the North, mud in the South, shut the agriculturist from the world effectively for a large part of the year. But he wants to buy, nevertheless, and it is the wise sales manager who recognizes this fact

# Cargoes of the Air

Changes in the Business and Industrial Structure Which Will Be Wrought by the Third Form of Transportation

By Marsh K. Powers

**T**HE transportation of merchandise, being a major necessity to civilized life, is a major human activity.

Yet it is curiously true that, in spite of its fundamental importance, modern civilization has added only one form of transportation to those in use before the beginnings of history.

Water transportation and land transportation, though experiencing continuous development in successive centuries, were, nevertheless, tools of prehistoric man.

The caravan, toiling over the trade-routes, has become the hundred-car freight train, and the gasoline truck and trailer. The galley of the Phoenicians evolved slowly into the clipper ships of 1850 and then more rapidly into the great steam and fuel oil driven cargo-carriers of today. In each successive generation the emphasis upon greater speed has been the prime mover toward transportation development. Each forward step, however, until this century, was a refinement on an existing form rather than the creation of a new one.

It is an accomplishment of our twentieth century to add the only new medium for transportation discovered since the days before the first pages of history were written—the air.

With the mastery of the new medium comes another mastery—a mastery over distance in terms of time.

Fifty miles an hour is the fastest that, till now, we have ever been able



**T**HUS far the business and industrial world have had only a meager opportunity to find out just what air-freight can and will do to it. This night plane from Cleveland is but one of many that all over the country are offering new means for increased service, and by cutting to one-half the distance between source and use are establishing a new, unparalleled situation. The changes it will inevitably bring are of concern to everyone

to maintain in load-carrying—and that only for mail and express. The new medium permits, or rather demands, speeds of twice that figure. A thousand miles becomes a matter of ten hours. Our continent, even now, on a regularly maintained schedule, is only thirty hours wide.

**T**HUS far the business and industrial world have had only a meager opportunity to find out just what air-freight can and will mean to it. The organization and financing of definite air-lines to serve definite air-routes means that very soon air-freight will be a factor to be figured in business planning. Already newspapers are beginning to report arrivals and clearances by air, just as they have long done in marine transportation.

What will it mean to business and industry to have air-freight an accomplished fact?

There is just one dominant point to keep in mind—*speed*.

The question, for many years to come, is wrapped in that single word. Air-freight means speed.

If you have any doubt that speed is not an outstanding desideratum in freight transportation, glance back a moment into freight history.

The greatest single impetus ever given to the sailing ship was given by the demand for something which would bring the new tea crop from the Orient to England each year in the shortest time. The great clipper-ship rivalry of this country and England, fought for us so expertly by the ship-builder Donald Mc-

Kay, resulted from this search for speed. On a single voyage a record-making clipper would earn a fortune for its owners. The first round trip of the *Sovereign of the Seas*, a clipper built for California service during the Gold Rush, is reputed to have earned \$135,000; at a time when a dollar very decidedly outranked our present dollar in rarity.

The instant that the steam-ship assured a greater speed, the clipper passed almost instantly out of the picture, killed by the identical influence which had brought it into existence.

In economic theory canal and river transportation by barges has always had the argument in its favor. In Europe it has been widely developed; in America the speed factor has militated against it.

Air-freight introduces a new form and a new degree of speed.

Its first effects on manufacturing

and merchandising will be of two kinds: On the one hand it will be used as an emergency remedy for weaknesses in the human equation; on the other, it will bring Source and Use permanently closer to each other.

The story of an actual incident will best explain the first mentioned effect.

A Michigan manufacturer had scheduled for early delivery a car-load of stampings from an Ohio plant. The shipment was imperatively needed on the following Thursday morning in order to prevent a shut-down of the plant. The long-distance telephone was called into play and assurance received that the car-load was on its way.

Late Wednesday afternoon the car rolled in on the factory's siding; in time—but!

Examination disclosed the fact that in reading the bill of lading listing the contents, no one had

spotted the total omission of one small but absolutely necessary part.

Again the long-distance telephone was called into service and the Ohio manufacturer notified. "Don't lay off your men," he replied, "we'll get it to you." And that night an airplane carried the missing item up to Michigan.

The shipment was worth less than \$50; the cost of the trip, \$375—apparently an impossibly uneconomic ratio. And yet to shut down the plant would have cost the manufacturer \$1,000. Obviously, there was a worthwhile saving in the procedure.

Every business executive will see for himself the broad application of this particular type of service: the errors in planning which will be partially or wholly offset by the speed of air-freight, the oversights which will be corrected, by its help in time of need, the eleventh-hour crises it will surmount.

Many a concern which begins by being wholly skeptical of the feasibility of air-freight will find itself gratefully calling on air-freight as a pinch-hitter.

The other effect goes deeper into business and industrial operation. To bring Source and Use closer together by one-half establishes a wholly new and unparalleled situation, with potential results of the most far-reaching scope.

Consider it—I make no prophecies—in terms of short orders, or—as it is the fashion to term it today—of "hand-to-mouth buying." To cut just one-half off the time required to get an express shipment through to its destination permits an even greater postponement of the act of placing the order. On the other hand, it enables the wholesaler and the retailer to cash in more than ever before on unexpected demands: a telegraphic order, "Send a gross

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# After All, People Talk That Way

By S. K. Wilson

**I** MET once, somewhere, in a review of a certain popular novel, a priceless phrase: "The author knows the danger of writing too well." That half-disdainful, half-wistful comment, outrageously true, snares in its taut drag-net advertising copy as well as fiction. Indeed, copy it delimits even more ruthlessly; for while an author may defy it and sneeringly accept the decimation of his audience, the advertising writer must acquire and please every reader.

Now that does not mean bad writing, smashed syntax and puerile Pollyannotations. But it does mean, as I see it, occasionally salting your copy with those colloquial, banal clichés of everyday use that the average man swallows with relish because to him they taste like home-cooking. Take, for example, the frequently disparaged phrases "Of course" and "After all." Weak, lazy, inept! Irrational! It is a misdemeanor to use them anywhere, a crime to begin sentence or paragraph with them. But—wait a minute, now!

Grant that, from the point of view of a precisian, the critic of these and like phrases is not far from being right. Economy, grace,

fastidious English—all are glitteringly behind him. But can advertising copy—can indeed any genre of writing that must feed on popular acceptance—be held in general to the rigid ideal? Are not in fact such phrases precisely the locutions which tend to humanize copy—and therefore to swell its salability?

In short, won't people who talk like that be pleased to be talked to like that? Is there a higher order of salesmanship than handing your prospect his own "lingo"? What is more rational than deftly fitting an irrationality to the minds which do not snuggle up instinctively to the rational?

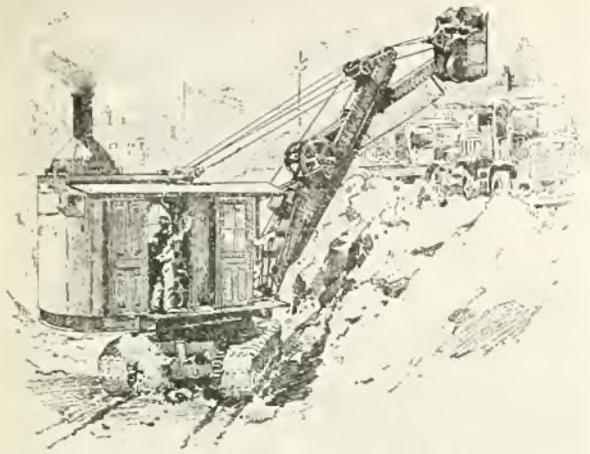
**T**HEN, too, those two phrases are often vital to the sense—and consolidate it most strongly at the beginning of a sentence or paragraph. If you could count the number of times they lead in ordinary conversation and how many times they seemed inevitable in their context, you would get not only a staggering total for the first classification but probably the same total for the second.

Oh yes, it is possible to paraphrase. You can avoid "Of course" and "After all" by using: "It is

true," "Obviously," "In the last analysis," etc. But is not that cure worse than the disease, particularly since the disease is worth a million dollars to the practitioners who treat it homeopathically?

Finally, when you serve up "Of course" or "After all" you are offering to the reader a supreme proof of your reliance on his judgment. "Of course," contradictorily enough, does not always claim everything. Usually, it is faintly adversative, as, "Of course, *Omnipot* cannot be used on ormolu." Honest fellow you are, runs the reader's comment. Likewise, "After all" hands your case over to him. Even when these phrases are bumpiously assertive (as, "Of course it's *Omnipot*" or "After all, what would life be without *Omnipot*?") he will go with you on their crest because that is how he would express his own conviction.

No, the precisian will not sell as many goods with his scrupulous copy as will the writer who compromises with his audience on a basis of what terminological garniture the average reader likes with his food. Too often, copy aiming at the ultimate of correctness becomes "faultily faultless, icily regular, splendidly null."



## Big profits on small jobs

An interview with Harry Kent of Goss & Kent Co.

When we got our McMyler-Interstate one-yard shovel for small jobs running between 700 and 1300 yards, plenty of contractors thought us crazy. It is firmly rooted in many contractors' minds that money cannot be made with shovels on this class of work. We had our profits estimated on a very conservative basis, so we were not worried. The actual profits, however, have far exceeded these estimates.

Yesterday is a fair example of how we do it. At 7 o'clock, the shovel was unloaded

from the trailer and we started breaking ground. Five trucks were on the job. At 5 o'clock that night, we had moved 800 yards of dirt and the excavation was completed.

A lot of credit is due our McMyler-Interstate shovel. We selected it for its 6 x 8' engines and 90 boiler—the huskiest power plant in any one-yard shovel.

If all contractors knew what we know of this shovel, you wouldn't need any salesmen.



## "We couldn't keep up with the crane"

An interview with R. J. Moore of Moore Bros., East St. Louis, Ill.

We were working on the Venice Sewer plant and our McMyler-Interstate crane was given the job of keeping the depth ahead of the regular 1200 lb. crane. It was worse and the bucket had twelve inches of lead to be made. You can see how we were worried, even though we did have a lot of confidence in the crane since it was working well.

Well, I need to tell you, the night certainly made good! We couldn't keep up with the crane, and that ditch had to be twelve feet wide and fifteen to twenty feet deep. That's going some. The only repairs we had were new bolts at the top, and that was to be expected.

The bucket, by the way, was the one yard McMyler Inter-Interstate model. We bought last year. No one else would have stood that terrific punishment, and the way the bucket held up under the extra ordinary and digging was a revelation.

During the two years we have had our crane, it has seen everything you can see of a machine in good complete operation. There have been repairs, with the exception of the bucket teeth. We can heartily recommend this crane to our fellow contractors.

Let us send you a copy of Bulletin 77 illustrating and describing this outfit.

**Cranes and Shovels**  
Crawler Tractor  
Locomotives  
Gas Electric  
Steam  
Clam-shell Buckets



CLEVELAND, OHIO



# By-Products of Industrial Testimonial Advertising

By R. S. Rimanoczy

Advertising Manager, McMyler-Interstate Company, Cleveland, Ohio

IT is human nature to dislike to retract a statement or to be apprehended in inconsistency. It is our pride that makes us stubborn, and it is pride that welds us to a product that we have publicly acclaimed or defended, even if in a joking way.

This trait is responsible for the most valuable by-product of testimonial advertising: repeat sales. The value in dollars and cents, of course, is dependent on the volume of repeat business coming from each customer featured in the testimonial series. My consumption of Lucky Strikes could never be considered worth the trouble of featuring. On the other hand, the user of a \$10,000 piece of equipment who buys such

equipment every year or so, or the manufacturer who consumes a large volume of low-priced units, is in a position to warrant this guarding of their good-will.

What is the reaction when a customer opens the latest edition of the leading trade paper and sees a full page advertisement featuring his plant, equipment, and the results he has obtained through using the equipment? He is flattered from three angles: First, his natural pride in his organization is touched; second, he is convinced that his trade is appreciated; and, third, he sees himself as a leader in his industry contributing in a semi-editorial way to the paper.

As he reads the copy, the good

points of the equipment are accentuated in his mind and, unconsciously, the unfavorable points are pushed into the background. The members of his trade association mention the advertisement and, as men will do, check the veracity of the statements. Every time the user reviews the results obtained, he is publicly declaring his satisfaction in and his preference for that particular equipment. Very probably he will be involved in discussions in which it is necessary for him to defend the equipment.

This process builds a metaphorical wall between that man and any other make of equipment. As the process continues, the wall is strengthened and made higher. It is this wall that the competitor's salesmen will have



**T**HE impression prevails that the old times were "good"—though historians differ about the matter. Illustrators don't. Henry Raleigh and Maxwell House Coffee have consistently done their bit by means of these charming pictures to foster the theory that in previous periods the alleged human race was full of whimsy, beauty, and gently comical characters. Their "atmosphere" is ingratiating

# Attacking the Distribution Problem Seriously

By *E. M. West*

WAR multiplied productive facilities tremendously. Stocks expanded; wages increased; prices soared. War demands stopped, but continued buying was anticipated. Suddenly, however, buyers rebelled at excessive prices; liquidation of accumulated stocks was precipitated. Appalling losses were entailed. These losses were inflicted on all lines of business, on all functionaries engaged in business. Deflation hit everyone. Reorganization began; readjustments proceeded. New alignments were made, but the forces of reorganization and readjustment are still operating. Scars have not yet disappeared.

One of the results of readjustment was hand-to-mouth buying, barely keeping pace with current demand. This imposed radical changes, the transforming of prevalent practices. The retailer buys less. The multiple warehouses, represented by his stock rooms and display shelves, are no longer overcrowded. His reserve stocks the jobber may carry. But jobbers' warehouses are no longer bulging. They, too, are buying in small quantities. Their reserves the manufacturer must care for. But the manufacturer protests. He cannot regulate his production and adjust it to uncertain demand. He cannot anticipate his requirements for material. He cannot manufacture a steady flow of goods without assured outlets to relieve his stock rooms. He looks for relief. Some seek it in direct selling. Some turn to chain stores. Some try other means. There is talk of supplanting and dispensing with various intermediary services. All of these efforts have been groping and uncertain, but the growth of chain stores and buying chains, impelled by war deflation and stimulated by certain economies the chains effect has been one of the outstanding developments of recent years. No one knows how far they have expanded; none would dare predict how far they will extend.

Coincidentally, jobbers have been readjusting their operations, concentrating efforts, reducing lines, seek-

ing closer correlation between stocks and demand simplifying services. Some instances may be interesting enough to warrant citation.

One jobber has cut his lines one-third, his territory one-quarter, his accounts one-half. He has concentrated his buying, concluding that he could require from the sources of his supplies services essential to him only if the volume that he bought justified and supported such necessary services. He presented this concept to his customers. They could require services of him only when they bought sufficient to warrant those services. Their purchases should be in quantities and at intervals that permitted economical handling. He shared his savings with them and saw his volume increase, in the face of general decreases among competitors, until it practically equalled his 1920 peak volume.

ANOTHER jobber ascertained which lines paid a profit and which he handled below cost. He displayed his figures to his retailers. He showed them that the items that returned him a profit were handled by them at a profit; that the items that he handled below cost, they sold at a loss. So he induced them to concentrate their buying on profitable lines and to reduce their stocks of unprofitable lines. They benefited mutually.

Another jobber attacked his credit situation. When goods left his shipping floor, title passed to consignee. From that moment until a check was actually deposited in his bank in payment, more than sixty days generally elapsed. "If I am giving sixty-day credits to a number of merchants," he thought, "I can distribute these credits to better advantage." He called on his best accounts. He proposed to them that he stock their shelves with a complete array of the goods which they required. We would retain title to the goods and they should pay only for the goods when sold. In effect, he transferred the stocks he formerly carried in his warehouse to

the multiple warehouses provided by the dealers' storerooms and shelves, maintaining in his warehouse only the necessary reserve stock.

He transformed his salesmen and developed a new function for them. They visited the dealers and took inventories of their stocks. On these inventories, bills were submitted and immediately paid. Precise information was obtained as to the rate of flow of every item carried. In the meantime, the salesmen took note of any instance where an exceptional sale for any item developed. The salesmen inquired what method of presentation and promotion produced this exceptional sale. Then, as he made his rounds, each salesman informed his merchants how they might develop an equivalent sale. Through precise stock control, through multiplied promotional methods which had proved successful, this man was able to control his buying and confine it to items that move rapidly and so obtain maximum turnover on his investment. The result: greatly increased profits, elimination of credit and collection difficulties, minimum selling effort and expense, minimum handling, delivery and storage charges, stable and satisfactory trade relations—in short, a transformed business, operating smoothly and successfully.

THE means employed by each of these three jobbers differed in method, but were identical in principle. While maintaining separate ownership, each jobber coordinated the distributive functions he and his retailers performed, so that they were actuated by the same animations: to eliminate wasteful and unnecessary effort, to confine selling and promotional expenditures to rapidly turning and profitable lines, and to reduce to a minimum investments in inactive stocks; thus releasing the bulk of their money for working capital, and making this capital work to its maximum. In no essential does this differ from the successful methods employed notably by certain progressive department stores at the present time.

[CONTINUED ON PAGE 52]

# What Happens When a Country's Currency Goes to Pot

By Christopher James

**B**EFORE the war, the Belgian franc was worth 19.3 cents in our money. When I was in Belgium, some months ago, the Belgian franc was worth less than  $4\frac{1}{2}$  cents\*. In other words, it had depreciated more than seventy-five per cent.

Nevertheless, that same depreciated and impoverished franc will go quite a long way in Belgium. It will pay for four telephone calls! It will take you and your wife downtown and back again! It will buy half a dozen Belgian newspapers!

With two francs you can, of course, do exactly twice as much as with one franc. You can go by street-car—"tram," they call it in Belgium—from Brussels to Waterloo, a distance of about ten miles, for fr. 1.90—about  $8\frac{1}{4}$  cents. Two francs will buy you a very good breakfast, not, of course, in a *hotel de luxe*, but in a modest, inexpensive cafe or restaurant on a side-street.

The meal will consist of a pot of coffee with a pitcher of hot milk, two or three rolls and a couple of pats of butter. For an additional franc or, at most, a franc and a quarter, you can have a boiled egg. So, all told, your breakfast, including a "tip," will cost you about fifteen cents. And it will be delicious, every bit of it. The rolls will be crisp, the coffee as good as, if not better than, you get at home, and the egg will be cooked precisely as you want it. For fifteen cents!

Many other things you can buy in Belgium for two francs. You can go to a "cinema" for less than two francs. But

for two francs you can have the best seat in the house. Really! At Ostend, I paid two francs to see "The Ten Commandments"—the same Ten Commandments as appeared on Broadway a year or so ago and to see which, if I remember rightly, one had to pay \$1.50.

Two francs will not admit you to a performance of grand opera, but two francs, ten centimes—call it  $9\frac{1}{4}$  cents—will. Your seat will be in "paradis"—the top gallery. What of it? You can see and hear as well there as in any other part of the house. For less than ten cents! If you want a better seat you can have it for  $3\frac{1}{4}$  francs—less than fifteen cents. From that figure prices move up, by easy gradations to twenty francs (ninety cents). This, mind you, in a magnificently furnished opera house which seats 2500 people, is attended frequently by the King and Queen of the Belgians, has an orchestra of forty pieces, a large and

competent chorus, and soloists second only to the world-famous songsters who appear at the Metropolitan Opera House, New York.

Admission charges for theatrical and vaudeville entertainments are equally low. While in Brussels, my wife and I attended one of the best vaudeville shows we have ever seen. We paid about twenty-seven cents apiece for our seats. There were none better in the house.

As you probably know, Ostend is one of the most popular seaside resorts in Europe. The only American resort which can be compared with it is Atlantic City. During July and August, Ostend's hotel charges are, in the estimation of Europeans, shockingly high. When I was there, early in September, the rates were, I thought, very low—about a third as much as one would pay for equally good accommodations at an American seaside resort. We stayed at a hotel of the "deuxieme classe" (all

Belgian hotels are graded), and we paid \$1.70 a day for our room and breakfast—eighty-five cents apiece. We took luncheon and dinner wherever we happened to be. Sometimes we had quite an elaborate meal and we paid for it as much as forty-five cents. At other times we had a simpler repast—soup, rolls, cheese and coffee, or an omelette with rolls, cheese and coffee. The charge for the two of us seldom exceeded sixty-five cents. Dinners were more expensive. They cost anywhere from twelve to sixteen francs—fifty-four to seventy-five cents—apiece. Very excellent meals they were—better cooked, better served and more



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**T**HE Belgian franc, once worth 19.3 cents in American currency, is now quoted at 2.6 cents. Mr. James discusses the extraordinary purchasing power of the depleted coin as he found it when it received a rating even higher than it does at present. He shows graphically what happens when a currency goes to pieces and the merchants "turn everything into cash"

\*Present value, about 23½ cents.

# THE · EDITORIAL · PAGE

## Those Surprising Western Buying Centers

TENDERFOOT eastern sales and advertising executives rarely understand those remarkable western buying centers which far transcend the mere population of the town. Many have been the sales mistakes made by easterners who judge the local market solely by the population.

But we now have an interesting check-up of a typical western buying center, which makes it unnecessary to rely upon the sometimes overly-optimistic calculations of local newspapers. Montgomery Ward & Company in recent weeks opened its first "display store"—first of a chain of them—at Marysville, Kan., a town of about 3500 population. This opening was an event well calculated to bring out a large proportion of the consumers of that general buying territory. In the sixteen days of the opening 14,000 people visited the new store; 80 per cent of them making purchases. Montgomery Ward & Company expect to open fifty to sixty of these display stores throughout the country.

Undoubtedly these 14,000 people represent no more than half the actual population of this buying zone, counting every man, woman and child; possibly not even half. But even on this showing it would indicate a trading zone of 28,000 population making a town of 3500 its shopping center. Here is a unique illustration of the peculiar nature of the country west of the Mississippi; a situation which has been accelerated even more by the automobile and road building. Towns which nobody in the East has ever heard of boast a Saturday shopping population that would fill to overflowing most of New York's big department stores.



## Government to Research Cooperative Marketing

THE newest word from Washington is that the Government is planning, through several departments, to make researches into cooperative marketing.

The clamor of the farmers for some kind of aid has forced the Government to become active in bringing the best possible information to bear on a business-like solution of the farmer's problem. That solution is undoubtedly cooperative marketing; but to make a political issue of this is silly, as there is no opposition to it. The road is wide open to any group of growers; and it is splendidly charted by the experience of other groups.

The main need seems to be for more consistent advertising, instead of using the printed page adequately only when there is an extra large crop. A consistently developed trademark reputation, a year-round advertising, and even an application of the Ford principle of quantity production at lower price will probably be found sound, in spite of the apparent present need for higher prices in some farm commodities. It is far better to apply the law of supply and demand to the market by cooperative effort than to have the law of supply and demand take the initiative out of the growers' lands.

## Sales Lost Through Misuse

A BULLETIN issued by The American Institute of Architects giving suggestions as to the size and character of advertising matter intended for preservation by architects (A. I. A. Document No. 84, Edition of 1926) contains a suggestion that should be given broader application.

This suggestion is that information should be given as to the probable *improper* use of the product. "The architect should not be forced to obtain this information through embarrassing and sometimes expensive experience," says the bulletin.

While it may not be practical for the advertiser of appliances or products that can be misused to issue warning of such possible misuse in his advertising, it is highly desirable that in literature that goes with the application warning be given against any natural or common misuse.

Just how important it is from a sales standpoint to prevent a wrong use of a product was brought home forcefully to the manufacturer of a very well-known household appliance recently. This manufacturer, who has a well organized re-sale staff, conducted an investigation which disclosed that *forty-seven per cent of his sales had to be credited definitely to the recommendation of users.*

The recommendation of users is a more important sales factor than many business men seem to appreciate, and to run the risk of losing sales through neglect to warn users of the possibility of misusing the product is short-sighted policy.



## Buying a "Nickel's Worth"

AT a meeting of watermelon growers, late in the summer, a leading subject for discussion was the problem of widening the market for their product. When considering the possibility of cooperative advertising of the usual type, one speaker voiced the objection:

"The thing we need most of all is someone to show us how to sell a nickel's worth of watermelons at a time."

It was then stated that consumption of watermelons is least in the cities in ratio to population. The reason assigned was that city buying is "on a cigarette basis for everything they eat—just enough for once and nothing left over." To this tendency the watermelon presents a difficulty, especially as the best melons are apt to be those of large size.

In illustration of the practical difficulties, another speaker mentioned his belief that "bar goods have seriously cut into the sale of bulk candies," this being true not because the public likes the bar better than the bulk but because the bar manufacturers have made it convenient for the individual to buy all the candy he wants "in the middle of an afternoon" for a nickel or, at the outside, for a dime. A like convenience of purchase, were it but practicable, would aid the marketing of watermelons—and, undoubtedly, many other items.

# How to Help the Country Store to Better Its Advertising

By Jefferson Thomas

**N**EARLY half of a two-year period of retirement from active participation in advertising, forced by ill-health and other circumstances, I spent in the office of a country newspaper.

During the whole of this experience I could not help being impressed by the degree to which the advertising of the small-town retailer is of a character that cannot possibly produce adequate results.

In the endeavor to make the semi-weekly with which I was connected render some service to the merchants who used space in its columns, I made a somewhat comprehensive study of similar newspapers, and reached the conclusion that the conditions existing in the place where I was located obtain pretty generally over the country.

It seems to me that the advertising situation found in the average country store offers an opportunity for dealers' service by manufacturers. Perhaps it would require considerable expenditure in research and experimental work to become efficient, but in the end it could be depended upon to produce unusually good results.

A condition in country store merchandising difficult for the city advertising man to understand is the indisposition of small town dealers to quote prices in copy. Fundamentally this can be traced to the old system of trading, in which the price at which the sale is made usually differs considerably from that first quoted.

One not having contact with country town stores will be surprised to learn that in many of them the one-price policy has gained little



Courtesy Editor & Publisher

**T**HE small-town newspaper has its unavoidable mechanical limitations, and the country merchant has his own theories and habits where advertising is concerned. The large-city agencies are all too often parochially astigmatic when they send out their cuts and copy without properly adapting them to conditions

strength, even in this otherwise progressive age when there are few places with as many as a thousand people that do not have paved streets, electric lights, water systems and other modern improvements.

In stores well stocked with trade-marked goods, furnished with modern fixtures, and generally attractive, the customer from the city may be handled on a standard price basis. Let him remain in the background as an observer for a little while and he will notice that the system of selling employed with the home trade is quite different.

**N**O matter how large or well assorted his stock of nationally advertised goods, the typical small-town storekeeper objects seriously to naming the prices in his local newspaper. Often he buys space liberally and fills much of it with lists of the trade-marked lines that he carries. But as to prices on any important article—nothing doing!

As one of these merchants put it, in talking to the advertising solicitor of his home town paper: "No, I won't use prices. Why should I tell my competitors the figures at which I am selling goods?" Yet the competitors found out; for time after time a customer, quoted on certain articles in the store of A, would stall off the salesman and shop with B and C, trying to get better figures.

This antipathy to price quotations hurts the merchant, and renders it practically impossible for the newspapers to serve him in such a manner as to make his advertising profitable. The people are given prices by mail order houses and prices are dominant in the advertising of merchants

located in nearby cities. The better class of trade goes away from home, often without real cause, to the detriment of the town, the store, and the newspapers.

In one small city, having about 2500 people, with three times as many more in its immediate trade territory, a survey showed that over sixty per cent of the buying of other than daily necessities was by mail or on shopping tours to larger cities; though the nearest place of any size was almost a hundred miles away. The merchants of that city filled the country papers with advertising containing prices, and drew trade from a big area surrounding the smaller place.

Just how it is to be done I do not know, but I am profoundly convinced that some keen manufacturer of goods having universal distribution may make a ten-strike by a form of dealers' service that will mean price quotations in country merchants' advertising. Perhaps a clause in the

[CONTINUED ON PAGE 44]

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  
Wm. C. Magee  
Carolyn T. March  
Elmer Mason  
Frank J. McCullough  
Frank W. McGuirk  
Allyn B. McIntire  
Walter G. Miller  
Alex F. Osborn  
Leslie S. Pearl  
T. Arnold Rau  
Paul J. Senft  
Irene Smith  
J. Burton Stevens  
William M. Strong  
A. A. Trenchard  
Charles Wadsworth  
D. B. Wheeler  
George W. Winter  
C. S. Woolley  
J. H. Wright



NEW YORK  
383 MADISON AVENUE

BOSTON  
30 NEWBURY STREET

BUFFALO  
220 DELAWARE AVENUE

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

# Why Salesmen Fail

By G. H. Cleveland

IT seems to me that the easy first conclusion about the failure of salesmen is that many of those who fail are not salesmen. A city directory classification as "salesman" doesn't prove anything. It is so easy to get a job as a salesman that it is no wonder that a lot of misfits are in evidence.

Why many men become salesmen is a mystery. Perhaps they have tried other work and haven't liked it. Possibly they think selling will pay them better than anything else. There are some who dislike the confining work and routine of office, store or factory. There are also brave spirits to whom selling is an adventure. All sales managers pray for and seldom get many of that kind.

Regardless of the reason, when a man decides he wants to be a salesman, he can nearly always get a job. Perhaps on straight commission, but a selling job nevertheless. Many of us do not demand very much from our salesmen to start with. We have decided in advance that they must make good in a hurry or be fired. A lot of hiring is done on this basis; but we won't start an argument now about the efficiency and economy of the method.

The demand for good salesmen being greater than the supply, there is nothing to do but to recognize the situation and make the most of the material at hand. This means finding ways to improve whatever sales ability men already have. Some men are naturally gifted and it is a simple task teaching them, but the rank and file need all the help we can give. When we hire a man as a salesman we concur in his opinion that he is one, so if he fails it is fairly certain that we are partly responsible, if only for employing him.

Sometimes we have hired salesmen because their past experience seemed to indicate that they would be successful with our line, only to find that these men were worse than green ones. No one had ever taught them some of the necessary fundamentals: responsibility, initiative, self-reliance, honesty. To them reports had to be made out to please the boss. Orders were necessary to



hold their jobs. Work was a necessary evil. Honesty consisted of anything that would get by.

From my own experience, I believe that city salesmen do not present the same problem that road men do, consequently many of my conclusions here are based on experiences with road men. Because the salesmanager has intimate daily contact with city salesmen they should be easier to control and less failures should result.

AS a rule I prefer to employ married salesmen. It eliminates the woman problem. This isn't meant to imply that the majority of unmarried salesmen present this problem, but there are a sufficient number to make it a factor to be considered. Of course it is easier to send single men on long trips, but there are worse things than having a salesman like his home. I have never had a married salesman fail because he got the girl fever. The failure of some unmarried salesmen occurs just as if it had been scheduled in advance. The same four things always happen. The salesman stays too long in one place or returns for Sunday too often. His

expenses rise, his sales drop and his reports become irregular.

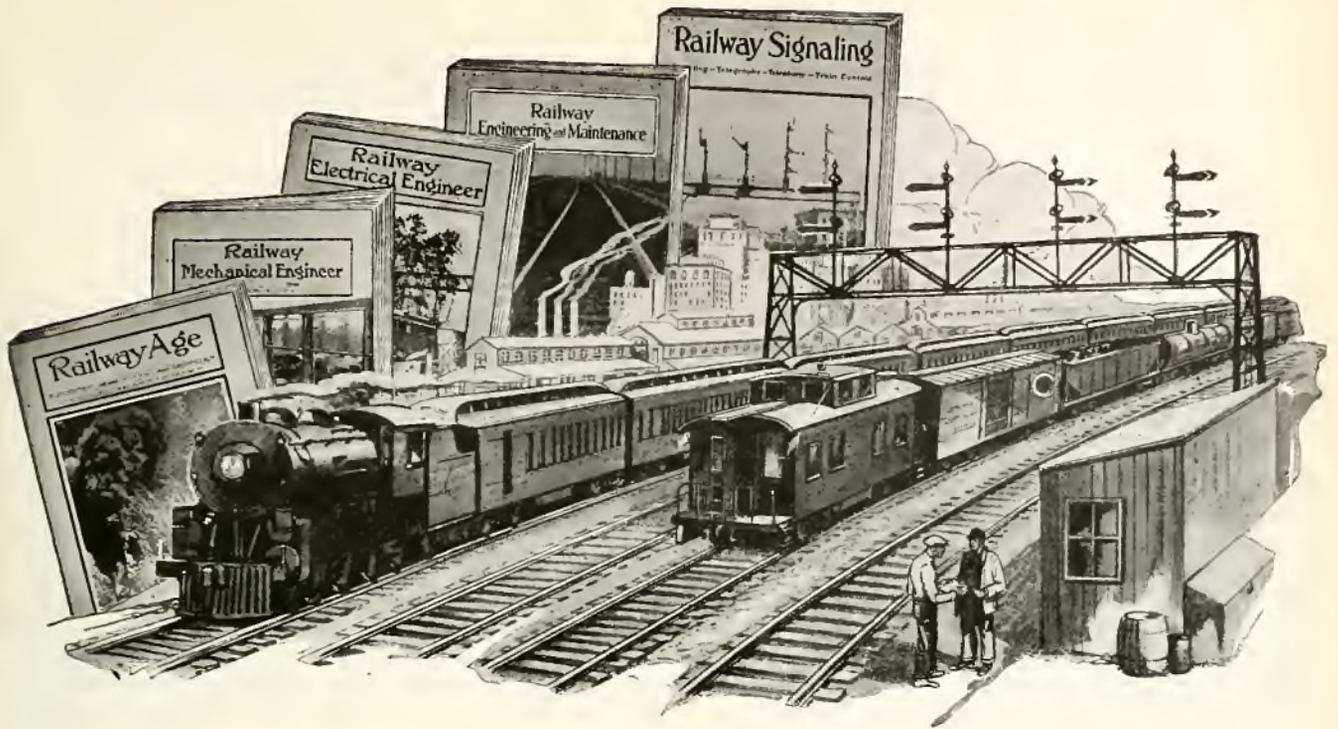
Some salesmen never realize that the only value of time is its use. These put in a full day, make a satisfactory number of calls, but seldom get down to the real business of selling. They go from store to store "making friends" for the house, readily accepting any plausible excuse for not buying, and leave the dealer inspired with the final remark of, "Well, I'll see you next trip." Salesmen of this kind are usually hard to fire because they are pleasant fellows and sincerely believe they are accomplishing something.

The opposite type is the salesman who has "good" reasons for starting late and quitting early. A salesman may not be fond of worms, but it pays to be an early bird for other reasons. I put in a long distance telephone call one morning about ten o'clock, expecting the salesman to call me back at noon when he returned to the hotel. Imagine my blood pressure when I found he had not left the hotel to start his day's toil. If there were no clocks, how would such salesmen know when to start work? They are afraid to start early because buyers will not talk to them and they quit working in the afternoon for exactly the same reason. "Let's call it a day" has lost many an order. It is hard to convince them that Saturday has possibilities.

I have known salesmen who were absolutely lost in making their approach. If the man they were trying to sell didn't give them an opening they couldn't get under way. I am not an advocate of rough openings but a salesman should at least have enough confidence to make him determined to start something. No man ever made any sales by talking to himself, and it does not do a salesman any good to think of a lot of brilliant sales arguments after he hits the sidewalk empty-handed. Perhaps they can be bolstered up by the thought that no great man was ever born great. I believe that confidence is one of the things that can be trained into men.

A variety of salesmen that we all know is the man who uses the wrong

[CONTINUED ON PAGE 87]



# The Steam Railways as a Profitable Market for Your Products

**T**HE steam railways, next to agriculture, represent the largest industry in this country. Their expenditures for materials and equipment chargeable to both capital and operating accounts exceed, by a large margin, the two billion dollar mark annually. And the record earnings and traffic so far this year indicate a continuation if not an actual increase of purchases in the future.

The five departmental publications which comprise the "Railway Ser-

vice Unit," can aid you materially in reaching this important market. Each paper is devoted exclusively to the interests of one of the five branches of railway service, thus enabling you to reach the railway men who specify and influence the purchases of your products, directly, effectively and without waste.

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 Co., 30 Church St., New York

*"The House of Transportation"*

Chicago: 608 S. Dearborn St.

Cleveland: 6007 Enclid Ave.

New Orleans, Mandeville, La.

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

San Francisco: 74 New Montgomery St.

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

## The Railway Service Unit

*Railway Age, Railway Mechanical Engineer, Railway Electrical Engineer  
Railway Engineering and Maintenance, Railway Signaling*

# Warehoused Goods Shielded Against Creditors

*By H. A. Haring*

ONE who wishes to read the laws of warehousing will find nothing in the law-book index under the heading "Warehousing", but he will find his references listed under "Warehouse Receipts." In all States the law of warehousing is the law of the warehouse receipt, that document being the contract between the warehouseman and the owner of the goods. The receipt serves two purposes: It is (1) evidence that the goods described have been deposited with the warehouseman; and (2) it contains the terms under which they have been so deposited and the conditions under which they will be released.

Like the Uniform Bill-of-Lading Act and the Negotiable Instruments Act, the Warehouse Receipts Act has been enacted on the basis of uniform wording in all of the States except four (Georgia, Kentucky, New Hampshire and South Carolina), and, as a matter of fact, Kentucky should be stricken from this list of exceptions because the law of that State, while not of the uniform wording, is so in effect. The high values of the tobacco and whiskey stored there, and the heavy interests of the Federal government in those commodities, have almost compelled Kentucky to have strong laws for its warehouses. With the exception, therefore, of three States it may be presumed that the law is uniform so far as concerns the ordinary relations of manufacturer and warehouseman.

The law is quite strict in hedging the warehouseman as to what he may and may not insert in his receipt (or contract); it defines most exactly his responsibilities and his rights, particularly his liens on the goods for charges and advances. All these matters are, however, for the warehouseman to watch. So far as the manufacturer is concerned, the legal principles involved are rather simple.

First of these is an understanding of the warehouseman's duty to the owner of the goods.

The warehouseman is entrusted with the safe-keeping of the goods. Over them he does not, at any time, acquire title. His is always a trustee's relation. In the phraseology of the law, the warehouseman is "bailee" for the goods—a bailee being one who receives personal property, in trust, for the purpose of performing some act in respect to it; the property being returned to the owner (or his order) after this act has been completed. The railroad is bailee for the goods it accepts for transportation, and in the same sense the warehouseman is bailee for what is placed in his warehouse for storage.

Having received the goods into store, the warehouseman's liability for their care is defined in this manner:

A warehouseman shall be liable for any loss or injury to the goods caused by the failure to exercise such care in regard to them as a reasonably careful owner of similar goods would exercise, but he shall not be liable, in the absence of an agreement to the contrary, for any loss or injury to the goods which could not have been avoided by the exercise of such care.

THE courts have held that if the contract specifies that goods are to be stored in a particular building and the warehouseman violates this agreement by storing them in another building (thus cancelling the fire insurance), the warehouseman has made himself liable for the value in case the goods are destroyed by fire. It has also been adjudicated that the warehouseman is liable for goods damaged by flood in case his warehouse is so located that high water might reasonably be feared (or had occurred before). Two States (Arkansas and Texas) for storing such products as cotton and grain require the receipt to state the elevation of the warehouse floor above sea level, but, there as elsewhere, such unprecedented floods as came in 1913 absolve the warehouseman from liability.

The warehouse is obliged at all times to keep each lot of goods so far separate from the wares of other owners, and from other goods of the same owner for which a separate

receipt is outstanding, as to permit complete identification and re-delivery of each lot.

In extreme cases of non-payment of charges, the warehouseman may sell the deposited goods for satisfaction of his lien, but this procedure is closely restricted by elaborate regulations about notifying all interested parties. The only other condition under which the goods may be removed from the warehouse without instructions from the owner is an emergency such as fire, or a similar disaster when removal is a measure of protection.

Thus to assume risk for the goods imposes on the warehouseman somewhat the same responsibility that the banker shoulders when he agrees to return the depositor's money. In this respect, warehousing and banking are very similar in nature, the one storing merchandise such as the other does money. Modern warehousing is possible, much as banking is, only in so far as the public has confidence in the warehouseman.

So essential is the element of integrity for the warehouseman that often the motto is seen on letterheads and in advertisements: "bankers of merchandise." This phrase, or its equivalent, calls attention to the responsibilities of the warehouseman. It signposts the risks he assumes for what is entrusted to his keeping.

YET the expression "bankers of merchandise" is not technically correct, for the reason that the legal relation of banker to depositor is quite unlike that of the warehouseman to the owner of goods, although outwardly quite similar. The banker and his depositor sustain a debtor-creditor relation to each other, while the warehouseman at no time acquires title to the goods. If the bank fails, the depositor is a general creditor; if the warehouse fails, the owner of goods in store is not involved in the least. He may send for his goods at will, with certainty

# A Page from The Christian Science Monitor.

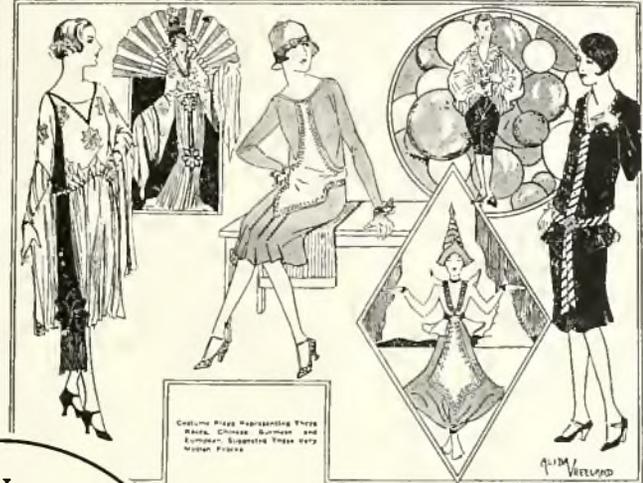
THE CHRISTIAN SCIENCE MONITOR, BOSTON, TUESDAY, AUGUST 3, 1926

## Women's Enterprises, Fashions and Activities

### The Newest Member of the Textile Family

WHERE was asked to name the most important textile the latest would be, "textile" and "textile" and a few persons would mention the material that is now called the latest in fashion. The most recent textile is called the "textile" and it is made of silk, wool, cotton, and rayon. It is called the "textile" because it is made of these materials and it is the most important textile in the world.

What is rayon? Rayon is a synthetic fiber made from wood pulp. It is called rayon because it is made from rayon wood pulp. It is the most important textile in the world because it is made from wood pulp and it is the most important textile in the world. It is called rayon because it is made from rayon wood pulp and it is the most important textile in the world.



Costume Ideas Suggested From Paris, Chinese and Japanese. Suggesting These very Modern Dress Designs in Costume Plays

We Point With Pride to the group of National Advertisers whose advertisements appear on this page, reproduced from a recent issue of *The Christian Science Monitor*. Unusually broad reader interest in the advertising columns is one reason for the *Monitor's* steadily growing list of National Advertisers

ONE where to express indignity in costume that reason. You may see ideas, the style found in a wealth of costume designs. From the most original to the most practical, you will find a wide variety of ideas. You may see ideas, the style found in a wealth of costume designs. From the most original to the most practical, you will find a wide variety of ideas.

### Shellac, Ancient and Honorable

THE persistence of the Old World shellac played its part today in the new world. It is the most important material in the world. It is called shellac because it is made from shellac trees and it is the most important material in the world. It is called shellac because it is made from shellac trees and it is the most important material in the world.

### To Clean Glass Vases

Put some vinegar and water in a glass and put it into the vase with a little clean water, and keep on shaking it round the round until all the dirt comes off the glass and it looks clean and bright. This is an easy way to clean glass vases.

**RUUD**  
INSTANT  
AUTOMATIC  
HOT WATER

**The Right Hat!**

**ORANGE MARMALADE**

**EXORA FACIAL POWDER**

**The Old Oaken Bucket**

**Select Fishhats**

**A new Cleansing Cream—different from any ever before made**

**POLISHED RESTORED**  
Quickly and Easily

**MONARCH Breakfast COCOA**  
35c a pound

**FINNELL ELECTRIC FLOOR MACHINE**

**The Old Oaken Bucket**

**Running Water Costs Less than it Earns!**

**Fort Wayne Engineering & Mfg. Co.**

**The Old Oaken Bucket**

**Running Water Costs Less than it Earns!**

**Fort Wayne Engineering & Mfg. Co.**

**ARMAND Eau de Cologne**  
CLEANSING CREAM

of immediate delivery; or he may allow them to remain in store, with confidence that they will not be touched by receiver or assignee.

The warehouseman is ever bailee for the goods, holding them, without title, solely for performance of certain acts in behalf of the owner. Only in one respect is the warehouse a bank: both warehouse and bank agree to return to the owner the thing he has deposited. To this extent they are alike.

Even here a fundamental difference exists. The banker is liable for return of the deposit, but, pending a demand for that return, he may lend (that is, use) the deposit as though it were his own. The banker acquires title to the deposit. But the warehouseman is guarded by the law against just this practice: he is forbidden to use, lend, or permit to escape his possession the identical goods deposited with him.

The two differ, also, in the manner of returning the deposit. The warehouseman must return what is put into store, without change or substitution, whereas the bank is expected merely to return the equivalent

of the value of the deposit. The intention, in the case of the bank, is that during the period of storing the banker shall use the deposit without restraint. With the warehouseman the case is different. He has no privilege to use the goods in any manner whatsoever. He may not allow them to go from his control; may not himself take them outside the warehouse except to preserve them from disaster; and he must, in the end, return the original goods, not only with identity unchanged but with neither overcharges nor shortages.

**B**ANKERS of merchandise, therefore, as used by warehousemen, indicates their own conception of the high demands of integrity for their business, but the phrase does not express the true relations of warehouseman and owner.

The second principle of warehousing to be borne in mind is the difference between negotiable and non-negotiable receipts. This difference is rather well connoted by the words themselves.

The goods represented by a negotiable

receipt will be delivered to the bearer of the receipt or his order, but only upon presentation of that document for cancellation; while with the non-negotiable receipt, delivery will be made to the owner or his order without reference to the whereabouts of the receipt itself. The negotiable receipt, as implied by its name, is a "negotiable symbol for the goods," possession of which is all important; the non-negotiable receipt is merely evidence of an ordinary contract to store.

With the negotiable receipt, right to possess the goods follows possession of the document. Delivery of the goods can be effected only by presentation of the document to the warehouseman for surrender (or for notation of a partial delivery).

The endorser of a negotiable warehouse receipt warrants only that the receipt is genuine, that he has legal right to it, and that he had no knowledge of impairment of value. He does not warrant (a) the reliability of the warehouseman; (b) performance by previous endorsers; (c) that the goods conform to the

[CONTINUED ON PAGE 62]

# You Can't Keep the Outsider Out

*By Robert K. Leavitt*

Secretary-Treasurer, Association of National Advertisers, Inc.

**A**DVERTISING will never be a profession in the same sense that law, medicine, architecture and engineering are. For, whereas the practitioner of those professions must pass through a long and arduous course of study to achieve competence, or even to secure the legal right to practise, in advertising the rank, untutored outsider occasionally achieves a striking success on no basis other than a sure instinct for the popular appeal.

And this is not strange. In the first place you cannot muzzle the man who has something to sell, solely on the grounds that he is unable to distinguish one type-face from another or does not know the difference between a half-tone and a line cut. You cannot disbar the owner of goods from advertising them according to his notions of effectiveness just because those notions do not happen to be yours.

And in the second place those ideas of his have a way, once in a

while, of being remarkably and unaccountably right. The history of advertising is speckled with examples of terrible campaigns, offensive to the eye of every true advertising man, which have been tremendously successful.

For advertising is salesmanship, and salesmanship has this peculiarity—which it shares with vaudeville-acting, after-dinner speaking and best-seller writing—that occasionally a man is born with a peculiar gift for knowing how to please people, how to fascinate them, how to persuade them. You can train nine hundred and ninety-nine men to be good salesmen, but the thousandth will be a phenomenally successful business-getter without anything else but his own sure, unerring instinct for meeting the mind of the prospect. We can and do train advertising men, but we shall always have with us the poor, ignorant, untutored, ridiculous outsider whose copy, the laughing stock of every self-respecting advertising man,

strikes the heart-strings and loosens the purse-strings of the buying public. The percentage of advertising success is overwhelmingly on the side of properly trained men. Brilliant as is the showing of an occasional instinctive advertiser, it is more so in contrast with the cloud of failures attending thousands of unskilled attempts. There can be no doubt that advertising is the better for its tendency to demand technical competence on the part of its practitioners.

**B**UT when we talk of advertising as a profession, let us not fool ourselves that there will ever come a time when none but the elect may practise its mysteries. Let us not deny the occasional success of the outsider. Let us not forget that even the most competent technician in the business can well afford to cultivate that instinct for catching the popular imagination which is so important to vaudeville actors, salesmen and—advertising men.



“Strathmore Says Stop!”—and so do the advertisements of Strathmore Papers.

The problem was to express the fact that the use of Strathmore Papers assures attention for direct mail.

The solution was an Interrupting Idea in art and copy.

This series, now appearing in the Saturday Evening Post, was prepared for the Strathmore Paper Company by the Federal Advertising Agency, Inc., 6 East 39th Street, New York.

# Publishers and False Advertising

By *William E. Humphrey*

Federal Trade Commission

**P**UBLISHING, like every other business, has its crooks and scavengers, and these disreputable publications are the most powerful instruments for unfair practices and fraud that we have to combat in the conduct of the nation's business. Prevent the publishing of false and misleading advertisements, and you will strike the most vital blow that can be given to that class of fakers and crooks that plunder the public.

The people of this country are annually robbed of hundreds of millions of dollars through these fake advertisements, most of which are plainly false and known to be so by those who take money for their publication. All of them prey upon the weak and the unfortunate, the ignorant and the credulous. There is no viler class of criminal known among men than this. And what of the publisher that, for hire, publishes these false advertisements, knowing them to be false? He is equally guilty with the principal. He shares in the ill-gotten gains. He acts from the same motive. If in any degree he differs from the principal, it must be one degree lower, for his chances of punishment are less and his responsibilities greater.

Fortunately for the public the number of publications that join hands with these criminals and become one in common with them are few. The newspaper columns of the country are most commendably free from such advertisements. Most of the magazines exercise great care in the selection of their advertisements, and deserve great credit for having done more than perhaps any other agency in bringing about truth in advertising. Such newspapers and magazines, so far as I know, have purged their columns of advertising referred to, voluntarily, inspired only by the highest motives and without any pressure from public authorities. There still remains, unfortunately, a small percentage of publications

whose number in the aggregate is great, that will publish any advertisement for money, regardless of truth, honesty or decency. Against those publications, I have persuaded the Federal Trade Commission to commence a war, that, if I have my way about it, will be a war of extermination.

**I**T is not the cases where the publisher uses reasonable care and acts in good faith that do the harm, or that we are concerned about. Again, as has already been stated, it is only the few disreputable exceptions that publish the character of advertisement to which I have referred. The vast majority of publications in the country find no difficulty, not only in obeying the law, but keeping out even those advertisements that are questionable. The faith of the public in the publisher is a large part of the value of his advertisements. Rightly or wrongly, the public assumes that the publisher has knowledge of the advertiser whom he commends to public confidence and patronage. On that assumption the public pays its money and often commits to advertisers things more vital than money. To exercise such power over

## Editor's Note

**T**HE accompanying article consists of portions of an address recently delivered before the National Petroleum Association at Atlantic City, N. J. In it Commissioner Humphrey attacks the practice of fraudulent advertising and stresses the responsibility of the publisher who knowingly accepts insertions of this nature. Commenting editorially, we are constrained to call attention to the fact that the Commissioner has neglected to give what we consider due credit to the Better Business Bureaus, local and national, and to various other organizations which have already done highly constructive work along this line. However, to all intents and purposes this address is in the nature of a declaration of war by the Federal Trade Commission against an abuse of long standing, deplored by ourselves in common with all respectable business practitioners. As such we commend it and urge it upon the attention of our readers

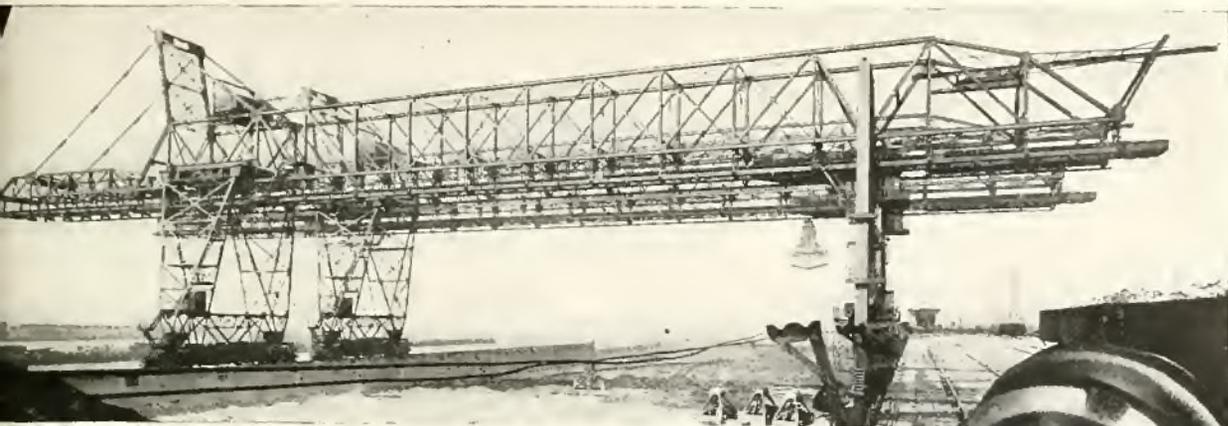
one's fellows is an extraordinary privilege. It carries with it extraordinary duties and responsibilities. It is only proposed to require the publisher to be what the reading public believes him to be. This is the inevitable measure of his moral responsibility to the public, and the Federal Trade Commission seeks to apply such moral standards to his business relations and practices. The public faith in the publisher which he sells to advertisers he should vindicate and justify to his patrons.

I can produce today, magazines that in a single issue carry not less than fifty of the vile, dishonest and indecent advertisements of the character to which I refer. I do not refer to advertisements that may be in the twilight zone or near the border line, but only to those that are brazenly and shamelessly fraudulent. The sum of money gathered in by this class of crooks is astoundingly great. While no method is known by which this amount can be measured with any degree of accuracy, yet I am satisfied from what investigation I have made that the sum of it is more than \$500,000,000 each year. And this vast amount largely comes from the poorer class.

How can this gigantic evil be reached? The efforts of the Federal Trade Commission so far have not brought encouraging results. We have tried to reach the originators of these schemes. We have accomplished something, but comparatively little. They are usually fleet and cunning crooks that engage in this business. When located, they fold their tents and silently vanish, to commence business again in some new locality, under some new name. For this reason, among others, we have found proceedings against them have not accomplished what we hoped.

Is there no way that this vast army of crooks can be reached? I have given this matter considerable study during the past year and I

[CONTINUED ON PAGE 51]



## Lens and Pencil Always Busy for You

A new foundry goes up in Milwaukee; something novel in blast furnace design is blown in on the coast of Massachusetts; the last word in merchant mills is ready to commence operations in the Youngstown district—always the new, the novel, the improved is taking place in widely scattered parts of the country.

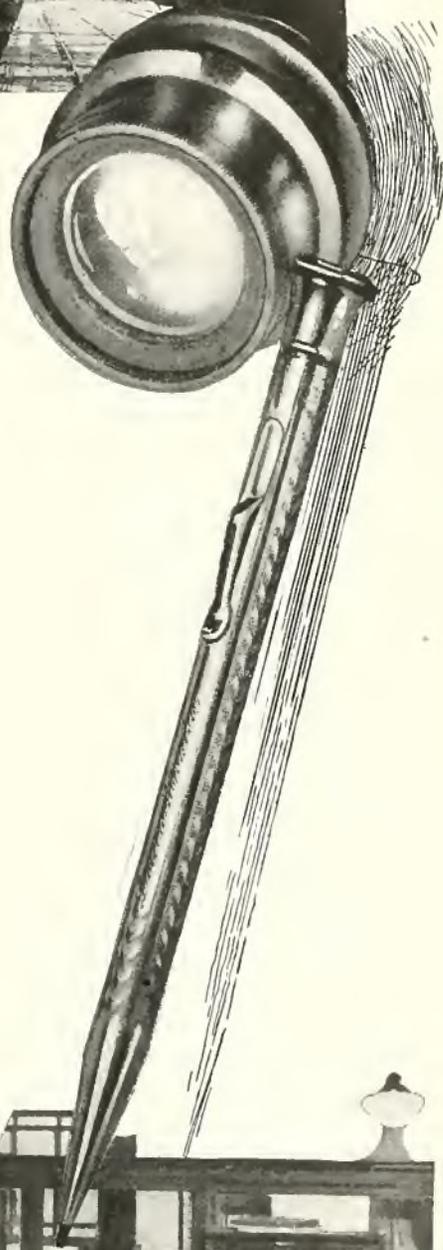
To give the rest of the metal trades the facts on improved manufacturing facilities or methods is a primary obligation of the industrial publication.

The Iron Age, with its representatives blanketing the industrial states, is in unexcelled position to report the new developments of interest to metal trades manufacturers. Its pages are, therefore, filled with photographs, drawings and facts to do it.

Thus it presents for study the facts otherwise almost impossible to obtain.

*That's why they read THE IRON AGE*

And that's why 1200 advertisers regularly put their sales story in The Iron Age



**THE IRON AGE** — *The National Publication  
of the Metal Trades*

# "You Advertising Men Are Wonderful Liars!"

By Maxwell Droke

"WHAT'S your line? . . . Advertising, eh? . . . Great game, advertising; made big strides these last few years. . . . But my gosh, you advertising men are wonderful liars!"

Doesn't that have a familiar ring? If you haven't heard a strikingly similar comment in a hotel lobby or the smoking compartment of a Pullman car, you are, I fear, a singularly unsocial being.

Perhaps you have even gone as far as to argue the point with your casual acquaintance — but without making any appreciable progress. For we might as well admit, just between ourselves, that there is a considerable store of circumstantial evidence that can be brought up against us.

But wait a minute. Retain your coat and your calm disposition, and let's sit down and talk this thing over.

Mind you, I'm not contending that our copywriters are purposely apeing Ananias. The percentage of deliberately deceptive copy is amazingly small. We all know that. And we're justly proud of the fact. But just the same, the advertisement that really rings true is a rarity.

We have brought advertising art to a point where our illustrations often are the envy of the editorial page. We have gone far in the mastery of effective layout and typography. But here's a sad fact that sticks like a flea to a fleece: Too often we take our copy text from the Barnum & Bailey billboards!

Mild mannered copy men, who shrink from the spotlight and pale at the thought of personal publicity, take their typewriters in hand to sing the praises of Somebody's succotash or soup-strainers. Straightway they throw overboard all inhibitions and give full play to pent up feelings. They pile superlative on top hyperbole, and season the concoction with a handful of exclamation points and shrill cries of "Hark and hear the Eagle scream!" And Gentle Reader passes unhesitatingly on with the mental comment,

"Oh, that's just an advertisement."

"Just an advertisement" — and therefore to be taken with the usual grain of chloride of sodium. That, it strikes me, is a rather serious indictment of our cherished creations.

I have used some strong language here; indulged in some statements that may rouse a whirlwind of hisses, an avalanche of anathemas. That often is the case in dealing with distressing but readily provable facts.

AT this point I invite you to pick up any general publication that may be within easy reach. Let's read — really read — a few of the advertisements, and see if perchance we can find some grounds to substantiate my claims.

"The ——— Car wins the world!"

Isn't that a claim that rather savors of the sign-board? Another: "The world's fastest selling high-powered car." And this: ". . . sweeping to leadership . . . with a speed unequalled by any new car." "Outstanding beauty—superior performance" is the assertion of a well-known manufacturer.

In a single advertisement one automobile maker claims "Better performance — smoother riding — greater durability—lower upkeep and less depreciation." A few pages further in the magazine, a rival headline "Greater Endurance—Greater Power—Greater Performance." No doubt the copywriter's failure to chronicle the other virtues was merely an oversight.

We find a tire manufacturer implying "the highest standards in the industry." Another, if we are to credit his boast, makes "the finest tires in America." And on the very next page still another manufacturer assures us "longer wear and greater riding comfort."

But the manufacturers of automotive equipment are by no means the only offenders. A maker of food products tells us that his materials are "from the finest fields and gardens in America." Another insists that *his* are "the best that money can buy." The same statement, by

the way, is used, practically word for word, by three other manufacturers in as many different lines. A paint manufacturer refers to "the unequalled . . . standard of excellence."

Now mind you, I don't for a minute contend that any one of these claims is deliberately false or misleading. I believe they were set down in absolute sincerity. It is only natural for each manufacturer to feel that he has the best product for the money. But the time has come when he must do something more than stand in the middle of the road and shout, "My mouse-traps are matchless!" In these keenly competitive times we need less billboard boasting and more constructive merchandising copy.

The toilet article field is a place where exaggeration has long run rampant. Perhaps you have seriously wondered if some manufacturer would not reap rich rewards in the form of increased believability by deliberately "leaning backward"—writing uncommonly frank, modest, sensible copy.

AND this brings up an interesting story. A year or so ago a manufacturer of a high-grade line found himself in quite a predicament. Rivals were making absurd and preposterous claims as to the merits of a general beauty method which this manufacturer featured. Instead of following suit and trying to outdo competition in boasting, the manufacturer made a radical change in his copy appeal. In a letter accompanying his samples he said, in effect: "Now let us be perfectly frank with you. The Blank Method will not make over your complexion in the space of a few clock-ticks. It is going to take a little time, and just a little effort on your part to assure complete success. . . ." The result was that women sensed the real sincerity of the message. They went about the treatment in earnest and, instead of becoming discouraged after two or three applications, they were prepared to

[CONTINUED ON PAGE 48]

A THIRD of a century ago many farmers sneered at "book farming," and not without reason. Theory too often took the place of experiment and practical experience. Farm folks are still chary of untried theory. But they are keen to adopt methods that have been proved on other farms.

**"That Sounds Practical;  
—I Can Do That!"**

Proved on other farms! That's why Capper's Farmer is the most powerful farm influence on the farms of the Midwest and Southwest. It "sounds practical." It is practical because it is made by practical farmers for practical farmers.

# Capper's Farmer

- 50% of its contents comes from actual farmers who write in farm language of their successes and failures.
- 20% of its articles comes from county agents and home demonstration agents.
- 4½% of its contents comes by staff writers who visit average farms and write first hand stories of what is doing.
- 0% comes from free lance hack writers.

*It is this intimate relation with the individual farmer that makes Capper's Farmer the power it is in the territory it covers as does no other farm monthly. It's their paper.*

Published at Topeka, Kansas  
by Arthur Capper

**815,000**

Subscribers

M. L. Crowther, Adv. Mgr.  
120 W. 42nd St., New York

# The 8 pt. Page

by

## Odds Bodkins

A LITTLE town where I was visiting this summer was all agog over the coming revival of "Uncle Tom's Cabin." With a friend I dropped in for a few moments to watch rehearsal. The scene happened to be Little Eva's death. I admired the professional way in which the very little girl playing the part went through her difficult "business." But the director was not quite satisfied. "A little faster, dear," he prompted. "You're doing it beautifully—but they won't wait for us, you see."

Would that every copy-writer could have a director like that standing at his elbow, speeding up his tempo! So many there are who write copy "beautifully." But by the time they are through introducing their subject and are down to brass tacks, the public is no longer with them. The page has been turned . . . "They won't wait for us, you see."

—8-pt—

A reader writes to call my attention to the mis-spelling of "exhilaration" on this page in a recent issue. He and Noah Webster seem to agree that it should be spelled "exhilaration."

Well, I still prefer the look of the word spelled my way, though I suppose I shall prove just conservative enough to fall in with the orthodox spelling. Provided my secretary can remember about the "a." She failing me (as I reluctantly confess that she sometimes does), I shall have to depend on that much booted individual referred to in the recent brochure issued by Richard Walsh-Cleland Austin-Trell Yocum-Guy Holt's new John Day Company, as the "learned corrector of the press."

—8-pt—

The Yellow Taxicab Company of Canton, Ohio, is in advertising revolt against the florists! Leastwise I noticed this morning on one of its cars a sign reading, "Say it with brakes and save the flowers!"

—8-pt—

How can I hope to hold the interest of the readers of this page, with this intriguing new *Chicago Tribune* "From the Tower" page at the back of the book competing with my humble efforts? It was bad enough when Jamoc edged in with his E. O. W. department, without having to go up against the talent available to the McCormick millions! I must bestir myself. Mayhap a new ink-pot would serve me with better thoughts.

At all events, I send greeting by the

copy hound who stands without my door to the editor in his Tower.

—8-pt—

Speaking of ink-pots calls to my mind a paragraph from a letter which Dana Ferrin handed me last evening, knowing of my early print-shop training and my love for the smell of printers' ink:

"As a very small boy I grew up in a printing office where there was always a black pot of roller composition. My father told this story of a rival editor—that he fell into the press and knocked a hole in his head, so that his brains ran out. The printers were in despair, until one of them thoughtfully picked up the black pot and poured the roller composition into the cavity. The editor recovered, and did his work fully as well as before. Only, on certain hot days of summer, when the roller composition grew hot and spluttered, the editorials were subject to aberrations not explainable to one who was not in on the secret!"

—8-pt—

Whenever I feel myself growing smug over the progress of advertising in America, I realize that another English mail must be due. For the English mail always brings something in the way of an advertisement that humbles me. For example:

THE FIRST CREAM CRACKER



Who was it first discovered that almonds and raisins go so well together that neither of them is really itself without the other? What remarkable man was it who first added red-currant jelly to mutton? Discoverers like these don't always get their due fame but we do know who was responsible for adding the Cream Cracker to these. It was the firm of Jacob. They made the first Cream Cracker. Jacob's still have a wonderful hand for Cream Crackers and the oven is still going beautifully, turning them out tawny brown, dumpled and done to a turn.

**JACOB'S**  
CREAM CRACKERS

—8-pt—

And speaking of the English mail reminds me—why do I not receive occasional letters from readers on the Con-



tinient? Are there not, in Paris, say, good friends who might furnish interesting bits of French sparkle that would add interest to this page?

—8-pt—

Much has been written on the subject of candor in salesmanship, but it remained for young Gifford Pinchot, Jr., to supply the classic "case."

Frederick Collins relates in his book, "Our American Kings," that when the lad's father was running for Governor of Pennsylvania, "Giffy" insisted on writing a speech giving the reasons why the elder Pinchot should be elected, and this is what he wrote:

"My father ought to be elected because he will make a good ruler and besides we will get low numbers on our automobile and go through the traffic cops."

—8-pt—

There is advertising and there is focused advertising. I took occasion recently to commend an Alexander Hamilton Institute advertisement focused on "a married man with two children." Now my hat is off to an Oakland-Pontiac newspaper advertisement run recently by H. L. Shatton, Inc., New York distributors. The heading read:

We have designated the week of  
September 4th to 11th as  
FOUR CYLINDER  
TRADE-IN WEEK

"Drive a four in, drive your Pontiac Six out," continued the advertisement. Is this not calculated to attract more attention than a more general appeal?

—8-pt—

I see by the papers that Sir Denison Ross, the eminent surgeon and scientist, declares, "There is practically no limit to the amount of knowledge or learning that the human brain can store up without injury."

It depends upon what Sir Denison means by "without injury." I have a suspicion that too much book knowledge can utterly destroy a man's ability to think originally. I seriously doubt if Henry Ford would have attained his success had his mind been full of "book learning." It takes rather elemental thinking to form new mental conceptions, to see things as they are and visualize them as they should or might be.



## We helped 7,931 Iowans Plan Their Summer Vacation Trips

Wherever you travel—Europe, California, Florida, Atlantic City, or Yellowstone—you will meet people from Iowa. This summer a party of over four hundred persons, organized in Shenandoah, an Iowa town of 5,000, chartered an ocean liner for their vacation trip to Europe.

The average Iowan is in comfortable circumstances and enjoys traveling. When he contemplates a trip the first thing he will do is to get in touch with the Travel Bureau of The Des Moines Register and Tribune. This bureau during the past summer season helped 7,931 Iowans plan their vacations. It serves Iowans who live outside Des Moines just as promptly and efficiently as it does local inquirers. It is the only travel bureau in Iowa.

Communities, railroads and steamship lines find The Des Moines Register and Tribune ranking near the top of their lists in low cost per inquiry. Advertising in The Des Moines Register and Tribune goes into every third home in the state of Iowa. And they're the preferred homes.

In the first eight months of 1926 The Des Moines Register and Tribune carried 121 per cent more travel and resort advertising, evening and Sunday, than the other Des Moines newspaper.

# Des Moines Register and Tribune

180,000 DAILY—150,000 SUNDAY

# How to Help the Country Store to Better Its Advertising

[CONTINUED FROM PAGE 30]

franchise by which an agency is conveyed may be the entering wedge, though I would try first to tie the idea with dealer helps, particularly advertising plates.

More and more country merchants like to illustrate their advertising, and this fact may offer a partial antidote for their indisposition to be specific in copy.

**N**OWADAYS almost every small-town newspaper provides its advertisers with cut service of a kind. Several syndicates furnish engravings in exchange for space, and the plate houses sell rather good cuts for low prices.

Yet there is nearly always demand for more and better illustrations than are available in the average country print-shop. The cut services available to daily newspapers cost more than the weekly or semi-weekly publisher can afford to pay.

Most of the illustrative material, furnished by manufacturers, that finds its way to the country town store, is lacking in a practical way. It may call for too much space, or come in the forms of plate difficult to handle with restricted mechanical facilities, or be unsatisfactory for any of a dozen other reasons.

Apparently the greater part of the big advertising agencies have a limited idea of the conditions that surround the printing of a small-town newspaper. That the heads of many of them came up from just such plants seems to make no difference. The young men in their production and forwarding departments evidently labor under the impression that Podunk Center and New York are as like as two peas in matters of matrices, engravings, and so on.

The average agency does little business with the small-town papers, which perhaps is excuse enough for its failure to furnish even the customers of its clients with cuts they can use. And presumably the advertiser jumps on the agency when any considerable expense is incurred on account of illustrations for the country trade. The way is open for some manufacturer to make a big hit by going into the thing thoroughly, insisting on service from his agency.

Little help can be expected from the small-town publishers. Their duties are too heavy and varied to permit them to render service comparable in character to that the agencies obtain from the merchandising departments of the dailies. In fact, they even fail to answer correspondence about the national advertising that might make a substan-

tial source of income for the country papers. This helps to make the advertising agency reluctant to undertake cultivation of the country field.

Small-town merchants doubtless are just as uncommunicative when approached by manufacturers in matters relating to advertising service. Most of them will explain that they don't answer letters on the subject because they know in advance that any helps they may be offered will lack in some important essential. One of their pet objections to the cut services and dealer helps of manufacturers is their failure to recognize climatic and other local conditions which are of supreme importance in country trade.

"Just look at this junk," exclaimed a wide-awake Florida merchant to me a few weeks ago. "Howin'ell can I make use of newspaper cuts or store cards that are filled with snow and ice and illustrate articles that my customers never buy unless they are called back north to bury some relative. The so-called summer stuff they send me comes along in August or September, and is all shot with the earmarks of vacation time at the mountain resorts. Its use would make folks laugh at me."

**T**HE automobile manufacturers are among the few modern merchandisers who appear to appreciate sufficiently the possibilities of country newspaper advertising to have seriously endeavored to solve its mechanical and art problems. Some few of them still allow their agencies to adhere to the sending of mats to small-town papers, and the indiscriminate use of illustrations which are filled with season or localized characteristics. Mostly, however, the motor-car advertising reaches the country publisher in such form as to make it welcome to him and popular with dealers.

Cuts are mounted, or come ready for use on the patent base that is found in most country printing plants. Mortises for insertion of dealers' names are big enough to permit the job to be handled without trouble. Generally the designs are such that the plates come in two pieces, between which the names are added. Several of the larger agencies handling automobile accounts have cuts shipped from centrally located plate-making plants in various sections. This avoids the long delays incident to transmission of parcel post packages for long distances, which force correspondence about missed insertions.

Propagandists and press agents have also learned that the way to the coun-

try publisher's heart is through cuts that he can use. Their material nearly always comes in the form of the plate that he has least trouble with, and from a distributor located not far away whom he regards favorably. While not nearly so large a percentage of this space-grabbing stuff is now used as was a few years ago, enough of it appears to enable the propaganda artists to keep their clients satisfied; and no small part of their success is due to the way in which they cater to the convenience of small-town printers and publishers.

If I were attempting to devise a cut service that country merchants *would*—and country newspapers *could*—use, I think I should first make up my mind to be satisfied with a comparatively small amount of art.

By lessening the emphasis of the art features of the illustrations, there would be fewer scenes out of season or character. Also the cost of drawings could be cut somewhat, partially making up for the expense of plates in the right form.

As a matter of fact, I believe it would be well to confine the art work, for the most part, to a few striking black and white designs of the goods to be advertised, which could be used in a variety of sizes by different reductions in making the cuts.

A combination of trade-mark cuts, with hand-lettered descriptions of the goods, might also be a good thing, provided the text were kept brief and the wording made such as to practically require addition of prices before the plates could be used.

**C**ERTAINLY, I should not undertake to make my advertisements complete in themselves; of the kind that require only the addition of the dealer's name and address to be finished productions. Even country merchants dislike them.

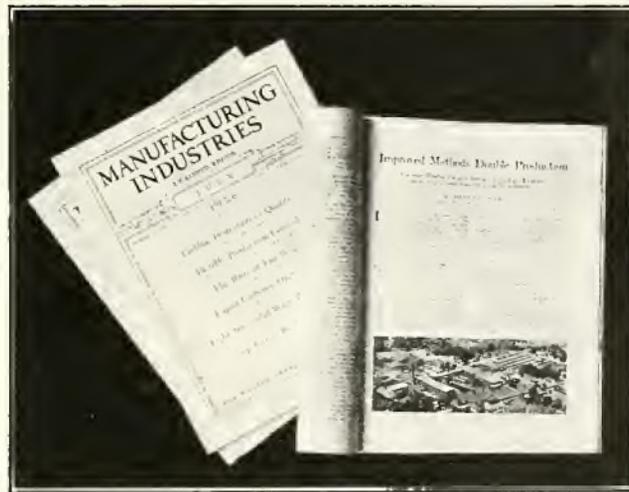
Copy of this type calls for more space, usually, than a dealer feels like giving to any particular line of goods he may handle. It does not permit a use of slogans and terms which the public has come to expect in the advertisements of any wide-awake store, however small.

Frankly, I don't blame the local merchant in the small town for his disinclination toward this form of "ready-made" copy. Its use makes him appear as an agent of the manufacturer rather than a storekeeper handling the latter's goods. Unconsciously, customers note the distinction.

Individuality is a big asset with the

Q Each Subscriber to MANUFACTURING INDUSTRIES stands for a well established plant with proved purchasing power

# MANUFACTURING INDUSTRIES



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

RUTLEDGE BERMINGHAM

*Advertising Manager*

Publication of  
The Ronald Press Company

Member A.B.C.—A.B.P.



## Buying direct advertising as an investment

ADVERTISING—direct or any other kind—cannot consistently be a paying investment if handled by playing hunches. It must be planned and executed in a businesslike way in logical relation to sales activity.

Its every expenditure must be judged by weighing the work to be done against the cost of doing it.

*The Direct Advertising Budget* is a text book on this method of management as a guarantee to effectiveness. It applies to direct advertising the same sort of practical budget system as already controls production, selling and national advertising, in all well regulated establishments.

*The price is one dollar. But to executives who are determined to put their direct advertising upon a profitable basis, a copy will be gladly sent free upon request*

EVANS-WINTER-HEBB Inc. Detroit

822 Hancock Avenue West



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

small-town storekeeper; his success in large measure depends upon his capacity for developing it. Advertising that features the goods as such instead of as a service that his store supplies is destructive to that individuality.

"Blocks" of plate, that can be included in larger and more general advertisements, are the form which I am convinced that a ready-made copy and cut service must take in order to assure for it the widest possible use by the merchants and the newspapers in country towns.

**I**N these "blocks" there is no reason why there should not be black and white cuts of the goods and even, on occasion, pictures suggesting uses. In the smaller sizes, likely to be most popular, it would be better to keep pretty closely to trade marks and name plates.

I should make all my "blocks" double column or wider. The single column form means small type and vexations in handling the plates that will lessen their use. Two inches double ought to be the minimum size, and in that space only a very, very little wording dare be utilized.

Four inches double would prove to be a favorite size in most cases, though it would be well to include in the schedule some six inch doubles and now and then perhaps a four inch triple, to afford material for the merchant when he goes to make up half-page or full-page copy.

In the mechanics of the plate-making, I should follow very closely the practices of the automobile manufacturers and their agents in having the country newspapers supplied cuts in mounted form or of the kind that can be mounted in a jiffy on the patent base generally carried by progressive country papers.

When it came to the matter of getting the merchants to agree to use the service, I'd be up a tree, figuratively speaking. Letters to them, inclosing proofs and return post-cards that must be signed before the cuts would go forward, might be answered if the stuff happened to be superlatively good—but I doubt it.

I know full well that if I depended upon communications to the country newspapers to assure distribution of the proofs among merchants who carried the goods advertised, and use of the cuts by them, I would be sorely disappointed. My off-hand "hunch" would be to send the cuts outright to every dealer whom I could establish as a continuous buyer of the line.

Might there not be found a point of personal contact through the wholesale houses? The small-town merchant makes events of his three or four buying trips of the year, that take him to one or more of the larger cities from which he draws supplies. Could the manufacturers afford to locate a service man in each of a number of these cities, who would be charged with the duty of meeting the country dealers and "selling" them on the advertising helps available for their use?

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



## Mr. Cincinnati Radio Fan .... the morning after

THE morning after each great battle with the ether, Mr. Cincinnati Radio Fan is as jubilant as a two-year-old. He'll "tell the world" about the stations he logged—and those that got away from him?—well, that's another story.

But eventually he'll get those stations, too. He'll bring them in like a ton of brick—if he has to try every receiving set on the market.

And he'll make good his boast. Anything that promises to help him out through interference, or minimize static, or bring in distance—he wants and is going to have, because he has the money to spend for it! Last year, his total bill for radio receiving sets and parts amounted to more than \$4,500,000!

Naturally, Mr. Cincinnati Radio Fan is pleased with the way in which his favorite

newspaper has kept abreast of his hobby. Every morning the latest radio news in *The Enquirer* adds zest to the post-mortem discussion of last evening's experiences. The advance notices of tonight's programs are eagerly consulted and—what's this? A radio advertisement with a new idea . . . !

It's live interest such as this that greets the announcements of manufacturers and merchants of radio sets and parts in the columns of *The Enquirer*. Most of these manufacturers and merchants are aware of this fact and have taken advantage of it, too, for *The Enquirer's* radio lineage has always led in the Cincinnati field.

Why not, Mr. Advertiser, profit from their experience and offer your merchandise through the medium that Mr. Cincinnati Radio Fan claims as his own—*The Enquirer*?

I. A. KLEIN  
New York Chicago

R. J. BIDWELL CO.  
San Francisco Los Angeles

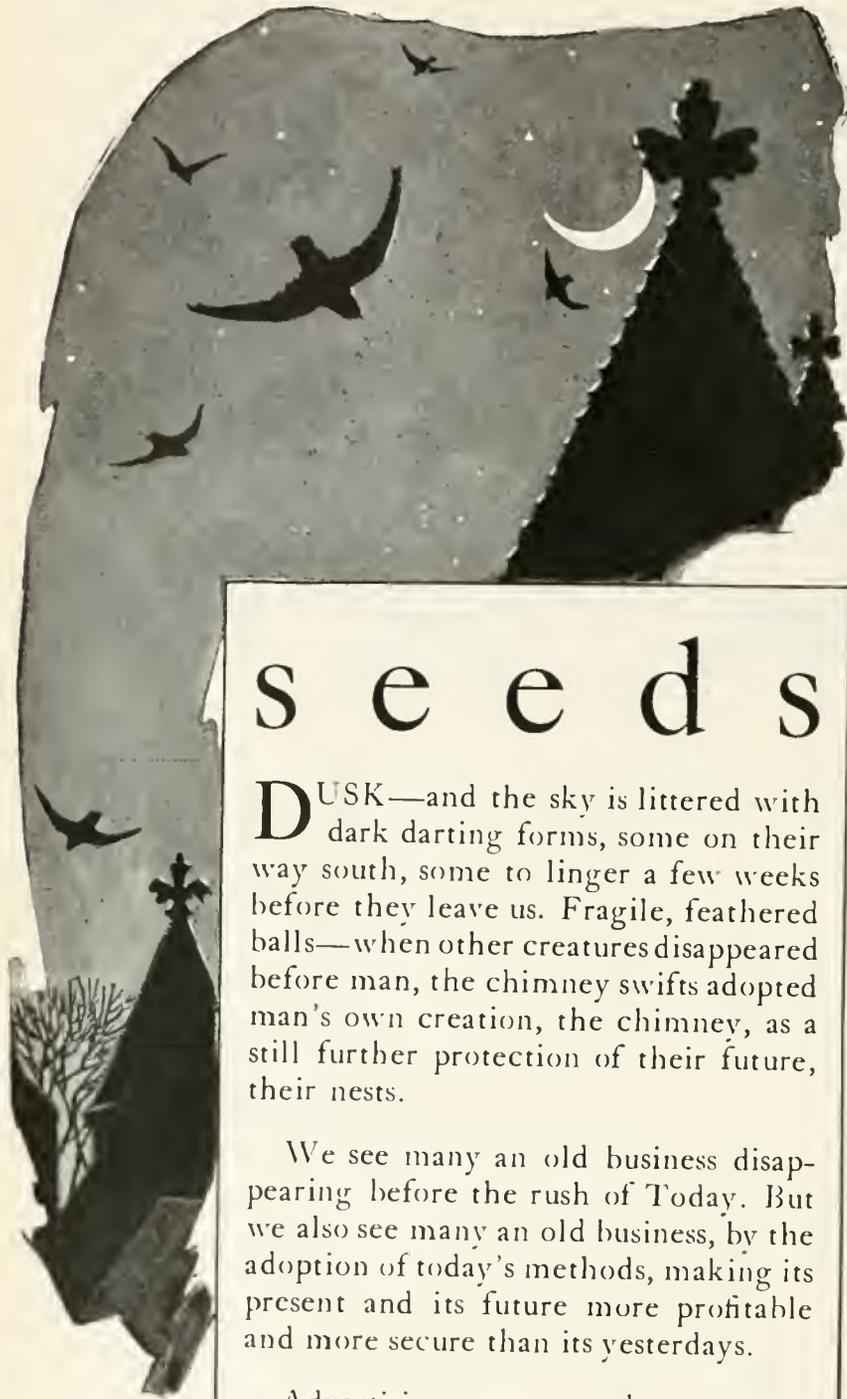
# THE CINCINNATI

*"Goes to the home,*



# ENQUIRER

*stays in the home"*



# s e e d s

**D**USK—and the sky is littered with dark darting forms, some on their way south, some to linger a few weeks before they leave us. Fragile, feathered balls—when other creatures disappeared before man, the chimney swifts adopted man's own creation, the chimney, as a still further protection of their future, their nests.

We see many an old business disappearing before the rush of Today. But we also see many an old business, by the adoption of today's methods, making its present and its future more profitable and more secure than its yesterdays.

Advertising, a menace when a weapon against you, properly used is the safeguard of the future. But each detail must be economical, effective—particularly your photo engravings.

**Gatchel & Manning, INC.**

C. A. STINSON, *President*

*Photo Engravers*

*West Washington Square 230 South 7th St.*

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

## “You Advertising Men Are Wonderful Liars”!

[CONTINUED FROM PAGE 40]

stick it out with this line if it took all summer. In the final check-up this copy appeal proved to be fundamentally sound.

And perhaps right here is a good place to stick in a few words anent the promiscuous use of the “prominent person” testimonial. No one has any complaint to make concerning the legitimate or common sense use of such indorsements. But when we observe a Broadway actor putting his O.K. on Simpkin's shoe laces, insisting that he can't be happy without them; or a dainty movie star singing the praises of a soap that smells to high Heaven, it, to borrow a phrase from the after-dinner speaker, “gives us pause.”

**I**FOR one go on record with the belief that such shindigs go a long way to weaken Gentle Reader's belief in and respect for advertising.

But it is not alone in the public prints that the disciples of Barnum & Bailey strut their stuff. Probably there is not a merchant of any consequence in the country who does not receive his daily quota of asinine mail examples.

Who among us fails to recognize such boasts as these: “Thousands of customers are cashing in on this wonderful new line!” “Here is a line that will DOUBLE the profits in your shoe department almost overnight!” “You can do what hundreds of others are doing every day!” “Just put the goods on your counter, and pocket the profits. The Blank line sells itself without effort on your part.” “This tremendous national advertising campaign will send customers flocking to your store!”

*Bunk!*

Any merchant who has been in business upward of a week knows that goods do not sell themselves; that profits are not doubled overnight, and that even the most powerful national advertising campaign will not send customers *flocking* to a store.

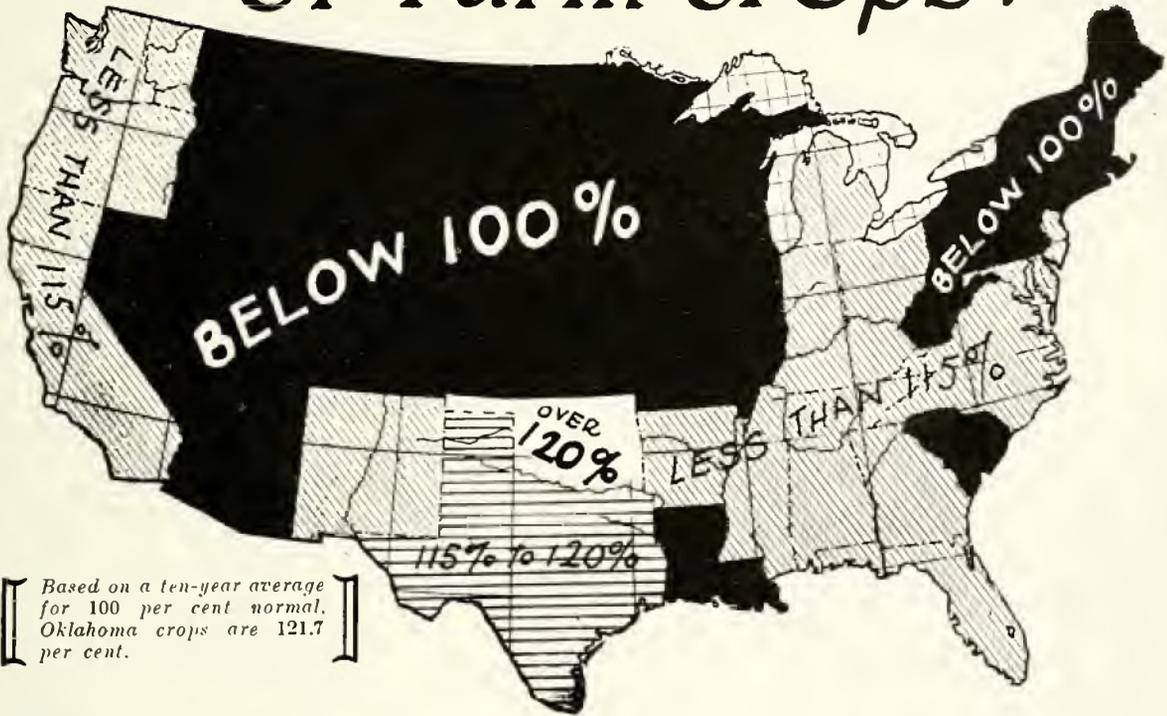
Here again the writer doesn't deliberately falsify. He doesn't honestly expect his wild claims to be taken seriously. Pin him down to a point and he will blandly explain, “Oh, that's just pep stuff, you know; something to ginger up the trade.”

But if these statements are beyond reasonable belief, what in the name of common sense is to be gained by setting them down on paper?

I am just conservative enough to make a motion that we should put ourselves past the point where “to exaggerate” can be given as one of the definitions of advertising.

Do I hear a second?

# OKLAHOMA *is leading the entire U.S. in condition of farm crops!*



**H**ERE is proof that the big Oklahoma farm market is your best territory for increased profits! Oklahoma is the only state in the Union averaging more than 120 per cent in condition of farm crops, according to figures compiled by the U. S. Dept. of Agriculture. The crops of this rich farm market are 23 per cent better than the average for the entire nation. Oklahoma farmers have produced the greatest wheat crop in the history of this state; their

corn crop this year will be three times as great as it was in 1925; cotton is forecast to equal the record made last year . . . every major crop is bringing tremendous new wealth to Oklahoma. An unlimited market exists in this farm territory for every conceivable device and comfort. Now is the time to go after business in Oklahoma! Advertise your product to all of Oklahoma's farmers through their *only* farm paper, the Oklahoma Farmer-Stockman.

*Carl Williams*  
Editor

**The OKLAHOMA  
FARMER-STOCKMAN**  
Oklahoma City

*Ralph Miller*  
Adv. Mgr.

E. KATZ SPECIAL ADVERTISING AGENCY

NEW YORK

CHICAGO

DETROIT

KANSAS CITY

ATLANTA

SAN FRANCISCO

# Selling the Farm in Winter

[CONTINUED FROM PAGE 22]

even to the ordinary sorts of travel.

The men get out, of course. The milk is brought to market. Coffee gets to the farm. But there is lacking, because it is impossible, all that freedom of going and coming which forms the romantic background of a city man's picture of country life.

WITH a humorous twist, we have come to a picture of loitering men who "bask their shins against the round-bellied stove," but this applies to men of the rural village, not to the men of the farm. The men on farms are house-bound during the winter. The monotony of feeding the live stock and keeping the pump from freezing is broken only by the pains of indigestion, the fruits of eating too much of the richly cooked food upon which their wives lavish the endless hours of nothingness from dawn to dark.

Do not, however, think of farm isolation, in winter, as a handicap of South Dakota or Kansas or Texas alone. It exists there, but Ohio and New York have identical conditions.

Within eighty miles of New York City, with the regularity of winter itself, farm areas are isolated by the alternating snow and mud for weeks and months at a time. What is stated for the metropolis is also true of the whole of the Empire State, of New England—in short, of all the Northern States. Nor is the warmer South exempt from winter isolation, as anyone will know who has tried to drive off the main thoroughfare for a hundred yards en route to Florida. Mud, kept ever to a putty consistency by winter rains, holds farm people to the farm. Should a freeze come, the rigid ruts are even more impassable. When the "frost comes out of the ground" country roads are in the worst state of all the year, "for," in the words of a Virginia road commissioner, "then even the bottom runs soft."

Farms that front on main highways escape much of this discomfort; not, however, altogether. Even in the main arterial highway of such a State as New York, the highway along the Mohawk from Albany to Buffalo, snows blockade stretches of ten to twenty miles for periods of six to eight unbroken weeks; while more serious blockades occur on other principal routes.

The main routes, with their paved surfaces, form but a small portion of the roads over which farms look to the outside world.

Ask any farm real estate agent. Without variation you will learn that "whenever a farmer sells his farm, he wants to buy along the paved roads." The principal need of the farm is adequate and convenient transportation. The underlying reason for the city-

ward movement of population is that the city nullifies weather, "and bad weather," quoting a county farm agent of Iowa, "is where the farmer gets dissatisfied."

Bad weather it is that isolates the farm. The city, accordingly, by coping with the weather, kills the isolation of farm life.

There is neither poetry nor romance to farm life during the five months that roads are bad.

How does winter isolation affect selling to the farm?

Visualize the monotony of being shut in for three weeks at a stretch and the solution will suggest itself.

"The mail-order house," was the enlightening luncheon comment of a Minneapolis manager of one of those institutions, "is the biggest bad-weather salesman in America." He then proceeded to expound this theme, recalling to mind how greatly retail selling is hampered by forbidding weather, and spreading a vision of the storm-bound farmer's wife poring over the pages of the mail-order catalog. "There are many reasons," continued he, "for mail-order success, but not the least of them is that our bright pages allure them in those long weeks when mud shuts off the local merchant."

Far up in Alberta, where winter covers seven-twelfths of the year rather than five, a radio dealer in a place so tiny that even the commercial maps do not always print its name, sold forty radio sets last winter for a total of \$10,800, "every one of them to a farm, because another retailer had exclusive license to sell in town." The dealer's gross profit was \$4,320. "I did most of it on runners," he explains, "and often did not get home nights because the roads were too awful."

THIS man is an experienced farm salesman. Of the opportunity he has this to say:

"All summer they keep big dogs in front of the farmhouse to scare salesmen away.

"They are pestered to death, ten and a dozen times a day, with fellows trying to sell them something. But in the winter, the salesmen are like the grass. They wither up. I never meet any on the road. They are holed up in some steam-heated hotel.

"When they see me coming, the women open the door long before I get to it. They know I'm there to sell something, but they take me right in. If it's dinner time, they open their finest cans of peaches for me; if it's about bedtime, they give me the guest room.

"Demonstrate the radio? Lord, yes. They listen for hours. I don't have to do much selling talk, because they sell

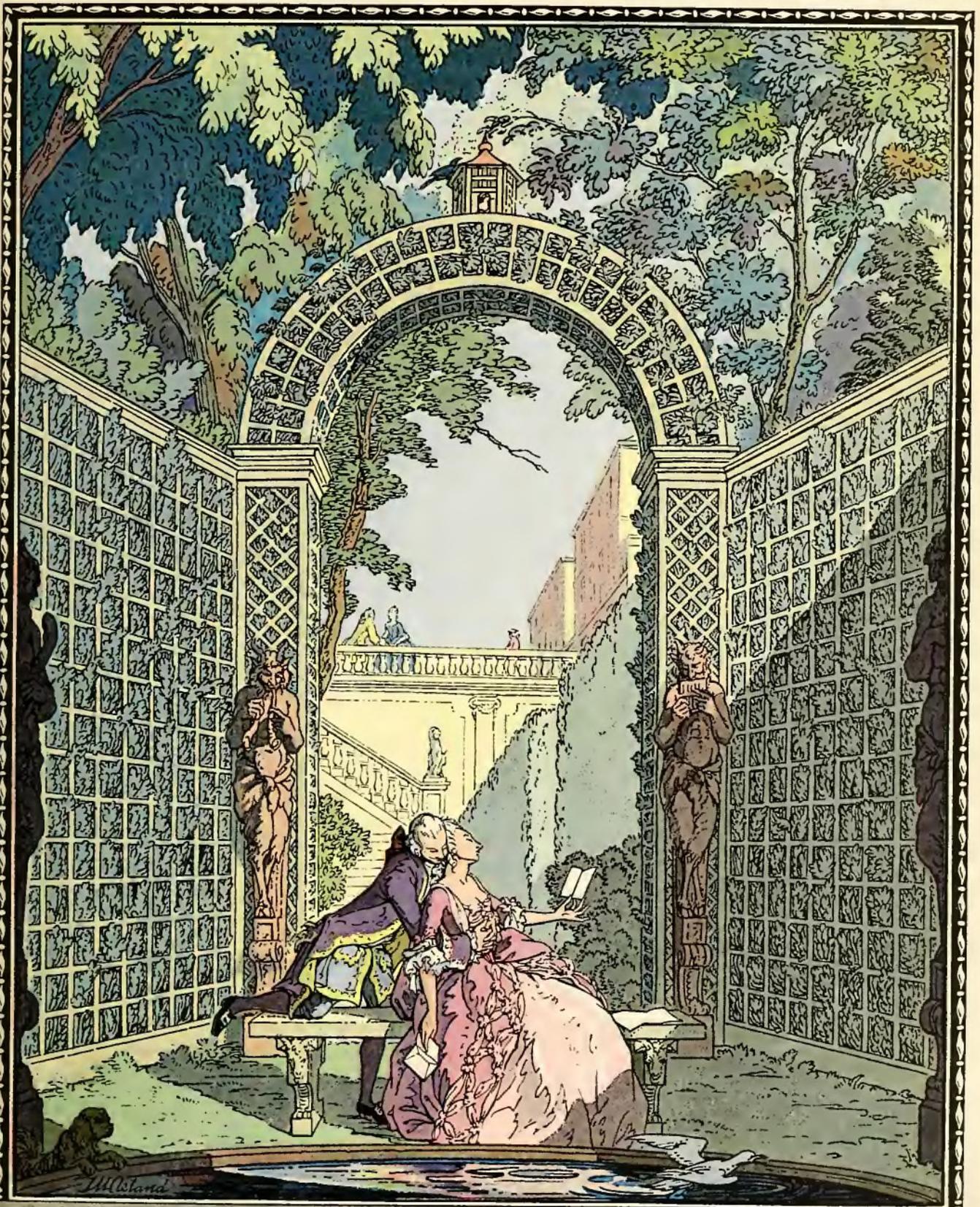


THIS is a 24-page book illustrating a variety of types and grades of Binders for Loose Leaf Catalogs. It offers suggestions and ideas for the Advertising Man, also the manufacturer making and selling all types of merchandise. It shows suitable binders for Dealers' Catalogs, Salesmen's Catalogs, Customers'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

Write for it TODAY!

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

# CLEAR SPRING SUPER



*The Enclosure*

A WESTVACO SURFACE FOR  
EVERY PRINTING NEED

# The Mill Price List Distributors of WESTVACO MILL BRAND PAPERS

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

The Arnold-Roberts Company  
*Augusta, Me.*

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

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

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

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

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

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

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

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

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

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

The Union Paper & Twine  
Company  
551 E. Fort Street, *Detroit, Mich.*

Graham Paper Company  
201 Anthony Street, *El Paso, Texas*

Graham Paper Company  
1002-1008 Washington Avenue,  
*Houston, Texas*

Graham Paper Company  
332-336 W. 6th Street, Traffic Way,  
*Kansas City, Mo.*

West Virginia Pulp & Paper Co.  
122 East 7th Street, *Los Angeles, Cal.*



Manufactured by  
WEST VIRGINIA PULP  
& PAPER COMPANY

The E. A. Bouer Company  
175-185 Hanover Street,  
*Milwaukee, Wis.*

Graham Paper Company  
607 Washington Avenue, South,  
*Minneapolis, Minn.*

Graham Paper Company  
222 Second Avenue, North  
*Nashville, Tenn.*

The Arnold-Roberts Company  
511 Chapel Street, *New Haven, Conn.*

Graham Paper Company  
S. Peters, Gravier & Fulton Streets,  
*New Orleans, La.*

Beekman Paper and Card  
Company, Inc.  
137-141 Varick Street  
*New York, N. Y.*

West Virginia Pulp & Paper  
Company  
200 Fifth Avenue, *New York, N. Y.*

Carpenter Paper Company  
9th & Harney Streets, *Omaha, Neb.*

Lindsay Bros., Inc.  
419 S. Front Street, *Philadelphia, Pa.*

The Chatfield & Woods  
Company  
2nd & Liberty Avenues,  
*Pittsburgh, Pa.*

The Arnold-Roberts Company  
86 Weybosset Street, *Providence, R. I.*

Richmond Paper Company,  
Inc.  
201 Governor Street, *Richmond, Va.*

The Union Paper & Twine  
Company  
25 Spencer Street, *Rochester, N. Y.*

Graham Paper Company  
1014 Spruce Street, *St. Louis, Mo.*

Graham Paper Company  
16 East 4th Street, *St. Paul, Minn.*

West Virginia Pulp & Paper  
Company  
503 Market Street, *San Francisco, Cal.*

R. P. Andrews Paper  
Company  
704 1st Street, S. E., *Washington, D. C.*

R. P. Andrews Paper  
Company  
*York, Pa.*

it to themselves, and when they think of my carrying it away with me the sale's made."

In Ohio, also during this past winter, a mud-bespattered man was met on the street of a county-seat.

He is a subscription book salesman, one of those who seem to make a profession of this business. He was led to state:

"Farm people in the winter are a gold mine. It takes a red-blooded man to brave the mud and the drifts, and I can't do better than eight calls a day. But what's that? Out of the eight, I made three sales today. That's almost a week's quota.

"And expenses? It's rotten slang to say it, but 'they just ain't any.' The farmers give me two bang-up feeds every day.

"Winter's the only time book-agenting is easy.

"All the rest of the year they slam the door at us, but in the winter the farms treat us human-like."

Concerns who project farm selling in the bad weather of winter must not expect that their men will be able to score many calls a day. The expense for a call will be high. The ratio of completed sales for a call will also be high, and, therefore, the final cost for a sale will be low.

Calls will be effective for the simple reason that the salesman will be welcome and will be accorded that *ne plus ultra* of selling: the undivided attention of the prospect.

The salesman will be cheered, once a day if not more often, by a parting word quite unlike the irritated bang of the door in his face.

It is likely to be: "I'm right smart glad ye come by."

## Publishers and False Advertising

[CONTINUED FROM PAGE 38]

have reached the conclusion that there is an effective and direct remedy. Proceed directly against the publishers. With them it becomes a serious business—they must appear and defend the action. They cannot disappear over night. By one action against a magazine we can more effectually throttle fifty fakers than we could possibly do by fifty separate cases against each of the principals. I am constrained to believe that if the Federal Trade Commission will wage war relentlessly against the disreputable magazines that publish these advertisements—wage it to the end—that we can do more to stop these practices, put more frauds and fakers and crooks out of business, than has ever been done by any plan or system in the history of this country.

In this fight I know that our greatest help will come from the honest and decent publishers in the country. No other influence will be so great and no other influence is so anxious to help.

most of this  
 "zone" talk is  
 ozone—  
 the Detroit Times  
 covers  
 nothing but *its*  
 share of  
 the million and  
 a half people  
 who inhabit  
 the Greater  
 Detroit area—  
 sorry, but we  
 can't do much for  
 you elsewhere.

## How to get results—

—for yourself  
in business—

—Over 1000 pages  
of business facts  
about yourself

**WHAT** is it that gets results in business? How is it that one man finds success, while his next-door neighbor, just as able, just as intelligent, runs along to mediocrity or failure? Why do we see men with exceptional ability forced to watch others far less able, pass them on the business ladder?

The answer, nine times out of ten, is **PERSONALITY**. The successful man gets himself believed in and accepted. The successful man thinks straight, writes effectively, speaks persuasively, knows how to get the support of others and makes the most of every ounce of ability he possesses, as every man should, as every man can.

The methods of hundreds of successful executives are given in these five volumes. Every one of them fits into your day's work. Every one of them can be put to profitable use. They show you how to get results in business.

### Library of Personal Efficiency in Business

5 volumes, 1158 pages, \$10.75,  
payable \$2.75 in ten days and  
\$2 a month for 4 months

These five practical volumes give you the methods used by successful executives in getting results for themselves in business. They represent actual business conditions—they cover situations exactly the same as you face in your daily work—and they show you clearly and definitely just how these situations can be handled for your own best interests.

They discuss everything the executive must do in taking care of the personal element in his job. They take up business thinking, speaking and writing. They discuss business relations with subordinates, associates and superiors. They cover the executive's handling of his personal self. All of it explained in the light of "getting results." All of it in absolute answer to the question "What makes a good executive?"

#### Examine it free

Send for your set for 10 days' free examination. Look it over for yourself. No obligation to purchase. Keep it, if you wish, and budget the small cost, or send it back postpaid, if you are not entirely satisfied.

Mail the  
Coupon



McGraw-Hill Free Examination Coupon

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

Send me the LIBRARY OF PERSONAL EFFICIENCY IN BUSINESS for 10 days' free examination.

I will send you \$2.75 in 10 days and \$2 monthly until the full price, \$10.75, is paid. If not satisfactory, I will return the set to you postpaid.

Name .....

Address .....

Position .....

Company .....

A P 10-6-26

# Attacking the Distribution Problem

[CONTINUED FROM PAGE 27]

A department store exists by its ability to attract trade. Facilities for selection are essential to this end. Complete stocks which provide opportunity for selection cannot be avoided. But complete stocks can be so scaled and balanced that unpopular styles, that are generally rejected, need be carried in very small quantities. They need not impose a prohibitive burden on profitable operation. Ninety per cent of the capital can be active. This principle is being recognized and adopted more and more widely. The lesson is being learned quickly, even if its application is faulty and defective. It cannot be operated generally until exact record keeping is established generally, and until records are interpreted more expertly. But there is no single line in which marked progress is not noticeable.

Return for a moment to the chain of stores that have scored so signal a success by these principles. It has been developed that practically 80 per cent of the volume of all sales derive from 20 per cent of the items sold. This applies in all lines, in all departments. And it applies as well to prices, to styles, to materials, to sizes and to colors. One would expect to find an exception, if anywhere, in the sale of women's suits. Let us take an actual record. In the week of Jan. 5 of this year in a leading department store 87 per cent of the suits sold were in four price classifications. Twelve price classifications are maintained. The following week these four classifications sold 81 per cent, but the third week the percentage dropped to 73 per cent. The drop resulted from the store policy to mark down quickly slow moving goods, so that exceptional bargains were offered at an unusual price, distorting the normal sales. Not only was this the experience in prices; it was the experience in styles, in materials, in sizes and in colors.

**T**HIS certainly shows that popular acceptance of an article results in rapid turnover. Failing such popular acceptance, goods stagnate on the shelves and discriminating buyers will not handle them. It shows more: If distribution methods insure profitable operation, the stores employing discrimination can offer attractions in values and prices that will develop increasing business. These stores will compel emulation of their methods. They will precipitate the elimination of heedless competitors. Successful manufacturers must be tied up with successful retailers. Neither can be successful unless they are tied up together. The two

gravitate toward each other. So manufacturers, to be successful, must discover the elements of success in their retailers if they are to maintain a permanent, dependable and growing business.

Alert manufacturers are looking for evidences of these elements of success and are directing their sales efforts to listing progressive retailers among the outlets for their goods.

**T**O this end, an alert manufacturer recently examined his distribution in a number of cities and charted his findings. In each city he found that over 96 per cent of his sales were made to half of his accounts and less than 4 per cent to the other half. The results varied only fractionally in different cities. The manufacturer sold direct to retailers. The results interested others. Investigations ensued. A distributor, handling 9 lines for 9 manufacturers, sold each of the nine lines in practically the same ratio—95 per cent to half of his accounts and 5 per cent to the other half. The differences between the lines were fractional. The composite of these lines changed the percentages somewhat, but of the composite sales, 89 per cent were to half of the accounts and 11 per cent to the other half. This record repeated itself with slight variations in a number of cities. Further investigation of jobbers' sales followed. Taking ten leading lines which sold in largest volume and charting the sales developed practically the same distribution for each of the lines. Of each line, half of the accounts bought 95 per cent of the volume and the other half bought the remaining 5 per cent. Aggregated, the percentages dropped, but still half of the accounts bought 80 per cent of the volume and the other half bought the remaining 20 per cent. It is perfectly obvious that the cost of selling, the cost of handling, delivery and other accessory expenses were excessive for the half which bought the insignificant part of the total volume of sales. Further, collection and credit expense was almost wholly confined to these smaller accounts. If expenses of selling, handling, delivery, credit, collection, and other charges, were allocated, all of these smaller accounts would show that they returned an actual loss. Profits earned in serving the larger outlets were in part dissipated by undue extension of distributive effort. What clear evidence of the value of concentrated, selective distribution could be evinced?

American business is committed to the principle of volume production. Only

## Shall Merchandising Cooperation Be Paid For Directly or Indirectly?

The bane of many a newspaper publisher's life is merchandising cooperation.

The ultimate effect is increasing the cost of advertising.

Certain cooperation is legitimate and very effective. Its correct use is one of the many exclusive advantages of newspaper advertising.

But cooperation should be paid for as a separate item by the advertisers thus served for the trite reason that you can't get something for nothing.

Usually competition and the attitude of agencies and advertisers makes a *direct* charge unprofitable.

And so, in due time, rates are revised upward to include an indirect charge for cooperation.

Advertisers and agents should decide whether it is to their advantage to pay directly or indirectly for merchandising cooperation.

### E. Katz Special Advertising Agency

Established 1888

#### Publishers' Representatives

Detroit  
Atlanta

New York  
Chicago

Kansas City  
San Francisco

# Have You Ordered Your Rates Advance

If You Buy Before Then

## 250,000 Circulation

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.

THOSE who contract for space before Nov. 1st, at present rates, receive a bonus of 250,000 circulation per issue, or 3,250,000 on a 13-time basis, absolutely free. Consider the saving in ordering your 1927 LIBERTY advertising NOW!

### 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 are 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

247 Park Ave.  
New York

**5c Liberty**  
*A Weekly for the Whole Family*

General Motors Bldg.  
Detroit

TWO YEARS OLD and ALREADY

1927 LIBERTY Advertising?

Nov. 1st, 1926

You Get a Bonus of

Absolutely FREE

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

705 Union Bank Bldg.  
Los Angeles



Tribune Square  
Chicago

SECOND In Advertising Lineage

# I B E L I E V E

In exploring an untried world *for those who dare*

In versatility of style and technique

In today's tendency towards new rhythms

In dramatizing simplicity



After working for a limited group:

Belding's              Brokaw Brothers              Park & Tilford

Dunhill's              Gunther's              Continental Tobacco Co.

and others here and abroad

I have opened a studio at 270 Madison Avenue

## ZERO

Caledonia 7315

DRAWINGS PICTORIAL CAMPAIGN KEYNOTES VISUALIZATION

by volume production can the fruits of labor be distributed and standards of living set up by American workmen be maintained. No less will be tolerated. American business is committed to the principle of multiplying the fruits of individual labor by harnessing it to mechanical appliances. So, American business is committed to the expansion of power and its more expert application, to the development of improved and more efficient machines. American business, seeking to reduce unit costs, has displayed astonishing ingenuity in accelerating the flow of goods in fabrication, and in straightening out the lines along which this flow moves. Congestion in the point which interrupts or retards flow is not tolerated for long. Indirection does not continue for long. Materials required at progressive points in production are distributed and so synchronized that they arrive at the point where they are required at the time and in the quantity needed. Failure of requisite materials at a point in the line of manufacture would not be tolerated long. There are still glaring deficiencies in manufacturing methods and wastes are rampant, but the principle is so ingrained that no manufacturer fails to recognize it even when he employs it imperfectly.

## Cargoes of the Air

[CONTINUED FROM PAGE 24]

of 671 by air-freight"; a shipping case rushed out to the air port by motor truck; a thousand miles covered overnight, and the goods on display the next day; all this will soon be possible between many points. Rival department stores should find it harder than ever to steal marches on each other. Jobbers who doubted the pulling power of an advertising program will be enabled to repair their fences overnight.

Even personal services may compete at greater distances because of the air-carrier. Witness the compositor who advertises—

Every day or so a job drops out of the clouds in to our shop. The air mail has made our kind of typography quickly available to both seaboard.

The relationship between the mail and the telegraph is startlingly paralleled by the relationship between railroad freight and air-freight. The day may come when more and more of what might be termed "staple freight" will go by plane from its source to its destination, but for the immediate future air-freight will be "telegraph freight."

Just as there are thousands of occasions every day in the business and industrial world where the assurance of earlier delivery demands a telegram in place of the letter which would arrive a few hours or a day later, so there are hundreds of situations in which air-freight will be the only logical and justifiable solution. Fortunate will be the institutions which will have it locally at their call. In the course of a single year it will give them many a

# CIRCULATION

## Abundant and Economical

Just as the pooling of great sources of power means cheap and abundant electricity for all America, so the pooling of sixteen national magazines means cheap and abundant circulation for the alert advertiser.

These magazines comprise the ALL-FICTION FIELD. They go into thousands and thousands of American homes where there is love for the good things of life, where there is interest in all that has to do with making living more colorful.

The national advertisers who take advantage of the economies made possible by the pooling of these magazines into one group, are everywhere finding new and remarkably responsive markets.

Why not join their number today?

2,780,000

*Members Audit Bureau of Circulations*

# All-Fiction Field

*Magazines of Clean Fiction*

# Arthur Henry Co., Inc.

*Designers and Producers of Distinctive  
Direct Advertising*

1482 Broadway, New York

Telephone BRYANT 8078



Leaflets

Folders

Broadsides

Booklets

House Organs

Catalogues

Copy Writing

Illustrating

Engraving

Printing



Write for Booklet—"Direct Results"



competitive advantage over concerns less happily favored.

At a time when "Service" is a creed and a shibboleth, air-freight will open wide many an opportunity for surprising performances.

So much for the effects of air-freight upon manufacturing and merchandising.

The brief hints tabulated above could be expanded and ramified almost indefinitely.

Two other great branches of business activity will also be directly affected.

One is finance.

To move funds, collateral and documents at the speed made possible by the airplane means notable reductions in idle time and unproductive interest, and notable increases in the speed with which negotiations can be carried to completion.

The other is the Fourth Estate.

IT seems wholly probable to me that one of the first large scale, consistent purchasers of air-freight space will be the publishers; that is to say, those publishers whose reader-interest is directly proportional to the timeliness of the news they print.

A metropolitan newspaper distributed by radiating air-routes is a development around which an active imagination can weave a remarkable picture.

A business paper lifted from the bindery and carried to its subscribers at a speed of upwards of one hundred miles an hour means a dissemination of spot news throughout an industry at a speed which should give its subscriptions a premium value over any rail-carried contemporary.

The *Daily Chronicle* of London, one of the great British dailies of more than metropolitan distribution, has used the aeroplane in many ways. During the railway workers' strike of September, 1919, planes carried the daily editions into the provinces and to the Channel Isles.

The dreams of today become the facts of tomorrow and the habits of the day after. Don't underrate the influence of air-freight.

## Jenkins Stricken on Links

Walter R. Jenkins, forty-five years of age, vice-president of the Metropolitan Advertisers' Golf Association, died suddenly of apoplexy on Sept. 30 on the links of the Westchester Biltmore Country Club while driving from the ninth tee during the association's tournament.

Mr. Jenkins had been New York manager for *Comfort Magazine* for many years and was exceptionally popular and prominent in the Golf Association, the New York Advertising Club and numerous other organizations with which he was associated. His death came as a sudden and severe blow to his many friends. That evening he was to have been elected to the presidency of the Golf Association at the annual tournament dinner. The evening entertainment was called off as a result of the tragedy.

# Cumulative Effect



# Outdoor Advertising

SINCE its organization in 1916 the National Outdoor Advertising Bureau has amply proved the value of its service to advertisers and to advertising agencies. By enabling advertisers to place their outdoor advertising through the agency which handles their advertising in all other media, it has made possible more effective coordination of all advertising activities.

Any advertising agency having membership in the National Outdoor Advertising Bureau will gladly give you complete information regarding Outdoor Advertising.

# National Outdoor Advertising Bureau

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

1 Park Avenue, New York

General Motors Building, Detroit

14 East Jackson Boulevard, Chicago



# THE OPEN FORUM

WHEREIN INDIVIDUAL VIEWS  
ARE FRANKLY EXPRESSED



## The Utilitarian Christmas Gift

PERHAPS, when a male expounds his theories pertaining to merchandise for the use of women, and expounds those theories in a publication read principally by other males, who perhaps know as little about the actual facts, then a manufacturer of the merchandise in question need not feel concerned about it, but there is always a certain unholy delight, you know, in puncturing the theory bubble of such writers.

We refer particularly to the article, "Christmasitis," by Steven Gilpatrick, in the issue of September 8. In it he referred to the presentment of the carpet sweeper as a Christmas gift. We think if Mr. Gilpatrick had written us before he appeared in print, he would have picked out some other example at which to direct his jibes.

We would be inclined to agree with him that perhaps a garbage pail, no matter how ornate, is a little far-fetched as a Christmas gift, but Mr. Gilpatrick would apparently condemn as suitable subjects for gift advertising anything utilitarian. He evidently has fallen out of step with the times, and has overlooked the great movement of recent years to give things that are useful rather than some tawdry article that might be raved over today and forgotten tomorrow. He has forgotten how universally that idea of useful gifts has been accepted and adopted by the great purchasing public.

Who is to draw the line? Where is it to be drawn between gifts that are useful or appropriate as Christmas gifts and those that are not? Is an easy chair to be commended because it represents a greater expenditure of money? It would appear that any article that saves work and gives comfort to the great majority of American women who have to do their own housework would be highly desirable. There is no telling how many millions of useful work-saving devices have been given as Christmas gifts and thankfully received in homes that, perhaps, would feel that they could hardly afford them in addition to other Christmas giving.

The sweeper probably does not have more merit as an appropriate Christmas gift than some other utilitarian objects, but it may, on the other hand, possess attributes that some other utilities do not. For instance, with some models, having cases of beautiful veneers and highly nickeled metal

parts, there is an element of beauty as well as utility such as might go with a piece of furniture. At any rate, from the earliest days the sweeper has had a wide sale for Christmas gift purposes.

There is plenty to be said in contradiction to Mr. Gilpatrick's notion, but doesn't it all sum up in the thought that any gift which represents real thoughtfulness on the part of the giver—something that is wanted by the recipient or that can be used to the recipient's comfort or pleasure—makes an appropriate gift?

J. W. SCOTT,  
The Bissell Carpet Sweeper Co.,  
Grand Rapids, Mich.

## Tactless Tactics

RECENTLY, a representative from a newly formed Boston advertising agency called upon us and outlined an advertising proposition which was obviously very much out of line with our particular industrial marketing problem.

The writer interviewed the representative and told him frankly that his proposal was not germane to our efforts, and explained the reasons.

The representative then sent three personally addressed letters to the president of our company, and also a wire, practically demanding an interview.

This correspondence was turned over to the advertising department.

What do your readers think of such tactics by an advertising agency, especially in view of the fact that we had also written the agency explaining that outside advertising services were giving satisfaction to us.

WILLIAM E. KERRISH,  
Boston Gear Works Sales Company,  
Norfolk Downs (Quincy), Mass.

## More on "Breaking In"

GRATUITOUS advice from old-timer advertising men riles us, but that, as the anonymous brother implies in your Sept. 22 issue, is the least of our worries. What is far more pointed and hits us nearer home is the apparently impassable wall which has been reared to keep interlopers beyond the sacred confines of the alleged "profession." I am not prepared to say offhand whether this wall is of indifference or jealousy, but of late I have been inclined toward the latter theory. Mediocrity has a horror of competition, particularly the competition of youth. Many of those who rose to prominence when advertis-

ing was not vastly different from the "Old Army Game" see themselves slipping as ethics rise and new brains come in.

However that may be, we are received in the offices of the mighty without enthusiasm—if at all—and told with varying degrees of discourteousness to "go out and get some experience." This discourteousness, I have found, varies in direct ratio with the individual's need of impressing you with his own importance. Without regard to erudition, intelligence, adaptability or rhetorical prowess, we are sent on our way. A few of us stick to our guns and finally land jobs in organizations which value a man solely for the meanness of the salary he is willing to accept to do a certain amount of work, regardless of quality. Then, when we have stuck to this long enough to forget our ideals, ideas and aggressiveness, and to become thoroughly steeped in mediocrity, we may apply again to the agency with a fair chance of getting a job. By that time our intellects have been quite emasculated; we are safe for the sacred "profession" of advertising.

FREDERICK DELOS ALEXANDER,  
New York City.

## Advertising Is Literature

THERE are people who will tell you that the writing of advertising does not offer an opportunity for literary development. Bosh! They may think so, but what they really mean is that in writing advertising you can't fill a page with all the literary absurdities that were considered so beautiful in the last century. You can't use a hundred words to describe a flashing sunset with every color of the rainbow shot through the shimmering clouds. You must tell it in one sentence.

But literary development! The man who doesn't develop along a literary line can't write advertising. To write advertising develops the very essence of literary ability. You have to learn to extract the last atom of meaning from every word. Every sentence must fairly quiver with life, and thought. If you ever have to make words work, it is in writing advertising. Nowhere else is the word-picture so highly perfected. Not only must advertising make an impression—it must convince.

Literary development? If you can't attain it in advertising, it isn't in you!

F. R. ACKLEY,  
W. H. Davis, Advertising,  
Asheville, N. C.

# GOTHAM

*Incomparable*

For work that bears the unmistakable evidences of long and intelligently assimilated experience—for service that is marked by a promptness and an efficiency that are never possible without an extensive and thorough knowledge of the craft—we place at your disposal the facilities of the newest photo-engraving establishment in New York.

Notable among these facilities is a night service which not only assures you that your work will be done in the shortest possible time, but also relieves you from the pressure of unforeseen eleventh hour obligations which—but for this service—you might not be able to meet. Gotham is always ready for your assignment, at any hour of the twenty-four. Your work will be finished quickly, and delivered promptly, by a service that is absolutely reliable.

The mark of the master engraver is apparent in every piece of work bearing the name "Gotham." This name—stamped on every plate, block and proof—you will come to recognize as the hall-mark of the highest quality of engraving craftsmanship.

If you are not completely satisfied with the character of your present engraving, let Gotham give you a new conception of what engravings can be.

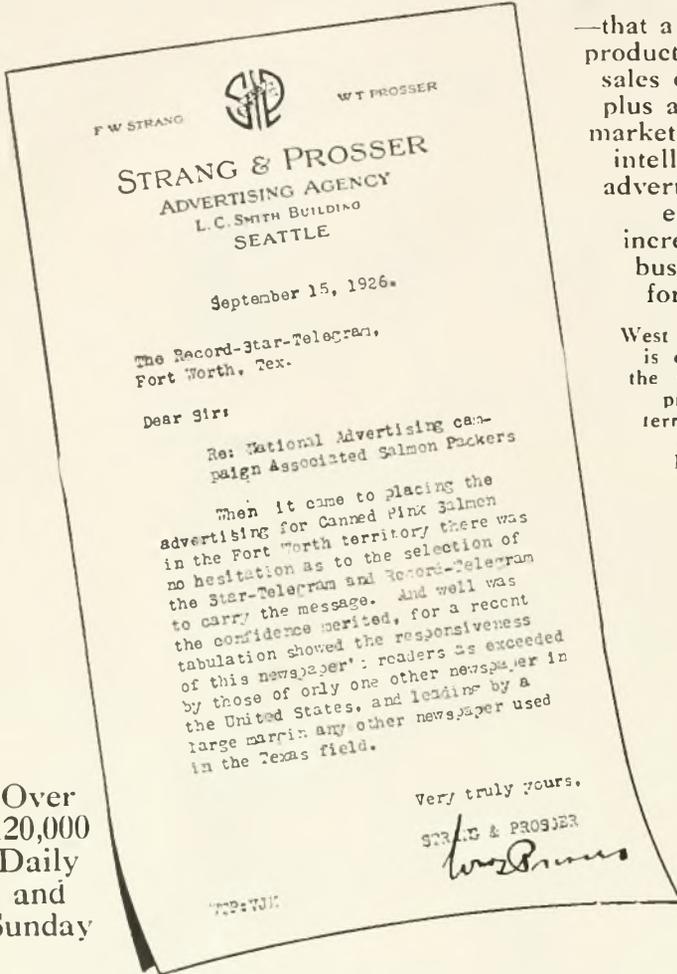
**The GOTHAM PHOTO-ENGRAVING CO., Inc.**

229 West 28th Street

New York City

Telephone: Longacre 3595

# PROOF—AGAIN!



Over  
120,000  
Daily  
and  
Sunday

**FORT WORTH STAR-TELEGRAM**  
(EVENING)

**Fort Worth Record-Telegram**  
(MORNING)

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

AMON C. CARTER  
Pres. and Publisher

Charter Member  
Audit Bureau of Circulation

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

*If* it's the answer to  
"what dealers want"  
it's an  
**EINSON-FREEMAN  
WINDOW DISPLAY**

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



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

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

## Warehoused Goods Shielded Against Creditors

[CONTINUED FROM PAGE 36]

description of them in the receipt; (d) anything at all beyond his right to deliver and the authenticity of the receipt. The endorser, in this manner, conveys ownership of the goods but does not guarantee title or become guarantor for another's performance.

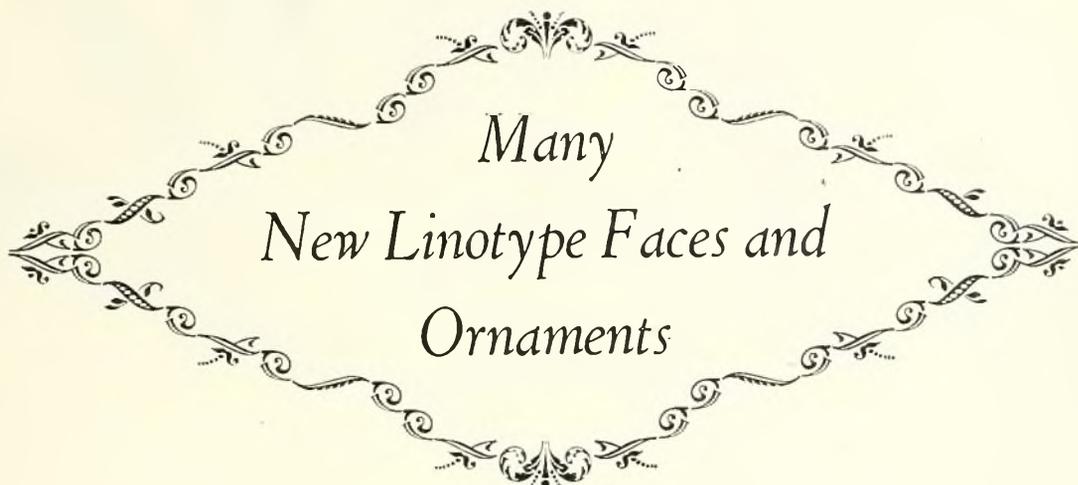
Attorneys and professional warehousemen find other items in the law of interest to themselves, and yet for the manufacturer who stores in warehouses little heed is required for anything beyond the two principles of (1) the warehouseman's duty to the owner, and (2) the differences between negotiable and non-negotiable forms of receipt.

**I**N two States (Georgia and South Carolina) legal attachment is not forbidden against warehoused goods where they stand in the name of an owner who becomes financially involved. To a limited extent the same condition is true in New Hampshire. If the warehouse receipt is used for bank collateral in these three States, the bank is safe only when the receipt runs to itself, but having the receipt thus in its name, it renders the goods proof against attachment for the borrower's debts.

With the remaining forty-five States, goods may not be attached, and no lien can be lodged against them other than (1) such as existed when they entered the warehouse, and (2) the warehouseman's lien for charges. As for the first named, the receipt carries on its face a statement of the facts; as for the second, his own charges, the law requires these charges to be spread forth on the receipt. While in possession of the warehouseman, goods "cannot be attached by garnishment or otherwise or be levied upon under an execution."

The most that can happen is for a court order to stop delivery, in which case the goods must remain with the warehouseman until the conflicting rights have been adjudicated.

It is for this reason that a stock of goods in a public warehouse has greater value as collateral than the same lot of goods merged with the borrower's inventory. In the warehouse, the lot is segregated from other property; and, under the bailee conception, no creditor of the owner can slip in ahead of the bank's lien for its loan. Should the borrower fail, the bank is not a general creditor obliged to await liquidation through bankruptcy; it holds, instead, a distinct lot of merchantable goods as security for its loan, over which the bankruptcy court has no claim until the bank's loan is paid. Whatever remains from sale of the warehoused merchandise becomes part of the general assets of the borrower, and, as such, is thereafter delivered to the trustee in bankruptcy.



*Many  
New Linotype Faces and  
Ornaments*

LINOTYPE CLOISTER SHOWN IN THIS ANNOUNCEMENT IS ONE OF THE MANY SERIES, SUITABLE FOR DISTINGUISHED ADVERTISING & FINE COMMERCIAL PRINTING, THAT ARE NOW AVAILABLE ON THE LINOTYPE

**I**N ADDITION to the Cloister family, which includes Cloister, Cloister Wide and Cloister Bold, there might be mentioned the spirited and colorful rendering of the Garamond face, just completed; the Linotype Caslon Old Face, considered by many authorities the finest modern cutting of the Caslon design and the face that appears more than any other in the Institute of Graphic Arts' Fifty Book Show; Narciss; Bodoni, Bodoni Book and Bodoni Bold; Benedictine and Benedictine Book;

Elzevir, Scotch Roman and a number of other useful and attractive families. ¶ The Linotype Typography program which has already given to Linotype users such a wealth of material is constantly seeking out for reproduction the best both in the classic types and in modern design. Two of the many additional faces now proceeding in manufacture are Garamond Bold and the Benedictine Bold. T. M. Cleland is designing ornaments for these new series, some of the units being shown in use in this announcement

MERGENTHALER  
LINOTYPE COMPANY

*Department of Linotype Typography*  
461 EIGHTH AVENUE  
NEW YORK

1

TYPOGRAPHY

*This advertisement is composed entirely on the LINOTYPE in the Cloister Family*

# 100,000 AUTOMOTIVE TRADE

National  
Automobile Show Issues  
of AUTOMOBILE TRADE JOURNAL  
and MOTOR AGE

Coverage of the greatest automotive trade audience ever reached by a business paper or a general magazine.

Editorially these two super issues will render a tremendous service to trade and industry. Each will be an automobile show in itself.

Every dealer, service station owner and garageman in the United States will welcome his copy. He will read it and keep it as a reference guide during the months that follow.

A relatively small percentage of the automotive tradesmen throughout the country will attend the New York and Chicago Automobile Shows.

But whether they attend or not, the two great Automobile Show issues of *Automobile Trade Journal* and *Motor Age* will be of high

Chilton Class Journal

# Circulation

value in giving to all dealers, their sales and service executives, a true picture, not only of the National Shows themselves, but of the entire automotive industry, and the trends within the industry, which will guide them during the year that is just around the corner.

Present paid circulations of AUTOMOBILE TRADE JOURNAL and MOTOR AGE, combined, total 69,630 copies to the trade and industry. The 30,370 copies difference between 69,630 regular circulation and the

## Guaranteed 100,000 Copies Trade Coverage

of the forthcoming two National Show issues will be made up of practically all the trade firms not now appearing as subscribers, who will receive their copies under stamps postage: *There will be no increase in rates to contract advertisers.*

We desire to particularly stress the importance of this 100% trade audience as compared to a mixed consumer and trade audience. In our case the advertiser is assured that his message will reach and cover practically THE ENTIRE TRADE—not a major portion of circulation going to consumers, and a relatively small percentage to the trade. We guarantee coverage of

- the TRADE
- the whole TRADE
- and nothing but the TRADE

*Automobile Trade Journal*, National Shows issue Jan. 1, 1927.  
Last forms close Dec. 20, 1926.

*Motor Age*, National Shows issue, Jan. 6, 1927. Last forms close  
Dec. 31, 1926.

*30.37% increase in circulation. No increase in advertising rates.*

Early receipt of advertising copy will advance mutual interests.

AUTOMOBILE TRADE JOURNAL  
Chestnut and 56th Streets  
Philadelphia

MOTOR AGE  
55 South Wabash Avenue  
Chicago

# Company Publications

## Knowing

THE present writer was one of the "small" but select group that saw Mr. Dempsey and Mr. Tunney exchange fisticuffs at Philadelphia for the so-called heavy weight crown.

As I look back on that transaction from a perspective of about seven days, the lesson to be derived seems to be that success is entirely a matter of knowing how.

Mr. Tunney knew that Mr. Dempsey packed a murderous hook and that the sure way to win was to stay away from it while, at the same time, smacking Mr. Dempsey freely and frequently about the face and head.

Pursuing this plan almost without deviation for the entire ten rounds provided for in the articles of agreement, resulted in Mr. Tunney being awarded the title of heavy-weight champion with unanimous approval.

In every line of human endeavor knowing-how also results in success.

Knowledge, to some extent, comes from organized instruction. But, the most valuable form of knowledge comes from actual experience. Thus, it is justifiably said, "Experience is the best teacher."

The publishing of a successful periodical involves a lot of knowledge. There must, first, be knowledge of the field: its extent, its requirements. Then, there must be knowledge of the way in which goods are bought and sold in that field. There must be knowledge as to how to get the ads read by the right men.

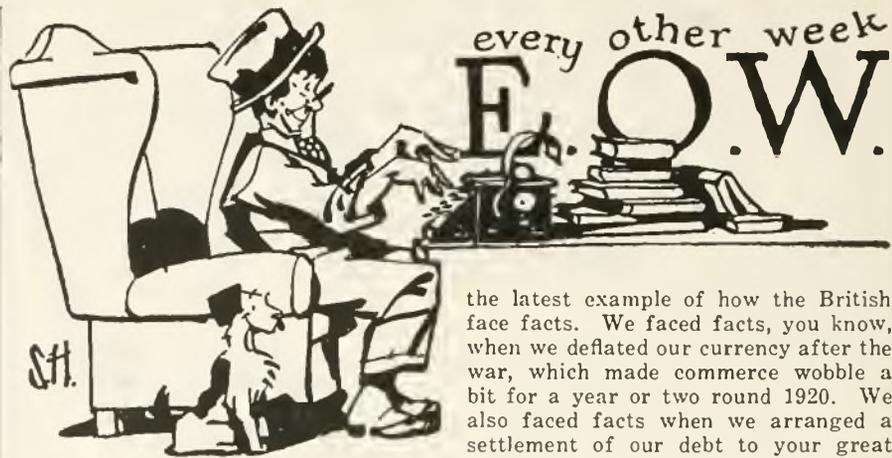
Like Mr. Tunney, a magazine possessed of an adequate amount of knowing-how is sure to win.

It wins for its customers as well as for itself.

*A. R. Maujer.*

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

In its seventh and most successful year, INDUSTRIAL POWER has not yet found it necessary or advantageous to change a single important policy adopted at its founding. It other words, we have been successful because we "know our groceries."



### Information Wanted

At one of the vegetable booths inside Washington Market, on a recent Saturday afternoon, Golden Bantam corn was priced at 25 cents for six ears. At a stand, just outside the market, the price was 25 cents for eight ears. Twenty feet further, they were offering ten ears for a quarter. As far as I could see, there was no difference in quality, but there was a "spread" of 66% per cent in price.

Will some man who knows more about such things than I, tell me the reason?

### Europe

I wish it were possible to buy a book of not more than 300 pages which would give one a complete and correct picture of present-day Europe.

One reads, one day, that Europe's day is done; that she is in the shadows, sunk in the deepest depths of poverty and that nothing but a miracle will save her.

Next day, perhaps, some homecoming American tells the ship's reporters that Europe has "turned the corner"—that Germany is in better shape than ever before; that France, in spite of the fact that the franc is at less than a sixth its pre-war value, is prospering; that Spain and Italy are busy and that in the Scandinavian countries—and Holland, too—the "outlook is good."

Surely, among the hundreds of men who have gone to Europe to "study conditions," is one whose conclusions are worth reading. If you know him, for goodness sake let me have his name.

### A Letter from London

My good friend Roy Clark of the *Advertisers' Weekly* (London) takes exception to some of the statements regarding conditions in Britain which have appeared in this column.

He says: "Things look pretty good here, despite the fact that the coal strike is not settled at the moment of writing. There is a good deal more confidence everywhere and I think people will be much more inclined to launch out with the more settled industrial prospect before them."

Also: "The general strike was just

the latest example of how the British face facts. We faced facts, you know, when we deflated our currency after the war, which made commerce wobble a bit for a year or two round 1920. We also faced facts when we arranged a settlement of our debt to your great country. The Bolshevik bogey which has had its try, with a perfectly open field, has now spent itself against the stupid, muddleheaded, old-fashioned British public. It brought out a large number of slightly bewildered and often unwilling people, who had to face the cruel ostracism of working-class neighbours in times to come if they dared to blackleg; it demonstrated that there is no monopoly of skill in manual labour.

"The Moscow madness, nearer to us than you by fifteen hundred miles, and twice that distance from the heart of things American, will not worry us again, nor some other European countries which have felt its onset.

"We have no bitterness between ourselves. To tell you the truth, we rather respect each other for the new fashion we have set in 'revolutions.' But building houses takes time, making new machinery costs money, and we have a lot of leeway to make up."

True, every word of it. Yet, the lamentable fact remains that, last month, 2,750,000 men and women of employable age were out of work in the British Isles.

### Her Guests Are Her Advertising Agents

I had a long talk, the other evening, with the woman who manages the hotel in the Catskills where I spent the greater part of the month of August.

She told me what the hotel's profits average. The showing is remarkable—all the more so when one remembers that the average summer resort hotel does not make much money these days. But the statement of hers which interested me most was this: "I am not half so much worried about the guests now under my roof as about former guests who have not returned."

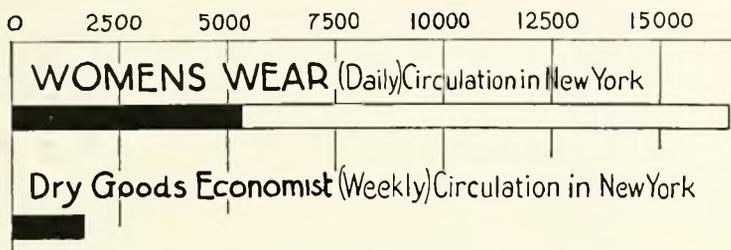
### A Great Railroad in Action

From the upper deck of a Hudson River Day boat, I had an unrivalled opportunity, a few days ago, of watching a great railroad in action. It was wonderful. Every few minutes, for the better part of a day, I would see a streak of black shooting along the river bank. Passenger trains, freights, "light" engines moved north and south with the regularity of planets in their orbits.

JAMOC.

# Women's Wear

## Dominates the New York Market



Black section of the bar indicates retail circulation; white, non-retail

**W**OMEN'S WEAR retail circulation in the State of New York outnumbers that of the Dry Goods Economist by more than three to one—5,333 to 1,636—although the Dry Goods Economist's entire New York circulation is considered as retail, whereas part of it is non-retail.

The supremacy of WOMEN'S WEAR service in every branch of the women's apparel, accessories, fabrics and related industries—retail, wholesale and manufacturing—is not questioned by any informed and impartial person.

(This is the third advertisement of a series. The first showed the dominance of WOMEN'S WEAR in national circulation, the second its dominance in national retail circulation. The fourth will take up Women's Wear circulation methods.)

# Fairchild Publications

8 East 13th Street

New York

18 branch offices in the United States and abroad

# first! in OHIO

## 14,882,648 Lines

Dispatch advertising record for the first eight months of 1926, exceeding other Columbus newspapers combined by 1,944,151 lines.

For the first six months, Dispatch exceeded second largest Ohio newspaper by 2,047,726.

NET PAID CIRCULATION	
CITY .....	55,812
SUBURBAN .....	26,973
COUNTRY .....	23,666

Total Daily Circulation .....

106,451

Largest Circulation Between Cleveland and Cincinnati

**Columbus Dispatch**  
OHIO'S GREATEST HOME DAILY

## The STANDARD ADVERTISING REGISTER

### Gives You This Service :

1. The Standard Advertising Register listing 7,500 national advertisers.
2. The Monthly Supplements which keep it up to date.
3. The Agency Lists. Names of 1500 advertising agencies, their personnel and accounts of 600 leading agencies.
4. The Geographical Index. National advertisers arranged by cities and states.
5. Special Bulletins. Latest campaign news, etc.
6. Service Bureau. Other information by mail and telegraph.

Write or Phone

National Register Publishing Co., Inc.  
R. W. Ferrel, Mgr.  
15 Moore St. New York City  
Tel. Bowling Green 7866

# The Banker as a Retailer

[CONTINUED FROM PAGE 21]

going to seed. It had a wonderful name and a reputation for carrying high quality merchandise, but fewer and fewer people entered it to buy. Finally, it was sold to a group of men who realized that a Fifth Avenue corner is merely an opportunity, not a guarantee. These men took over the business and proceeded to thaw it out. They put a new front on the building so that they could display their wares more advantageously; they looked over the stock and, seeing that much of it was "frozen," sold it off at the best price possible, to make room for new stock, up to the minute in style and priced to interest people; they studied the advertising and found that it, too, was frozen, so they humanized it. Today that store is coming back. It is squeezing onto the Fifth Avenue in the minds of thousands of New York shoppers who have been passing it for years without seeing it. They are stepping in and buying.

TAKE another case, one that proves that a store may be ever so isolated and yet be on the public's Main Street. Out on the Island of Martha's Vineyard there are many antique shops, and most of them are located on the main roads, or in the heart of the shopping centers of the little villages. Yet one of the best known ones is so remote that it takes almost an afternoon to visit it. It is a shop offering only Spanish antiques. To get to it one must drive to Edgartown and there take a little ferry to a barren point of land known as Chappaquitic. Landing there, one must follow a rough and winding foot-path up a hill and through a half-mile of weeds and brambles. The shop itself is an old boat house, absolutely isolated.

Yet this summer my wife and I made that trip twice (and we neither of us have a Spanish complex) and bought thirty or forty dollars' worth of small things, whereas we stopped casually at two or three main road antique shops and bought only six or eight dollars' worth of their wares, all told. The Spanish place had succeeded in getting itself onto our mental Main Street in spite of its isolation.

How?

By having wonderfully attractive things to sell, in the first place; by displaying them with rare taste; by pricing them reasonably; and then by sending away everybody who ever did visit the place with such a warm, friendly attitude that they bubbled over with enthusiasm about it to their friends and told them they "simply must visit Miss Dillon's over at Chappaquitic."

To resume, thawing out the frozen "service" of a bank and separating it into practicable, usable pieces, is the

first step in bank retailing. Displaying these pieces is the second step. People do not "buy" more from banks because they don't know how; they can't see the items the bank has for sale—in fact, don't even understand their names, in many cases, and, like the girl who had ordered chicken salad three times, they are afraid to expose their ignorance.

All this is entirely the fault of the bankers. First, they have put up barred windows to hide their stocks, and then they have wrapped their merchandise in secrecy—the secrecy of terminology that means nothing to the average citizen until it has been explained—and hidden it in cages and in vice-presidents' desks!

I hope the day will come when banks will have counters instead of cages, where people may shop easily and talk face to face with the banks' salesmen. I recall with pleasure walking into Barclays Bank in London and finding counters across which I could do business with the tellers in the most natural and intimate way. And I understand that a few banks in our own country have done away with cages, either wholly or in certain departments. One southern bank which installed counters in its savings department, reports that deposits shot up immediately.

I realize, of course, the danger of abandoning the physical protection of cages, but I believe this could be overcome—and profitably—by having cages behind the men at the counter, to which they would pass the money, just as a department store clerk passes bundles up to the wrapping desk, and is free to talk to the customer and make further sales.

And this brings us to the third step in bank retailing: the making of sales. Some bankers shy at the idea of salesmanship. They think it means high-pressure urging. It does not. There should be no pressure to bank selling, nor need there be.

AS retailers, bankers must learn an important truth: that selling is just a form of teaching.

Manufacturers send out demonstrators to demonstrate their vacuum cleaners to housewives, to demonstrate in grocery stores the ease with which their instant coffee or their jelly powder can be used, to demonstrate in drug stores, at conventions, expositions, etc. These demonstrators are really teachers: they sell by showing.

Real estate agents, likewise, sell by teaching: teaching people how to buy real estate, how to raise the money, how to go about it to have a title searched, and the various other steps of acquiring real estate.

Specialty salesmen sell by teaching people to use their specialties so that

# The positive side of the negative appeal

THE advertiser was reading several advertisements of a forthcoming campaign.

Nods and smiles greeted the first few pieces of copy. But advertisement number four elicited only a frown. "In this one," he commented, "I see that you have started with a negative appeal. Don't you think that all advertising is stronger when approached from the positive angle?"

\* \* \*

There are three possible bases on which an advertisement of a product can be built. The advertising appeals that you can use for any article fall into one of these three classifications.

The advertisement can be based on:

- a. the qualities of the article
- b. the results of using the article
- c. the results of lacking the article.

The last is negative, someone comments, and hence fairly sure to be weak. Yet there are

some situations in which the negative side cuts far deeper than the positive.

One of the best-pulling advertisements on a book of etiquette pictured the utter inability of the heroine to order with assurance any dish other than chicken salad. The negative side of composure when dining out, you will note.

Pelmanism and the Alexander Hamilton Institute find their recruits largely among the non-successful.

The advertising of Hammermill Bond often pictures the confusion in the business office that does not rely upon the printed form. The best known automobile tire gauge—Schraeder—frequently dramatizes the wasting wear and tear that follows improper inflation.

Tire chains, fire insurance, and halitosis cures are all advertised with negative appeals.

The negative appeal, like the good old "optical center," is something to keep in mind, but not to follow to slavery. You doubt it? Then try to rephrase the seventh commandment positively.

GEORGE BATTEN COMPANY, INC.

*Advertising*



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

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

### Gas Age-Record

9 East 38th Street  
New York

A. B. C.

A. B. P.

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

they learn what they would mean to them. They *teach* prospects into *wanting* what they have to sell.

Starting with this teaching conception, the whole problem of bank retailing becomes simple. Teach people how to use a bank, and you sell them your service without effort. Make them understand and there will be no occasion for urging.

**I** LIKE the picture Allen Upward creates in his book, "The New Word." He explains that to "understand" is to "stand under," and he describes how a father teaches his son to shoot a bow and arrow. Standing over the boy, he reaches down and shows him how to fasten the arrow against the string, pull the string back, and let go: how to shoot. *Standing under* his father, the lad *understands*.

The same sort of teaching is necessary if a bank is to succeed in any big way as a retail establishment, but it must teach very simply if the masses are to grasp the lessons.

Everybody in the banking world gasped when the Corn Exchange Bank in New York came out with its simplified statement, a statement that presented the various items in the bank's condition in terms that even a school-boy could comprehend. The bankers gasped; but the public understood. One great mystery had been solved!

Yet, in spite of that lesson, the bankers of America have not as a class awakened to a full consciousness of the fact that even among their regular customers—merchants, manufacturers, professional men that go in and out of their banks every day—there are scores who don't know how to use the bank because they don't know what a trust department means or does; they don't know how to borrow money and use it advantageously in their business; they don't know what a certificate of deposit is, or the why of it; they don't know—well, the list is too long. They just don't know much about what the bank as a retail establishment has to offer them with the exception of the few items that actual personal or business necessity has forced them to inquire about, or what they have bumped into, perhaps none too pleasantly.

It is the banker's fault that the public does not understand his wares. And in this public ignorance and diffidence lies the banker's great opportunity—an opportunity for the individual bank and for the banking industry—to sell by teaching.

Some of the teaching can be done through bank advertising; some through talks before high-school and college classes, clubs, societies, etc. But the retail merchant in other lines has learned that neither advertising nor mass education will do it all: it takes face-to-face salesmanship actually to roll up sales. The banker must realize this. He must teach the men and women who frequent the bank the meaning of the strange signs they see around them. And he must make his merchandise understandable to them—



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

# Have You a Ball Bearing Account?

Markets		USERS OF BALL OR ROLLER BEARING EQUIPPED MACHINERY															
Ball and Roller Bearings		Mines & Quarries					Public Utilities			Power Eng'g. Plant Const.			Process Industries			Manufacturing	
Inherent Manufacturers of Machinery		Coal	Quarries	Dist. Light and Power Co.	Steam By	Marine	Auto Transp.	Power Plant Const.	Food	Pulp and Paper	Chem. Process	Textile	Lumber and Indus.	Printing and Publishing	Iron and Steel		
Divis. for use in their product		Coal	Quarries	Dist. Light and Power Co.	Steam By	Marine	Auto Transp.	Power Plant Const.	Food	Pulp and Paper	Chem. Process	Textile	Lumber and Indus.	Printing and Publishing	Iron and Steel		
Scope		Coal	Quarries	Dist. Light and Power Co.	Steam By	Marine	Auto Transp.	Power Plant Const.	Food	Pulp and Paper	Chem. Process	Textile	Lumber and Indus.	Printing and Publishing	Iron and Steel		
Buyers		Coal	Quarries	Dist. Light and Power Co.	Steam By	Marine	Auto Transp.	Power Plant Const.	Food	Pulp and Paper	Chem. Process	Textile	Lumber and Indus.	Printing and Publishing	Iron and Steel		
Industry		Coal	Quarries	Dist. Light and Power Co.	Steam By	Marine	Auto Transp.	Power Plant Const.	Food	Pulp and Paper	Chem. Process	Textile	Lumber and Indus.	Printing and Publishing	Iron and Steel		
Mines & Quarries		Coal	Quarries	Dist. Light and Power Co.	Steam By	Marine	Auto Transp.	Power Plant Const.	Food	Pulp and Paper	Chem. Process	Textile	Lumber and Indus.	Printing and Publishing	Iron and Steel		
Public Utilities		Dist. Light and Power Co.	Steam By	Marine	Auto Transp.	Power Plant Const.	Food	Pulp and Paper	Chem. Process	Textile	Lumber and Indus.	Printing and Publishing	Iron and Steel				
Power Eng'g. Plant Const.		Dist. Light and Power Co.	Steam By	Marine	Auto Transp.	Power Plant Const.	Food	Pulp and Paper	Chem. Process	Textile	Lumber and Indus.	Printing and Publishing	Iron and Steel				
Process Industries		Dist. Light and Power Co.	Steam By	Marine	Auto Transp.	Power Plant Const.	Food	Pulp and Paper	Chem. Process	Textile	Lumber and Indus.	Printing and Publishing	Iron and Steel				
Manufacturing		Dist. Light and Power Co.	Steam By	Marine	Auto Transp.	Power Plant Const.	Food	Pulp and Paper	Chem. Process	Textile	Lumber and Indus.	Printing and Publishing	Iron and Steel				

## for Motors

BECAUSE SO MANY ARE IN USE THROUGHOUT THE POWER FIELD, MOTORS PRESENT THE FIRST CREDIT OPPORTUNITY FOR BILL DRAPE APPLICATION.



These pictures illustrate just a few examples of the thousands of places where ball bearings are, or may be applied in power machinery.

POWER is eager to help all manufacturers who sell to the power field to widen their markets.

Our illustrated report on Ball and Roller Bearings typifies the real work of this sort we are doing. The general analysis of the market, prepared by the Counselors Staff of the McGraw-Hill Company, forms the first chapter of the report. Upon that as a basis, POWER shows how detailed power market data fit into the broad company analysis.

The result is a report which will, we believe, materially assist you in promoting your clients' sales work.

Would you care to have a copy? We will gladly furnish you one free of charge and without obligation.

# POWER

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



## DIRECT MAIL that lingers...on the Library table

Have you tried to talk with a man whose attention wandered? Even the *spoken* message is lost!

So with advertising, the genius of copy writer, artist, layout man and compositor is marshalled to seize and hold attention. Dealer-to-Consumer Direct Mail advertising must do more. To win attention and linger on the library table, it must command respect and admiration as well. It requires the personal touch, the note of self-interest.

Electrograph plans, creates, produces and distributes highly *individualized* and *localized* Direct Mail. Client *evidence* shows that it gets sales action.

Electrograph Direct Mail goes—to the consumer—through the dealer—for the factory.

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

# Electrograph

Created **DIRECT-MAIL** *Localized*  
*Individualized*  
*Distributed*

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

understandable and attractive. A great deal can be done by teaching these things to the young people in the bank who come in direct contact with the public. Instead of letting these young men and women acquire a pleasurable sense of sophistication because they know the meaning of bank patter and financial terms, the aim should be constantly to simplify these terms and to encourage those who serve customers to talk to them in A B C's instead of X Y Z's.

I HAVE mentioned the need of making bank merchandise attractive. This can be done by the application of imagination: looking at the bank and its stock through the public's eyes. Take the item of interest. That comes put up in a number of packages. One of them is labeled "Thrift." That label isn't attractive. Visualize a packet of a thousand one-dollar bills with a placard reading "Thrift will buy this \$1,000." It would have little appeal. But the same packet of a thousand one-dollar bills with a placard reading "This \$1,000 for sale for \$925.60 on easy terms—\$4.45 down and \$4.45 a week" has a definite appeal. It is selling by teaching. People can understand buying money on the installment plan—and they can be taught to want \$1,000 for \$925.60; but they won't buy an abstract banking conception wrapped up in a piece of cold tin foil called "Thrift."

It is the same with another item in the bank's line: Financial Independence—as an idea, that can't be sold. But people can be taught how to buy good bonds, perhaps paying two or three hundred dollars down on a \$1,000 bond and leaving the bond with the bank as collateral with a series of \$100 notes, payable one a month. That is a start toward financial independence, and that is selling by teaching how.

Every hour of the day there is some customer in every bank who, were one of the bank's executives to make it a point to mention a desirable bond that could be bought in this way, would not only consider it a favor, but feel flattered by the compliment—and buy.

As it is now, only a small group of people in any community really *use* the bank. The rest merely make deposits or cash checks—perfectly mechanical operations. Yet on every bank's shelves are items that they would buy if they were spoken to about them. Other retailers have learned the value of the "suggestion" sale; why should not the banker? He has something to sell that is of far greater benefit to his customers than mere merchandise, something that they all want and need. Why the diffidence about teaching them to buy it?

Considering selling as teaching, why should the banker let his customers continue to bark their financial shins, upset their self-respect and peace of mind on the rock of installment buying, when he could sell them these items of self-respect and peace of mind by showing them how to reverse in-

# The Ruling Mind of the Nation

THERE is a safely distinguishable quality of mind which is to be found at every income level, in every community, in every class and stratum of the population. It is never in the majority, but it is always in the ascendant. It sways opinions and renders the judgments of the community.

That quality is *alertness*.

By virtue of their alertness they are the first to grasp worthy new ideas and surest to remain loyal to what is sound, quickest to detect sham or puncture mere fads and likeliest to put genuine improvements into effect.

Because they are listened to with respect, and because their example is known to be worth following, the alert are privileged to determine what the great majority will do and wear and eat and use. They are *the ruling mind of America*.

Any manufacturer, whether of soup or soap or typewriters or motor cars, if he would succeed, must possess above all else the good-will of *the alert at every income level and in every stratum of every community*. A favorable public opinion means nothing more or less than the favorable opinion of the alert.

The Literary Digest is an achievement unique in American publishing because by circularizing every home that has a telephone it has created a medium that has mass circulation,

1,400,000 COPIES PER WEEK

large enough to serve any advertiser, and it also has select circulation. It selects not on the basis of wealth or aristocracy but on the basis of alertness, because only the alert and progressive find The Digest interesting.

## The Literary Digest

NEW YORK

BOSTON

ADVERTISING OFFICES:  
DETROIT

CLEVELAND

CHICAGO



### Also Sells Those Who Never Read Your Advertising

Flexlume Electric Sign advertising at your dealers does *more* than direct to your retail outlets the prospects created by your national advertising.

Flexlume holdly displays the name of your product before all the pedestrians and motorists on the streets every day and night of the year. It is lowest cost

advertising when quantity of "circulation" is considered—and located right at the point of sale.

Let us submit a sketch of your trade name or mark incorporated in a Flexlume—and explain a proven plan for inducing enthusiastic dealer cooperation. There's no obligation.

*We also build exposed lamp and other types of electric signs for those who prefer or require them.*

### FLEXLUME CORPORATION

1460 Military Road

Buffalo, N. Y.



stallment buying? It is perfectly possible for people to deposit their money first, installment by installment, until they have enough for that new car, meanwhile *drawing* interest on the money instead of *paying* it, and avoiding all service charges and embarrassment. It would take time to teach this lesson, but it could be started by taking it up in the bank's advertising, as the Bowery Savings Bank in New York has done in a small way, and by personal suggestion here and there. Admittedly the job is a big one, and the progress would be slow, but I believe the bankers of America have a definite responsibility in connection with this problem of installment buying. It is true, as Secretary Hoover says, that to keep people working they must be kept wanting, and the installment method of buying has some very real advantages. But it has some very grave defects as well, which would be overcome if it were reversed. To get people to thinking about reversing it is the first step in the teaching process, and, as such, in the process of selling them peace of mind and self-respect, rather than just an interest department pass-book.

I have mentioned "answers" as one of the things a banker has to offer as a retailer. By that I mean answers to questions about money matters. Every department of the bank's service can be sold along with its "answers." But some way will have to be found to humanize this item in the banker's stock. As it stands on his shelf today, it is labeled "Counsel," and it has a forbidding look. Nor is it inclusive enough. There are few questions on which people will seek "counsel" of their banks, but hundreds of questions they would like to ask, if they could step up to a counter and talk as they would to any other merchant.

**E**ITHER as a cooperative activity sponsored by a group or association of bankers, or by individual effort, it is going to be necessary for bankers to throw themselves and their activities more definitely into what I always think of as "the stream of life" as it flows through people's minds; to make the merchandise they have to offer more interesting, more understandable, more coveted, by relating it more intimately to people's hopes and ambitions and experiences and needs. This can be done by individual banks through the various mediums of advertising, through the bank's literature, and through the personal salesmanship of the bank's entire organization; but before it can be done effectually, the officers and directors will have to see themselves more definitely as retailers, and get a fresh perspective on their own wares. Then they will have to study to get their banks onto the invisible Main Streets in the minds of the people of their community. And, lastly, they will have to turn teachers—teaching people to understand banking, to use their banks, and to regard them as friendly places in which they

"You," said the architect, "are a manufacturer and you ask me how best to tell your story in print to the members of my profession. Very well. The backbone should be advertising in the architect's own journals, selected in accordance with the number of architects they reach. The right choice here is half the battle."

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

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

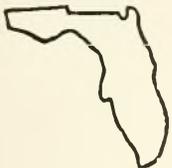
### The ARCHITECTURAL RECORD

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

Member A. B. C.

Member A. B. P., Inc.

# SPECIALIZE



## Your Appeal to Floridians

The people of Florida are cosmopolitan. They have come from all parts of the United States and are thoroughly representative. But—

The climate of Florida is so different from that of the rest of the country that this state is quite distinctive in its seasons and demands. When the Northern merchant is selling overcoats, snowshoes, anti-freeze mixtures and chilblain cures, the Florida merchant is selling straw hats, tennis shoes, bathing suits, electric fans and sun-burn ointment. The general campaign aimed at the country as a whole, therefore, is not always appropriate for Florida.

Here during the winter months are approximately three million people with cosmopolitan tastes and more than average buying power. Here is a great and fast growing market.

To get the greatest possible results from this market, specialize your advertising appeal and use the special media that cover Florida most completely and economically—the Associated Dailies.

*For information address:*

# ASSOCIATED DAILIES *of Florida*

510 Clark Bldg., Jacksonville, Florida

Bradenton News  
Clearwater Sun  
Daytona Beach Journal  
Daytona Beach News  
Deland Daily News  
Eustis Lake Region  
Fort Myers Press  
Fort Myers Tropical News  
Fort Pierce News-Tribune  
Fort Pierce Record  
Gainesville News  
Gainesville Sun  
Jacksonville Florida  
Times-Union  
Jacksonville Journal  
Key West Citizen  
Key West Morning Call  
Kissimmee Gazette  
Lakeland Ledger  
Lakeland Star-Telegram  
Melbourne Journal  
Miami Daily News  
Miami Herald  
Miami Tribune  
New Smyrna News  
Ocala Central Florida Times  
Orlando Morning Sentinel  
Orlando Reporter-Star  
Palatka News  
Palm Beach Post  
Palm Beach Times  
Plant City Courier  
St. Augustine Record  
St. Petersburg Independent  
St. Petersburg News  
St. Petersburg Times  
Sanford Herald  
Sanford Times  
Sarasota Herald  
Sarasota Times  
Stuart Daily News  
Tampa Times  
Tampa Tribune  
Winter Haven Florida Chief

## Every Now and Then—

*a publisher who seeks national newsstand distribution comes to us for help and we are not able to give it to him.*

Yes, we can put books out on stands and our dealers will do their best—but the books just won't sell. Sooner than fall down on a job (and on our dealers) we turn down what some would term "business opportunities."

We should welcome the chance of discussing with you the advantages and economies of independent national newsstand distribution.

If you will write or visit our offices we will give you full data straight from the shoulder without obligation.

# EASTERN

DISTRIBUTING CORPORATION

45 West 45th Street, New York City

BRYANT 1444



## House Organs

We are producers of some of the oldest and most successful house organs in the country. Edited and printed in lots of 250 to 25,000 at 5 to 15 cents per name per month. Write for a copy of THE WILLIAM FEATHER MAGAZINE.

We produce The Bigelow Magazine

The William Feather Company  
605 Caxton Building, Cleveland, Ohio

## Price Maintenance Counsel

J. George Frederick has had fifteen years of experience in shaping specific, practical plans for protecting price. He has also appeared before the Federal Trade Commission and other government bodies on the subject.

## THE BUSINESS BOURSE

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

In London, Business Research Service, Ltd.

like to "shop" and where everything they "buy" is beneficial to them and helps them get on in the world.

And then they will discover that, unwittingly, they have built great service institutions!

## Magazine Publishers Hold Annual Meeting

The seventh annual meeting of the National Publishers Association was held at Buckwood Inn, Shawnee-on-Delaware, Pa., on Sept. 21 and 22.

Arthur J. Baldwin, president, presided at the business meeting, at which committee reports were presented and discussed. "Postal Rates and Legislation" was fully covered in a report by A. C. Pearson of the United Publishers Corporation. In a report on "Proposed Copyright Legislation," R. W. Allen reviewed the developments leading up to the efforts now being made to have the copyright law of 1909 amended. B. A. Mackinnon of Pictorial Review Company submitted a report on the status of the effort being made in Canada to place a duty on American magazines entering Canada.

The following officers were elected for the ensuing year:

President, Arthur J. Baldwin, New York, N. Y.; first vice-president, A. D. Mayo, Crowell Publishing Company, New York, N. Y.; second vice-president, P. S. Collins, Curtis Publishing Company, Philadelphia, Pa.; secretary, F. L. Wurzburg, The Condé Nast Publications, New York, N. Y.; treasurer, Roger W. Allen, Allen Business Papers, New York, N. Y.

There were also elected five members to the board of directors for the term of three years expiring September, 1929, as follows:

R. J. Cuddihy, *Literary Digest*, New York, N. Y.; E. Kendall Gillett, *People's Home Journal*, New York, N. Y.; A. C. Pearson, United Publishers Corporation, New York, N. Y.; W. B. Warner, *McCall's Magazine*, New York, N. Y.; C. J. Stark, Penton Publishing Company, Cleveland, Ohio.

Other members of the board of directors of the National Publishers Association are as follows:

Ernest F. Eilert, *Musical Courier*, New York, N. Y.; Charles Dana Gibson, *Life*, New York, N. Y.; Guy L. Harrington, Macfadden Publications, New York, N. Y.; Charles F. Jenkins, *Farm Journal*, Philadelphia, Pa.; C. H. Hathaway, International Magazine Company, New York, N. Y.; B. A. Mackinnon, *Pictorial Review*, New York, N. Y.; Henry W. Newhall, *Modern Priscilla*, Boston, Mass.; Graham Patterson, *Christian Herald*, New York, N. Y.; A. W. Shaw, A. W. Shaw Company, Chicago, Ill.

The two-day golf and tennis tournaments brought out keen competition for the various cups and prizes.

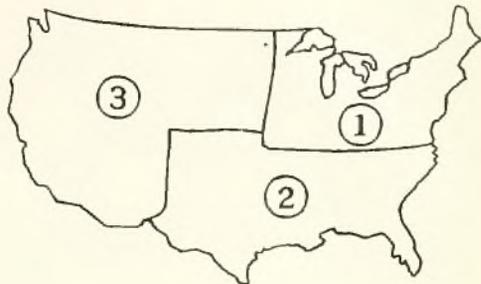
Prizes in golf were won by:

John C. Sterling, *McCall's Magazine*; M. C. Robbins, *Advertising & Selling*; Henry W. Newhall, *Modern Priscilla*; Merle Thorpe, *Nation's Business*; Floyd W. Parsons, *Gas Age-Record*; E. F. Wilsey, McGraw-Hill Company; G. O. Ellis, *American Boy*; W. L. Daley, American Publishers Conference; E. Kendall Gillett, *People's Home Journal*; Eugene Kelley, *Musical Courier*; W. B. Warner, *McCall's Magazine*; B. A. Mackinnon, *Pictorial Review*; George C. Lucas, National Pub. Ass'n; L. W. Keyes, *Pictorial Review*; Alexander Graham, *Pictorial Review*; Frederic W. Hume; Mrs. Ralph K. Strassman.

Tennis prizes in the singles were won by Hunter Leaf of *Pictorial Review*, and in the doubles by Hunter Leaf and George C. Lucas.

# An International Advertiser Needs 3 Exceptional Men

Here's A Real Job  
for a Combination  
Copywriter-Marketing-Idea Man  
*Can You Fill It?*



An international advertiser needs three men to fill a new field with their organization. They must be men who can write advertising copy of a high order as well as assume the responsibility for spending, to the best advantage, the Company's advertising appropriation in certain definite territories.

These men will be directly responsible to the President of the Company and thus have unusual opportunity for advancement as a result of demonstrated ability. Moreover an attractive arrangement for stock ownership will be made, if desired. While the present activities of this organization are world-wide, they plan still greater expansion, possibly by adding new products to their line or by absorbing other companies.

If you qualify you will first become familiar with the Company's product and its present and past methods of advertising and selling. You will then become familiar with your territory and its advertising media through travel, study and analysis. After that you will be required to submit plans and write copy and also to be able to follow up and check the results of this work.

You will be given every opportunity to show your own ability, yet you will

also have the help and co-operation of our Client's Advertising Agency.

As our Client adds new products, you will be called on to make market surveys, present merchandising plans, ideas for packages, write the advertising and recommend the media to be used.

The men desired are Christians, probably over twenty-five, yet under forty—college graduates preferred. They must now be writing copy that sells, but they have possibly never had quite such an opportunity for advancement as these positions offer. The type of men our Client wishes to secure have a vision beyond mere pay checks. They will probably start at just what they are now earning and be glad to do so because of the future that these positions will be practically sure to develop.

No references will be consulted without your permission, or until after you have been granted a personal interview.

Our Client's present staff all know about this advertisement.

Write Mr. W. A. Lowen, Vocational Bureau, Inc., giving such information about yourself as will warrant an interview.

Vocational Bureau, Inc.  
110 West 40th Street  
New York City

NOTE: The Company seeking these men is paying the Vocational Bureau's placement service fee. No charge will be made to applicants.

## Planned Advertising

### Building

IF A new house is to be built, a skilled architect is employed to make the plans. This architect has spent years learning to make those plans. Also he spends much time studying the needs of his clients.

When a new type of automobile is to be brought out, engineers spend months or years studying the proposition and making the plans; and the sales manager studies his problem for months.

A new Advertising Campaign is more important than a new house, or a new type of automobile.

### Manifestly

THE advertising campaign should be as carefully planned as the new cottage or auto.

All of the many successful campaigns this company has engineered during the past two decades have been planned by a group of experts whose experience and methods make success probable.

The Hoyt group includes men who have qualified as experts in every phase of advertising, and men who have been trained in business.

It functions all in the direction of specific returns for the advertiser. It is your problem that is studied and solved.

The Hoyt Company sells concrete results. If this is not deemed possible, offers of contracts are declined.

*Mr. Hoyt's "The Preparation of a Marketing Plan" will go far toward solving your merchandise problems. Send for it.*

CHARLES W. HOYT COMPANY  
Incorporated  
116 West 32d St., New York  
Boston and Springfield, Mass.  
Winston-Salem, N. C.

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

# Marketing Building Materials

[CONTINUED FROM PAGE 20]

for unloading materials from railroad trucks.

Compare this with the merchandising outlay in plant stock and staff of, say, a chain of grocery stores which does an average of \$50,000 yearly in an average floor space of approximately 30 x 60 feet, with two clerks.

The building material dealer's stock is complex and advertised specialties are multiplying fast. Glance back at the list of major items carried and think of the duplication of brands involved. We can think offhand of eight trade-marked brands of prepared roofing, eight trade-marked wallboards, ten trade-marked cements. These are sufficient to make our point of brand duplication; the entire list is too long to enumerate.

THEIR consumption is intimately tied up with the dealer's reselling problem. Let us look at this for a moment, and take the case of the mason material dealer.

The artisans who consume, by using them in home building, the building materials he sells are as follows:

Plasterers and cement finishers.	45,876
United States Census	
Brick and stone masons.....	131,264
United States Census	
	177,140

The artisans who use all other building materials are in the main carpenters, of whom there are 887,379 according to the U. S. Census.

The significance of this is that, accepting the U. S. figures as a reflection of the situation in any town, a strictly mason material dealer has one customer, a building material dealer (not carrying mason materials) eight.

There is another customer, too, whom the mason material dealer can, in a measure, sell, i.e., the concrete products manufacturer.

Or, if, as in the majority of cases, a building material dealer has a "mason material department," he has a total of nine customers of his own, plus a chance to sell to the one legitimate customer of the strictly mason material dealer of the town.

According to the Portland Cement Association estimate there are five to six thousand of these.

So much for the distributive points available to building materials of all kinds.

The consumption of these materials is accounted for, in the main, by five major projects: Road building (including pavements); industrial structures; commercial structures; apartments; homes.

The Eastern Millwork Bureau, a competent authority, states that a building material dealer can successfully operate at a profit only within a radius of ten miles from his yard.

To relate the problem of profitably selling building materials to the arrangements for their consumption in home construction, let us look at the problem of an average dealer.

For this purpose let us take the town of Lindsfield (an assumed name, of course). It has a present population of 36,124. Allowing five persons to a home, this means 7224 homes (assuming all families to be living in separate homes).

The town has an area of 10.2 square miles. Suppose one-third of its area is devoted to streets and pavements.

This leaves approximately seven square miles to be covered with all types of buildings: industrial, commercial, apartment buildings, and individual homes.

As Lindsfield is a big home section, probably eighty-five per cent of its total building area will be devoted to homes. This means 5.95 or, say, 6 square miles.

Assume the average home plot to be 40 x 100 feet.

This means there are 26,802 plots of this size on which homes can be erected.

Now if all homes to be built in Lindsfield were to go on plots 40 x 100, the market for the mason material dealer and the building material dealer from now on would be 26,802 or (less 7224 already erected) 19,578.

Obviously, this is only an assumption, but I have used this reasoning to focus on the thought that there is—always is—some point at which the forward looking dealer can say "That's all there is. There isn't any more."

I WANT to disclaim any impression that I hold the conviction that the average building material dealer has the ability, or takes the trouble, to make any such analysis of his potential sales.

What I do say, however, is that he is pressed by the fundamentals underlying these conditions. He knows them in a vague way, but he is not very well equipped to overcome them or adjust his business to their movement.

Just for a moment let us turn to the homes that are wanted. Lindsfield will have its neighborhood trend, and while it isn't safe to generalize, perhaps I can venture to say that in towns such as this there are three main types, or price ranges, of homes: type one selling from \$6,000 to \$7,000; type two, \$12,000 to \$15,000; type three,

# INDEPENDENCE



**I**NDEPENDENCE of spirit never fails to be recognized, whether in a newspaper or in an individual. By the way a man talks, acts and speaks the whole world knows whether he is captain of his own soul. *And, similarly, by the very content of a newspaper, in its editorial opinion and its treatment of news, all who read may easily know whether that newspaper is the product of independent editing or whether it is guided by an unseen hand.*

**R**ECOGNIZING that independence is the very foundation stone of successful journalism, the Scripps-Howard organization leaves to the individual editors of its twenty-four newspapers complete control of what appears in their columns. *They are responsible only to the traditions of honest, fearless journalism on which these newspapers were founded.*

**O**N THIS independence has been builded the confidence of more than a million and a half families in twenty-four cities throughout the United States. In Scripps-Howard newspapers they find that spirit which reflects the life and ideals of their own communities, the sane and liberal attitude toward national policies, a freedom from log-rolling, and an absence of hidden motives.



SCRIPPS-HOWARD

**T**HIS editorial independence, by its very nature, must of necessity be based upon financial independence. *The Scripps-Howard newspapers are completely owned within their own organization.* But more than that: the editor of every Scripps-Howard newspaper is a partner in the ownership of his paper. Financial independence of each Scripps-Howard newspaper is a

guarantee against outside influence.

**T**HE conduct of Scripps-Howard newspapers since 1879 has proved conclusively that independent journalism, rightly conducted, can be a stable and prosperous institution. Scripps-Howard newspapers have grown, are growing, constantly in power, influence and circulation.

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## BRITISH ADVERTISING'S GREATEST REFERENCE WORK



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

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

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

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

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

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

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

The working tools of any American advertising man who is in any way interested in British markets or in British advertising cannot be complete without this great work of reference. It answers any one of 100,000 specific advertising queries at a moment's notice. It gives to advertisers and advertising men a book of service that they can use and profit by every day of the year. Nearly 500 pages—59 separate features—more than 3,800 entries in the directory section alone, each entry containing between 5 and 25 facts—1,700 individual pieces of market data—full reports of all events and official resolutions and addresses at the Harrogate Convention—and finally, altogether 100 articles and papers, each by a recognized advertising and selling expert giving a complete picture of British advertising methods, media and men up to the minute. A year's labour on the part of a staff of able editors—the result of more than 14,000 separate and individually prepared questionnaires—the combined efforts of a score of experts—the help of more than 3,000 advertising men in collecting the data—all these have brought together in this volume every item of information you can need.

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

### CONTENTS—In Brief

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

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

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

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

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

### Sign this Coupon and Post it To-day—

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

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

Name .....

Address .....

from \$18,000 to \$25,000, and up.

Type one will be built almost entirely by speculative builders. It will be, in the greatest percentage of cases, of frame construction.

Type two will in part be built by speculative builders, the majority of frame construction and some of stucco.

Type three will in part be built by speculators and in part on orders from home builders. Some of the houses will be frame—perhaps thirty to forty per cent—some brick, some stucco, etc.

In Lindsfield, as in most towns, the real selling of homes, such as it is, is done by the speculative builder. One authority estimated that seventy per cent of the homes sold are sold by this method. The speculative builder is, in most cases, a carpenter-contractor.

A word in definition of this term:

Most building contractors, speculative or otherwise, are competent carpenters. This is logical because most houses are built of frame.

A contracting organization, such as it is, is mainly a crew of carpenters. When the contractor builds a masonry, or part masonry house he sublets this portion of the work.

That means that most of the contractors actively after home building business are carpenters.

This fundamentally affects the building material dealer and the mason supply dealer in Lindsfield, for instance, in this way:

Lindsfield has two dealers—Wentworth (branch), selling building materials and mason materials, and the Lindsfield Coal and Lumber Company selling building materials and mason materials. There is also to be taken into consideration the operation of some of the Elkstown (a neighboring community) dealers where Lindsfield touches on their territory.

SINCE most of the contractors are carpenters, the building material department of each of the dealers has eight customers (carpenter-contractor) to the one customer (mason-contractor) of the mason material department.

Or another way of looking at it is that the building material department of Wentworth and the Lindsfield Coal and Lumber Company have, through contractors, eight times the chance to move their stock as against one contractor active in moving the stock in the mason material departments. This brings about a fight between the two types of materials.

The dealer's problem of business getting has been expressed by Mr. Lucas, the executive head of the Eastern Mill-work Bureau, who says:

"It is of little use to give a salesman a list of prices and tell him to go out and get business. Do that, and ten to one the \$50,000 worth of business that he needs a year to support him will be got from the other fellow, and mostly on 'cut prices'."

"There are", as Mr. Lucas says, "only two ways to 'create' business in the building material field:



# Tell It to Sweeney!

## —the great surrounder

ONE day last winter, Bill Dixey, dean of department store advertising in our shop, brightened the fifth floor with a new hat. It was a different hat, a derby. It came in for comment, caustic and otherwise, from the gang in our place, who decide what the well-dressed man wears. Two days later Art Slattery, whose caputal circumference is about equal to Bill's, tried on the derby, looked in a glass, and lo!—two days later there were two derbies in our office. Ted Davidson broke out with a third and joined the procession. A week later the procession had become a parade, with eight adherents of the hard head-gear. Thereafter, any member who essayed to shy a brickbat, verbal or otherwise, at the sombre scone-piece was in for a scrimmage. Public opinion in our office had established a style, *surrounded the scoffers*.

Here is another instance: Last fall Tommy Cochrane, our manager of local advertising, decided to buy a car. Most of his automotived associates rode in and rooted for the Buick. So Tommy was sold on Buick. But with characteristic thoroughness he decided to select for himself. He looked over the Chevrolet and opined audibly that it was a good buy. Friend the first urged against snap judgment at Tommy's time of life and laid down a Buick barrage. Stubbornly, Cochrane had a Chrysler demonstrated. He

thought that was a good car until friends two and three made detailed comparisons with the Buick. Studebaker came next. Tearfully, two more friends asked him if the word of a strange salesman was to be weighed against their time-tested advices. An Overland salesman got busy and brought the matter to the final fountain-pen stage; whereat two of the Buick boosters phoned Mrs. Cochrane and appealed for her official veto. So after three months of serious consideration of several makes, Tommy bought a Buick—because he was afraid to buy anything else! *Surrounded by Buick convictions!*

Out in the suburb where we sleep and catch trains, if you consider buying a car it must be a Chrysler or Packard—or you're just plain crazy. You don't have to ask the man who owns one. He bores you on his own initiative. And we know another village where the only excuse for not owning an Overland is a Pierce-Arrow. You are surrounded with approval for these cars; they sell by conviction.

By this time you probably get what we mean. N. K. McInnis, of N. W. Ayer & Son, stated the idea most satisfactorily some time ago, about as follows: You make some sales with salesmen, and some with advertising—but most sales are made *by surrounding the prospect*.

If we do not altogether rely on others' opinions, we at least lean slightly toward them. We prefer a responsibility that is shared by others. We set our standards by what others know and believe. The Rolls Royce would be only an overpriced automobile if every street-sweeper didn't know what it represents!

Surrounding the prospect is the surest method of salesmaking. And surrounding the prospect with advertising is the only substitute for usage. No matter how limited your actual immediate prospects, advertising that sells everybody is profitable because it serves to surround the prospect with convictions.

Manufacturers of electrical refrigerators, for instance, complain that the New York market is hard for them because home-owners are comparatively few, and landlords must be reached to make sales. Well, how better can they reach landlords than through tenants? If every apartment dwelling Mrs. Sweeney is sold on iceless refrigeration, is shown a way to save money and banish the landlord-selected iceman, electrical refrigeration will sweep New York. The landlord will only be sold by the clamor of his customers and the crowding of his competitors.

\* \* \*

A THOUSAND similar instances of sales opportunities through mass advertising might be cited. And, whether you are selling eighty thousand dollar emeralds or an eight-cent soap, The News has a particular utility, an unique influence and unusual economy as a selling force in the New York market. With more than a million daily circulation, 95 per cent concentrated in city and suburbs, it reaches more actual prospects for anything than any other medium in this market and surrounds those prospects most comprehensively. Your advertising in The News makes up minds by millions! And the small page and small paper assure the advertising being seen, obviates waste, increases advertising efficiency. Tell it to Sweeney, the average family in New York, through The News—mass circulation that includes all classes, covers all neighborhoods, approaches all prospects, in the only medium adequate to the market. Get the facts!

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

Tribune Tower, Chicago 25 PARK PLACE, NEW YORK

Have you read the rest of the Sweeney series? A request on your business letterhead will bring them.

# Your Salesmen

should have as good tools as these—



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

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

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

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

*May We Submit Specimens for Inspection Purposes?*

**THE H. R. HUNTING CO.**

Worthington Street  
SPRINGFIELD, MASS.

"1. To induce people to build new homes.

"2. To induce them to spend money remodeling old homes."

Manufacturers of building materials can help. The average dealer's salesman is not equipped to "create" more trade, and it is in this end of the business that a live lumber dealer welcomes aid—but, as one dealer recently told us:

"If you are coming into my territory to develop business, I'll give you three don'ts to observe if you want to gain my goodwill:

"1. Don't get too enthusiastic about the 'super' qualities of your product in talking to home owners. Remember I have to live with them 365 days a year.

"2. Don't strong-arm home owners or contractors into using your product for something on a job that it is unfitted for.

"3. Don't attempt to sell your product direct to my customers when I've already got them satisfied with a similar line."

What the dealer really meant was: "Step into my shoes. See this business and its problems through my eyes for awhile instead of your own. Then follow your common sense and you will see that the thing that is to my interest as a dealer is to your interest as a manufacturer who sells through me and men like me."

## Financial Advertisers' Association Holds Annual Election

At the eleventh annual convention of the Financial Advertisers' Association held recently at Detroit, the following officers were elected: President, C. H. Henderson, Union Trust Company, Cleveland; first vice-president, H. D. Hodapp, National City Bank, New York; second vice-president, Kline L. Roberts, Citizens Trust & Savings Bank, Columbus, Ohio; third vice-president, C. H. Wetterau, American National Bank, Nashville; treasurer, E. A. Hintz, Peoples Trust & Savings Bank, Chicago. Clinton F. Berry, assistant vice-president of the Union Trust Company, Detroit, was made a member of the commission representing the association in the International Advertising Association.

## Y. M. C. A. Holds Course in Advertising

On Oct. 5 the twenty-second annual session of the advertising class was organized at the Twenty-third Street Y. M. C. A. Schools, New York. The class has the distinction of being the oldest advertising class in the country, having been founded twenty-two years ago by Mr. Frank LeRoy Blanchard. Under his successor, Mr. Basil H. Pillard, the course will aim to achieve a balance between theory and practice. Half a dozen lecturers will assist Mr. Pillard.

## T. S. Y. L. T. T. and O. H.

Harvey Manss, advertising manager of the Andrew Jergens Company (famous skin-you-love-to-touch creators) writes that their first page for Castolay Soap, in July Oral Hygiene, brought 720 enquiries.



## ORAL HYGIENE

*Every dentist every month*

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

CHICAGO: W. B. Conant, Peoples Gas Bldg., Harrison 8448  
NEW YORK: Stuart M. Stanley, 62 West 45th St., Vanderbilt 3758  
ST. LOUIS: A. D. McKinney, Syndicate Trust Bldg., Olive 43  
SAN FRANCISCO: Roger A. Johnstone, 155 Montgomery St., Kearny 8086

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Your Consumer Campaign with Trade Publicity  
for Sample Copies address:  
**KNIT GOODS PUBLISHING CORP.**  
93 Worth Street New York City

**\$124,342.25** Worth of Merchandise Sold by Letters

At a Cost of Only \$2,552.24. A copy of the letter sent you free with a 212-page copy of POSTAGE MAGAZINE for 50c.

POSTAGE is devoted to selling by Letters, Folders, Booklets, Cards, etc. If you have anything to do with selling, you can get profitable ideas from POSTAGE. Published monthly. \$2.00 a year. Increase your sales and reduce selling cost by Direct-Mail. Back up your salesmen and make it easier for them to get orders. There is nothing you can say about what you sell that cannot be written. POSTAGE tells how. Send this ad and 50c.

POSTAGE, 18 E. 18th St., New York, N. Y.

**A·B·C·Week**  
**Chicago**  
**Oct.18 to 23**

The 13<sup>th</sup> Convention  
*of the*

**A·B·C·**

(AUDIT BUREAU OF CIRCULATIONS)

*will be held at the*

**Hotel LaSalle**  
**Chicago**

**October 21<sup>st</sup> & 22<sup>nd</sup>**

NINETEEN · TWENTY · SIX

Divisional Meetings - Oct. 21<sup>st</sup>

Annual Meeting - Oct. 22<sup>nd</sup>



*The* **Annual Dinner**

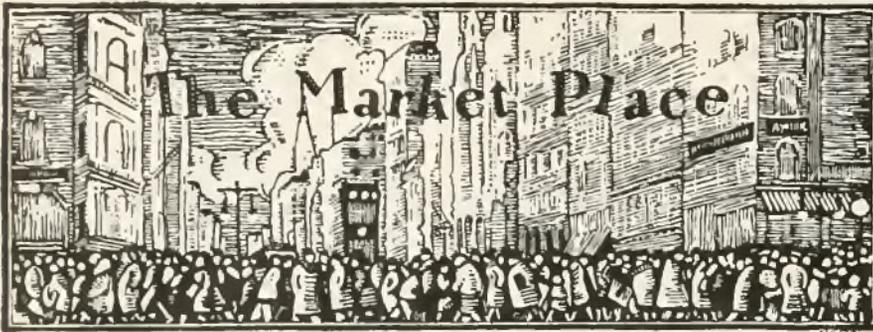
*will be held on the night of*

**October 22<sup>nd</sup>**

*at the*

**Hotel LaSalle**

*Make Reservations Early*



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

#### 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.

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 and Selling, 9 East 38th St., New York City.

### 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 Midwest.

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 and Selling 9 E. 38th St., N. Y. C.

**Exceptional idea and copy man wanted.**

*See page 77.*

### Help Wanted

#### PUBLICITY PRODUCTS

Advertising Specialty Salesman, character, ability, address; all advertising specialties; prolific field; liberal commission, fullest cooperation free lance and side line men. Litchfield Corp., 25 Dey St., New York.

#### PRINTING SALESMAN WANTED

Printing Salesman, experienced, with some established trade, wanted by medium sized but completely equipped plant. To an aggressive worker we will assure full cooperation and a high percentage of returns on quotations. Here is an unusual opportunity to build up and maintain a high sales volume, on the basis of good work at low prices. Salary or drawing account. Write for interview Box 424, Advertising and Selling, 9 East 38th St., New York City.

### Representatives

#### SOME MAGAZINE PUBLISHER NEEDS OUR SERVICE

Systematic and intensive work combined with a large acquaintance among advertisers and agencies is required to secure business for the best magazines. We are prepared to do such work for a good growing publication. Address Box No. 419, Advertising and Selling, 9 East 38th St., New York City.

If I were a publisher's representative in either New York, Chicago, Cleveland, Pittsburgh, Philadelphia, Kansas City, St. Louis or Detroit I would surely add this established Pacific Coast industrial weekly newspaper to my list. They have sufficient advertising prospects in each of these districts to build a permanent monthly income. Box 425, Advertising and Selling, 9 East 38th St., New York City.

### Multigraphing

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

### Miscellaneous

#### BOUND VOLUMES

A bound volume of Advertising and Selling makes a handsome and valuable addition to your library. They are bound in black cloth and die-stamped in gold lettering. Each volume is complete with index, cross filed under title of article and name of author making it valuable for reference purposes. The cost (which includes postage) is \$5.00 per volume. Send your check to Advertising and Selling, 9 East 38th St., New York City.

## What Happens When a Currency Goes to Pot

[CONTINUED FROM PAGE 28]

palatable than one gets in America for twice the prices named.

More than once, during our stay in Belgium, we visited the market which is to be found in every Belgian town and city. These are the prices asked for various food products:

Eggs—36 cents a dozen.  
Butter—34 cents a pound.  
Potatoes—40 cents a bushel.  
Lettuce—1¼ cents a head.  
Cabbage—2 cents a head.  
Tomatoes—2¾ cents a pound.  
Chickens—45 to 65 cents.  
Mutton—12 cents a pound.  
Pigeons—35 cents a pair.

(Prices were not quoted in our currency, of course, nor were they figured on a "per pound" basis. In Belgium the standard of weight is the "kilo"—2½ pounds. Potatoes, for example, are usually sold for so many francs per 100 kilos—220 pounds. Beans and carrots are sold by the kilo; celery, rhubarb and radishes by the "botte" (bunch); eggs by the "piece."

LIKE almost all Europeans, Belgians are fond of wine and beer. Both can be had at prices which are exceedingly low. A glass of beer costs three-fourths of a franc—about 3¼ cents—at high-class cafes and restaurants, and half a franc—2¼ cents—at middle and lower-class drinking-places. A large bottle of St. Julien costs 3½ francs—less than 16 cents; a bottle of St. Estephe can be had for 19 cents.

But it is not only in the matter of things to eat and drink that prices in Belgium are astonishingly low. Think of being able to buy a knitted wool dress for less than five dollars; a pair of field-glasses for seven dollars; a razor of the best steel for \$1.10; Eau de Cologne for 20 cents a bottle; knitted silk neckties for 28 cents; ladies' shoes for \$1.40 a pair; a filter for making coffee for 52 cents; a fur neckpiece for eleven dollars! Think of being able to buy for \$6.30 a ticket which permits you to travel, for fifteen days, as often as you like over the State railways of Belgium, which have a total length of 2759 miles! Think of being able to buy a suit of evening clothes for \$21! Of being able to purchase cigarettes made in England for less than half the price at which they are sold in London! Of being able to buy a *magnifique divan*—a magnificent sofa—for \$10.50; or a seven-piece *salon* suite for less than \$30! Think of these things, I say, and you will have some idea of what is going on in Belgium at the present time. Day after day the value of the Belgian franc falls. Low as it was this morning, it is almost a certainty that it will be lower tomorrow morning. What it will be next week or next

**"GIBBONS knows CANADA"**

J. J. Gibbons Limited, Advertising Agents  
TORONTO MONTREAL WINNIPEG

# The Work They Do and Where They Live

*A* booklet with the above title is now in the mail addressed to advertisers.

In "The Work They Do and Where They Live," 183 occupations are listed and divided as to Executives and Subordinates and then we tell you where they live and whether or not they have a telephone.

The Digest sends circular matter (no canvassers are employed) to twenty million names and out of this list we have drawn the alert at every income level. No one else has ever done such a job of sifting names. There is no other process just like ours, because only alert and active people are interested in The Digest.

No premiums or inducements are given to a renewal subscriber. We sell only one year at a time, and every twelve months subscribers must prove their interest by paying us \$4.00 per year or 10 cents per copy. Therefore, we can truly say that "a Digest subscriber is a Digest reader."

*If a copy of the 1926 edition of "The Work They Do and Where They Live" does not reach you, write for it to*

## The Literary Digest

*Advertising Offices:*

NEW YORK, 354-360 Fourth Ave.

CLEVELAND, Union Trust Building

BOSTON, Park Square Building

DETROIT, General Motors Building

CHICAGO, Peoples Gas Building

**WHEN** the requirements of a piece of copy are made clear to us, in nine cases in ten it comes out right the first time—*and it costs no more!*

Write for booklet

E. M.  
**Diamant**  
Typographic Service  
195 Lex. Ave. CALedonia 6741



### CATCH THE EYE!

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

Selling Aid, 808 S. Wabash Ave., Chicago

**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.

### Jewish Daily Forward, New York

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

**The Only Denne<sup>®</sup> 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.**  
Redford Bldg. TORONTO.

**Folded Edge Duckine and Fibre Signs**  
Cloth and Paraffine Signs  
Lithographed Outdoor and Indoor Displays  
THE JOHN IGLSTROEM COMPANY  
Massillon, Ohio Good Salesmen Wanted

**BAKERS' HELPER** A.B.P. and A.B.C.  
CHICAGO 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.

month, nobody knows. "Turn everything into cash" seems to be the policy of Belgian merchants. And every day, I was told, those same merchants take the money which was paid in to them the day before and with it buy English pounds and American dollars—practically the only stable currencies in the world.

Some day, of course, Belgian currency will be stabilized. But until that happens, real money—and by real money I mean the English pound and the American dollar—will go further in Belgium than anywhere else on earth.

Thank the Lord, we in America have escaped the evils of an inflated currency.

## Industrial Testimonial Advertising

[CONTINUED FROM PAGE 25]

to surmount or batter down. Today, as never before, a bulwark is needed to hold trade, and this bulwark is one that resists persuasion, price advantage and, to a certain extent, even facts. Facts when accepted as facts will batter down pride, but a biased mind makes a formidable obstacle.

I have seen testimonial advertising go further than this and actually create enthusiastic users out of disgruntled customers.

One of our customers was using a piece of our equipment on a very unusual job, and I went to him in search of a story and some pictures. Within sixty seconds after I sent in my card I heard a bull-like rumble from the inner office that resolved itself into: "Send that guy in, I want to see him!"

I entered, rapidly reviewing any possible sins of omission or commission on our part.

"Sit down," he said, about as cordially as a rural traffic judge.

He pulled a letter file from his desk and shoved it across to me.

"There's a carbon of my letter stating that I would have none other but a — control on this machine; and there's the reply from your company stating in black and white that they would furnish it. Now, will you tell me why in hell you sent that machine down here with a blankety-blank control that had to be pulled off the second day and replaced out of our own pockets?"

"Somebody slipped," I replied, casting about for a port in the storm.

"You're darn right they did, and I'm telling you right now—"

After he got through I told him it was just a shop error and that everything would be taken care of, mingling my tears with his over the mistake and the resulting annoyance. Finally, when we grew sufficiently convivial, I broached the subject of my visit.

"By the way, you are performing some unusual work with your machine. The trade papers would be glad to get hold of a story and pictures on it.

## "99% MAILING LISTS"

Stockholders—Investors—Individuals—Business Firms for every need, guaranteed—reliable and individually compiled.

There is no list we can't furnish anywhere. Catalogue and Information on request.

NATIONAL LIST CO.  
849A Broad St. Newark, N. J.

Subtlety is effective in its proper place, but *only* in its place. If you wish to fill a vacancy or increase your staff—don't be enigmatic, let the Market Place shout your wants.

Look at  
Page  
84

What we would like to do is to put a full-page ad in next month's issue of *Engineering News-Record*, telling them all about it."

"Well," he admitted, "I think I have slipped over a fast one by putting a machine of this type on the job, and I don't mind your telling the world about it."

The battle was over then and there. In working up production figures and costs, he discovered that the machine had been giving him some real service after all. That one unfortunate detail had so annoyed him that nothing the machine could have done would have won his approval. With that obstacle out of the way, it was clear sailing.

Now we send prospective customers to see that man and get his opinion of the machine. He has an enlarged photograph of the machine over his desk, and nothing but kind words to say about it. In our business a customer like that is a gold mine.

It must be remembered, of course, that the desired reaction can be assured only when the testimonial is used in a dignified and impressive way. Although there is very little chance of the individual company's differing from the industry as a whole to such an extent that the presentation necessary to impress the industry would offend the individual, it is well to consider any peculiarities that might give trouble.

It goes without saying that the story told by the advertisement must be one that rings true and has a message. Otherwise it is not good advertising, and would make a laughing-stock of the equipment and the user.

And it should also be kept in mind that this is strictly a by-product of advertising and should not be allowed to interfere in any way with the unbiased selection of the program best adapted to your problems.

## Why Salesmen Fail

[CONTINUED FROM PAGE 32]

end of the spy-glass in looking for orders. He is a steady producer, gets a satisfactory number of orders, but the total in dollars is too small. He is after orders, all right, but he has no vision of making them as big as possible. I try to lay down a rule for salesmen of this sort: that if they think the prospect will buy ten gross they should try to sell him twenty—he may buy. A man sells the quantities he thinks in. Get salesmen to thinking in carloads and there is no limit to what they will do.

There are some that make good and then become complacent. They become hard to handle because they know what they have done, and have developed an egotism that would be justified if they were consistently successful. When a man starts to talk about the best sale he ever made he has decided to stop growing.

Some salesmen handicap themselves by their methods. They can get started with the buyer, but soon have

# CHARACTER

## *The Indispensable Foundation*

Now we maintain that newspaper advertising is something more than a degree of pressure applied to an area of paper.

We maintain that the value of a newspaper's advertising space is in direct ratio to the value of its other printed matter.

That if its reading-col-

umns are cheaply filled its reader-value and resultfulness are lowered; but if the high character of its contents is earnestly and jealously upheld its advertisers reap redoubled harvests.

That to be a great effective advertising medium means, first of all, to be a great newspaper.

*And so The News builds, from deep foundations upward, a publication that shall stand the tests of strength, integrity and completeness; surpassing all others in its field in the substance of its offerings to its readers; accepting every opportunity to attain a still broader and richer usefulness.*

# The Dallas Morning News

*Texas Old Distinguished Newspaper*



**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

**PROVE IT!  
 SHOW THE LETTER!**

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

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

**American Lumberman**

Published in CHICAGO

Member  
 A. B. C.

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

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him so much on the defensive that nothing happens. Instead of selling, they argue. Instead of using a fact story, they palpably exaggerate. Instead of courtesy they substitute arrogance, smart-aleckness or wise-guy stuff.

OTHER salesmen let current conditions interfere with sales. A salesman who thinks January is too cold usually has an excuse for every month of the year. We never talk about "slumps," seasonable or otherwise, to our salesmen. In summertime we put it up to them that if it is too hot to work it's too hot to do anything else. Salesmen of the same kind are those who take too great an interest in politics, world-series baseball and similar distractions during working hours.

The failure of many salesmen can be laid to their lack of persistency. These salesmen have everything in the world except tenacity. In my personal experience the best salesman I ever knew was an ex-mechanic who never could hear the prospect say "no." He would be turned down, and then would put the proposition in a different way, without annoying the buyer, and keep doing it until the buyer finally capitulated. What the buyer really bought was the first proposition that had been presented him, but in the course of the salesmen's work it had been so shaped that it finally got him.

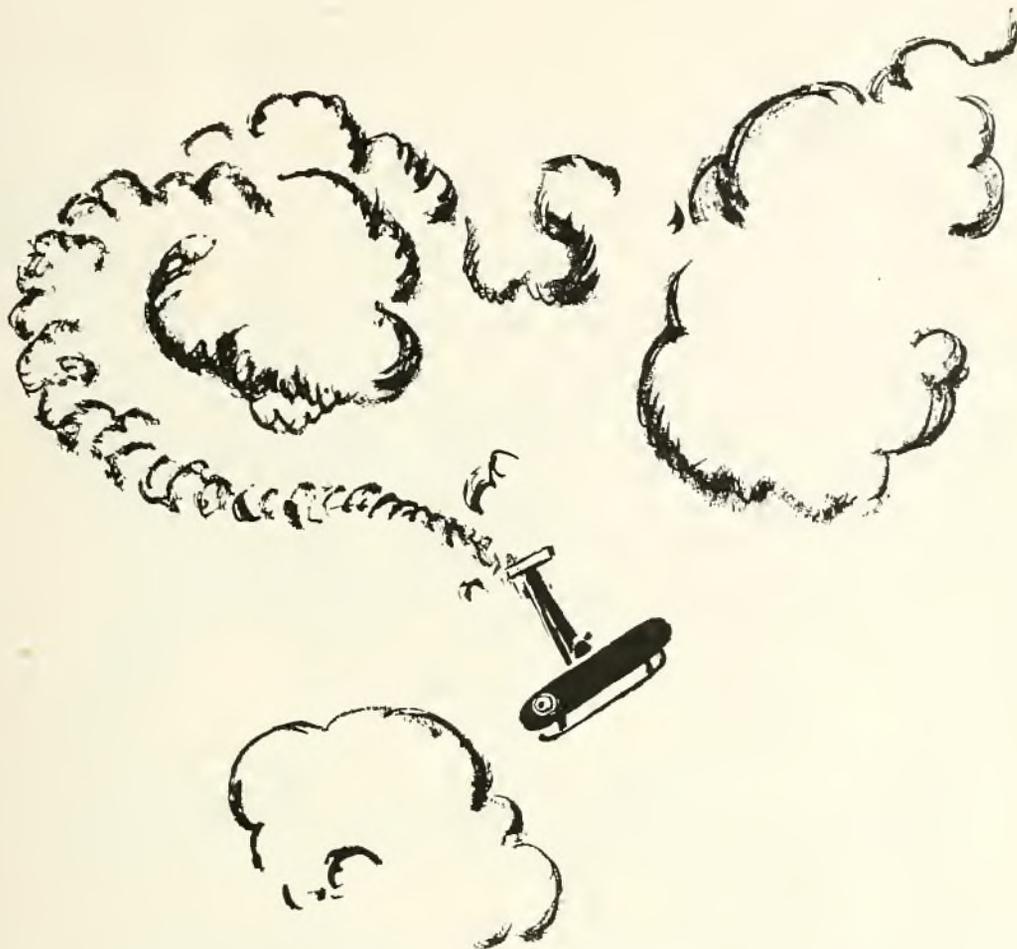
Once upon a time I used to buy lots of printing, and of all the salesmen who called on me I rank two as the most unpleasant. Yet I happen to know that these two men became kingpins among printing salesmen and the biggest asset of both was their persistency. One now owns his own shop and the other is sales manager for a very large printing plant.

Many a salesman has failed because he couldn't control his expense account. Results have to be judged on the total cost of doing business in a territory, so salary and traveling expenses are Siamese twins. Most of us have had the experience of trying to get salesmen to cut their expenses and we know the ticklish situations that can be created. We all know what happens to a salesman's efficiency when he starts to fuss about being underpaid.

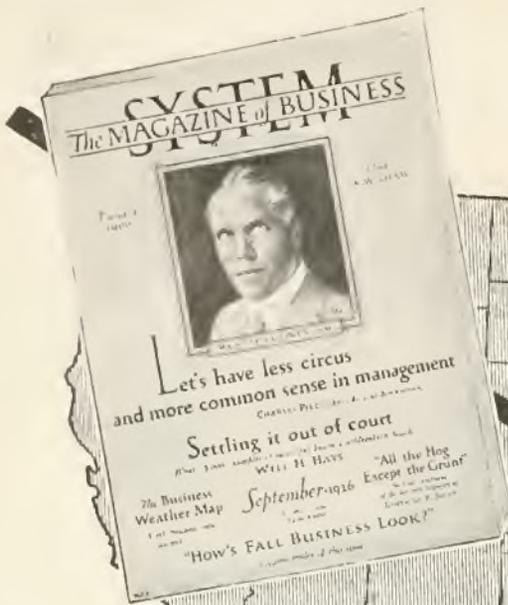
Stock reasons can be assigned to most failures and it is surprising how very much alike are the symptoms of disaster. I think that salesmen go under, sometimes, because we are careless about the danger signals. Sometimes the biggest factor in the failure of a salesman is the lack of proper direction. If we are interested in post-mortems about salesmen, we should include all the factors and be impartial. Suppose conditions were reversed and salesmen could fire their sales managers when they thought the sales managers were failures. Would the mortality be any less?

Truly it seems that no sales force is stronger than the sales management behind it. If we want better salesmen, let us first be better sales managers.

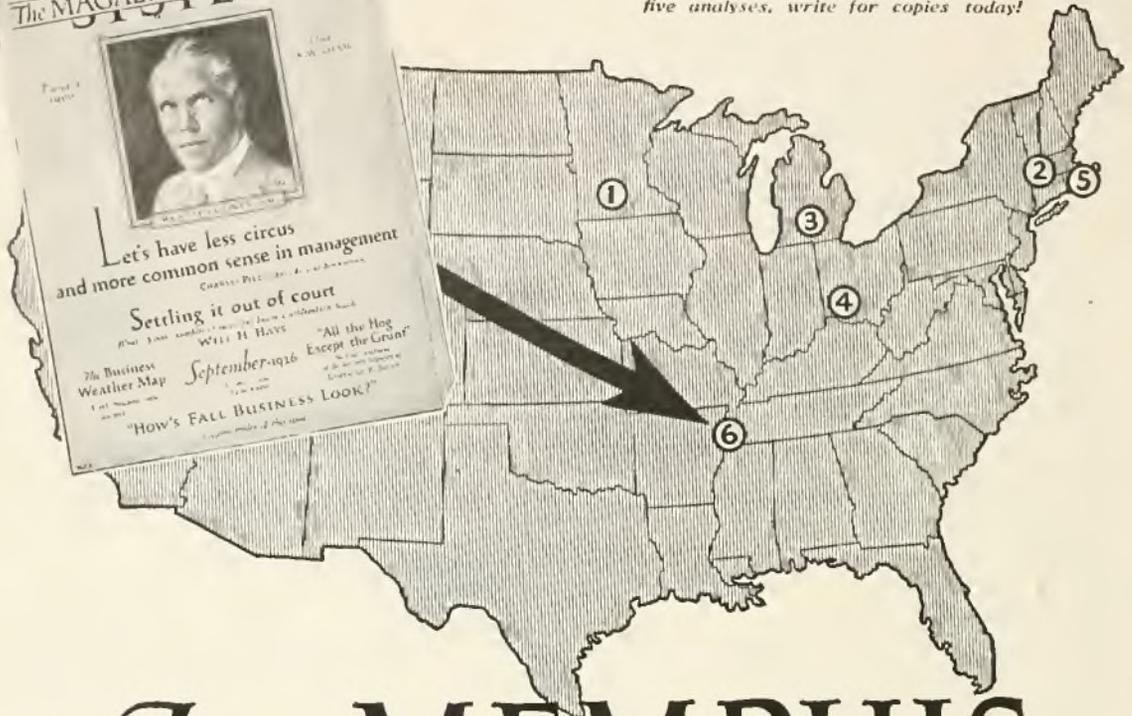
# ADVERTISING IS JUST ADVERTISING



The advertiser when he first views the plan that has been made for him is disappointed. It contains none of the novelty he expected. He has dreamed of doing something that has never been done; "knocking their eyes out," as the phrase is, and putting over something that will make people talk about his product forever. He has no patience with a campaign that seems to be a long succession of advertisements, that is planned to go on as long as the business goes on. There must be something that is better than the old level way across the desert, some way of rousing the lethargic public and setting it to talking about Giggley's Gum Shoes the way they talk about booze, making it gather around a window display as it does around the score board during a world's series. Many an advertiser has wished he could take a long-handled paint brush and letter the name of what he sells across the sky, and lo, along comes the sky writer and does that very thing, and what is it? The most perishable form of publicity yet devised, a few puffs of smoke, *et preterea nihil*. A daring and thrilling performance, and one that may be set down as one-hundred per cent attention value while it lasts, with even a trail of interest after the smoke wreath has vanished, but having no more relation to the business of selling goods by advertising, than a sky rocket's flight has to the problem of lighting a city's streets.



This is the sixth of a series of advertisements giving analyses of circulation in typical cities. If you missed the first five analyses, write for copies today!



# In MEMPHIS

—one of the most important trading and shipping centers of the South—approximately \$335,000,000 worth of cotton was marketed last year, together with lumber, tobacco, rice, fruits, oil, zinc, coal, iron ore and bauxite worth many millions more. To this business the new industrial South has added the output of 379 factories in Memphis alone, with production running well over \$125,000,000 yearly.

And here 81.7% of the circulation of The SYSTEM of BUSINESS is among the three groups of executives who must approve purchases for Memphis businesses and industries.

<b>PROPRIETARY</b>		Sales and Advertising Managers . . . . .	31
Owners . . . . .	57	Financial Executives . . . . .	21
Partners . . . . .	45	Credit Managers . . . . .	17
<b>CORPORATE OFFICIALS</b>		Office Managers . . . . .	17
Presidents . . . . .	121	Comptrollers, Auditors and	
Vice-Presidents . . . . .	27	Accountancy Executives . . . . .	14
Treasurers . . . . .	26	Professional Men . . . . .	10
Secretaries . . . . .	24	Traffic Managers . . . . .	4
Bank Cashiers . . . . .	8	Purchasing Agents . . . . .	3
<b>OPERATIVE EXECUTIVES</b>		Sub-total (81.7%) . . . . .	514
General Managers and Assistant		<b>OPERATING AND MISCELLANEOUS</b>	
General Managers . . . . .	50	Salesmen . . . . .	35
Superintendents and General Foremen . . . . .	39	Office Employees . . . . .	56
		Miscellaneous . . . . .	24
		Total (100%) . . . . .	629

In Memphis, as in other business centers, The SYSTEM of BUSINESS is the logical medium for advertisers to Business, for its circulation is concentrated among the three groups of executives who hold the purse strings.

# 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
Colin Campbell	Portland Cement Ass'n, Chicago. <i>Adv. Mgr.</i>	Resigned	
C. R. Ege (Effective Nov. 1)	Austin F. Bement, Inc., Detroit. <i>Acc't Executive</i>	Portland Cement Ass'n, Chicago	<i>Adv. Mgr.</i>
Paul M. Bryant	Buckley, Dement & Co., Chicago. <i>Vice-Pres.</i>	The G. Lynn Sumner Co., New York	<i>Vice-Pres.</i>
R. C. Brower	The Timken Roller Bearing Service & Sales Co., Canton, Ohio, <i>Sales Div.</i>	Same Company	<i>Gen. Mgr.</i>
Kane Campbell	Barton, Durstine & Osborn, New York	F. J. Ross Co., Inc., New York	<i>Acc't Executive</i>
Robert T. Gebler	Patterson-Andress Co., Inc., New York	F. J. Ross Co., Inc., New York	<i>Acc't Executive</i>
Everett P. Irwin	Thresher Service, Inc., New York	F. J. Ross Co., Inc., New York	<i>Copy</i>
Herbert H. Hilscher	McCormick Steamship Co., <i>Adv. Mgr.</i>	Dollar Steamship Co., San Francisco, Cal.	<i>Display Adv.</i>
Harrison J. Cowan	Nestler Rubber Fusing Co., New York <i>Sales Mgr.</i>	Harrison J. Cowan, New York	<i>Owner</i>
J. Howard Swink	Jay H. Maish Co., Marion, Ohio	Same Company	<i>Vice-Pres. &amp; Ass't Gen. Mgr.</i>
John L. Brummett	Hewes & Potter, Boston, Mass. <i>Sales Mgr.</i>	Same Company	<i>Gen. Mgr.</i>
J. K. MacNeill	Hewes & Potter, Boston, Mass. <i>Ass't Sales Mgr.</i>	Same Company	<i>Sales Mgr.</i>
George Brown	J. C. Penney Co., New York <i>Employment Dept.</i>	Resigned	
George Heller	Florida Trust Co., Miami <i>Mgr., Adv. &amp; Pub.</i>	Rudolph Guenther-Russell Law, Inc., New York	<i>Copy</i>
A. Roy Browne	Mayers Co., Los Angeles <i>Acc't Executive</i>	Young & McCallister, Inc., Los Angeles	<i>Member of Staff</i>
O. B. Briggs	B. G. Pratt Co., New York <i>Pro. Mgr.</i>	Frank G. Morris Co., New York	<i>Copy</i>
Clarence Ford, Jr.	"Times-Dispatch," Richmond, Va. <i>Adv. Dept.</i>	Freeman Adv. Agency, Richmond	<i>Vice-Pres.</i>
W. H. Hemming	Barron G. Collier, New York	Larchar-Horton Co., Providence, R. I.	<i>Copy</i>
Gabrielle E. Forbush	Royal Baking Powder Co., New York <i>Adv. Dept.</i>	The Arthur Hirshon Co., Inc., New York	<i>Member of Staff</i>
James J. McMahon	"Breeder's Gazette," Chicago	The Corn Belt Farm Dailies, Chicago	<i>Member of Staff</i>
Paul F. Witte	Midwest Piping & Supply Co., St. Louis, Mo., <i>Adv. Mgr.</i>	Robert June, Detroit	<i>Acc't Executive</i>
C. A. Sherwood	"The Times," New Bedford, Mass. <i>Adv. Mgr.</i>	Olympia Theatres, Inc., Boston, Mass.	<i>Exploitation</i>
Harry S. McGehee	Cecil, Barreto & Cecil, New York	Bauerlein, Inc., New Orleans	<i>Member of Staff</i>
Walter Mann	Butterick Publishing Co., New York	Z. L. Potter Co., Syracuse, N. Y.	<i>Dir. of Research</i>
David A. Tynion	Moser & Cotins, Utica, N. Y. <i>Gen. Mgr.</i>	Z. L. Potter Co., Syracuse, N. Y.	<i>Acc't Executive</i>
R. Price	Franklin Automobile Co., Syracuse, N. Y.	Z. L. Potter Co., Syracuse, N. Y.	<i>Ass't Pro. Mgr.</i>
Gordon Seagrove	Collins-Kirk, Inc., Chicago	Lambert & Feasley, Inc., New York	<i>Vice-Pres.</i>
Raymond Atwood	H. K. McCann Co., <i>Cleveland Mgr.</i>	Same Company, New York	<i>Vice-Pres.</i>
C. H. Heydon	"Kansas City Star," Kansas City, Mo.	Gilman, Nicoll & Ruthman, Chicago	<i>Member of Staff</i>
Eric Rogers	Cbas. Frazier Co., Honolulu, Hawaii	The Stanley H. Jack Co., Omaha, Neb.	<i>Acc't Executive</i>
C. A. Blauvelt	F. W. Dodge Corp., Chicago <i>Office Mgr. &amp; Copy Chief</i>	Engineering & Contracting, Publ. Co., Chicago	<i>Sales Rep. &amp; Copy</i>
M. E. Phillips	"Public Works," New York <i>Western Rep.</i>	Engineering & Contracting, Publ. Co., Chicago	<i>Western Rep.</i>
John Cambridge	Moser & Cotins, Utica, N. Y.	George Batten Co., New York	<i>Marketing Dept.</i>
John S. Barlow	Frank Seaman, Inc., New York <i>Acc't Executive</i>	The Stillson Press, Inc., New York	<i>Direct Mail Dept.</i>
Stanley R. Greene	J. A. Migel, Inc., New York <i>Adv. Mgr.</i>	The Stillson Press, Inc., New York	<i>Direct Mail Dept.</i>
T. L. Killough	N. W. Ayer & Son	"Cosmopolitan," New York	<i>Eastern Sales Staff</i>
J. C. Borah	Victor Motors, Inc., St. Louis <i>Gen. Sales Mgr.</i>	Moon Motor Car Co., St. Louis, Mo.	<i>Ass't to Pres.</i>

## Do 2,500 People Make a "City"? If Not, Your Advertising Schedules May Be Wrong.

**A**CCORDING to the 1920 census, there are about 50,000,000 people in these United States who live in cities. That is to say, they are classified as "urban population."

Taking these figures at their face value, you would perhaps assume that through the use of urban newspapers and other publications of big city circulations, you would cover the territory inhabited by these 50,000,000 people.

This assumption would be wrong.

For the U. S. Census Bureau, for some reason or other, classifies the residents of all towns of over 2,500 population as "urban."

Now 2,500 people make a village—not a city.

Villages are covered by The Country Newspaper—not by urban publications.

No doubt you are fully aware of the tremendous purchasing power, the responsiveness, the dependable buying habits, of the people who live in towns of 5,000 and less.

Very well; there are 14,225 of these towns, with a total population of 56,000,000.

The Country Newspaper is the One medium through which this highly desirable and notably fruitful field can be really covered.

The Country Newspaper goes into the homes of these millions—is read by every member of every family—and produces results far out of proportion to its modest cost.

If you want the business of the small town and rural sections, you must get after it through the medium they read.

*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

Advertising  
& Selling

# The NEWS DIGEST

Issue of  
Oct. 6, 1926

## CHANGES IN PERSONNEL (Continued)

Name	Former Company and Position	Now Associated With	Position
Charles W. Wright	The Meredith Publications Pacific Coast Rep.	E. Katz Special Adv. Agency	In Charge of San Francisco Office
J. B. Olson	"The Timberman," Portland, Ore.	The Industrial Service Co.	In Charge of Sales & Adv. Portland
D. Merton Reardon	The John Baumgarth Co., Chicago	Lowry Cartoons, New York & Chicago	Sales Mgr.
Otis Wood	McClure Newspaper Syndicate	Lowry Cartoons, New York & Chicago	In Charge of Eastern Office
P. G. Bredesen	"Tribune," Chicago, Adv. Dept.	Register & Tribune Co., Des Moines, Iowa	Ass't Mgr.
D. T. Campbell	J. R. Hamilton Adv. Agency, Chicago Acc't Executive	Hawes-Campbell Adv. Agency, Chicago	Partner
Roy Head	The Vick Chemical Co., Greensboro, N. C. Copy and Plan Dept.	Same Company	Export Adv. Mgr.
George W. Freeman	Corday & Gross Co., Cleveland Dir. of Adv. Service	Doremus & Co., New York	Acc't Executive
William R. Stearns	G. Allen Reeder, Inc., New York	Harrison-Tobias, Inc., New York	In Charge of Copy and Art
B. F. Damon	International Trade Press, Inc., Chicago New England Agent	Same Company, New York	Eastern Mgr.
Natt S. Getlin	"Times," St Louis Adv. and Pro.	World Color Printing Co., St. Louis	Sales and Pro. Mgr.
T. R. Clendinen	Turner, Day & Woolworth Handle Co., Louisville, Ky. Sales Staff	Same Company	Sales Mgr.
H. F. Anderson	Foster & Kleiser, Portland, Ore.	Crossley & Failing, Inc., Portland	Dir. of Sales Pro.
C. H. Geppert	Stransky Mfg. Co., Pukwana, S. Dak. Gen. Mgr.	Air-Stop Mfg. Co., Inc., Des Moines, Iowa	Sales Mgr.
Harry Wasserman	Cellucotton Co., Chicago Western Sales Mgr.	W. B. Conant, Chicago	Member of Staff
Harry H. Buckendahl	Gilman, Nicoll & Ruthman, Chicago	Same Company	Mgr. San Francisco Branch
Kenneth L. Ede	John S. King Co., Cleveland	Van Dorn Iron Works Co., Cleveland	Adv. Mgr.
Paul J. Volgen	Carroll Dean Murphy, Inc., Chicago	Container Corp., Chicago	Adv. Mgr.
A. A. Braseley	"The Detroit Times," Nat'l Adv. Mgr.	Louis C. Boonc, Detroit	Member of Staff
George L. Cooper	Best & Co., New York	Lydlon & Hanford Co., New York	Acc't Executive
Douglas W. Coutlee	Charles C. Green Adv. Agency, Inc., New York Business Mgr.	Resigned	
Winthrop Tuttle	"Daily News," N. Y., Nat'l Adv. Staff	Same Company	New England Rep.
Herbert S. Chase	Andrew Cone Adv. Agency, New York Art	F. J. Ross Co., Inc., New York	Art
Dorothy E. Long	Cross & LaBeaume, Inc., New York	F. J. Ross Co., Inc., New York	Media
Howard Dunk	United Profit-Sharing Corp., New York Ass't to Pres.	Same Company	Vice-Pres. in Charge of Sales & Adv.

## CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
The Canadian Pacific Railway	Montreal, Can.	Chateau Frontenac & Other Canadian Pacific Hotels	Ray D. Lillibridge, Inc., New York
Gerber & Co., Inc.	Switzerland	"Knight" Brand of Gruyere Cheese	N. W. Ayer & Son, New York
Carhartt Overall Co.	Detroit, Mich.	Overalls	Brooke, Smith & French, Inc., Detroit
The Franklin Co.	Melrose, Mass.	"Heatherbloom" Products	The Kenyon Co., Boston
Smith & Wesson	Springfield, Mass.	Firearms	The Spafford Co., Inc., Boston
M. Tecla & Co.	New York	"Tecla" Pearls	Capelhart-Carey Corp., New York
The Northern Paper Mills	Green Bay, Wis.	"Northern" Tissue Paper	Blackett & Sample, Chicago
Morene Products, Inc.	New York	"Morene" Wall Finish	Foote & Morgan, Inc., New York
Thomas J. Webb Co.	Chicago	Teas and Coffee	Hawes-Campbell Adv. Agency, Chicago
Berlitz School of Languages	Chicago	Education	Hawes-Campbell Adv. Agency, Chicago
Bismark Hotel	Chicago	Hotel	Hawes-Campbell Adv. Agency, Chicago
Curtis Co., Inc.	New York	"Curtisbilt" Furniture	Lydlon & Hanford Co., New York
The Illinois Bottled Gas Co.	Chicago	Protane Bottled Gas	Wade Adv. Agency, Chicago
P. A. Geier Co.	Cleveland	"Royal" Squeeppers	The Procter & Collier Co., Cincinnati
Buffalo Specialty Co.	Buffalo, N. Y.	Liquid Veneer, Radiator "Neverleak" and "Ratnit"	The Procter & Collier Co., New York
Oakite Products, Inc.	New York	"Oakite"	Charles C. Green Adv. Agency, New York
The Thomas & Armstrong Co.	London, Ohio	Teel Garages and Furnaces	The Robbins & Pearson Co., Columbus, Ohio
The Ohio Valley Coffee Co.	Portsmouth, Ohio	"Sorority" Coffee	The Robbins & Pearson Co., Columbus, Ohio

## Wherein wheels affect your selling costs \* \* \*

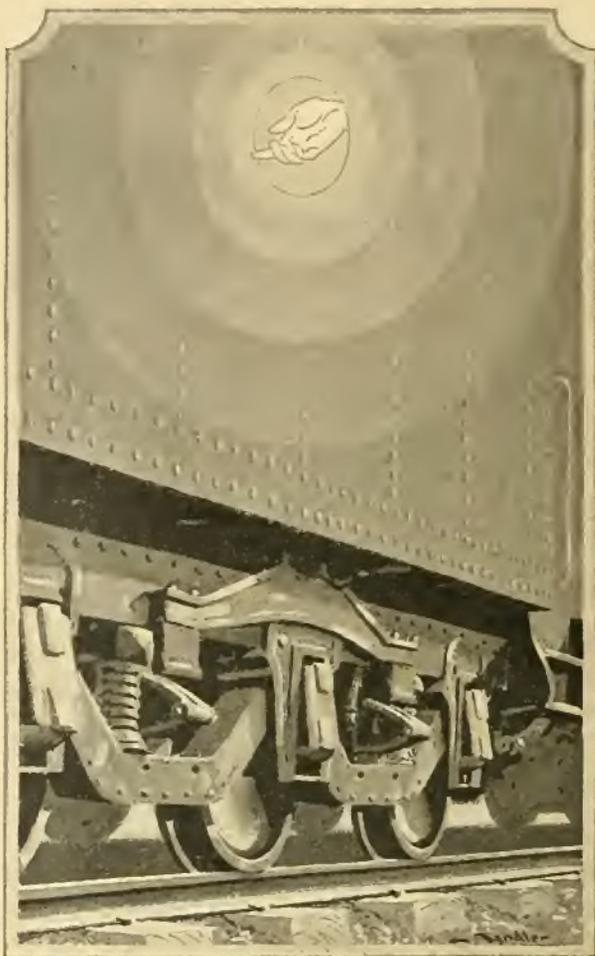
*and Wisdom points a  
guiding hand*

GRANTED, there seem to be many faults with the present postal regulations. Nevertheless, your printed salesman still travels over the wheels of the mailcar for a penny an ounce—to any part of the country. While your personal salesman has to spend at least three and six-tenths cents for every mile he rides on the wheels of a coach.

*Moral:* Dispense with your sales force and solicit business entirely by mail? Certainly not. Cut your selling overhead by decreasing your selling staff? No, again. Rather, increase the efficiency of your salesmen by interspersing their calls with frequent mailings of effective sales literature to their customers—and prospects.

Inspire (it can be done) jobber and dealer cooperation by cooperating with them in getting your message over to the consumer through booklets, package enclosures, counter leaflets, etc., attractively designed, well printed.

*Truth:* Impressions convince as often, and as much, as arguments. Splendid art work, engravings, typography all help to give your statements a quality accent. So, too, does a fine paper—your printed salesman's suit of clothes.



*Wisdom:* Nearly forty years of specialization in the art of paper coating are represented in every sheet of Cantine paper. Economy suggests and Wisdom points to—Ashokan, for sharply detailed Ben Day and halftone work—Velvetone, for the richness of soft-focus reproduction on a dull-coated stock—Canfold, for an extraordinary printing and folding job.

*A handsome steel-engraved certificate is awarded each quarter to the producers of the most meritorious job of printing on any Cantine paper. Write for details, book of sample Cantine papers and name of nearest distributor. The Martin Cantine Company, Dept. 000, Saugerties, N. Y.*

# Cantine's

## COATED PAPERS

**CANFOLD**  
SUPREME FOLDING  
AND PRINTING QUALITY

**ASHOKAN**  
NO. 1 ENAMEL BOOK

**ESOPUS**  
REGULAR  
NO. 2 ENAMEL BOOK

**VELVETONE**  
SEMI-DULL—Eggs & Print

**LITHO C.15**  
COATED ONE SIDE

Advertising  
& Selling

# The NEWS DIGEST

Issue of  
Oct. 6, 1926

## CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (Continued)

Name	Address	Product	New Advertising Through
Lakeside Packing Co.	Manitowoc, Wis.	"Lakeside" Vegetables	Klau-Van Pieteron-Dunlap-Younggreen, Inc., Milwaukee, Wis.
Ingleheart Bros., Inc.	Evansville, Ind.	"Swan's Down" Flour	Young & Rubicam, New York
Music Master Corp.	Philadelphia	"Music Master" Radio Horn	Tracy-Parry Co., Phila.
Eternit, Inc.	Philadelphia	Asbestos Shingles	N. W. Ayer & Son, Phila.
Rossiter, Tyler & McDonell, Inc.	New York	Radio Accessories	Redfield Adv. Agcy., Inc., New York
The Progressive Retailers' Ass'n., New York	New York	"Betty Wales" Fashions	The Spafford Co., Boston, Mass.
The Robinette Candy Co.	Seattle, Wash.	Candy	J. F. Held Adv. Agcy., Seattle
King Pneumatic Tool Co.	Chicago	Pneumatic and Electric Tools	The Clark Collard Co., Chicago
W. C. Braun Co.	Chicago	"Monroe" Radio Sets & Parts	Hurja-Johnson-Huwen, Inc., Chicago
Neolite Sign Co.	Chicago	Electric Signs	Hurja-Johnson-Huwen, Inc., Chicago
Gleu-Gery Shale Brick Co.	Reading, Pa.	Shale Brick	Cosmopolitan Adv. Agcy., Reading, Pa.
Dr. Robert Yost Co.	Bethlehem, Pa.	Reducing Bath Salts	Cosmopolitan Adv. Agcy., Reading, Pa.
P. H. Hildebrand Cigar Co.	Reading, Pa.	"Socrates" Cigars	Cosmopolitan Adv. Agcy., Reading, Pa.
United Filters Corp.	Hazleton, Pa.	Industrial Filters	G. M. Basford Co., New York
The Douglass Hotel	Philadelphia	Hotel	Spector & Goldensky, Phila.
Hotel San Remo	New York	Hotel	E. W. Hellwig Co., New York
Fidelity Trust Co.	New York	Finance	E. W. Hellwig Co., New York
Johnson Bronze Co.	New Castle, Pa.	Bronze Bushings	Ray D. Lillibridge, Inc., New York
Associated Radio Mfr.'s	New York	"Varion" Battery Eliminator	Ray D. Lillibridge, Inc., New York
Morgan, Hastings & Co.	Philadelphia	Filling Golds	Fred'k A. Spolane Co., New York
Western New York Motor Line	Batavia, N. Y.	Transportation	De Forest Adv. Service, Inc., Buffalo
Scotten-Dillon Co.	Detroit	"Yankee Girl" Tobaccos	The Fred M. Randall Co., Detroit
Borman Service	Philadelphia	Employment Agency	Spector & Goldensky, Phila.
R. C. Products Co., Inc.	Cleveland	Concrete	The Nichols-Evans Co., Cleveland
The Reo Motor Car Co.	Lansing, Mich.	"Reo" Automobiles	The Buchen Co., Chicago
The Bond Stores, Inc.	Newark, N. J.	Clothing	The Marx-Flarsheim Co., Cincinnati
Riverview Farms, Inc.	Bridgton, N. J.	Nursery Stock	The Charles Adv. Service, New York
Prosperity Co.	Syracuse, N. Y.	Laundry Machines	Z. L. Potter Co., Syracuse
Shaughnessy Knitting Co.	Watertown, N. Y.	Women's Lingerie	Z. L. Potter Co., Syracuse
Owen-Dyneto Corp.	Syracuse, N. Y.	Electric Windshield Wipers	Z. L. Potter Co., Syracuse
The Thatcher Co.	Newark, N. J.	Furnaces	Redfield Adv. Agcy., Inc., New York
Brooklyn Chamber of Commerce	Grand Central Palace, N. Y.	Exposition of Brooklyn Industries	Doremus & Co., New York
Hydro United Tire Corp.	Pottstown, P. A.	"Hydro" Insured Tires	Grant & Wadsworth, Inc., New York
Schleicher, Inc.	Gary, Ind.	"Slyker" Metal Radiator Furniture	Grant & Wadsworth, Inc., New York

## NEW PUBLICATIONS

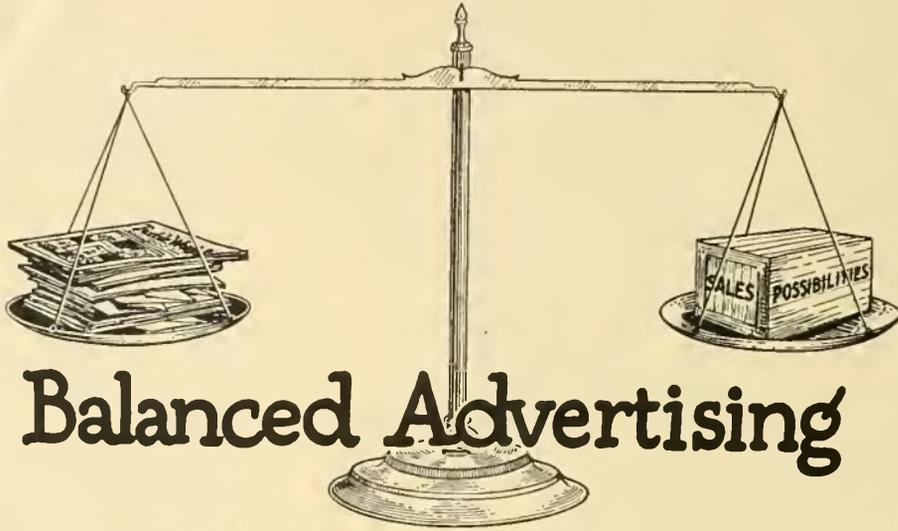
Name	Published by	Address	First Issue	Issuance	Page Type Size
"Electric Refrigeration News"	F. M. Cockrell	818 West Hancock Ave., Detroit, Mich.	Sept. 11, 1926	Weekly	11½x16¼

## NEW ADVERTISING AGENCIES AND SERVICES, ETC.

The George E. Ryan Adv. Co.	Seattle, Wash.	Advertising Agency	George E. Ryan
Harrison J. Cowan	730 Fifth Avenue, New York City	Advertising Agency	Harrison J. Cowan
The American Pacific Agency	Portland, Ore.	Advertising Agency	O. J. Gatzmyer, E. C. Randolph & S. A. Hibbs
Anderson Advertising Agency	Tampa, Fla.	Advertising Agency	Harold G. Anderson

## PUBLICATION CHANGES AND APPOINTMENTS

"The Philadelphia Inquirer"	Philadelphia, Pa.	Appoints Woodward & Kelly, Chicago and Detroit, as its Western Advertising Representative.
"World," Wenatchee, Wash.		Appoints Prudden, King & Prudden, Inc., New York, as its Eastern Advertising Representative.
"Times-Journal," Selma, Ala. and "Valley News," Covington, Ohio		Appoint The Devine-MacQuoid Co., Inc., New York, as their National Advertising Representatives.
"Inquirer," Palm Beach, Fla.		Appoints Paul Block, Inc., New York, as its National Advertising Representatives.
"Enquirer," New York City		Appoints E. Katz Special Advertising Agency, New York, as its National Advertising Representatives.
"Daily News," Kinston, N. C.		Has suspended publication.



## Balanced Advertising

It is always a problem to map out a properly balanced advertising program—to determine what for your purpose is the best balance between different forms of publicity, the amount of effort to expend for developing each market and the proper avenues of approach.

Here, at last, is one certain fact to put down as a basic consideration for every industrial advertising plan: The textile manufacturing industry forms such a large and compact market that no well balanced industrial campaign can neglect it.

*Second* in the value of products: \$6,960,928,000.

*First* in the value added by manufacture: \$2,005,376,000.

*Second* in the use of motive power: 2,983,002 H.P.

*First* in the number of wage earners: 1,031,226.

*First* in the number of large plants having an annual output valued at over \$1,000,000: 1329.

*First* in the number of plants employing over 250 workers: 1003.

*Second* in the capital invested: \$6,096,161,000.

Moreover, the industry is most decidedly on the up-swing. Revolutionary new developments are occurring which keep textile executives keyed to the highest pitch of interest. There has never been a better time to plunge with textile publicity.

# Textile World

*Largest net paid circulation and at the highest subscription price in the textile field*

Member  
Audit Bureau of  
Circulation

Member  
Associated Business  
Papers, Inc.

334 Fourth Avenue, New York


Advertising & Selling • The NEWS DIGEST • Issue of Oct. 6, 1926


**PUBLICATION CHANGES AND APPOINTMENTS (Continued)**

"Daily Journal," an afternoon and Sunday. Have been consolidated. The Sunday publication will be known as the "Lubbock paper, and the "Morning Avalanche," a "Avalanche-Journal" and the weekly will be called the "Weekly Avalanche morning paper, Lubbock, Tex. Journal."

"Signal," Sanford, Fla. .... Name changed to the "Sanford Times."

"Sun," and "Telegram," New York. .... Have been sold to William T. Dewart.

"Progress," Charlottesville, Va. .... Have appointed the Devine-MacQuoid Co., Inc., New York, as their National Advertiser and the "Free Lance-Star," Fredericksburg, Va. .... tising Representatives.

**MISCELLANEOUS**

The Associated Business Papers, Inc., New York. Announces that the "National Underwriter" and "The Furniture Journal," Chicago, have been admitted to membership.

American Fair Trade League, New York .... Name changed to American Fair Trade Association.

Campbell-Ewald Co. .... Announces the establishment of a branch office in Paris. E. V. Salisbury will be Manager.

The Moto Meter Co., Inc., Long Island City. Has acquired the National Gauge & Equipment Co., La Crosse, Wis. N. Y.

H. A. Calahan Co., New York. .... Has sold its interests to Francis Juraschek and E. M. Freystadt.

The North American Dye Corp. .... Has appointed Harold F. Ritchie & Co., Inc., as its National Sales Representatives in Mount Vernon, N. Y. .... all territories of the U. S. except in Washington, California and Oregon.

Postum Cereal Co., New York. .... Has acquired the Minute Tapioca Co., Orange, Mass.

Hawes Advertising Agency, Chicago. .... Name changed to Hawes-Campbell Advertising Agency.

Wayne Tank & Pump Co., Ft. Wayne, Ind. .... Name changed to Wayne Company.

**CHANGES IN ADDRESSES**

**Advertising Agencies and Services, Publications, etc.**

<i>Name</i>	<i>Business</i>	<i>From</i>	<i>To</i>
J. Jay Fuller	Advertising Agency	112 Delaware Ave., Buffalo, N. Y.	259 Delaware Ave., Buffalo, N. Y.
Hamilton-DeLisser, Inc.	Newspaper Representatives	25 West 43rd St., New York	285 Madison Ave., New York
Greve Adv. Agcy., Inc.	Advertising Agency	616 Hamm Bldg., St. Paul, Minn.	603 Builders Exchange, St. Paul, Minn.
New Jersey Newspapers, Inc. (Philadelphia Office)	Newspaper Representatives	Widener Bldg., Phila.	1524 Chestnut St., Phila.

**CONVENTION CALENDAR**

<i>Organization</i>	<i>Place</i>	<i>Meeting</i>	<i>Date</i>
Window Display Adv. Ass'n	New York (Pennsylvania Hotel)	Annual	Oct. 5-7
British Advertising Convention (Manufacturers' Session)	Manchester, England	Annual	Oct. 6
Second District Convention of the International Advertising Ass'n	Lancaster, Pa.	Annual	Oct. 6-7
Seventh District Convention of the International Advertising Ass'n	Tulsa, Okla.	Annual	Oct. 10-12
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 of Advertising Agencies	Washington, D. C. (Mayflower Hotel)	Annual	Oct. 27-28
First District Convention of the International 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
Eleventh District Convention of the International Advertising Ass'n	Greeley, Col.	Annual	Feb. 26-28, 1927
International Adv. Ass'n	Denver, Col.	Annual	June 26-30, 1927
Fourth District Convention of the International Advertising Ass'n	Daytona Beach, Fla.	Annual	Dates not set
Fifth District Convention of the International Advertising Ass'n	Columbus, Ohio	Annual	Dates not set
Sixth District Convention of the International Advertising Ass'n	Louisville, Ky.	Annual	Dates not set

**DEATHS**

<i>Name</i>	<i>Position</i>	<i>Company</i>	<i>Date</i>
William P. Green	Associate Director	National Better Business Bureau, Inc.	Sept. 10, 1926
Manville Waples	Copy Chief	Massengale Advertising Agency, Atlanta, Ga.	Sept. 12, 1926
Walter P. Jenkins	Eastern Mgr.	W. H. Gannett Pub. Co., Augusta, Me.	Sept. 30, 1926

..... 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.

Cheese.. Myopic .. Competition .. Automotive... Nationalitis .. United Markets of America .. High Water Mark..... Sixty-two years..... Pop

# From the TOWER



A Rablraisan mood held a group of Chicago merchants. They shrugged off fear of being ridiculous. A 16 story, steel and concrete monument to the alleged big spender of the day, the big butternegg man, will house their activities. Baptized the "Butter & Egg Building". "We capitalized the kidding," they said.

CONGRESSIONAL SESSIONS, after all the sound and fury have died away, settle at least one thing. The letters from home that rowel the shuddering flanks of the senatorial wheelhorses drive home this fact. National issues have local aspects.

A troop of mice, solemnly squatting on their sterno, could tell the same thing about cheese, its marketing and distribution.

\*\*\*

## Myopic

THE special discounts with which a manufacturer soothes a fractious dealer would often pay for a tidy local advertising campaign. A dealer may forget, fail, or go sour. Brand advertising in the locality controls such vexatious phenomena.

\*\*\*

The Chicago Tribune offers \$7,500 in twenty cash prizes to architects, draftsmen and students for new designs of five and six room homes.



... New Home Designs

The backbone of America lives in this type house. Paucity of taste in design is flagrant. Stereotypes affront the eye. Architects will now relieve the small builder.

The Competition opened September 12, 1926 and will close December 1, 1926. Each set of prize winning designs will be published in The Chicago Tribune's Real Estate and Home Builders' Section, beginning with Sunday, January 2, 1927 and continuously until the plans are exhausted.

\*\*\*

## Sense

"WE felt happy to accept orders from Seattle, for instance, for 6 units. Scattered orders of this kind from various parts of the country made a neat total of business. It sped up production and made a profit look possible early in the growth of the business. Unexpectedly, however, service calls came in from one city, then another and another, and before long factory service men were travelling all over the United States. And with them went the profits, and profits on machines not yet shipped.

All in all we bit off more than we could

chew. Your zone story fits our case ideally and next year we hope to develop it thoroughly."

—as told by a Michigan manufacturer to a Tribune salesman.

\*\*\*



AUGUST lineage rode on balloons. The Tribune last month carried 219,600 lines of automotive advertising—more than any other month in Tribune history with one exception. That peak was in January, 1920, an Automobile Show month, when everyone was blooming. What with fewer manufacturers in the field and in the dog-days of August such stepping on the gas is remarkable.

\*\*\*

## NATIONALITIS

"Wherever there are people there are selling possibilities, and any salesman who neglects any part of his territory that is populated is wasting building material—not only wasting the actual possible returns from that particular part, but he is losing the cumulative power that every unit of sale adds to general prestige....."

".....Utopian as the attainment may seem, complete saturation with his product of each territory under his direction must be the aim of every salesman....."

—committed by a General Salesmanager in a recent issue of "Sales Management."

## The United MARKETS of America

"The United States is not one market, but a number of markets. The people of each economic area have different living habits, with a resultant difference of purchasing power or inclination. By furnishing the best available information on markets, business judgment will be better equipped to eliminate marketing waste."

U. S. DEPARTMENT OF COMMERCE.

## High Water Mark!

The average net paid circulation of The Chicago Daily Tribune exceeded in the first week of September, 1926

### THREE QUARTERS OF A MILLION

In December, 1921, seventy-four years after its founding, The Daily Tribune's circulation passed the half million mark. Since then daily circulation figures at the end of each year have shown these added gains:

December 31, 1921...	518,718
December 31, 1922...	520,162
December 31, 1923...	579,273
December 31, 1924...	601,512
December 31, 1925...	690,529
August 31, 1926.....	750,000

In five years The Tribune has added a quarter of a million to the host of its readers. They have been unusual years. Its readers' opinions on politics, on world affairs, on prohibition, on armament have not always coincided with The Tribune's.

But The Tribune's editorial views have been its own—independent, fair, and superlatively honest. And this amazing growth proves that Chicago and the Central States want the kind of newspaper The Tribune is.

\*\*\*

## "Advertising Rightly Done Pays For Itself"..... Melvin A. Traylor

"Its [The Tribune's] strict censorship of financial advertising has created confidence in the integrity of The Tribune's columns, and has protected not only the reader but the advertiser," says Melvin A. Traylor, President of the First National Bank and the First Trust & Savings Bank of Chicago, and Vice-President of the American Bankers' Association.



... famous banker

Mr. Traylor knows a bit about the subject. The First National Bank began its advertising in The Chicago Tribune sixty-two years ago. Its growth for more than half a century has paralleled that of The Tribune. It is just such general conviction among financial advertisers that placed in The Tribune last year 45.3% of all the financial advertising that appeared in Chicago papers. This was more than that carried by the next two papers combined.

\*\*\*

S. W. STRAUS, President of S. W. Straus & Co. and famous banker, in a later issue of "From the Tower" will discuss advertising in the light of a business investment. He reveals interesting facts about the nation-wide growth of his company. Look for it. POP TOOP!