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Advertising & Selling

PUBLISHED FORTNIGHTLY

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Courtesy of Lambert Pharmaceutical Company

JANUARY 26, 1927

15 CENTS A COPY

In this issue:

"What Is Wrong with My Advertising?" By JOHN ALLEN MURPHY; "We Found New Jobs for Our Salesmen" By G. H. CLEVELAND; "Wanted: More Variety in the Advertising Pages" By EARNEST ELMO CALKINS; "Marketing Building Materials" By ALBERT E. MUDKINS; "The News Digest" on Page 95

Public Library
Kansas City, Mo.

The **GREATEST** of ALL Years in the History of THE CHICAGO DAILY NEWS

In 1926 The Chicago Daily News published:

—The greatest volume of advertising ever carried by a Chicago daily newspaper (21,811,512 agate lines), a gain of 1,328,204 lines over 1925.

—A larger volume of display advertising, a greater number of classified advertisements, than were printed by any other Chicago daily paper.

—A volume of department store advertising exceeding the totals of the next THREE daily papers combined.

In these facts there is a pertinent message from the advertisers of 1926 to the advertisers of 1927—an unmistakable measure of the results obtained by advertisers in The Chicago Daily News.

Here is detailed testimony to the confidence of advertisers in The Chicago Daily News, as shown in the accompanying statement of Chicago department store advertising, representing as it does the verdict of Chicago's most exacting and experienced advertisers. It is decisive evidence for all advertisers.

TOTAL DEPARTMENT STORE ADVERTISING IN CHICAGO FROM JANUARY 1 TO DECEMBER 31, 1926										
IN "THE LOOP"										
The Daily News	Totals		Herald Examiner		Post	American	Journal	Total	Percentage on the Daily News	
	Daily	Sunday	Daily	Sunday						
Boston Store	724,235	8,073	333,747	48,890	302,330	16,493	319,833	380,016	2,103,397	34.43
Carew Price Scott & Co.	440,407	591,484	196,204	196,204	149,927	181,461	70,852	1,628,335	27.01	
The Fair	864,572	116,076	493,979	20,690	270,225	43,721	400,333	79,872	2,335,774	37.01
Marshall Field & Co.	575,523	539,970	363,523	356,489	386,020	341,823	2,582,548	22.28
Hillman's	582,911	8,596	244,469	2,400	44,851	134	120,338	2,478	922,496	40.98
Leiter Building Stores	431,385	7,057	278,795	2,468	149,370	19,248	31.42
Mindel Brothers	479,854	464,587	297,121	33,579	110,021	307,833	109,080	168,865	1,770,140	27.11
Che. A. Stevens & Bros.	67,906	285,637	91,864	10,607	35,695	1,167,753	461,328	14.02
The Davis Co.	1,284,028	368,978	191,928	47,580	530,377	153,807	2,443,854	51.31
Total Agate Lines	5,400,530	2,707,658	1,746,017	860,778	916,797	730,987	2,132,869	1,167,753	15,292,894	75.38
The Daily News Printed	3,092,162 more lines than the highest morning paper
.....	1,267,481 more lines than the next highest evening paper
.....	1,348,683 more lines than the highest daily and Sunday papers combined

OUTSIDE "THE LOOP"											
The Daily News	Totals		Herald Examiner		Post	American	Journal	Total	Percentage on the Daily News		
	Daily	Sunday	Daily	Sunday							
W. A. Washburn & Co.	606,000	17,803	146,718	31,159	90,248	282,548	1,174,478	51.62	
Worke Bros. & Co.	86,261	37,361	1,117	1,290	3,947	141,162	63.66	
Corday's	63,390	63,390	100.00	
The H. F. W. Stores	1,718	16,265	7,314	30,897	23.69	
E. Iversen & Co.	32,273	162,650	66.81	
Riley Bros.	202,785	810	52,083	124,966	57.83	
L. Klein	302,785	1,370	36,180	414	1,120	11,620	354,389	80.10	
Loewe Miller & Co.	32,486	1,659	10,419	17,523	2,543	7,962	71,714	45.30	
Stevens	27,594	37,554	100.00	
The 12th St. Store	203,226	27,118	362,104	50.12	
Montgomery Ward & Co.	15,727	4,923	156,207	35,450	61,319	17,622	173,948	9.04
Michigan Brothers	19,055	4,923	57,008	80,986	31.53	
Sears Roebuck Co.	139,165	897	81,938	4,116	53,614	228	94,177	20,192	393,617	35.40	
Goldblatt Brothers	368	508	100.00	
Larkin Store	350	150	4243	150	30	152	5,895	14.42	
Total Agate Lines	1,640,681	31,725	486,467	54,719	209,524	228	519,318	169,374	7,076,376	53.30	
The Daily News Printed	1,586,162 more lines than the highest morning paper	
.....	1,121,648 more lines than the next highest evening paper	
.....	1,121,648 more lines than the highest daily and Sunday papers combined	

TOTAL IN AND OUTSIDE "THE LOOP"										
The Daily News	Totals		Herald Examiner		Post	American	Journal	Total	Percentage on the Daily News	
	Daily	Sunday	Daily	Sunday						
Total on "The Loop"	6,960,520	2,807,658	1,746,017	860,778	916,797	730,987	2,132,869	1,167,753	15,292,894	75.38
Total outside "The Loop"	1,640,681	31,725	486,467	54,719	209,524	228	519,318	169,374	7,076,376	53.30
Total of all Dept. Stores	7,041,401	2,839,383	2,202,424	914,697	1,122,321	731,215	2,652,187	1,337,127	18,442,210	38.39
The Daily News Printed	4,702,018 more lines than the highest morning paper
.....	4,285,116 more lines than the next highest evening paper
.....	2,488,584 more lines than the highest daily and Sunday papers combined

Average Daily Net Paid Circulation for December, 1926, 426,885

THE CHICAGO DAILY NEWS

First in Chicago

Advertising Representatives:

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

CHICAGO
Woodward & Kelly
360 N. Michigan Ave.

DETROIT
Woodward & Kelly
Fine Arts Building

SAN FRANCISCO
C. Geo. Kroegus
253 First National Bank Bldg

Two RUTHLESS ASSASSINS



—that lurk in your *MOTOR*
· · · HEAT and FRICTION · · ·

AVICIOUS pair, these two assassins! No motor is safe from them. There is no victim they prefer to an obsolete, smooth-oil motor—unless it be an elderly motor on the steady sale of fifty thousand miles. Tamped-down valves, and riveted pistons, grain tracks—all set for prey for those two. And they work so quietly, so shyly, car owners are often killed on a fair score of occasions.

Every minute you drive, Heat and Friction lurk, close to your motor, waiting, ready for a chance to open a cylinder, clog a bearing, or burn your motor to an instantly dead. And only your minute-oil prevents those two assassins from doing damage.

Why many oils fail

When a motor-oil goes into action it is no longer the usual, glancing liquid that you see poured into your crankcase. Only a thin, film of the oil actually holds the lighting line. This film covers all the vital parts of the motor and comes between all the whirling, flying metal surfaces. As long as this protective film remains

unbroken, the motor is safeguarded from disastrous heat and friction.

But the oil film itself is subjected to terrific punishment. It must withstand steering, scorching fire—and tearing, grinding friction.

For one effect, ordinary motor-oil fails. The film, under that exorbitant punishment, breaks and burns, leaving vital motor parts exposed. Hot, warped metal surfaces chafe against each other. What-

ing then strikes the raw metal. Terrible friction begins its work of destruction.

Then, before you even know your motor will be fixed, you have a scored piston, a scored cylinder or a burned-out bearing. And you pay big repair bills.

The "film of protection"
that saves your fuel

Tide Water technicians spent years in studying motor oil action, but nothing, finally they professed, so Veedol, an oil that offers the utmost measure to deadly heat and friction. An oil which gives the "film of protection," slow to come, quick to set, long to last.

In fact, increasing thousands, car owners are learning that the Veedol "film of protection" is a motor's most valuable defender. Stop today at the first garage and check Veedol tags and have your crankcase drained and refilled with the correct Veedol oil for your particular motor.

Tide Water Oil Sales Corporation, 11 Broadway, New York. Branches in warehouses in all principal cities.



The *FILM* of
PROTECTION

An advertisement prepared for the Tide Water Oil Sales Corporation

Advertising's best sellers

The man in the street doesn't get excited about philosophy, But call it "The Story of Philosophy," people it with human, lively characters and you have—a best seller.

The man in the street doesn't give a thought to bacteriologists. But call them "Microbe Hunters," make them adventurers, and you have—a best seller.

The man in the street doesn't care about biology. But call it "Why We Behave Like Human Beings," write it in popular newspaper fashion, and you have—a best seller.

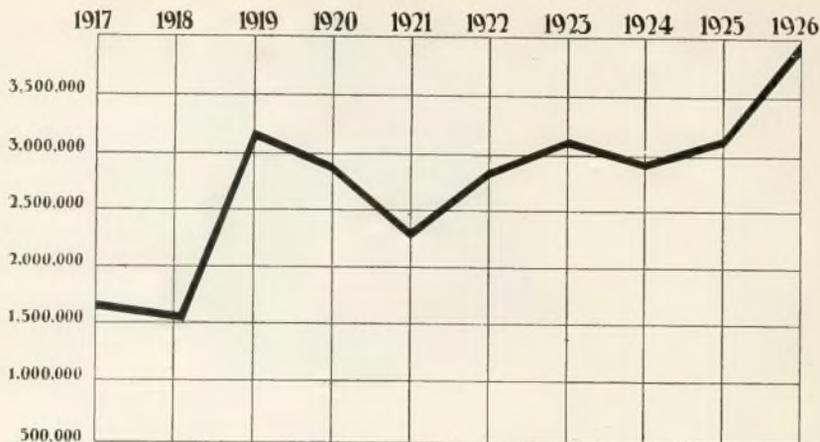
The man in the car doesn't think about motor oil. But call it the "Film of Protection," write it as a mystery story, and you have—a best seller.

To interested executives we will gladly send notable examples of advertising that has succeeded in lifting difficult subjects out of the welter of mediocrity, and has turned them into—best sellers.

Joseph Richards Company, Inc., 257 Park Avenue, New York City.

RICHARDS

FACTS FIRST · · · · THEN ADVERTISING



Eloquent Figures

WE forgive you for being politely uninterested in what we say and think about ourselves.

But you cannot afford not to be interested in what other advertisers think and say about us.

They are people like yourself, fighting the same competitive battles, faced with the same burden of increased sales quotas and the stern necessity of cutting sales and advertising costs, battling for a brighter place in the sun

You are enormously interested in what they think of The Indianapolis News.

What we say is words, what they say is spoken with the voice of experience—in dollars.

The Indianapolis News gained 901,419 lines of national advertising in 1926 over its outstanding volume of 1925. This was the largest gain of any news-

paper, anywhere, in America, with the single exception of the New York Herald-Tribune. That's what national advertisers think of The Indianapolis News!

The Indianapolis News published 3,934,419 lines of national advertising last year, in its six issues a week, hundreds of thousands of lines more than all other Indianapolis newspapers combined, with their thirteen issues a week. That's what national advertisers think of The News!

The chart above shows that their preference for The News has been years in building. Years of steady, consistent growth. We would hesitate to call this remarkable preferment to your attention if it had happened only last year, or the year before. And we can tell you that this is a clean volume of clean advertising, with a good many thousands of lines of available copy ruled out, censored, because we didn't want volume at the price of the cleanliness of our columns.

The figures speak for themselves—eloquently.

THE INDIANAPOLIS NEWS

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

FRANK T. CARROLL, Advertising Director

Chicago, J. E. LUTZ
The Tower Building

Everybody's Business

By Floyd W. Parsons

SEVERAL years ago, when I lunched with Janvrin Browne, the exponent of long-range weather forecasting in Washington, I was tremendously impressed by the apparent possibilities of this new art which would mean so much to life and business generally if developed to a stage of practical dependability. The year we have now entered was set down as the danger year. It was to be a repetition of 1816, the so-called "Year Without a Summer."

As I have stated in previous discussions, a year without a summer does not mean we will not have the usual hot spells. But what it does imply is that there will be abnormal periods accompanied by enough frost or freezing to ruin growing crops. Such a season would make 1927 from every practical viewpoint a summerless year.

We have a time of maximum spots on the sun every 11.2 years. There is another cycle which has to do with the movements of the moon around the Ecliptic. This latter cycle comes every eighteen and a half years. In this year of 1927, the two cycles coincide, which situation develops only once in about 55 years. In other words, we are now coming to the peak of five sunspot cycles and three Lunar Saros or moon cycles. It is this 55.8-year cycle that is said to have dated many of the greatest weather disturbances and crop failures in the history of the world.

Two times 55.8 years takes us back to 1816, which year appears to have come down in history as a time of bad weather and crop failures. In that memorable year, a violent snowstorm with low temperatures raged north of the Ohio and Potomac Rivers on June 18. In that same year the last week of June brought killing frosts, and the night of July 4 witnessed freezing temperatures.

Coming ahead 55.8-years from 1816, we reach the year 1872, which was also a time of unusually bad weather. Those who will refer back to press dispatches published the end of last November will find that navigation on the Great Lakes was practically closed at the Soo Canal on November 30. They will also find it recorded that this early closing established a record for all the years back to 1872.

Up until the beginning of 1922, and extending back to 1912, we received more than the normal amount of heat from the sun. Since 1922 we have had a time of low solar radiations, causing our cold-water oceanic areas to expand rapidly, and ice to push southward. All of this combined with a greater tidal pull which tends to bring up the deeper and colder waters of the oceans is going to give us a cold and fairly dry year throughout the greater part of North America,



(c) Ewing Galloway

states Janvrin Browne.

According to the annual report of the Red Cross, the year 1926 has established a new record as a disaster period. The report says, "All the terrible forces of the unbridled elements—fire, wind and flood—have concentrated their fury for 12 months upon the North American Continent." The present year will be far more disastrous, say the long-distance weather forecasters.

The present winter began with the freeze of September 23-26, which broke all September records by many degrees. Freezing temperatures appeared weekly in the Northwest during October, and toward the end of the month extended South into New Mexico, Arizona and northern Texas. November saw the greatest number of days of snowfall in the Northern part of the United States ever recorded. A severe blizzard developed during the week of November 27, extending from Winnipeg to British Columbia. Christmas week disclosed the onset of extremely severe winter weather in Western Europe with almost unheard of snow at Lisbon. There was a light fall of snow at Los Angeles, hardly less a rarity, and heavy snows across the plains and as far South as Dallas, Texas.

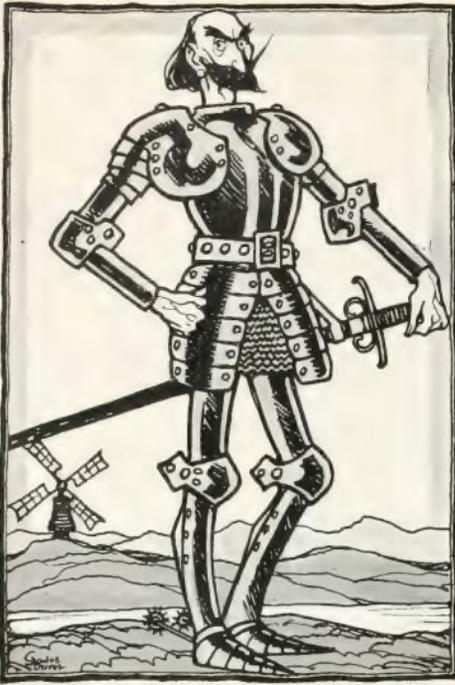
We all noticed the newspaper stories of the low temperatures in Florida last week, where the thermometer got down as low as 36 even as far south as Miami.

Cool waves that are coming are scheduled approximately as follows: February 3-8**, 9-13*, 15-20**, 21-25**, February 27-March 3*.

The first date given establishes approximately the appearance of the cold wave in the North, and the second date denotes its disappearance in the South or East. The intensity of the cold is indicated by the number of stars.

Looking farther ahead, we are told to expect a cool wave that will come down from the Northwest about June 2 and sweep across the Corn Belt as far south as the Ohio and Potomac Rivers, reaching the Atlantic Seaboard by June 6 or 7. It will be accompanied by freezing temperatures and perhaps by snow. Other frost periods are set for June 28 to July 2 and July 7-11.

All of which is mighty interesting—if true. The U. S. Weather Bureau does not believe in the idea. Perhaps they are right. But if the accuracy of the forecasts is vindicated, even to a reasonable extent, it will not only be a feather in the caps of those who have staked their reputations, but it will attract attention on the part of the Government and scientific folks generally to the possibilities that lie in more active research in this new and interesting meteorological field.



“Fear
Can See
Things
Underground”

said Don Quixote, three centuries ago. And it is true today.

Ignorance breeds fear.

The ice industry feared the electric refrigerator until it learned that there were untouched markets for ice which the electric refrigerator could not yet reach.

Dispelling the fear that comes through ignorance is part of the job Nation's Business does. Its quarter million subscribers read it to broaden their business vision.

NEW YORK
1400 Woolworth Bldg.

CHICAGO
1016 Metropolitan Bldg.

CLEVELAND
936 Keith Building

**NATION'S
BUSINESS**



DETROIT
3-141 General Motors Bldg.

ATLANTA
704 Walton Building

SAN FRANCISCO
710 Hearst Building

MERLE THORPE, *Editor*

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

Addressed to New York Advertising Agencies:

PROPOSITION NO. 1

If your gross billings are over \$2,000,000 a year, you will be interested in this executive whose greatest asset is his demonstrated ability to increase agency profits.

PROPOSITION NO. 2

If you are a smaller but growing agency, you will welcome this executive as a seasoned copy and contact man who can bring you both his services and capital, if necessary.

At present General Manager of a prominent
4 A Agency.

Address Box Number 442

ADVERTISING AND SELLING

9 EAST 38th STREET

New York City



SPEND YOUR WINTER Amongst Flowers and Sunshine

Why not go where Spring lives . . . a few radiant weeks . . . at no greater cost than staying at home

T IRED of winter's cold? "The Longest Gangplank in the World" will take you to flowery lands of magic and delight. The moment you step aboard you are in France. That inimitable cuisine—that gracious service—the brilliancy of life aboard. It is the very atmosphere of Paris—at once! Take one of the de luxe French Liners.

West Indies Cruise

Or another golden voyage—to the sun drenched Caribbean—rainbow islands—ports of call whose names are magic—the olden haunts of buccaneers. The S. S. Lafayette sails February 5th. Thirty radiant days. Minimum fare—all shore expenses—\$325.



PARIS, February 5th—FRANCE, February 19th

calling first at Plymouth, England, then Havre—the port of Paris—in six days. No transferring to tenders—down the gangplank—to the special waiting express—Paris in three hours. Overnight—the Riviera—a pageant of floral splendour and social distinction.

North African Motor Tours

And then—one day across the Mediterranean—North Africa—glamorous—exotic—flaming barbaric colour in the sun—or mystic moon-pale beauty. 57 days—de luxe trip—Mediterranean crossing—private automobile—all hotel expenses—\$1350. Ten day itinerary—\$120.



Four One-Class Cabin Liners direct to Havre, the port of Paris. . . . New York-Vigo-Bordeaux Service, three Liners to Southern France and Spain.

Our illustrated booklets are a trip in themselves

French Line

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



COUNSEL ON PUBLIC RELATIONS

—A Definition

What is a counsel on public relations
and what are his relations to the press
of this country and to advertising?

These two questions are asked so often that we desire to answer them
in *Advertising and Selling*

A COUNSEL on public relations directs, advises upon and supervises those activities of his client which affect or interest the public. He interprets the client to the public and the public to his client.

He concerns himself with every contact with the public wherever and whenever it may arise. He creates circumstances and events in advising a client upon his public activities. And he disseminates information about circumstances in helping his client to make his case known to his public.

Essentially he is a special pleader before the court of public opinion.

He uses every method of approach to the public mind—the printed word, the spoken word, the photograph, the motion-picture. In respect to the advertising agency, the counsel on public relations works with it in the solution of the client's problems. He is often called upon by the agency itself to supplement its direct selling effort by a broader

and more general moulding of public opinion in favor of the individual product. Often through his efforts, a new field for advertising is created.

As a creator of events and a bureau of information for his client, he frequently supplies the press with information or expressions of opinion, labeled as to point of origin. His news is naturally given its place in any fair competition for news space at that particular moment.

In his capacity as a crystallizer of public opinion, he is building public acceptance for an idea or product. This usually leads to exploitation through advertising and all the other modern methods used to advance a cause.

His work is comparable to that of any special counsel in the highly organized society of today—the lawyer, the engineer, the accountant.

High ethical standards are imposed upon

him by his work. He owes the maintenance of these standards to his client, to the public, to the medium he deals through and to himself.

The value and importance of a favorable public opinion towards a basically sound product or idea are universally recognized at the present time by the heads of large enterprises of all kinds. To supervise this branch of any enterprise an expert in public opinion is retained. Organizations as varied as nations, governmental departments, educational institutions, scientific foundations, insurance companies, real estate developments, art galleries, food corporations, silk manufacturers, soap companies recognize the value of regular, continuous service of this kind.

"Contact," a publication, is published by us from time to time in the interest of furthering an understanding of public relations and the working of public opinion. It will be sent to you free upon request.

EDWARD L. BERNAYS
9 EAST 46TH STREET
NEW YORK, N. Y.

Men of Voting Age!



☪ Three Million of them
in the families of All-
Fiction Field readers.



All-Fiction Field

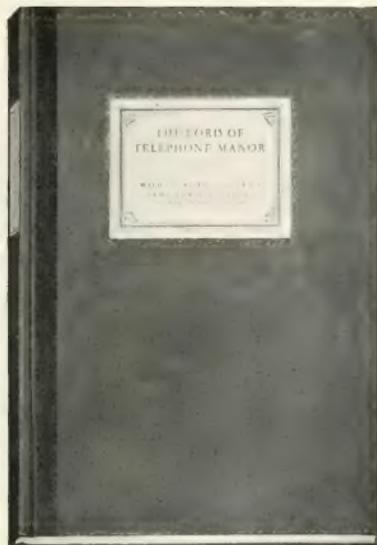
Magazines of Clean Fiction

NEW YORK

CHICAGO

BOSTON

SAN FRANCISCO



The first tabulation of the number of homes with telephones. Ask for it on your business letterhead

For fixing sales quotas and making advertising plans, the distribution of residence telephones is useful. Not until now, however, has it been possible to obtain telephone statistics for all cities and towns. After long-continued effort, The Digest has gathered and compiled them and presents them in

The Lord of Telephone Manor

1927 Edition, containing detailed statistics of residence telephones in the U. S. With illustrative charts by Walter D. Teague. Designed and printed by Currier & Harford, Limited.

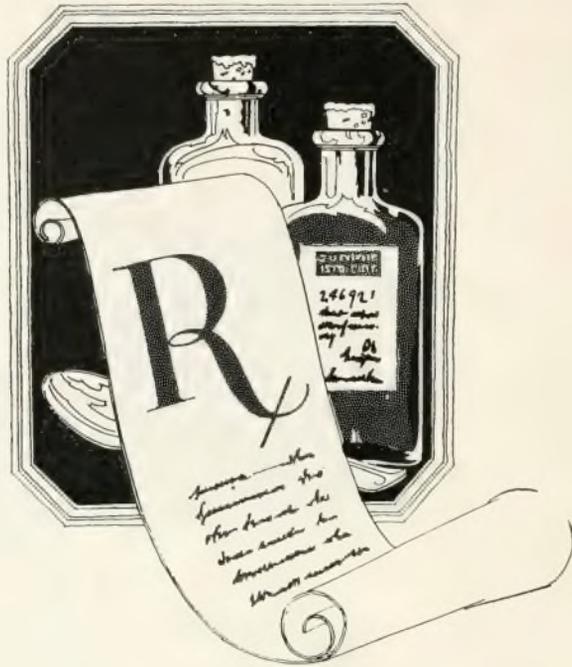


Those who have genuine need for this book can obtain copies, without charge, by writing for it on their business stationery.



THE LITERARY DIGEST

354 FOURTH AVENUE, NEW YORK CITY



The Doctor's Own Prescription

(Another Advertisement to Publishers)

THERE was once a publisher who had built up a group of magazines so ably edited that the readers believed implicitly what they read in the editorial columns.

As a result, the manufacturers who advertised in those magazines received wonderful returns. The readers naturally had *faith* in the advertisements.

This publisher, therefore, "believed" in advertising—for others. But he didn't believe in "wasting money" by telling about his own products—in this group of magazines—in the "advertising papers." The way to get business for those magazines, thought he,

was to send solicitors to call on prospective buyers of space.

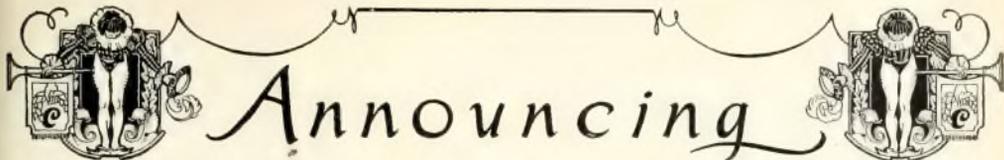
And of course that *is* the way to get business. It is done by the manufacturers who advertise in their own magazines. But, besides sending out salesmen, they also advertise. Why?

You, as a publisher, can answer that question—for your advertisers.

Why not for yourself?

You prescribe advertising for them—to help their salesmen. Why not prescribe it for yourself—to help your salesmen?

For heaven's sake don't say your business "is different."



A New Service in the sale and distribution of Cantine's Coated Papers

A SALES SERVICE on the same high plane of merit as Cantine Papers themselves! An ideal, it is true: but one now possible of attainment through the plan of distribution we have recently put into operation.

Present-day practices in producing printed matter necessitate an efficiency of service from the paper manufacturer and dealer not even dreamed of a decade ago. The tremendous advances still being made by the printing industry call for the closest possible cooperation with it from those who furnish the basic raw material and foundation of all printed matter—paper.

The following are now servicing complete stocks of our various papers. They can be looked to at all times, with confidence, for your coated paper requirements—and will meet them with promptness and complete satisfaction.

NEW YORK CITY

Baldwin Paper Company, Inc.
Belknap Paper & Card Company, Inc.
Bulkley Dunton & Company
Clement & Stockwell, Inc.
Empire State Paper Corporation
Forest Paper Co., Inc.
Manhattan Card & Paper Company
Marquardt, Blake & Decker Company
Geo. W. Miller & Company, Inc.
Hollen and Hawley, Inc., Division
Miller & Wright Paper Company
A. W. Pohlman Paper Company, Inc.
Paul E. Verron & Company
Vernon Bros. & Company
Wm. G. Willmann Paper Company, Inc.

NEW YORK STATE

Albany Hudson Valley Paper Company
Buffalo W. H. Smith Corporation
Rochester R. H. Thompson Company
Syracuse R. M. Myers & Company
Troy J. & F. B. Garrett Company
Troy Paper Company

MASSACHUSETTS

Boston Carter Rice & Company
Charles A. Estey Paper Company
Holyoke Judd Paper Company
Plymouth Paper Company
Springfield Meek-Whitney, Inc.
Worcester Charles A. Estey Paper Company

CONNECTICUT

Bridport The C. E. Darrt Company
Hartford Rourke-Ero Paper Company
New Haven New Haven Paper Company
New Haven Charterfield Paper Company

RHODE ISLAND

Providence R. L. Greene Paper Company

PENNSYLVANIA

Harrisburg Donaldson Paper Company
Philadelphia Wilcox-Walter-Furlong Paper Co.
Scranton Curtis & Bro., Inc.
Megargee Brothers

MARYLAND

Baltimore Reese and Reese
C. F. H. Warner & Company

DISTRICT OF COLUMBIA

Washington R. P. Andrews Paper Company

OHIO

Cleveland Central Ohio Paper Company
Columbus Central Ohio Paper Company
Toledo Central Ohio Paper Company

ILLINOIS

Chicago Felsenfeld & Daniels Paper Company
Forsythe Paper Company
Imvort Paper Company
The Blunden-Lyon Company
W. E. Wike & Company

CALIFORNIA

Los Angeles Western Pacific Paper Company
San Francisco General Paper Company

WASHINGTON

Tacoma Standard Paper Company

THE MARTIN CANTINE COMPANY, SAUGERTIES, N. Y.

Since 1888 manufacturers of fine coated papers exclusively
New York Office 501 Fifth Avenue

NOTE: Distinguished awards are made, four times a year, to the producers of the finest work on any Cantine paper. To enter these contests, send specimens of your production to our Dept. 333. Cantine Sample book on request.

Cantine's

COATED PAPERS

CANFOLD
EXTRA FINE MILLING
AND PRINTING QUALITY

ASHOKAN
NO. 1 ENAMEL BOOK

ESOPUS
REGULAR
NO. 1 ENAMEL BOOK

VELVETONE
SEMI-GLOSS—Good for Photo

LITHO C I S
COATED ONE SIDE

For the thirty-third consecutive year The Globe leads all other Boston papers in total advertising

THE GLOBE'S supremacy in Boston is clearly shown by these lineage figures of the 3 leading newspapers for the complete year 1926:—



THE GLOBE
16,277,042 lines

Paper B
16,075,653 lines

Paper C
12,640,354 lines

The Globe's lead — 201,389 lines

HERE is a record to be proud of! For 1926—a banner year for all Boston newspapers—shows the amazing total of 16,277,042 lines placed in the Globe.

What better tribute of confidence in a clean, impartial newspaper than this!

How has the Globe been able to maintain for 33 years such a commanding position as an advertising medium? There is only one answer—results.

First in department store advertising

In 1926 the department stores—Boston's keenest merchandisers—bought more space in the Globe than in any other Boston newspaper. The Globe carried 4,296,120 lines, 1,198,152 lines more than any other newspaper.



First in automotive advertising

In 1926 the Globe carried 2,324,505 lines of automotive and accessory advertising, 667,376 lines more than any other newspaper. An analysis of these figures shows that the Globe leads in both display and classified as well as total.



First in House Furnishings

The Globe's strength as a home newspaper is shown by its advertising volume in Furniture and House Furnishings, which includes all appliances for the home. Here the Globe in 1926 carried 1,169,001 lines; 151,732 lines more than in any other newspaper.



These figures speak for themselves. They tell the story of numerous merchandising successes in the Boston territory during 1926—and for all concerned they give promise of an even more successful 1927.

The Boston Globe

The Globe sells Boston

A Test of GOOD WILL

Good Will

and Good Business naturally go together. A simple way in which advertisers can test Good Will.

THAT one business or product should possess Good Will in greater degree than others in the same line is seldom or never the outcome of chance or circumstance.

Rather it is because the more successful business is more exacting in its application of these two necessary principles of Good Business:

- (1) The building of a sound, wholly reliable product that fully meets the needs and demands of the market.
- (2) The constant maintenance of quality to hold friends once made while adding continuously to their number.

A Year of Good Will

1926 Record of Advertising
in the Six Leading Women's
Publications.

(In this tabulation Good
Housekeeping is No. 1)

Magazine	Total* Accounts	Number* of Pages
No. 1	752	1833 ¹⁰ / ₁₁
No. 2	562	1551
No. 3	453	983 ¹ / ₂₃
No. 4	271	469 ¹ / ₅
No. 5	466	677 ³ / ₄
No. 6	412	634 ¹¹ / ₁₇

*Exclusive of school advertising.

Good Housekeeping is a business, too, and has been guided by these commonsense principles in developing its own Good Will. How successful Good Housekeeping has been in winning the Good Will of its million and a quarter readers

is shown by the attendant Good Will of advertisers in Good Housekeeping. For more pages of advertising are profitably used by more advertisers in Good Housekeeping than in any other leading woman's publication.

To discover how general is this Good Will, to what extent advertisers can expect to profit by it, merely ask any woman whose opinion you respect, whose home you admire: "What good does Good Housekeeping do you?"

Thus simply can be tested Good Housekeeping's ability to mold the buying opinion of those discriminating women in every community whose influence is felt most.

GOOD HOUSEKEEPING

BOSTON

CHICAGO

NEW YORK

SAN FRANCISCO

This is the tenth in a series.



“Who is

Adam Periwinkle—the Author?”

Not that you are necessarily a “Lion Worshipper” or “Hero Hound” for wanting to know, but merely because you will read more comprehensively when you understand the author’s identity, calling and personal interest.

THE ATLANTIC MONTHLY

Recognizing this highly human trait among its readers, inaugurated years ago “The Contributors Column” by which Atlantic readers are introduced to Atlantic authors, thus stimulating reader interest to the highest degree. That other publications have copied this feature since, only stresses The Atlantic’s foresight in introducing it several years in advance of contemporary publications.

Such editorial leadership accounts for The Atlantic’s advertising leadership in the monthly magazine field.

May we submit further data and rates?

THE ATLANTIC MONTHLY

A Quality Group Magazine

8 ARLINGTON STREET

BOSTON, MASS.

Circulation 110,000 net paid (ABC)—Rebate-backed—Guaranteed

Advertising & Selling

VOLUME EIGHT—NUMBER SEVEN

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WHEN the mail does not bring orders, inquiries or whatever it is that the advertiser has hoped to gain from his campaign, he very often vents his quite understandable spleen on his advertising. His cry is, "What Is Wrong with My Advertising?" and in this issue, using the plaintive question as the title of his article, John Allen Murphy gives him an answer. It is not always, he feels, the advertising that has something the matter with it. If the advertiser will examine his own organization, it is likely that he will find a lack of cooperation with the campaign on the part of his management, salesmen, or even himself that has been the real cause of his disappointment.

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In the February Issue of McCALL'S

In the February issue of McCall's Magazine will be found examples of advertising prepared by The H. K. McCann Company for its clients, as follows:

- PAGE 34 Del Monte Spinach
 PAGE 60 Twenty Mule Team Borax
 PAGE 61 Nujol
 PAGE 71 Borden's Eagle Brand Condensed Milk (for cooking)
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 PAGE 84 Del Monte Asparagus Tips
 PAGE 94 Del Monte Peas
 PAGE 95 Borden's Eagle Brand Condensed Milk (for Infant Feeding)
 PAGE 103 Beech-Nut Peanut Butter
 PAGE 112 Hawaiian Pineapple

THE H. K. McCANN COMPANY
Advertising

NEW YORK CLEVELAND
 CHICAGO LOS ANGELES



SAN FRANCISCO DENVER
 MONTREAL TORONTO

JANUARY 26, 1927

Advertising & Selling

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"What Is Wrong with My Advertising?"

By John Allen Murphy

"WHAT is wrong with my advertising?" Many advertisers ask me that question during the course of a year. As a disinterested outsider with no axe to grind, they think I am in a position to give them a straight-from-the-shoulder opinion about their advertising.

They usually open up on me with something like this: "We have been advertising for many years. Undoubtedly it has done us much good, and we would not think of stopping, but at the same time we feel that we are not getting the results that we should. Perhaps you could put your finger on the trouble."

Of course, there is only one answer that can be made to such a proposal. It is this: "It is impossible for any one to give an off-hand opinion that is worth a continental about some one else's advertising. To criticize advertising intelligently, a person must be familiar with all that lies behind the campaign. No one can look at a series of

advertisements and tell whether they are good or bad, unless he knows the purpose of the advertising, the problems of the business, and the conditions in the industry's market. Since I am entirely un-

familiar with your business, it is evident that anything I might have to say would not be worth listening to."

In a number of instances, though, I have taken the time to look into

these complaints. I spent from several days to several weeks trying to locate the cause of the advertiser's dissatisfaction. *And in not a single instance could I find anything seriously the matter with the advertising.* But in each case I did find something wrong with the business. In one respect or another, the management was not properly supporting its advertising. The advertising was being handicapped by the carelessness, the inefficiency, and, in a couple of instances, by the downright stupidity of the management. In most cases, the businesses were well enough managed as a whole; but in them certain bad customs had been allowed to grow up, which worked against the advertising. Often these unfavorable conditions are obscure and may appear to be un-



Courtesy Express Messenger

EACH one of those damaged packages meant a disgruntled purchaser. Each wreck was the fault of the sender alone; and yet it was probably the company's advertising that was blamed by the executives for the apparent failure of their advertisements to "pull." Advertising can do a great deal, but it can never do much unsupported by the manufacturer's management

important. But closer analysis will nearly always show that they are important enough to do a lot of mischief.

These conditions that militate against the effectiveness of advertising are as varied as the colors of the rainbow and as complex as a railroad time-table. They will be found in every department of the business and will range in type from the carelessness of the shipping clerk to the strictness of the credit department. Packages that are too big or too small, a trade-mark that is unpronounceable, making the principal appeal to a minor market, emphasizing an unimportant use for the product, inadequate distribution, obsolete pat-

terns, not following up inquiries promptly, and poor service on repair parts are a few of the many things that hurt advertising, although it is in no sense responsible for them.

But let us consider a few specific examples in detail.

There is, for example, the case of a well-known hotel. It is one of the best advertised hotels in the country. It uses paid advertising, too, and not just publicity. In nearly every way this hotel is excellently conducted. And yet it allows a few of its employees to antagonize the guests whom its advertising has invited. For one thing, its detectives make nuisances out of themselves. They never make a legal mis-step,

but they constantly violate the bounds of propriety by shadowing guests unnecessarily. A prominent business man told me that he never goes into this hotel without feeling that he is going to be arrested before he leaves it. Even the most hard-boiled guest does not like to feel that he is being watched by a detective.

The advertising of this particular hotel extends a very friendly hand to every one who reads it. But when those readers become guests and enter the dining room, several of the head waiters and captains extend a beckoning finger which is not quite so friendly. Almost invariably

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Wanted: More Variety in the Advertising Pages

By Earnest Elmo Calkins

AMONG the influences which blight the fresh effectiveness of advertising copy is monotony: over-use of the same idea, adoption of the prevailing fad or fancy, too much imitation, copy that looks and reads too much alike.

When an advertiser originates a distinctive style of advertising, a new idea, a different technique, and spreads it in the advertising pages, it becomes public property. Anyone may use it. There is no legal bar against appropriating it; there is only a shadowy moral bar; but there is a practical one. It becomes a matter of business expediency. Is it good advertising practice? Doesn't it split the value of this particular style and subtract something from the variety of the advertising pages? Isn't it a confession that there are not enough advertising ideas to go around? We have to consider both our clients and our public. We must show the advertiser that there are just as many different advertising ideas as there are alarm clocks. We must continue to hold the interest of the reader by keeping the various products sharply differentiated.

The use of one advertiser's style by another is due not so much to a poverty of ideas as to a belief that the blazed trail is the safest to follow. We hitch our wagon to the other fellow's star. The adoption of the style is more or less unconscious. It is part of the advertising air we all breathe. And there is a difference between adopting the garb and borrowing the clothes.

Often the use of a markedly individual style has the effect of a boomerang; it strongly suggests its first user. A small client of mine had that experience. He made a series of inserts to run

in a few advertising trade papers. The style was easily copied. It consisted of an anecdote illustrated by a picture in colors; the moral of the anecdote applied to the business advertised. A reader of *Printers' Ink* wrote to him, "I thought you had three advertisements in the last *Printers' Ink*, but then I looked again and saw that two of them were signed by other names."

The similarity of the copy for some largely advertised lines is already near the danger line. We all know the chap who takes the names out of the motor car or tire advertisements, mixes them up and defies you to tell which is which. We fall into habits. We watch each other too closely. We are developing an advertising tone of voice: monotonous, banal, commonplace, trite. We are too prone to follow the prevailing fad or fashion: futurism in design and type, vitamins in food advertising, testimonials from real society ladies, whatever the others do, whatever seems to be the latest popular success. And there is no need for it. In every business, in every article may be found the idea by which it can be successfully sold. We should look less through the pages of the *Saturday Evening Post* and more into the heart of the product to be advertised. For the continuing success in advertising depends on each advertisement's retaining its individuality. If advertising is ever completely standardized, the advertising pages of the magazines and newspapers will be as interesting as a machinery catalog. These pages are salesmen; not a classified directory. We might as well buy the page facing the one that furnishes our model and print on it, "Same here, Cuckoo Candy Company."

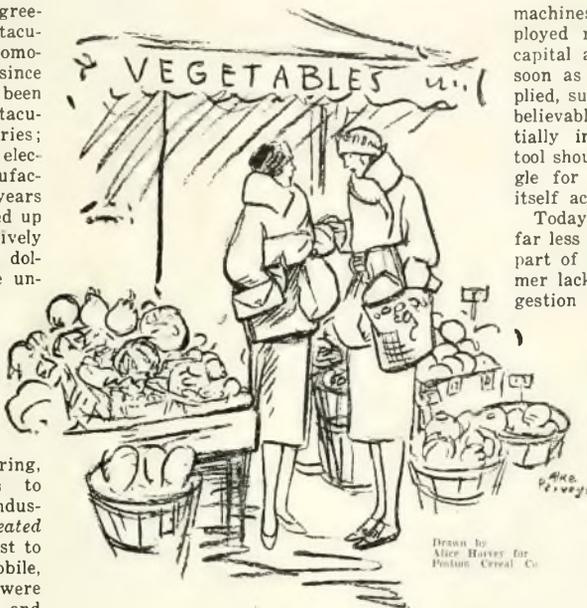
Why the Spectacular Rise of the Electric Refrigerator Is Significant

By Gilbert W. Clemens

THERE is general agreement that the spectacular rise of the automobile was individual; but since that boom there have been rises even more spectacular in two other industries; namely, in radio and in electric refrigerator manufacturing. In a handful of years the radio industry spurted up in volume from comparatively nothing to half-a-billion dollars, and this rise, quite unparalleled in American industry, was rightly laid to the special fascination of radio.

In the even more surprising leap forward in the last several years of electric refrigerator manufacturing, we see what appears to be another "bonanza industry." Actually it is a *created* boom industry, in contrast to the radio and the automobile, which from the start were darlings of the public, and have been more *bought* than *sold*. The automobile and the radio set afforded pleasure and novelty. The electric refrigerator, however, is a utilitarian article; and its spectacular rise should open the eyes of all American business. It shows that in a country thoroughly organized with advertising media, advertising technique, cooperative inter-relationships, organization and large-scale capital, we need no longer wait for lengthy and tortuous processes of "introduction" for a good product. The electric refrigerator, while possessing some element of novelty, is not essentially a new article, and it has had to deal with plenty of sales-resistance. But it has pushed its way in what is certainly revolutionary time far beyond the expectations of conservative merchandisers.

The best way to make this clear is to compare its career with that of the typewriter. The typewriter as an invention had unusual merit.



It can easily be argued that it was a far more important and valuable invention than the electric refrigerator. But the typewriter took an astonishing number of years to develop its market. There are many men still living, salesmen for the typewriter companies some decades ago, who encountered abuse, profanity and indignation from business men whom they urged to drop hand-writing for typewriting in their business correspondence. It was approximately twenty years before the business world regarded the typewriter as a necessity and accepted it as an unquestioned substitute for hand-writing in business correspondence. We see now that this long-drawn-out process was due, in large measure, to the failure of capital to appraise this article correctly. The typewriter companies, in the earlier years, did extremely little advertising, did much petty competitive fighting, perfected their

machines slowly, and employed relatively very small capital and organization. As soon as the remedy was applied, success came. It is unbelievable now that so essentially important a business tool should have had to struggle for two decades to get itself accepted.

Today, it is true, there is far less mental inertia on the part of the public. The former lack of response to suggestion existed only because suggestion and education were not so organized as they are today. It was not for lack of money to buy, for many of the houses most set against using typewriters for correspondence were large and prosperous firms. Unquestionably, the first slow pace of typewriter selling was due entirely to the

absence, in those earlier years, of the modern tools of big business such as those the interests behind the electric refrigerator have used to perfection.

Let us return now to the electric refrigerator and note specifically the amazing differences in the history of the two machines. The electric refrigerator, like the typewriter, had no fairy godmother in the form of an ability to give a personal thrill such as made the automobile and the radio bonanza industries. To the average householder, three or four years ago, electric refrigerators were almost unknown. If they had been heard of, they were thought of as being used on steamships, in hotels, or only in the fabulously wealthy homes of America. They were not seriously regarded as possible or logical equipment for the average home. Then came the action of a few groups of men, using five modern tools: (1) research; (2)

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We Found New Jobs for Our Salesmen

By G. H. Cleveland

SINCE the days when selling ceased to be the simple problem of keeping the jobber interested and we didn't have to worry much about the retailer except incidentally, we have used three distinct plans for employing salesmen. Chronologically, these have been:

1. Twelve months' continuous employment exclusively on our line.
2. Employment for the season only with a lay-off during the winter.
3. Twelve months' continuous employment, dividing the time between our line and that of another company.

Our expense for salesmen dominates our total selling cost. It is much larger than the amount spent for advertising and all our other expenses which have to do with the selling of our line. Therefore, if we are going to materially cut our selling costs we must make the cut in the amount we spend for salesmen. We are not content to sit and growl about the high cost of selling but are willing to try any plan that looks feasible and keep on trying until we are satisfied that there is no better way to do it.

The general system of specialty selling to the grocery trade is almost pernicious. It is too costly for manufacturers, it weakens the selling ability of the jobbers and it makes a buyer of the retailer whose main business in life should be selling. These statements can easily be proved, although we will not spend time on the proof in this article. We are not responsible for the present-day system of selling, and as yet feel that we have to go with the tide, but there is nothing that makes us follow anyone else in our handling of salesmen. That's where we are try-

Do Your Salesmen Work Only Six Months of the Year?

MR. Cleveland's company, manufacturer of a grocery specialty, has been conducting an interesting experiment in its method of handling its sales force. Last year the company, after extensive investigation and due deliberation, took the radical step of releasing its entire sales force for the winter. The reasons leading up to this move, the actual engineering of the company's action, and its first traceable results were thoroughly described by Mr. Cleveland in our issue of April 7, 1926.

Briefly, Mr. Cleveland's company finds it possible to sell profitably only during the spring and summer months. The price it paid for carrying its salesmen through the slack season was exorbitant, and it discovered further that many of the men were taking advantage of their employer's good nature in this respect. Little specialized training is required for the salesmen of this product and, although the company desired to retain its men, the expense of breaking in new ones when necessary is not exorbitant. So the salesmen were released on thirty days' notice, every effort being bent, nevertheless, to get them to return in the spring.

Last spring, after the first winter under the new policy, every salesman except one returned. This year in order to make things more satisfactory to everyone, the company sought out another concern whose selling season corresponds to their slack one, and a mutually satisfactory agreement was arrived at whereby the second concern would take over the entire sales force of the first for the winter months when their sales reached their peak. Here Mr. Cleveland describes this alliance, the many elements taken into consideration before it was entered into and the advantages expected to accrue.

ing to conduct matters differently.

When we first started to build a sales force, we hired men with the expectation that they would work for us permanently so long as we were both satisfied. This was our basis for operation for some years, although we knew that we were paying a pretty penny following this

plan. What finally woke us up was that we would carry salesmen through the winter when they were of no value to us and then we would lose some of them for one of two reasons. The salesman would either quit because he would get what he thought was a better job with another company or we would have to let him go because he went stale trying to sell our line in the winter time. Some salesmen got the attitude that as we were willing to pay them for slopping through the winter it didn't take much to satisfy us at any time. Either way we were the loser, because every time we lost a man it took away our justification for carrying him through the winter.

In the spring and summer of 1925 we came down to earth, studied the history of every salesman we have ever had and then worked out the history on a dollars and cents basis. The result was that in the fall of 1925 we fired all our salesmen for the winter.

There is nothing new in the idea of firing salesmen in the fall to cut down expenses during the winter slack, but our attempt last year to make the firing a temporary one was an experiment. When we gave the salesmen their notice in the fall of 1925 that they would have to find something else to do during the winter months, we tried to sell them on the idea of com-

ing back to us in the spring. We gave every man plenty of notice prior to his last pay check so that somehow all of them managed to find something to do and did not suffer because of idleness while looking for a job. They did not all get the kind of jobs they wanted, and some had smaller incomes

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© Fwing Gallery

What Is a Sound Sales Policy in Marketing Building Materials?

By *Albert E. Mudkins*

OF late it has become increasingly apparent that manufacturers cannot allow their production to dictate their selling.

With an era of almost unlimited production, it has been the practice to approach selling (or distribution) as a problem involving merely multiple outlets, with an effort to sell as widely as possible and as much as possible to each outlet.

A variety of causes are contributing to a change in these distribution and selling methods. Many factors affect the problem, but there is perhaps this common factor applicable to all: "The location of stocks at distributing points from which they may flow quickly and economically to the ultimate consumer."

Let us apply this reasoning to the marketing of building materials, considering it as it affects the exact field of use and the type of outlet available.

In the building material field a reasonably accurate measure of the yearly sales potential for building materials—at least of those used in new construction—is available. This measure comes from the yearly forecasts of home building and of all other types of construction made by such recognized authorities as *The Architectural Forum*, *Building Age*, *National Builder*, etc. These publi-

cations have access to reliable sources of facts and figures which allow them to make forecasts which, year after year, prove remarkably close to the actual figures when the building year closes.

But for many building materials new construction is not the only sales field open. Remodeling and repair work represent for several materials the bulk of their sales possibilities. No forecast as to the depth of this market has (to our knowledge) ever been made, nor is there any way of accurately forecasting this market, because it is a "developed" market, a potential one; a market capable of being developed by intensive advertising and selling.

For example, in the home building field alone there are today several million houses capable of being remodelled and brought up to modern standards of convenience and comfort. The market is there; a rich field for "development."

In the building material field there are on the surface apparently two types of outlets: the lumber dealer and the mason supply dealer. Statistics show that there are 22,000 lumber dealers and 2740 mason supply dealers in the United States.

But figures sometimes confuse because they are open to different interpretations, and it is not possible

to accept these figures as they stand because, although the mason material dealer carries, as he always has, lime, plaster, cement, brick, etc., today he also carries in many cases a few "building specialties."

Among the lumber dealers there has been a great change. Today, the lumber dealer, while in the main he carries rough lumber, and finished lumber in the shape of mill-work (doors, window sash, etc.), also carries, in many cases, lime, plaster, and other mason materials, and, in addition, many building specialties such as prepared roofing, prepared wallboards, insulation materials, etc.

That this change is fast becoming recognized is made clear through the tendency on the part of retail lumber merchants to call themselves "Building Material Dealers," since they believe this latter designation is more descriptive of the type of stock they carry and the wide service they render.

Assuming that we have accurately defined which of the above two markets provides our major and which our minor outlets, let us next examine the distribution problem of two types of building material products as they are related to the types of "consumer-users."

We have used the term "consumer-

user." This, we believe, is the most apt definition of a carpenter, a plasterer, and a mason, in his use of, and relation to, building materials and their marketing generally. We plan to devote a subsequent article to this important phase of building material marketing and distribution.

In the first instance, take a prod-

uct whose "consumer-user" is the carpenter. Under the old theory, where maximum production was allowed to swing sales, we very likely would consider that every outlet where building materials of any type were sold was a desirable outlet for such a product.

Today, we would more probably

select the natural outlet for such a product: the lumber dealer; since eighty cents of every lumber dealer's sales dollar come from, or are directly influenced by, the carpenter. It would seem then that the soundest marketing policy for the manufacturer of a building material used by

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This Matter of Cash Discount

A Suggestion for Its Solution

By F. G. Hubbard

Space Buyer, Barton, Durstine and Osborn, Inc.

THERE are two things we can do about the cash discount problem: We can solve it; or we can discuss it until we are all worn out.

ADVERTISING & SELLING has presented many points of view, each worthy of consideration.

The advertisers say that it is the custom of their business to pay invoices promptly when a cash discount is accorded, and to take all the time allowed when there is no cash discount.

They are perfectly right. Their money in the bank is earning interest; why should they withdraw it unless by doing so they can earn a return greater than that which the bank offers?

The agencies say the cash discount is a necessity, since otherwise they may find themselves in the banking business, and the structure of the present-day agency does not provide for such a contingency.

The agencies are asking for the cash discount, not because it will increase their earnings, but because of the protection it gives to them and to the publisher in the matter of credits and because of the mobility it gives to cash in its transference from advertiser to publisher.

Cash must be mobile, and the discount is the power which gives it momentum.

As an agency man, I naturally have a great sympathy with the viewpoint of the agencies and some understanding of their needs. But I have tried to approach the subject without prejudice.

The publishers who have contributed their thoughts on this subject have seemed to be a little at variance as to their reasons for the withdrawal of the cash discount.

The two main reasons seem to be: (1) a painless method of increasing their rates, and (2) a penalty to the agents for having abused the discount privilege.

My own belief is that the publishers are not really serious in advancing the first reason, but that they are in dead earnest in advancing the second.

Unfortunately, they are punishing the majority because of the transgressions of the few.

Should those publishers who have withdrawn the discount as a cure for the abuse examine their ledgers, I think they would be surprised at what they would find upon close analysis.

First, they would probably find that a large number of agencies were among the offenders.

But if they should look further and check the volume of business placed by the offenders they would find that those agencies place a very small percentage of national business. I would even venture to predict that it would represent less than five per cent of the total from all agencies.

I HOLD no brief for the agency that abuses the discount privilege, and I make no denial that there probably have been some agencies that were chronic offenders.

But has the publishers' action had the effect that was intended? I believe not.

I do believe that the publisher was within his rights in attempting to stamp out this evil condition and I applaud his courage in taking direct action to stop it. However, the penalty falls heaviest on those agencies which are producing volume for the publisher.

It is volume of a character that the publisher is glad to admit to his columns because none of it is questionable in the sense that we understand the word; and it is a volume that gives him little or no concern so far as credit is involved because of the care exercised by most agencies when approaching prospective clients.

The penalty in the form of an ultimately higher cost for advertising has also been passed on to the advertiser, who in most cases has been an innocent bystander.

A RAISE in rate is one thing to the advertiser, and the cash discount is another. Were I an advertiser I should feel justified in making a violent protest against this masquerade, and I think I would be fully aware that someone was stepping on my toes and had crossed the street for that express purpose.

Can all these points of view be brought to a middle ground, and can a solution be proposed that will hurt no one and be equal in its benefits to all? I believe so.

I submit the following suggestion:

1. Publishers want their money on a specified date.
2. The agencies want the publisher to have it at that time, provided that they do not have to do any financing.
3. The advertiser is willing to pay on the date specified if there is an incentive to do so.

Then solve the problem this way: Reinstatement of the cash discount under these conditions: *The agency may deduct a commission of fifteen per cent and a cash discount of two per cent if payment is made on the date specified; otherwise no deduction whatever will be allowed.*

What Graybar Accomplished in One Year

How a Company Changed Its Name without Losing Its Good Will

By R. W. Coleman

A NAME that is well advertised and long established is supposed to be a sacred thing. It is regarded as unsafe, under any circumstances, to disturb it.

For this reason, many organizations have struggled along for years with unsuitable or inappropriate company titles. They feared that if they abandoned their old names they would sacrifice all of the good will which they had invested in them. They imagined that if they altered the titles under which they had long been identified, their position would be that of starting a new business.

About the only cases where well-known companies have changed their names have been when a corporate appellation was changed to make it coincide with that of the advertised product. When a company advertised a trademarked product over a term of years, the trade-mark eventually becomes vastly better known than the company. This explains why, in recent years, a number of advertisers have abandoned their old company titles and have substituted for them the name of their chief product. For instance, the Florence Manufacturing Company became the Pro-phy-lactic Brush Company.

However, the companies that made changes of this sort were not making any sacrifice. Their products were well known; the companies were not. By making the corporate name the same as that of the product, they thus did away with a cause of confusion, and consolidated in the one name the good will which they had been acquiring.

But, after all, very few companies have changed their names, and those that did were taking no chances.

Graybar
formerly
Western Electric
SUPPLY DEPARTMENT
NOW
Graybar
ELECTRIC

Since February 1st, 1926, the Supply Department of Western Electric, has been operating under a new name. It is a subsidiary of the Western Electric Company. The Graybar name is now obsolete. The organization is still the same and the products are the same. The only change is the name. The Graybar name is now the only name used in the United States and Canada. The Graybar name is now the only name used in the United States and Canada. The Graybar name is now the only name used in the United States and Canada.

Graybar
ELECTRIC
COMPANY, INCORPORATED
SUCCESSOR TO SUPPLY DEPT.
Western Electric

The Graybar name is now the only name used in the United States and Canada. The Graybar name is now the only name used in the United States and Canada. The Graybar name is now the only name used in the United States and Canada.

They had a great deal more to gain than they had to lose. When we understand this, we can better appreciate the revolutionary character of the step the supply department of the Western Electric Company took, a year ago, when it abandoned both the company name and "Western Electric" as a trade-mark. The Western Electric supply department became the Graybar Electric Company, Inc., and ever since its products have been identified with the Graybar trade-mark. The only connection with the old identity is the phrase "Successor to Western Electric Supply Dept." which is run in small type on much of the company's literature.

This change would not have been so drastic if the company had been in existence for only a short time, or

if the name it had been using were not so well known. But the company had been in business for fifty-seven years. It had been selling 60,000 electrical products to something like 35,000 customers. The company had fifty-five branch houses. Millions of dollars had been spent to establish the name "Western Electric." The name was known to the trade throughout the nation. To the public it was just as familiar.

When the management decided to give up "Western Electric" and to substitute for it the totally unknown name of "Graybar," many wise heads were shaken in doubt and much comment was heard as to the foolhardiness of the move.

The management fully appreciated the seriousness of the change it was making. However, it knew that it was on sound ground. It had made up its mind that the need for making the change so far outweighed the dis-

advantages of the step that it unhesitatingly went ahead with its plans, despite the fact that the business world stood aghast in contemplation of the daring of the move.

The objection to the old name is that the Western Electric Supply Department was always confused with the Western Electric Telephone Department. These departments had a business as totally unlike as anything could possibly be.

Under the new set-up the name "Western Electric" was retained to designate the telephone company. The name "Graybar" was assigned to the Western Electric Supply Company. Under the former plan, "Western Electric" undoubtedly meant telephones to most persons. Since the change, "Western Electric" applies to the telephone busi-

The Golden Age of Copy Writing

A Reply to Mr. W. R. Hotchkin's Article,
"What Price Brains in Copy"

By R. M. Blankenbaker

BY some new mathematical process known only to himself, Mr. W. R. Hotchkin in his January 12 article in *ADVERTISING & SELLING* multiplies three pieces of copy per day by the number of working days in the year and gets 1500 pieces as the minimum production of a good copy writer. Then, he divides 1500 pieces into \$6,000, which is Mr. Hotchkin's idea of the income of a well paid copy writer, and gets \$4 (four dollars) as the average cost of a piece of copy.

Forget, if you can, Mr. Hotchkin's belief that three times 300 equals 1500 and consider his conclusion that the average price paid for a piece of advertising copy is four dollars and therefore the copy isn't any good.

I know of a piece of copy that cost hundreds of dollars' worth of writing time but wasn't worth ten cents cash money. And I know of priceless copy that cost nothing to write. How much it costs and how long it takes are poor sticks to use in measuring copy value. The best headline I ever set down on paper came as a free gift from a plumber who was tuning up the bath room. And the worst I ever was blackkicked into using was written by a man whose time is rewarded at a rate exceeding \$100 a day.

Anyway, the money cost of copy is not determined by the copy writer's salary. The cost of the writer's time usually is a small part of copy cost, just as the actual writing of the words is a small part of the work of copy production, and just as the elapsed writing time is a small part of the time spent in copy production.

In most agencies, as Mr. Hotchkin should know, copy policy on each account is determined by a group of men—the best brains in the agency. The decision may "jell" in a formal meeting in "the conference room," between the account handler, the other members of the firm, the art director, the copy manager, the copy writer, the research man and all who

might contribute. Or the copy policy may be determined after a series of informal visits between the occupants of the front offices.

Experienced advertising agents are not so careless and shortsighted as to start producing copy without a thorough talking out of the situation before writing begins.

When you want a new house would you expect simply to call in a carpenter and say "Build me a six room house"? No, houses are not built that way. And copy is not built that way. The wages of the carpenter do not represent the cost of a house any more than the wages of the copy writer represent the cost of a piece of copy. Copy cost includes a good, big slice of all the salary overhead of the agency. Don't talk about \$4 copy unless the four dollars includes the cost of the time of many more men than the copy writer.

AS a means of forestalling the accusation that I consider wood working and word working on a par, I hasten to extend my apologies to the carpenters, and my sympathy to the copy writers.

I assume Mr. Hotchkin was entirely serious when he said in his article that "the copy writer is not only the most stingily paid unit in the advertising factory, but he is allowed the least use of what brains he has. The drawing and lay-out are made first, and then the copy writer is told how few words, if any, he dare use."

The poor copy writer, he says, is held down to "sixty-five words, in three by five inches of space, smothered under a crushing modernist smear that only the elect realize is art."

As a practicing copy writer, I, also, want to register one loudly shouted "NOT SO" to this assertion. Mr. Hotchkin is generalizing, possibly, from the particular conditions existing in one or two "advertising factories" about which he knows. But just because he has encountered

one or two such organizations does not indicate that all agencies, or even a considerable number of them, turn out advertising by machine shop methods. Probably he is speaking of some particular case of which he has personal—I am tempted to say guilty—knowledge.

One explanation is that Mr. Hotchkin is trying to be funny. The things he says are funny. But his manner is deadly serious, and the mere fact that his opinions were printed lends enough weight to them to demand serious rebuttal.

Even a superficial examination of printed advertisements will disprove most of Mr. Hotchkin's charges. Suppose we look at some advertising in the magazines and see just how much water leaks through his ideas. All right. Here's a January *Ladies' Home Journal*. First off there's a page with the headline: "Sonny! You would do the big things for him . . . will you do this little thing?" A picture of a boy is used to illustrate the heading and the four or five hundred words of text which follow. Three-fourths of the space is devoted to words. Whatever brains the copy writer was endowed with certainly had enough room to work in this space.

"At the Mount Royal in Montreal 166 Women Guests tell why they," etc. It's rather hard to believe that this, in Mr. Hotchkin's words, is "a beautiful drawing around the word 'Hoopla.'" The copy writer had half the space on the page, and if he wanted to say "Hoopla," then, according to my type rule, he had the space to say it 250 times.

LISTERINE displays its usual stopping power in the issue we are reading, and if the Listerine circus isn't based on a copy idea, then I am an East Indian swami.

The poor, down-trodden copy writer whose job it was to produce the double page I found on Chipso was ground down to a bare 1000 words.

But go on through the book. Look

[CONTINUED ON PAGE 92]



Painted by EDWIN HENRY
for KOHLER COMPANY

IF EVER there were pictures that sold bathtubs—and in fact all sorts of bath fixtures—these pictures should be the ones. Since studying them we have become quite dissatisfied with our own bathroom; although

its acoustics—always an important consideration—are excellent. What damage might have been done by the mocking author of “Babbitt” to the sales of modish gadgets for super-tubs must have been



Painted by R. H. COLLINS
for KOHLER COMPANY

offset by this shrewdly conceived series.

Bathtub demonstrations are not as feasible as they would be popular. Yet on these pages KOHLER of Kohler is actually giving them; in the only way and

with the only models possible. The idea is a happy one. The tubs can be displayed with water in them and the youngsters, realistically enough, out of them. The only morals that can possibly receive a dent



Painted by R. H. COLLINS
for KOHLER COMPANY

would be those of spankable infants whose precocious perusal of the advertisements taught them many unthought of ways to scratch Mother's expensive new enamel.

The professional eye will notice that

the layout of blue prints and specifications is absent. In its place come these warmly colored paintings, alive with the spirit of the ideal home, with the atmosphere of traditional happy childhood.



*Painted by R. H. COLLINS
for KUBLER COMPANY*

That a bathroom can be more than a hidden necessity is subtly suggested by the settings, and the onlooker consequently painlessly absorbs the impression

that his own room can do with new and superior fittings. Is there a better way of turning normal man into that harried, unstable creature: the "prospect"?

A Public Relations Counsel States His Views

By Edward L. Bernays

THERE is at least one subject on which as great misinformation and misconception are rife as on the Russian situation—and that is the question of propaganda. Many discuss it at length and with conviction; even though they know nothing about it. There is more propaganda for and against propaganda—and more of it false—than about most of the causes in which propaganda is utilized as a weapon.

And possibly the reason for this misconception about propaganda is that everyone treats it from his own angle. I am hardly the one, therefore, it might be said, to discuss it disinterestedly. For counsel on public relations of which propaganda is a part is my profession. But at least I can discuss it from the standpoint of a practitioner who actually knows his subject, and who always has tried to remain an observer as well as a participant in the various activities in which he has engaged during the last fourteen years.

What are the misconceptions about the propagandist profession and its relation to the general social and economic life of today?

First of all, the propagandist in his modern state is most often confounded with the old-time press agent. That is, of course, a false conception. No one disputes the power of the press. Fortunes are made by its advertisers, as well as by its owners. But the press as an informer and then as a moulder of public opinion has rivals. The radio is a regimenter of millions today. The movies and the pulpits; even "Stories of Philosophy"—in editions of 100,000—are forces that influence the public. Magazines of 2,700,000 circulation compete for power with *Nations* of 50,000. There are all sorts of printed word media. The spoken word reaches the ears of the public from the stage, the lecture platform and the schoolroom. And besides this the myriad group cleavages of society are in themselves channels for the rapid transmission

of thoughts and ideas. Members of groups follow their leaders in their habits of eating, thinking and dressing, praying and everything else. Why discuss the special pleader only in terms of the press? Are there not all these other fields where he can legitimately, if he is ethical—and illegitimately, alas, if he is unethical—practice his profession?

This should dispose of the first misconception: that the super-publicity man, or counsel on public relations, or whatever one may call him, deals only with the press.

ANOTHER misconception is that the counsel on public relations is simply a mechanical distributor to the press of news material which contains his client's point of view, for free publication. That view is equally false. Your modern public relations man, it is true, supplies the press and his other media of thought communication with information; for free publication when it is news, for paid publication when it is advertising. But he is more than a sublimated mimeograph machine or manifolded outfit. He is a creator of circumstance, in that he is guided in his work by the change he wants to bring about in his public. And he is a shaper of the actions of his clients, in order to produce certain definite effects. The old-time press agent simply called for his carbon paper and sent his copy to the press. The modern public relations council studies the affairs of his client in relationship to the public; he studies his client in relationship to the product or idea he is bringing to that public; he studies his avenues of approach to that public. And then he guides his client's actions so that they will produce the result he desires.

The public relations counsel is continually creating events, changing and modifying acts, now adding some actualities to life, now subtracting others, to accomplish his ends—and make the public receptive to his cause. In this work he must

be keenly alive to public consciousness. Very often in this work, he is the forerunner or the complement of an advertising campaign, which by itself is only one weapon.

Learned men discuss propaganda in serious magazines. They realize that modern politics is built upon the domination of the public mind by politicians and their carefully planned actions. When these analysts discuss business, the very foundation of the modern state, they begrudge its formula of success. They dismiss the public relations counsel lightly. They do not seem to realize that business can and should employ the same technique in regimenting the minds of the public in normal times as the governments used during the war to create the famous "They shall not pass" spirit of the French. They are blind to everything but the weapons of advertising and of salesmen. They do feel that the press has a magic power, but it is only a mystic inchoate power they see in the news columns, which would bring enormous wealth to them merely by publishing accounts of their wares.

A great business leader told me a few days ago that he did not believe in public relations work as much as he had before, because the competition in the marketplace of ideas was becoming so great that he was afraid that he and his commodity would be overwhelmed. He did not recognize that human beings always respond to the great basic appeals just as they have followed the great teachers, religious leaders, statesmen, business leaders of the past and the present. The study of the composition of these appeals and of the means of expressing them to his public would necessarily give him the desired approval.

An article by an advertising man, published in the *Atlantic Monthly* recently, dwells at length on the inconsistencies of the press in mentioning the names of products in its editorial matter. He discusses propaganda mainly from the point of

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Past Fifty

Much Needed—Not Wanted

By *W. R. Hotchkin*

"The very day that you wrote to my husband he was found dead in his lodging house. He had premeditated his death, as the constant strain of trying to make a go of it seemed to have left him no choice; although his was always a very hopeful and almost too optimistic a disposition. Had he not been so full of pride, he might have gotten help; but I suppose that one must hold on to something."

SUCH was the widow's brief and pathetic story of a totally unnecessary tragedy, brought about entirely because of the stupid fallacy that a man has lost his commercial value after he is forty-five or fifty years old.

The man who was here impelled into taking his own life by the failure to sell himself after reaching fifty years was an unusually brilliant advertising writer and manager; just such a man as I for many years have been constantly implored to find for stores. He had done splendid work for Wanamaker's and Filene's; but had been lured into establishing an agency of his own, and he did not know how to sell either himself or his work. Pride did the rest.

I recommended him to a dozen merchants; but, since he had gone to the far West, I had to tell them his age to save him from futile and costly journeys to the East. While I recommended him highly, by reason of my confident knowledge of his ability, not one of them would consider him at all. "Too old to put the right pep into the job. I must have a much younger man," was the common remark.

And not one of those merchants—not one of them—found a man who had half his forcefulness and energy. Not one was found who had a quarter of his brains, experience, or skill.

Just think of it! Hard-headed (might I say bone-headed?) business men when seeking an advertising writer and manager invariably



judge his qualifications for the job by his youthfulness and agility! What have years and legs and girth-measure to do with work that must be done by wide-awake brains backed by mature experience? And my friend's waist measure never exceeded thirty-two inches. And his spirit never got past forty.

When my health broke down some years ago, and I felt that I had to give up hectic advertising work for a long time, I went personally to John Wanamaker and told him that I wished to resign. But that great merchant—one of the few that have really understood and rightly valued advertising—would not hear of it and said, "I have too much money invested in you to let you do that."

I HAD then been working for him for eleven years, and was in a badly upset physical condition. Most merchants might have thought they had got the best out of me, and that it was a good time to tell me how sorry they were, give me a month's salary, and get rid of me. But John Wanamaker realized the value of advertising experience, that every year of work built up greater knowledge and skill. He did not want beginners of a few years of experience, just because they were "under thirty-five," which is now the advertised dead line. Having had to

worry along with me, through my callow years, and got me to where I was beginning to be profitable, he did not want to take on another youngster.

That man who took his own life the other day would have been a prize "find" for any store in America! If there are twenty-five advertising men better in the craft than he was, the stores that have them are mighty lucky.

But he was past fifty!

The best advertised store in America, today, and one of the largest in volume and profits, is promoted and its advertising is directed by a man nearer to sixty than to fifty; and he is the most active and energetic of them all—active in brains; rich in experience.

The greatest piece of merchandising and promotion work ever done in the history of retailing was the resurrection of that old wreck of a store at Tenth Street and Broadway, back in 1896. It had broken a series of successors to A. T. Stewart, and all the wise ones had said that its location was absolutely dead for retailing.

But Robert C. Ogden, then past sixty years of age, was given the entire management, as resident partner, by John Wanamaker; and that store leaped to the front until it led them all in volume of sales, and even more definitely in volume of net profits, for which a store exists. And Mr. Ogden, with his own hand and pen, wrote most of the early advertising of the store; wrote those amazing editorials in the purest English, with impelling sales content; and also wrote much of the detailed merchandise copy besides. That in addition to managing and merchandising every division of the store!

And he continued to do it for eleven years, until the battle was won and the John Wanamaker Store stood, in that day, at the top of New York City retailing.

And they try to say that men lose their pep and efficiency after forty or forty-five!

Why, very few men know what

[CONTINUED ON PAGE 84]

THE · EDITORIAL · PAGE

Will Cigarette Makers Advertise to Women

In this issue Oscar Williamson, under the title of "An Inhibition versus a Market," discusses the subject of advertising cigarettes to women, pointing out the great potential market which lies in this direction and describing the long-standing prejudice which has restrained the tobacco advertisers from invading it. In this connection it is interesting to note the remarks of George W. Hill, president of the American Tobacco Company, made in an address in Omaha, Neb., on Jan. 18.

"More and more women are smoking every day," said Mr. Hill in part, "and the first thing you know some tobacco company is going to break the ice and start advertising to them. We know how many of them are smoking, so why shouldn't we be able to advertise to them?"

Mr. Hill goes on to predict, as does Mr. Williamson in his article, that advertising of this nature will be the next step of the tobacco men.



More Common Sense; Less Curiosity

THE Periodical Publishers Association has just sent out a letter calling attention to the tendency of advertisers to abuse the privilege extended by many publishers of periodicals of sending out to their readers questionnaires to determine this, that, or the other thing about a product or a market.

We think this is a timely word of caution. The questionnaire has been overdone. Publishers have gladly cooperated with advertisers and agencies to secure information from their readers that might help in settling important questions regarding products and appeals, and sales and advertising policies. And doubtless they will continue gladly to place their facilities at the disposal of their space customers.

But the questionnaire in many cases has been carried to a ridiculous point. In some cases publishers' organizations have been enlisted in huge mail ballots, taking in large sections of their mailing lists, to little purpose other than to help make up an impressive "research" report, or to satisfy the hunger of some "data hound."

It is time that more common sense and less idle curiosity were injected into this problem of consumer investigations. A mail questionnaire is a dangerous instrument; it must be framed by a skilful questioner if it is to uncover the truth. And unless it does uncover the truth, it is money and time and energy worse than wasted.

Mrs. Jones is beginning to weary of being quizzed about everything she does, has, and thinks, and she is becoming entirely too self-conscious as an ultimate consumer.



The Growth of Consumer Ownership

SOME interesting figures have been published recently by the Bylesby Engineering and Management Corporation of Chicago concerning the growth of

consumer ownership of stock in the public utility concerns under its operation. According to these authorities, this sales total now amounts to \$25,061,600 par value, showing a gain of 15.12 per cent over the previous high record established in 1925. Twenty-four and fifty-five hundredths per cent of this figure represents repurchases. The number of new shareholders lies in the vicinity of 17,000, bringing the total of consumer shareholders in these enterprises up to approximately 100,000.

The growing popularity of this method of financing is attested by the following figures compiled by the Bylesby organization:

	Sales	Shares*
1915	326	2,063
1916	2,039	11,468
1917	3,305	17,001
1918	4,923	24,194
1919	5,723	34,219
1920	11,579	62,314
1921	15,907	80,010
1922	18,992	107,655
1923	25,711	130,995
1924	35,834	192,842
1925	35,677	217,696
1926	36,801	250,616

Totals 205,867

1,131,103

*\$100 par value.

Perhaps these figures from one utility group are not truly indicative of the rate of growth of the consumer ownership movement throughout the industries of the country, but certainly they show that the movement is distinctly on the rise. In view of such widespread interest it might well pay the manufacturer in any line to study the situation carefully from its various angles.



The Public Turns on an Advertiser

A WELL-KNOWN New York retail shoe firm has just demonstrated the necessity for considering the consumer's point of view before the launching of an unusual direct mail scheme.

This concern hit upon the idea of sending out an announcement by registered mail, apparently not only to its regular mailing list, but to almost everybody in the telephone book.

The advertising department doubtless had figured out in dollars and cents how economical such a mailing would be in attracting definite attention. But what it seems to have overlooked was the consumer's reaction. In one community the result of the campaign was to swamp the postal facilities to such an extent that the carriers were unable to cover their routes more than once a day for two or three days. And even then the "morning" delivery did not reach some houses until well after noon; the carriers were so delayed by getting signatures for the shoe firm's registered letters. To make matters worse, the weekly newspaper was crowded out entirely.

The community became entirely indignant over the scheme, and that concern will be a long time in living down the result of its ingenuity.

The American public is good natured as regards advertising. When a concern absolutely forces its way into its homes via registered mail, and upsets the life of an entire community for selfish commercial ends, it is going too far and is bound to suffer.

An Inhibition versus a Market

Female Smokers Spent \$103,000,000 Last Year, and Advertisers Are Making Them Tentative Approaches

By Oscar Williamson

THAT sweeping change which has come over American business, so aptly described in these columns recently under the title of "The New American Tempo," has been the means of doing away with any number of old traditions which have been our heritage from another age. In its new progressive consciousness, America of today has little use for outworn prejudices, and these are being shelved continually in the triumphant march of progress. While this holds primarily for business, social life follows the same course, though at a somewhat slower pace. And as social life and its conventions are inextricably interwoven with the fabric of business, this gradual social evolution must necessarily be of interest to the business man who hopes to keep abreast of the times.

This discussion will deal with one particular convention which has become an increasing source of irritation and speculation within the past year or two; one which seems to be on the verge of tottering into the discard along with the moustache cup, the over-stuffed parlor and the pug lap dog. It is, if you like, the inhibition of a bygone generation. Nevertheless, it exists today and is very real; this in spite of the fact that it can be classed only as a survival and not a particularly fit survival at that. I refer to the firm-rooted belief in the reactionary mind that women—decent, respectable women—do not smoke.

To the Easterner, particularly the one who lives in a large or fairly large city, such a condition seems nearly incredible in this age. There can be few such who have not seen at least one woman whom they knew to be perfectly respectable indulging in the so-called weed. It is indeed difficult to generalize on such a mat-



ter. And how can any broadminded observer, looking at the situation in all its aspects, trace any connection between smoking and morality? Has smoking any more to do with a woman's morals than has the color of her hair? Is it not as sensible to look askance at all blondes? Or all brunettes?

Yet the belief still lingers. Perhaps its persistence can be traced to the Middle Western districts; perhaps to the South; perhaps to all the towns, villages and rural districts, wherever their location. At any rate, Lin Bonner, writing not long ago in *Liberty* (reprinted in *ADVERTISING & SELLING*, Oct. 20, 1926), takes up in some detail the subject of advertising cigarettes to women, and quotes many manufacturers who are frank to admit that it is nothing more than this stubbornly surviving prejudice which restrains them from going directly out after

this already profitable feminine market.

Mr. Bonner quotes some interesting figures; interesting, at least, to men who see business in a large way. In 1925 the number of cigarettes sold in this country is estimated at 79,979,763,871. It is believed by the best authorities that fifteen per cent of this number was consumed by the ladies. The cigarette bill of the nation for the year ending June 30, 1926, was \$688,000,000, of which the female "addicts" contributed \$103,200,000. That last figure represents unsought income to the manufacturers. Considering that that vast market built itself up practically unaided, it requires little imagination to conceive of the potential market lying in this direction, only waiting for the intensive cultivation of the advertiser.

But it is more than an obsolescent inhibition that holds him back. He has had sad experiences in the past, meeting the periodical outbursts of the reformers, fighting anti-cigarette legislation. Although times are changing and standards becoming more tolerant, he knows that one has but to scratch an American to disclose a born reformer. He knows that four States under the leadership of Kansas bar the sale of his product, and that a few fanatics can stir up a fuss altogether disproportionate to its importance in this free and unfettered country of ours. He has marked the advent of the well-known Eighteenth Amendment, and he realizes that almost anything may happen.

At the same time he is commencing to become restive under the dawning realization of the potential market open to him which the trend of the times is making more and more accessible with each passing month. Already he is beginning to feel out tentatively, but taking ex-

[CONTINUED ON PAGE 55]

BRUCE BARTON

ROY S. DURSTINE

ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

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

James Adams
 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
 Louis F. Grant
 Gilson Gray
 E. Dorothy Greig
 Girard Hammond

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
 James Rorty
 Paul J. Senft
 Irene Smith
 J. Burton Stevens
 William M. Strong
 A. A. Trenchard
 Charles Wadsworth
 D. B. Wheeler
 George W. Winter
 C. S. Woolley
 J. H. Wright



NEW YORK
 383 MADISON AVENUE

BOSTON
 30 NEWBURY STREET

BUFFALO
 220 DELAWARE AVENUE

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

A Million Dollar Order

By E. D. Gibbs

Advertising Director, The National Cash Register Company

WE hear and read a great deal nowadays about aggressive salesmanship. The magazines and papers are full of articles telling us how to be Getters. But there is another kind of salesmanship which is fully as important, and that is the type that gets a prospect virtually to sell himself. Here is the story of how the president of a great corporation sold himself a life insurance policy for one million dollars without the use of the slightest aggressiveness upon the part of the representative of the insurance company. It is of interest because it gives the very antithesis of the methods that life insurance agents, as a rule, are supposed to use. It also emphasizes one other point: that there is no such thing as the saturation point in selling.

Frederick B. Patterson, president of The National Cash Register Company, of Dayton, Ohio, was insured for three-quarters of a million dollars. He did not want any additional insurance. He repeatedly refused even to discuss increasing the amount of his insurance. With three-quarters of a million dollars worth of life insurance already contracted for, even the most optimistic insurance agent in Dayton had no hopes that he could persuade Mr. Patterson to take an additional amount.

William Cord, life insurance agent in Dayton, visited The National Cash Register factory to see the general manager, Mr. Barringer, regarding certain insurance which Mr. Barringer had placed with his company. He finished his business and was invited to stay for lunch at the Officers' Club. Mr. Patterson and other officials of the company were at the table. Mr. Cord was well acquainted with everyone and entered into the general conversation. Mr. Barringer, having concluded his talk with Mr. Cord only a few moments before, was full of the subject of life insurance, which naturally opened up the subject. Someone asked Mr. Cord a question about insurance, which he answered, explaining, however, that he did not want anyone at the table to feel that he was there to

discuss insurance. He said that he had cheerfully accepted the invitation for lunch, that he had finished his business with Mr. Barringer, that he was a guest, and that he had no thought whatever of intruding his business in any way. He said he was willing to put himself in the position of answering any questions that were asked him, but at no time during the lunch hour did he volunteer any information about life insurance.

MR. BARRINGER asked Mr. Patterson how much insurance he was carrying. And he then made the statement that Mr. Patterson ought to take out about a million dollars more insurance. One question after another followed. Finally, Mr. Patterson said to Mr. Cord, "I am not interested in getting any more insurance. I have all that I need and all that I am going to take, but I am curious to know what a million dollar policy would cost me." Mr. Cord made a reply which showed how closely he kept himself informed. He said, "Your birthday is two weeks from today. If you take the insurance out within that time, it will cost you so much per thousand. If you wait until after that date, it will cost you more." He then gave Mr. Patterson the actual figures per year for a policy of a million dollars. Someone asked him about life insurance as an investment. Mr. Cord dwelt strongly upon this and he explained many points in connection with this subject that were new to those at the table. Finally, Mr. Patterson asked Mr. Cord this question: "Suppose I wanted to take out a million dollars additional insurance, how would I go about it to find out what to do?" Mr. Cord answered by saying that the thing to do was to pick out a life insurance agent in whom Mr. Patterson had implicit confidence and put the question to the agent and have him submit a plan showing in which companies the insurance would be placed and furnishing other important details of interest to all policy holders. He finally said to Mr. Patterson, "If you wish to dis-

cuss this subject with me at any time, I shall be glad to give you the benefit of my own experience in insurance without putting you under the slightest obligation. I shall be pleased to see you at any time that you may suggest." Mr. Patterson's answer was, "Come down to my office now and we'll discuss the matter." And in less than one hour from that time Mr. Cord had secured Mr. Patterson's written signature to an application for one million dollars' worth of life insurance.

It is interesting to get Mr. Patterson's own reaction to this business transaction, for, after all, it could not be called a sale. He said, "I practically sold myself on this proposition. Mr. Cord told me that he had no idea of discussing life insurance when he came out to the factory. It just so happened that he stayed there for lunch and being at lunch he answered our questions in a straightforward, businesslike and highly interesting manner. He gave us a correct picture of life insurance. In his replies he showed, first of all, that he had a thorough knowledge of his business. Next, he possessed the ability to state the facts in clear, simple, easily-understood language. He did not deal in technical terms. I had not the slightest idea of taking any additional insurance before talking to Mr. Cord, but, as he answered our questions, I saw the advantage of taking further insurance to the amount of one million dollars.

MY only regret is that we did not have our representatives in the field where they could have heard Mr. Cord's statements and have observed his methods. It was a clear demonstration of the fact that to sell any kind of a product the customer must first be convinced that it is a good thing for him to have. Salesmen too often show undue eagerness. Most of the time they talk too much. They use too many arguments. They try to force the prospect to buy their product. Mr. Cord's methods were just the opposite. He got rid of all superficial detail. He dealt with the funda-

[CONTINUED ON PAGE 74]



JUDGE AND THE GOLDEN CIRCLE

This is Metropolitan New York—the richest place in the world. Here 8% of our population pays 14% of our income taxes.

The average magazine follows population averages. So only 8% of its readers are here. *Judge* follows wealth and sophistication. Nearly 25% of its circulation comes within this Golden Circle.

Judge is a welcome week-end guest in more than 46,000 New York homes.

Advertising in *Judge*, you focus on the superior buying power and concentrated wealth of this Golden Circle to an extent far beyond the aspirations of any ordinary national magazine.

Yet at no more than ordinary national magazine rates *Judge* offers you Metropolitan New York—plus!

Judge

Advertising Management of

E. R. Crowe and Company, Inc.

New York Established 1922 Chicago

How Cleveland Fights the Fake Advertiser

THE accomplishments of the local Better Business Bureaus throughout the country are always matters of interest to all those concerned with the business and practice of advertising. Some of them are more active and more efficient than others, but all of them are working in the right direction. The Better Business Bureau movement, both local and national, represents advertising's one great, concerted movement toward the cleaning of its own house and the upbuilding of public confidence.

This public confidence can be built up in two ways. In the first place, by enforcing "truth in advertising," a public prejudice which has endured for several generations will eventually be broken down. In the second place, the Better Business Bureaus as the representatives of advertising as a whole can enlist the public on their side in the fight against fraud and thus advertise advertising through their own good works.

The Cleveland Better Business Bureau has always been one of the most active of these organizations. Its good works have been numerous and its standing has been unquestioned over a considerable time. Some three years ago it hit upon a program which not only aids it materially in its work of combatting fraud, but also brings it into much closer contact with the public than any other means it has yet tried. The medium through which this is accomplished is the radio.

Each Wednesday evening for fifteen minutes the Cleveland Better Business Bureau goes on the air over Station WTAM. The program consists simply of short talks upon subjects best calculated to be of interest to an audience made up of typical citizens such as listen in on the radio. These talks, of course, all concern the work of the Bureau. There are no vague dissertations on the technicalities of the advertising business, no high-powered bombast upon the high ideals of the Bureau itself. Instead the speaker discusses the problems presented by current abuses which are in effect in the city at the very moment he

speaks and which affect the retail buyer directly. He describes fraudulent practices, instructs the citizens in combatting them and describes the steps already taken by the Bureau in this direction.

This brings the Bureau before the consciousness of the citizens in a capacity they can readily understand, performing a function which is of undisputed value. Not only is good will built up for the Bureau and its members, but the whole business of advertising is benefited by the confidence that results.

Quite typical of these talks in style and substance is a dissertation delivered a month or so ago on the subject of the jewelry auction, a practice which had become quite common in the city. After describing the methods of advertising and handling these auctions, the speaker touched upon some of the fraudulent practices in connection with them. This extract is representative:

"IT is customary when a depleted stock is purchased by an auctioneer that other merchandise, often of an inferior grade, is brought in and mixed with the merchandise on hand, and the entire stock thus 'filled in' is auctioned off. This practice is manifestly unfair because people who live in the vicinity of the store are used to a certain grade of merchandise from that store, and consequently they expect when the stock is being auctioned off that it is the residue of the stock with which they are more or less familiar. In truth, it is the residue which has been sweetened by the inferior 'fill in' goods. The ordinance accordingly provides that a fifty per cent fill in is allowed, but that in any advertisement of the auction and on any signs appearing on the store front, this fact must be plainly stated to the public. And in addition, whenever any particular piece of merchandise is offered on the auction block, it must be plainly so stated by the auctioneer if such piece happens to be a part of the filled in stock.

"You may not know it, but Ohio has what is known as a fraudulent advertising law, which provides that

only the exact truth concerning merchandise may be stated in advertisements. It was necessary, several months ago, for the Bureau to cause the arrest of an auctioneer operating on West Twenty-fifth Street for violation of this law. He had purchased the stock of a jeweler in financial difficulties and caused handbills to be printed and distributed indicating that the jeweler whose stock he had purchased was going out of business and that the remainder of his stock would be sold at auction. It was alleged that this was not true, because additional stock had been 'filled in' to the regular stock and that some of the better articles of the original stock had been entirely removed and were not to be sold at all. Furthermore, it was alleged that this was not the jeweler's auction, but belonged to the auctioneer himself. When confronted with these facts, the auctioneer pleaded guilty to the charge and was fined. He was not required to pay the fine on condition that he go out of business immediately."

This example serves admirably to illustrate the subject matter and general tenor of these talks. Not only is the abuse itself described, but the Bureau is brought into the discussion without undue ostentation as a remedial factor of no small importance. The citizens are made conscious of laws which the majority of them did not previously know were in existence, and the enforcement of these laws becomes a self-appointed task of the Bureau. Certainly few things would be better calculated to build up prestige for the Better Business Bureau than a thorough understanding of its work.

THE station from which these talks are broadcast is the property of the Willard Storage Battery Company. It is a regular commercial broadcasting station with established rating and prestige. Its time is sold to advertisers and others just as is the time of any of the other large stations throughout the country. In the case of the Better Business Bureau, however, all the facilities and equipment of the station are turned over free of charge.

A Page from The Christian Science Monitor

CROPS IN SUDAN POLISH MINISTER SURPRISE NATIVE BLAMES BANKS

Value of Sudan Crops - Mr. Czerwinski Says - Impression on Banks - Mr. Czerwinski Says Sudan Should Be Closed

...the Sudanese government has been unable to secure the necessary funds to meet its obligations...

...the Sudanese government has been unable to secure the necessary funds to meet its obligations...

...the Sudanese government has been unable to secure the necessary funds to meet its obligations...

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...the Sudanese government has been unable to secure the necessary funds to meet its obligations...

UNDER CITY HEADINGS THE CHRISTIAN SCIENCE MONITOR, BOSTON, FRIDAY, DECEMBER 10, 1926

France
MENTONE, A. M.
 PARIS
 Marcel Couffon
 11, rue de Valenciennes
 (Telephone 101-10)

NICE
 FOR SALE
 MONTAIGNE HOUSE
 100,000 FR.

PARIS
 Dressing
 Suits
 JE & SUSAN
 11, rue de Valenciennes

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Italy
TORRENTINO
 CAMPANI (LONATI)
 11, rue de Valenciennes
 (Telephone 101-10)

ROME
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Switzerland
BERNE
 E. MEEKE & BERNI
 11, rue de Valenciennes
 (Telephone 101-10)

BERNE
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BERNE
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Switzerland
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ZURICH
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 JE & SUSAN
 11, rue de Valenciennes

Australia
MELBOURNE
 RONALD'S CENTRAL
 11, rue de Valenciennes
 (Telephone 101-10)

MELBOURNE
 Dressing
 Suits
 JE & SUSAN
 11, rue de Valenciennes

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MELBOURNE
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 Suits
 JE & SUSAN
 11, rue de Valenciennes

Are Your Goods Sold Abroad?
 If so, The Christian Science Monitor can help you with your overseas selling and distribution.
 We recently wrote to our London office asking service in Great Britain, Denmark, Holland, South Africa, and Egypt for a low manufacturer.
 This service means personal calls and investigation by our own advertising representatives.
 The Monitor has advertising representatives in England, Scotland, Wales, Ireland, Holland, France, Germany, Denmark, Sweden, Switzerland, Italy, Greece, Egypt, and Australia.

SCHOOL QUIETES DAUNT ADULTS
 English Examination for 11-Year-Olds World-Wide Most Parents

Virgona
 Unique Hand Bags and Articles De Luxe

Paris
 Modes

Holmes Krieger
 Home of Jazz

Walt-Over
 Real American Store

France
 BEAUJEU SUBMER

HYERES, VAR

MENTONE
 The Oasis

The Setting that Enhances the Product

By Edgar Quackenbush

As a medium for advertising illustration, photography is far from being novel. It has been used for a great many years in a great many ways to advertise a great many products. That it has proved successful is best attested by its steady, if unsensational, increase in popularity over an extended period of time. As advertising has become increasingly art conscious and as photographers have experimented and probed more and more deeply into their medium of expression, it has become apparent to most of us that the surface of the possibilities of this great art has scarcely been scratched.

Certain products, by their very nature, lend themselves readily to advertising through the camera lens. It is altogether fitting and proper, for instance, that Kodak should illustrate its admirable insertions with the work of its own product; with photographs showing the amateur photographer in the act of



Photos by Wisniewski & Miller. Courtesy Minute Tapdora Company

photographing. Of course, that is obvious—which means no reflection upon the simplicity, naturalness and good taste which has characterized the notable work of this Rochester concern.

Other products can best be brought before their prospective buyers when they are shown clearly and in detail with the keynote of veracity which the photograph gives. "The camera doesn't lie" has become something of an axiom, in spite of the fact that many persons with varying degrees of experience are becoming convinced that this is, to say the least, a somewhat broad statement. Hence we have attractively pictured clothing—masculine and feminine—men's hats, gloves, silverware, and any number of other articles with which we are all familiar. The work of the camera here is perfectly straightforward and simple. It must create an attractive picture from life—or still life. It must have due regard for lights and shadows and composition, but its primary purpose is simply to reproduce reality.

The camera, however, can do much more than this when called upon. It can, when properly handled, not only reproduce the product with photographic accuracy of detail, but it can as well give to that product a highly distinctive character of its own. Such a character cannot be fictitious. It must be carefully brought out from some inherent quality in the product which may previously have been hidden or at least sublimated. As the skillful portrait painter brings to the surface the true character of his subject, so may the skillful advertising photographer bring out from an inanimate product a certain subtle something that immediately sets that product apart in the observer's mind and, incidentally, greatly enhances some particular selling point.

There are many ways in which this may be done, as the various illustrations on these pages are intended to show. Note the Colgate photograph for a moment. Two feminine hands hold aloft a bottle of perfume against a background of soft darkness. Light strikes the



Courtesy Colgate & Company

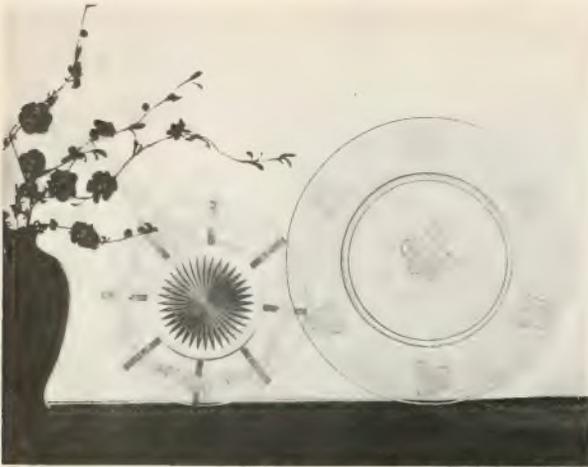


Courtesy The Pompelan Company

"...All from One Package of Knox Gelatine"



The *versatility* of Knox Sparkling Gelatine is the Interrupting Idea which differentiates it from the ready-flavored kind. Realistic illustrations of desserts, salads and candies—*all four being made from a single package of Knox Sparkling Gelatine*—attract the reader to copy which sells the uses and economy of the product. Recipes of the dishes illustrated serve as a clincher. This advertising is prepared for the Charles B. Knox Gelatine Co., by the Federal Advertising Agency, Inc., 6 East 39th Street, New York.



Courtesy Raymond Fuguet



Courtesy Wood & Hyde Co

hands and one side of the bottle, while the other side merges into the background. A faint triangle of light pierces the shadow at the left center of the composition, and against this falls the indeterminate shadow of the container, so vague as to be the mere wisp of an impression. No figures in the picture, no movement; nothing to distract the eye from the product advertised, save the hands which lose themselves in shadow on every side. Graceful hands; they carry out the graceful lines of the container that they hold. The odor of a perfume cannot be literally embodied in white space and crude printer's ink, but somehow, inexplicably, the hint of a subtle scent seems faintly to permeate that atmosphere of shadows.

Pompeian obtains a somewhat similar effect in their photograph. Here again the background is soft and shadowy, but relieved in this case by the glow which emanates from behind the small dark Buddha in the foreground. Slender branches with indeterminate clusters of white blossoms blend into the soft focus to support the illusion of unreality. In the foreground, its whiteness standing out in clear focus, stands the Pompeian jar. You can read the name printed on the label, so clearly does the jar stand out, and yet it is not so conspicuous as to mar the effect of the whole. Very delicate judgment drew the line here.

Minute Tapioca resorts to a more conventional type of still life to put over their sales message. Conventional? Perhaps so, by comparison, but the effect obtained is eminently successful. Here is the corner of a table, covered with a dainty tea cloth. The focus is sharp this time;

so sharp that in the foreground it is possible to make out the weave of the linen, and yet not so sharp as to intrude harshly upon the observer's sensibilities. The shadows are clearly defined as though an afternoon sun were pouring through a nearby window. The naked eye may discern each globule of the tapioca itself in the fragile crystal dishes, yet the whole effect is one of delicacy. Every trace of severity has been eliminated to gain this effect. No Emily Post set this table. It is for the children's supper, and its informal daintiness brings out to the fullest extent the daintiness of the product which is being advertised.

RAYMOND FUGUET advertises cut glass with remarkable effectiveness without departing very far from the conventional. Simply two glass plates, one large, one smaller, standing on edge against a background of gray. There is sharp contrast in the black of the foreground and the silhouette of the vase and flowers at the left. The whole is simple; extraordinarily simple. And therein lies its charm. As for the glass itself, every detail of the workmanship is brought out with enhancing clearness. It is delicate, this workmanship; often it nearly loses itself in the transparency of its medium. Yet the camera touches it all and brings it to the fore. Before the searching lens, what might have been mere glassware assumes a distinctive character of its own which at once lifts it from the ruck.

Again conventional and simple, yet extremely effective, is the illustration for Wood & Hyde, top of page at right. Simply, the product is shown

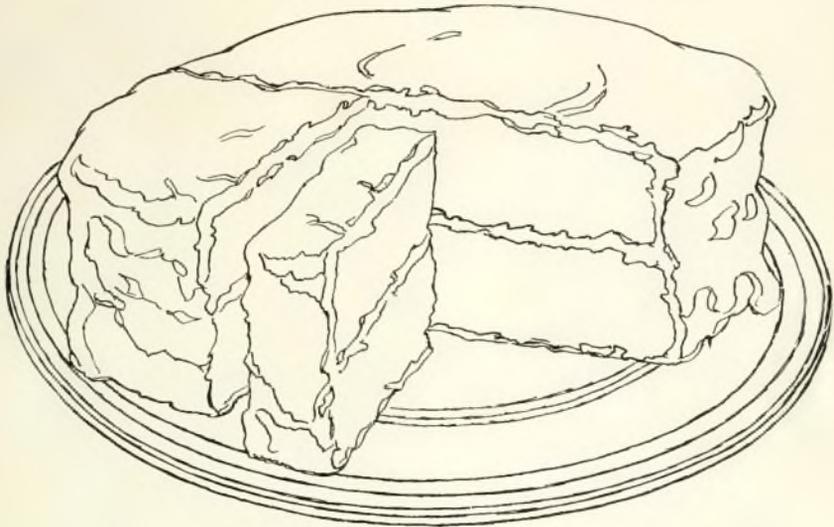
against a sublimated background. It was not so many years ago that decapitated ladies were taboo in the advertising of such a product as this. Instead of showing simply gloves, the advertiser would have treated us to a well-groomed female, quite impeccable from head to toe. Gloves would have been upon her hands and, without the slightest doubt, the fatuous advertising smile upon her lips. It would have been an open question which was the most immediately apparent to the observer. Here we have gloves and nothing but gloves. A gray handbag reposes under the gloves and merges gradually into a background of fur piece and dress. There is no overlooking the advertised article, for only the most attentive observation will disclose the other details. The gloves stand out and must speak for themselves. That they do speak for themselves, that they immediately carry to the observer a thorough and convincing sales message, is the reason that they are being reproduced in connection with this article.

This is but one of a great many phases of present-day advertising photography which might be dwelt upon. More and more advertisers are coming to realize the possibilities of this medium of artistic expression. The camera is no longer to be considered a simple instrument for reproducing in slavish detail a literal likeness of its subject. Rather, it is a flexible weapon which may convey impressions and characteristics with an aptness fully equal to that of the painter's brush. As the artists of the lens continue to develop their sphere of activity, an increasing number of advertisers will find therein a potent source of selling aid.

Will Mr. Ralph Starr Butler, Advertising Manager of Iglehart Brothers, Inc. Division, Postum Cereal Co., please read this page.

We Bake All Our Cakes, Mr. Butler:

The answer was about what you'd expect, considering the kind of farm homes that Comfort reaches. According to our survey 99.4 per cent of Comfort subscribers bake their own cakes. That is not surprising when you remem-



ber that 78 per cent of Comfort's subscribers own farms averaging 198 acres.

But here's the rub—or, rather the opportunity. Of the 99.4 per cent who bake their own cakes, only 16.84 per cent use Swansdown or other special cake flours. We don't know how nearly this 16.84 figure lines up with the country as a whole, but we do think the opportunity is an unusual one in that we are *certain* that the woman in practically every Comfort home *does bake her own cakes*.

We know a lot of things about our million subscribers that we will be glad to tell you, Mr. Butler or, for that matter, we will be glad to tell them to anyone else who is interested in selling good things to eat, wear or use.

COMFORT—THE KEY TO HAPPINESS AND SUCCESS IN OVER A MILLION FARM HOMES—**AUGUSTA, ME.**
NEW YORK, 15 EAST 40th STREET · · CHICAGO, 1635 MARQUETTE BUILDING

What Kind of "Dealer Help" Really Helps the Small Store?

By William Nelson Taft

IF you say "dealer help" to the average advertising man, he usually thinks of a little booklet or a lithographed window card, a counter display or something that can be used as an envelope stuffer. These are the things which are supposed to "help" the dealer. To "help" him do what? To sell more of that particular manufacturer's products, of course.

The reason that the advertising man defines "dealer help" in this way is because, whenever anyone says "retail outlet" to him, he visualizes a little store. He thinks of a none-too-well educated "dealer" or "retailer" or "store-keeper"—a man who keeps his store because his store does not keep him—a man to be talked down to—a man to be kidded along—a man of little importance, except when his individual value is multiplied by the thousands of stores which he is supposed to represent.

The kind of "dealer help" designed for a man of this type—and the kind of dealer help thinking which places this man in the foreground, thus obscuring the rest of the market—eliminates from consideration the "dealers" who, in many lines, are selling 70 to 85 per cent of all the merchandise sold at retail in the United States today.

It is for this reason that I feel we shall make better progress and reach more valuable conclusions if we start out with two or three clear-cut definitions.

In the first place, we should discard the conception of "dealer help" which confines work of this kind solely to the preparation and distribution of circulars and show-cards and should emphasize the H-E-L-P point of view.

Secondly, we should place the "dealer" under the microscope in order to find out just what and where he is. If this is done, it will be discovered that there are two entirely separate and distinct classes

of dealers which must be taken into consideration by anyone who approaches the problem of "helping" them.

The line of demarcation between these two varies somewhat with different types of retail business. More than 95 per cent of all the grocers of the United States and almost as high a percentage of druggists will be found on one side. All the department stores and a substantial percentage of men's and women's wear stores lie on the other.

Possibly the clearest way of defining this line is to call it "the line of departmentalization"—a long word, and justly so, since it points out the far-reaching differences in the stores it separates. The moment a store becomes departmentalized it moves out of the lower class, because, by this action, it splits its internal mechanism into a number of separate, yet closely allied units, which function as a whole.

All of these stores are "dealers." Their functions are, however, different, and the small store is, in reality, simply a *distributor*.

THIS "distributor-dealer" has little initiative and little opportunity for initiative because the limits of his business are geographical and his trading radius very small. His only way to expand is to establish other stores and, when he does this, he becomes an embryo chain and automatically steps out of the purely "distributor" class.

This type of dealer is not, however, so ignorant as some of us believe—which is one of the reasons why so much of the so-called "help" designed for him goes to waste. He is smart enough to see that many propositions labelled "dealer helps" are really "manufacturers' helps," and because of this he allows the material to accumulate in his cellar until the pile reaches a size sufficient to warrant a visit from the junk man.

Not so long ago, just as one example, the heads of six of the largest

companies manufacturing electrical goods got together and figured out how much they had spent on dealer helps during the past year. To their amazement, they found that the total was in excess of \$1,500,000. "And," as one of the officials declared, "the tragedy of it is that fully 75 per cent of this amount was wasted, for not more than a quarter of the stores used the material we sent them."

BUT, before placing the blame for the wasted money on the shoulders of the retailers—as the manufacturers did in this instance—it might be well to take a look at some of the "dealer helps" for which this money was expended. Many of them were elaborate set-pieces in which "Tongue A is to be bent over at an angle of sixty degrees and inserted into Slot M, at the same time putting the right-hand flap into the opening marked X on the easel"—puzzles which might be entertaining enough if one had a whole day to devote to them, but which eat up entirely too much time in an efficiently operated store.

Also included in the wasted 75 per cent were thousands of circulars, leaflets and envelope stuffers of various kinds; newspaper electrodes with 1 per cent of the space allotted to the name of the store and the remaining 99 per cent devoted to the manufacturer's advertising; window display material of such size that, once it was placed in the windows, nothing else could be shown in the same space, and similar matter supplied under the "Let us help you" plea which, when translated, too often reads: "Let us help you to help us."

Nevertheless, there are many types of genuine dealer helps that the "distributor dealer" will accept and use, but in order to discover these, we must have a clear-cut picture of the "distributor-store."

"Helps" of this kind should be designed for the grocer, the druggist or the hardware store, the small shoe, men's clothing, jewelry, furni-

Portions of an address before the Dealers' Service Conference, Dayton, Ohio.

They're broadcasting business for YOU here *tune in!*

Make the acquaintance of Henry Stabler of Illinois, one of the 815,000 Midwest farmers who read *Capper's Farmer*—prospects for your client's products.

One morning last December Stabler, listening to the radio market report, learned of a record run on hops in Chicago and a resulting price drop. He stopped his shipment of hops, just starting on their way—held them a week and then sold at an advanced price. The radio market report saved Stabler \$175 on that deal alone.

His experience is just one of the dramatic cases cited in *Capper's Farmer* this month—showing how radio, with its weather forecast and price quotations, is revolutionizing farmers' methods and increasing their profits.

Today only about 20% of the farmers

own radio sets—a low figure. But some 815,000 farmers are reading these stories in *Capper's Farmer*—shrewd men, quick to see what radio might accomplish in their business. Prosperous, too.

Thousands will decide to buy a radio at once—the better sets, too. And they'll hook right up with certain advertisers in *Capper's Farmer*—Atwater Kent Manufacturing Company, Crosley Radio Corporation, Charles Freshman Co., Inc., Radio Corporation of America, National Carbon Company and Burgess Battery Company.

CAPPERGRAMS

13 Midwestern States covered by *Capper's Farmer* have only 38.8% of the farmers of the United States, yet they produce

54.5% of the corn
59.6% of the wheat
48.0% of the cotton

and possess
57.7% of the value of the livestock
62.1% of the value of farm lands

Think what radio market reports and weather forecasts mean in this territory.

As for rural buying power, this income is almost equal to that of the rest of the United States combined.

Capper's Farmer is the Midwest farmers' trade paper. Their Advertising and Selling Fortnightly. They read and follow it because it's written for farmers by practical farmers.

Every issue of *Capper's Farmer* broadcasts ideas about all kinds of goods for farm and household.

Aren't you going to tune in on the program?

M. L. Crowther
Advertising Manager



Sell
this
Territory
thru

Capper's Farmer

Published at Topeka, Kansas, by Arthur Capper

815,000 Circulation

THE MIDRIFF OF THE WORLD IN THE MIDWEST OF THE NATION

The 8-pt. Page

by

Odds Bodkins

MY mail this week is positively cluttered with manifold copies of the texts of the first telephone conversations between New York and London advertising interests, and photographs of some of the parties conversing. I am powerfully interested in the fact that some of our advertising men talked with some of England's advertising men on Jan. 7, but strangely uninterested in just what they said or how they looked when they were saying it. Nor am I particularly interested in the first advertisement that was telephoned across the ocean, especially in view of the fact that I have before me on my desk two "first" advertisements.

Personally, I rather dislike to get close enough to an event of such historic significance to listen in. It is ever so much more thrilling to stand off and look at Jan. 7 as a significant date in the progress of communication between nations. I believe this telephone communication is going to mean much to business, as soon as the publicity phase is past and our self-consciousness about it has worn off. And I think it is going to have a far reaching effect in internationalizing advertising and marketing. I look forward with a sense of adventure to the first time I shall have occasion to telephone London—in the ordinary course of business.

—8-pt.—

And speaking of London, I have a pet hobby which I am going to indulge when I have the means—and it wouldn't cost a fortune. I am going to have a personal London office. Not desk room, mind you, but a real office. Just for the satisfaction of it.

I have the general location settled on. In fact, I have seen the bottom of the stairs that lead up to my office. You go down the Strand several blocks past the Cecil, and when you come to a certain little alley you turn in, and there on your right is a funny little hole in the wall with a stairway leading up—twisting up would perhaps better express it—to some place or other where there must be a room just such as I want for my office.

The room will be small. In it I shall have a rather battered refectory table, and drawn up to it an oaken arm chair, whittled as to arms and worn as to rungs,

and a like chair for any chance caller (only one at a time). On the table there will be placed every morning by a charwoman (whose services I shall engage for a few pounds a year to keep the place clean) a copy of *The Times*, in case I should happen to drop in that morning from America. And each fortnight a copy of ADVERTISING & SELLING will be left at the door by the postman, to be taken in the next morning by my charwoman, and placed at the opposite end of the table from *The Times*.

And waiting expectantly to be opened, right beside the old brass paper knife on my table, will be a few letters—even if I have to write them to myself. But I sha'n't have to. I'm sure, for I believe I have enough friends who would like the spirit of my London office to write me occasionally, even when I am not there. Let me see, I think I could count on Tom Dreier, and Earnest Elmo Calkins and Corinne Wells, and surely F. K. (he'd probably have a letter there begging me to get in my 8-pt. copy earlier this week!); and Rytt, of Sumter, South Carolina; and John Allen Murphy; and perhaps a letter from A. W. Shaw; oh, yes, and a longhand letter from Charles R. Flint. Even some of my London friends—Sinclair Wood certainly—will drop me a line occasionally.

Oh, it will be fun, some morning, to skip up the old stone steps and put the clumsy big key in the rusty old lock and enter and sit down and open my mail in my London office and then lean back and read the morning *Times*!

And then—write a batch of 8-pt. copy to get off on the next steamer!

—8-pt.—

It takes considerable of a piece of copy to make New York advertising men sit up and talk about it, and it



takes almost an advertising earthquake to shake up the automobile fraternity during New York show week.

But Lennen & Mitchell, Inc., succeeded in doing both right in the middle of the week with a full page newspaper advertisement "Announcing the Lennen & Mitchell Six."

The picture, which occupied almost half of the page, will serve to illustrate the car, a thoroughly hypothetical six, which Lennen & Mitchell hope some manufacturer will make for them to advertise. Meanwhile they admit that they would not be averse to advertising some actual six—or four or eight, I take it—if any motor car manufacturer can be weaned from Detroit, advertisingly speaking.

—8-pt.—

Another outstanding feature of automobile show week was the booklet, "The New York I Know," by Karl K. Kitchen, presented to attending automobile men by the Spicer Manufacturing Corporation, makers of universal joints, etc. K. K. K. certainly knows his New York, and according to figures supplied by the Lillibridge agency, which produced the book for this client, he shared his knowledge with some five thousand enthusiastic attenders of the show, who wanted to know how to go about having a good time in New York, and where to park their wives while they picked padlocks!

—8-pt.—

Whoever edits J. Walter Thompson Company's *News Letter* shares Bernard Shaw's idea of enjoyment, for in the current issue appears this paragraph from the preface to "Man and Superman":

"This is the true joy in life: the being used for a purpose recognized by yourself as a mighty one; the being thoroughly worn out before you are thrown on the scrap heap; the being a force of nature, instead of a feverish, selfish little clod of ailments and grievances, complaining that the world will not devote itself to making you happy."

I'll join G. B. S. and the editor of the *News Letter* and make it a threesome. Any more candidates?



MILWAUKEE—FIRST CITY IN DIVERSITY OF INDUSTRIES!

47% More National Advertising in Two Years!



A Record Year!

The Milwaukee Journal, during 1926, broke every previous advertising and circulation record in its history.

In total annual volume of paid advertising The Journal printed 18,950,379 lines, exceeding by 596,066 lines the high record for Milwaukee newspapers made by The Journal in 1923.

In net paid circulation The Journal reached a new high peak in December, 1926, with an average of 153,598 copies daily and 168,850 copies Sunday.

No other paper is needed to thoroughly cover and sell the Milwaukee-Wisconsin market.

NATIONAL ADVERTISERS are realizing that one of their best sales territories is the Milwaukee-Wisconsin market, first in diversity of industry and first in value of dairy products. Each year sees the influx of more national advertisers in all lines of business, and each year The Milwaukee Journal becomes a more productive and economical sales force in this rich market.

In two years the volume of paid national advertising in The Milwaukee Journal has increased 47%—from 3,330,668 lines in 1924 to 4,897,542 lines in 1926, the biggest year in Journal history.

Sell This Market in 1927!

During 1927 all indications point to a continuance of the high level of buying power in the Milwaukee-Wisconsin market. No matter what you sell, you can sell a maximum volume here at the lowest possible advertising cost per sale through The Milwaukee Journal *alone*. Build business here through the paper that reaches more than 4 out of every 5 Milwaukee families, and goes into the better class homes throughout every Wisconsin community.

THE MILWAUKEE JOURNAL

FIRST BY MERIT

WISCONSIN—FIRST STATE IN VALUE OF DAIRY PRODUCTS!

"What Is Wrong with My Advertising?"

[CONTINUED FROM PAGE 20]

they will take the guest to the worst seat in the place, unless he makes a monetary overture for a better location. It is easy to appreciate that when a guest asks for special service the head waiter should be tipped, but no one has ever been able to explain why this functionary should receive a tip when the dining room is nearly empty and hundreds of good, unreserved tables are available.

The doormen of this hotel also fail to support its advertising. Should a guest, coming out of the hotel, happen to hail a taxi other than one of the doorman's selection, the unfortunate chauffeur so hailed is usually given a piece of the doorman's uncultured mind. This makes a delightful impression on the departing guest. The avaricious doorman that this and many other hotels employ, drive away many of the guests.

The flaws in the service of that hotel, which I have mentioned, are trifling things. Probably the average guest does not even notice them. However, in the course of a year hundreds of guests do notice these little improprieties and are so annoyed by them that they transfer their patronage elsewhere.

JUST as a little leak will sink a ship, so little mistakes in management will break a business. The big mistakes are so obvious that they are seen and usually corrected in time. But the trifling blunders are likely to go unnoticed until they have wrought so much damage that it is impossible to undo it.

Every blunder of which the management of a business is guilty detracts that much from the effectiveness of its advertising. The advertising is not to blame, but unfortunately it must suffer in consequence of bad management.

A common situation is one in which the advertising is not tied close enough to the business. The advertising, in itself, is all right; but it is run as though it were a separate business.

I am familiar with the details of one company where this was the cause of the trouble. The company is one of the oldest advertisers in America. Its advertisements have long been noted for their beauty and high character. The president complained, however, that he had never been able to trace many sales to his advertising. The business had been showing consistent increases, but it was hard to attribute these increases directly to the advertising.

This company had been selling its product entirely through its own chain of stores. These stores are located in a half a dozen cities in the East. This made it clear that the cause of the trouble was that the average reader of the company's advertising was unable to buy its products conveniently. To be sure, all of the advertisements contained a mail-order offer. But this offer was couched in such conservative language that it did not bring in many orders.

Because of the president's criticism, two changes were made in this com-

pany's methods. Agencies were established in most of the large cities throughout the United States. A high-class store in each place was induced to stock the line and to follow-up all inquiries arising in that locality. Mail orders are now filled from these stocks, where they are not too far removed from the purchaser.

The other change had to do with the advertising. The mail-order offer was written in more intensive style. The advertisements retain their dignity and fine character, but readers are now told in unmistakable language how they may get the products, if they do not find it possible to visit one of the company's stores or agencies.

Putting this additional twist in the advertisements has enormously increased the direct returns from the advertising. In fact, the whole business has taken on new life and is going ahead as it has never gone before.

And yet, no serious change was made in the advertising. Aside from the fact that its mail-order offer was weak, the advertising of this organization was above criticism. It was the management of the business that fell down in not making it easier for prospective customers to buy.

In that statement, "not making it easier for prospective customers to buy," we have the key to what is wrong with many advertising campaigns. The advertising, itself, is effective. It is both interesting and convincing, but it does not tell the reader how she may buy the thing advertised. "Ask your dealer," "At all good hardware stores and department stores," and similar directions are not sufficient, for the reason that they are seldom true. Not one "good hardware store" in six will have the article, but they will have a competing product which the disgusted shopper is usually glad to accept as a substitute.

Not long ago a publisher gave me the privilege of examining his advertising morgue. I there read the obituaries of about a dozen so-called advertising failures. It was surprising with what unanimity the coroner's verdict, in accounting for these failures, read, "Inadequate distribution contributed to the collapse of this campaign."

Advertising, be it ever so good, cannot succeed unless people are able to buy the thing advertised. This is fundamental. Advertisers are not fair to their advertising when they expect it to sell without the backing of distribution.

LACK of distribution is such a frequent cause of trouble that when an advertiser asks what is wrong with his advertising, it is nearly always a safe bet to direct the conversation toward the subject of distribution. Nine times out of ten, in this direction will be discovered the reason for the advertiser's dissatisfaction. When the "wide, open spaces" are filled in on the distribution map, the advertiser will no longer have cause to complain that his advertising is not pulling.

Of course, we all know that advertising can be used to get distribution. But it will not get it alone, without the help of salesmen. Nevertheless, it is often expected to function without assistance. "If advertising is powerful enough, it will get retailers to stock the goods" is the conclusion of too many advertisers. The trouble with that conclusion is that it is only a half truth. Powerful advertising will get distribution, but not unless it is *merchandised to the trade*. It is surprising how large a percentage of retailers will neglect to stock articles, even those that are in demand, unless a salesman asks them to buy. They are sold and ready to buy, but it requires a salesman to push them over the line.

I KNOW of advertisers who have been advertising for years, and who today have about the same distribution that they had when they started. I encountered one such advertiser who was on the verge of quitting. "It's no use," he said. "We are no further ahead than we were ten years ago." An investigation disclosed the fact that this advertiser had only a fourteen per cent distribution. His salesmen were calling on the same dealer year after year. They rarely tried to open a new account. They seldom mentioned the company's advertising to the trade. The poor, neglected advertising wasn't getting even a Chinaman's chance to show what it could do.

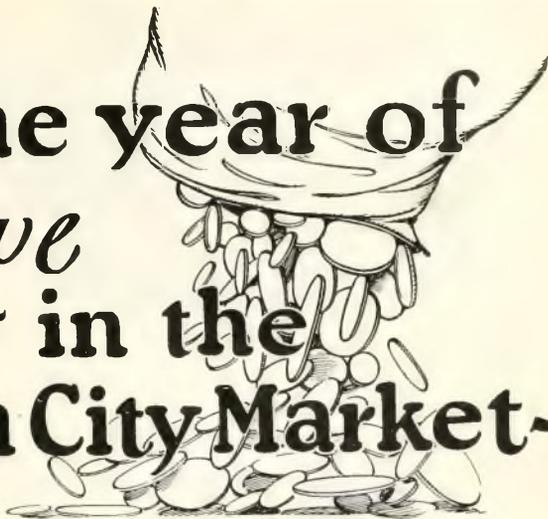
And this brings us to another cause of dissatisfaction among advertisers: Their salesmen are secretly opposed to the advertising. In some cases they are in open rebellion against it. Believe it or not, in this enlightened year of advertising history, there are still thousands of salesmen who firmly believe that if their companies continue to advertise, eventually it will do them out of their jobs. They think that salesmen and advertising are in competition. Holding this belief, they lose no chance to "knock" the advertising.

The head of a large company suspected that this explained what was wrong with his advertising. He liked the advertising. It was strong and convincing. The public seemed to like it, too, as was proved by the large number of inquiries that were received. But somehow the advertisements did not appear to be having much of an effect on sales.

The president determined to take a road trip to find out why his advertising was not received more enthusiastically in the trade. In calling on dealers he represented himself as a special investigator, sent out by the company to discover what was wrong with its advertising. Merchant after merchant told him that the company's salesmen advised them not to pay any attention to the advertising, as the "Old Man was advertising so as to reduce his excess profits tax."

When the salesmen were later confronted with these facts, their excuse was, "We didn't want the advertising to succeed, as it would show that it

This is the year of *Intensive* *Buying* in the Oklahoma City Market-



The pulse of the Oklahoma City Market is clearly indicated by the activities in Oklahoma City in 1926.

Bank deposits in Oklahoma City banks increased \$6,140,660.41 over 1925!

Building permits topped the previous high mark set in 1924, by over \$1,000,000!

One hundred thirty-two new firms moved their offices to or began operations in Oklahoma City in 1926!

Out through the State this remarkable showing is backed up by a crop valuation which is 27% better than the national average for 1926—an oil production in the Seminole-Earlsboro field, just sixty miles from Oklahoma City and a part of the Oklahoma City Market, that is sending untold wealth into this already prosperous center.

This is the market that is open to you in Oklahoma. Big sales opportunities are here. Talk directly to the buyers in this market—recognized by the Audit Bureau of Circulations as 728,624 strong—through the Oklahoman and Times.

Circulation Daily, 144,000—Sunday, 88,000

The DAILY OKLAHOMAN OKLAHOMA CITY TIMES

thoroughly and alone cover the Oklahoma City Market

E. KATZ SPECIAL

ADVERTISING AGENCY

New York

Chicago

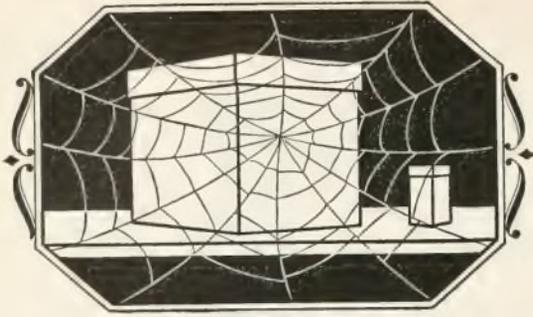
Kansas City

Detroit

Atlanta

San Francisco





A better standing among dealers

WITHOUT departing from conservative policies, without entering upon an aggressive campaign to get more dealers, your problem just at this time may be to strengthen your position in the retail field.

What is required may be an effective means for increasing the interest of dealers in goods already on their shelves. Or, perhaps, additional aid is needed in helping dealers to apply sound merchandising methods to increase the turnover.

But vague, general plans cannot succeed. They must be explicit, clearly defined, specific. They must be in accord with the sales policy, with the sales objective. They must be formulated in sympathy with the dealer's situation as he sees it.

The very fact that plans for dealer improvement must be explicit, clearly defined, indicates that advertising in their support must be direct advertising, specifically planned to influence a certain individual in a given way.

To a discussion of this problem, we will gladly bring, at your request, a clear understanding of dealer buying and selling habits, a breadth of experience and a specialized knowledge.

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

could get business that we couldn't get."

It would seem that at this late date it should be unnecessary to advise new advertisers to explain to their salesmen the whole theory and purpose of advertising at the very outset of their campaigns. But, apparently, there are advertisers who still need this advice.

Another piece of carelessness, for which advertising is frequently blamed, is that many advertisers fail to answer their inquiries immediately. Most advertisers are too negligent in this respect. A man who was thinking of building a house wrote to a number of advertisers of building material. It took these advertisers all the way from five to thirty-three days to answer.

THese manufacturers are imposing a terrible handicap on their advertising. The copy interested the prospective buyer enough to cause him to write for more information. Instead of expressing appreciation for his interest, the advertisers insulted him by showing that they did not regard his inquiry as important enough to answer at once.

When will advertisers learn that a prospect's enthusiasm begins to cool shortly after he has finished reading their message? The copy may have worked the reader up to the white-heat of eagerness. He may have sat down and written for a catalog, a booklet, or whatever the advertiser offered. But the next day his enthusiasm starts to wane. By the following week, the white in the heat of his zeal has disappeared. Even the red is losing its brilliancy. In a month, he may have entirely forgotten the advertisement.

So advertisers who delay in following-up inquiries run the risk of getting their literature to the prospect after his interest has subsided. If the matter he asked for had been sent immediately, the chances are that a sale would have been made.

I often encounter advertisers who complain that advertising appeals only to curiosity seekers who have no intention of buying. A certain manufacturer who held this view had changed agencies two or three times, hoping he would find one, as he expressed it, "who could write copy that would pull genuine inquiries." His latest agency, having had experience with advertisers of this turn of mind, insisted on making a careful study of the follow-up system. He soon learned that the advertiser was always so far behind in answering his inquiries that it was always ten days or two weeks before his prospective customers heard from him. In the light of this discovery a rule was made that all inquiries must be answered on the day they were received, even though it were necessary to put on a night force. The company has been following this new schedule for several months, and the results have been so satisfactory that the president has stopped complaining about his inquiries coming from curiosity seekers.

A number of advertisers have resolved that the purpose of advertising is to sell goods, and not to develop a lot of correspondence. For this reason they do not seek inquiries at all. To avoid receiving them they leave their name and address out of their advertisements.

This is an unfortunate tendency. It

It will affect the payroll less than the salary list. In the good old days, when only lawyers, teachers, doctors, could afford luxuries, wages had to be low enough to keep prices within the range of the limited professional income. Today, when the wage-earner is his employer's best customer, costs must be cut without too much affecting the purchasing power of the payroll.

From an article by Kenneth M. Goode in Advertising & Selling.

Who Are Your Customers?

Mr. Goode also says, "We live more than prosperously. The whole nation lives prodigally."

Reflecting this prosperity, thousands of readers send coupons with dimes and quarters to SMART SET advertisers. Mass production results in mass selling.

Young people, with natural impatience, want to begin where their parents left off. As a result, SMART SET with its half-million youthful, acquisitive, unprejudiced readers, produces sales at the lowest cost for a growing number of advertisers.

If you are searching for wider markets, thousands of new customers, you will find SMART SET'S readers responsive. They're today's buyers—*buyers for the next 40 years.*



SMART SET

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

Planned Advertising

Big Business Consults a Doctor

THE President of a big business decided to have a good Doctor look him over. Not because he felt sick. It was really an evidence of strength and an intention to continue well.

The examination was long and thorough. The Doctor presented his bill and the President paid it, well satisfied.

"Planned Advertising" does the same thing for a business. Almost the first customer who came to us, used "doctor" language when he talked with us. When a man comes for advice on a marketing problem we give the problem a tremendously thorough examination. We are criticized sometimes for being too thorough, too painstaking, too minute—never for being superficial.

Finally we give our recommendations and present the bill. Payment of that bill is the man's one obligation to us. He knows the amount before we start.

The man who went to the doctor might decide, after considering the report, to have him do a few things, perhaps to perform an operation or to put him through a course of training. He is under no obligation to the doctor but he might want to make further use of him.

The man who hires us to conduct an examination may ask us to carry out our recommendations. He may decide to call the transaction closed. In either case nobody is obligated.

We wanted an outside viewpoint of the operations concerned with the building of "Planned Advertising." Accordingly we invited Mr. George French, the well-known business writer, to spend a number of weeks with us observing us. He has put the results of his observations in a book the title of which is "Planned Advertising, Being the Planned Approach to Agency Efficiency." To any business executive we will gladly send a copy without obligation if he will inquire on his business stationery.

Please mark your calendar for a talk with us at the proper time.

CHARLES W. HOYT COMPANY
Incorporated

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

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

keeps many prospects from further investigating a product in which they were already interested.

The average person does not write to an advertiser out of curiosity. He writes for information. Advertisers should go the limit in offering to give him any that may be wanted.

IF advertisers still doubt the importance of inquiries, they should change their minds after looking into the experience of the radio broadcasters. Every radio station in the country is swamped with inquiries from thousands of "fans." The majority of these persons are really interested. When dozens of listeners will go to the expense of calling up an announcer on the long-distance telephone to tell him that he has mispronounced a word, or to give him the location of a river which he misplaced in his talk, it is time for advertisers to realize that they should invite inquiries to the extent, at least, of putting their name and address on the advertisements.

One Sunday evening, recently, a radio station in New York broadcast a poem on "Tolerance." In the next few days, the station received letters from hundreds of persons wanting to know where they could get that poem, and others by the same author. People who will take the trouble to write and ask where they may buy a thing are certainly not curiosity-seekers. Any advertiser who ignores this interest has no right to feel that there is something wrong with his advertising.

Another common mistake that advertisers make is in working up the enthusiasm of prospects and then, when they get ready to buy, throwing cold water on them. A laundry company, for example, does this. In its advertising it tells housewives that they are foolish to try to wash their curtains at home. It assures them that curtains can be done up much more satisfactorily at the laundry. Then, when readers of the advertising take the laundry at its word and give them their curtains to wash, they find they have to sign a document in which the laundry is exempted from all responsibility in case the curtains are torn or otherwise damaged during the laundering.

It can be imagined that the tone of this legal-looking document is entirely different from that of the company's advertisements. If that laundry eventually finds that people are no longer answering its advertising, it will have no license to ask, "What is wrong with our advertising?" More to the point would be, "What is wrong with our management?"

It would be possible to repeat such incidents almost endlessly, but enough has been given to show that it is bad management more often than it is poor advertising that causes business men to ask, "What is wrong with my advertising?"

Now let us sum up what are the mistakes of management that most frequently reflect on the advertising. In this summary I am including not only the mistakes that have been already alluded to, but several others as well. I figure that these blunders may be catalogued under the following twenty-five principal groups:

1. Making promises or claims in the advertising that the service or the product does not justify.

How Advertising Men Keep Posted

NO longer is it necessary to consult many sources for the news of advertising.

READ
THE NEWS DIGEST
Changes in Personnel
New Advertising Accounts
Publication Appointments
Changes in Advertising Accounts
Changes in Address
Are all reported in
The News Digest

The News Digest bound as a separate section at the back of this issue will keep you up to date on all changes.

If you are not receiving Advertising and Selling regularly the attached coupon makes it an easy matter for you to get each issue.

One Year's Subscription
(Including the News Digest)
\$3.00

ADVERTISING AND SELLING
9 East 38th St., New York

Please enter my subscription for one year at \$3.00.

Check Enclosed Send Bill

Name

Position

Company

Address

City

State

Canada \$3 50 Foreign \$4.00

A-S-1-26



VS.



“ Although you have a wonderful story on the success of ‘Bean Hole Beans (p. 49 of December 29th Advertising and Selling), we believe that the sales success of Pabst-ett in Iowa is even a greater tribute to the value of the advertising and merchandising of The Des Moines Register and Tribune. 500,000 cans of beans are quite a little, but I want to give you some figures regarding Pabst-ett which we believe go Bean Hole Beans one better. Pabst-ett advertising in The Des Moines Register and Tribune began May 17th, 1926. You will recall the attached 4-page dealer broadside which you published, and mailed to every wholesale and retail grocer in Iowa.

Mr. W. R. Patterson, General Manager of the Cheese Division of the Pabst Corporation, informed me today that the sales of Pabst-ett in Iowa from May until the end of the year were considerably over 12,000 cases, or more than 862,000 25c packages. Bear in mind that Pabst-ett was an entirely new product with which the public was not at all familiar, whereas everyone knows what baked beans are.

The only newspaper used in Iowa to attain this remarkable sales success was The Des Moines Register and Tribune. It is true that a Davenport newspaper was used, but this was a part of the campaign in the Tri-Cities (Davenport, Moline and Rock Island) and Tri-Cities sales are not counted in the Iowa total inasmuch as they are included under Illinois.

We knew when we selected The Des Moines Register and Tribune to carry the story of Pabst-ett throughout Iowa, that this one great newspaper was capable of doing the job single-handed. Our judgment certainly has been more than confirmed by the splendid showing of Pabst-ett, “the new and finer food,” in your market. ”

Milwaukee, Wisconsin,
Jan. 10, 1927.

Klau-Van Pietersom-Dunlap-Younggreen, Inc.
By F. V. Birch.

A Tale of Five Crops

And how one state went forward while the rest lagged behind.

AS this is written the U. S. Department of Agriculture has just issued its estimates of leading crop values for 1926. Interesting reading. There are live stories behind these dry figures sometimes.

Crop totals are always an index to business conditions in Texas—America's most productive agricultural commonwealth.

The crops so far reported show a substantial net gain in Texas' farm income over 1925, and this in spite of a general recession in prices—a decline in the national income from the same crops—and a severe slump in the world's cotton market.

"Nothing can stop Texas," says George W. Coleman, president of Babson Institute. Is your wagon hitched to the Lone Star?

The Dallas Morning News and The Dallas Journal are your best media for the Dallas market area—richest and most populous in all Texas.

The Dallas Morning News The Dallas Journal

An Optional Advertising Combination

The Record 1926

CROP FACTS

(Texas' best 5 crops)

Corn

TEXAS GAINED
\$34,628,000
AMERICA LOST
\$262,631,750

Wheat

TEXAS GAINED
\$29,199,000
AMERICA GAINED
\$40,786,660

Cotton

TEXAS LOST
\$69,250,000
AMERICA LOST
\$450,753,789

Oats

TEXAS GAINED
\$23,339,000
AMERICA LOST
\$66,260,878

Grain Sorghums

TEXAS GAINED
\$3,087,000
AMERICA LOST
\$1,911,700

- Running the advertising campaign as though it were a separate enterprise, instead of an integral part of the advertiser's business.
- Not making it easy for readers to buy the thing advertised.
- Making the copy too dignified.
- Inadequate distribution.
- Advertising without getting the cooperation of distributors.
- Advertising without the support of the salesmen.
- Not seeking inquiries or failing to answer promptly those that come in.
- Throwing cold water on the prospect's enthusiasm.
- Using packages, either as to size or to shape, that are out of tune with demand. For instance, trying to sell a dollar package in a twenty-five cent market.
- Giving a product a name that people cannot pronounce or are ashamed to pronounce.
- Advertising to the wrong end of the market. For example, offering an article as a baby food, when seventy-five per cent of it is consumed by grown-ups.
- Devoting the advertising to the promotion of uses of the product that are far-fetched and impractical.
- In a style market, offering products that are *passé* or obsolescent.
- Not giving adequate service on repairs or parts.
- Making light of complaints.
- Offering so many things in the same advertisement that the reader is confused.
- High-hatting the prospect. A take-it-or-leave-it tone in the advertising.
- Being vague as to what the product is or for what it is used.
- Distributing through old-fashioned channels of distribution. Refusing to recognize new channels.
- Copying the ideas or methods of competitors. Lack of originality.
- Giving recipes that were evidently untested, as they do not work out.
- Over-picturing the efficacy of the product, by showing a smiling mother saying it is "all right, dear," when some catastrophe has just befallen the family.
- Referring in a belittling way to competitive products.
- Giving the advertisement a false lure, such as the heading, "It's yours for the asking," when smaller type describes the easy-payments.

Advertising "The New Yorker"

AN unusual piece of promotion work has been put out by *The New Yorker*, a weekly New York publication. Entitled "May we say a few words about our esteemed contemporaries," it consists of a series of comments on the leading New York newspapers. The originality of the pamphlet is to be found in the copy, which gives a shrewd appraisal of the character and personality of each paper. In the end there is, of course, a brief discussion of *The New Yorker* itself. The booklet is written in a sprightly manner and is illustrated in the margins with the excellent little sketches for which its sponsor is known and from whose pages they have been taken.

If it's a triumph in every way
it's an
**EINSON-FREEMAN
WINDOW DISPLAY**



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

Compelling!! Selling!!

Two of the built-in features of

**Mechanical
Advertising
Displays**

Write for circulars of Mechanical Books,
Start and Stop Revolving Tables.

CHESTER MECHANICAL CO., Inc.
430 West 45th St. New York, N. Y.

An Inhibition versus a Market

[CONTINUED FROM PAGE 34]

treme caution at every slightest move.

Our reprinting of Mr. Bonner's article elicited a number of comments from our readers. Among these was a letter from an advertising agent, inclosing a clipping of a late Miltiades advertisement which does make a direct appeal to women. The increasingly popular game of bridge is the peg upon which this appeal is hung, cigarettes and cards apparently being natural companions. Here there was none of the gentle insinuation which has sometimes been used previously by showing women in the background of the picture, obviously not in the least annoyed by the smoking of their masculine companions. Miltiades actually pictures women with lighted cigarettes in their hands.

Now there comes to our attention a four-color, back cover display by Marlboro cigarettes, manufactured by Philip Morris & Company, Ltd., Inc. This insertion consists simply of a feminine figure holding a vanity case in one hand and in the other a long cigarette holder from which a lighted cigarette sends up a waving column of smoke. The name, "Marlboro," across the top of the page, the slogan and price below that; at the bottom the name of the manufacturer; and an open package of the cigarettes stripped in the lower foreground of the picture. It was, in fact, both in illustration and typographic layout, a literal reproduction of the magazine's front cover.

Here is certainly a step in the indicated direction. But it is not a step altogether in the dark. The advertiser first made a careful study of public reactions, insofar as this is possible. Fiction writers have long made their women characters smoke quite as a matter of course, and magazine illustrators have followed suit with their drawings of women pictured in the act. And editors of such publications have had more than a little experience with the reactions of readers. Storms of protesting letters from "Old Subscriber" and his (or her) boy and girl friends greeted the first steps in this direction. Such letters continue to flow in (even this stainless publication has received a few!) but these diminish constantly in number and vitriolity. Writers and editors must reflect the life of their times, and their outland readers must catch up as best they can. Certainly the wind of public opinion seems to be setting in the right direction. But in this business of advertising painful experience has proved the inadvisability of jumping at conclusions.

MARLBORO has chosen its medium carefully. The back cover referred to appears in the February issue of *Le Bon Ton*, a magazine devoted to fashions and resorts. Its appeal is entirely feminine, but its readers are made up for the most part of the more sophisticated type of woman to whom feminine smoking is already something largely taken for granted. In short, the group toward which this appeal is directed is the group best calculated to be receptive, and least calculated to

back in
the days of
Alice Benbolt
the one paper buy
solicitation
was worth humming
but it's out
of date with space
buyers who
have ever had
experience
in markets of any
importance
Detroit Times
evening and Sunday

L·E·A·D·E·R·S·H·I·P·+

in ARGENTINA

The total number of cars in use throughout Argentina has been steadily increasing since 1923, at the rate of 50% per year. * * *

The Automobile Show held recently in Buenos Aires gave added impetus to the development of a distinct "motor-consciousness" among the Argentine people. * * *

200,000

motor-vehicles are now registered in Argentina. * * *

97%

of these are imported from the United States.

"Ask LA NACION about Argentina"

LA NACION, of Buenos Aires

contains its undisputed leadership as the logical medium for reaching the class of readers who would naturally be prospective purchasers for automobiles and other luxuries, because it has not only the largest but also the best circulation.

Consequently—it is not surprising that LA NACION is the preferred medium of advertisers in display classifications. It continues to maintain the lead in American automobile lineage.

1926	LA NACION	Nearest Competition
September	21,896 lines	14,532 lines
October	20,804 "	10,612 "
November	17,402 "	7,084 "
TOTAL DISPLAY LINEAGE	502,953 "	397,381 "

LA NACION has the LARGEST circulation of any newspaper in Buenos Aires and is the ONLY newspaper in South America with a duly AUDITED and CERTIFIED circulation, along A.B.C. lines. Audited circulation is authentic circulation.

Editorial and General Office in the United States:

W. W. DAVIES

Correspondent and General Representative
383 Madison Ave., New York

United States Advertising Representatives:

S. S. KOPPE & CO., INC.
Times Bldg., New York
Telephone: Bryant 6900

Write for "Advertising in Argentina" and "Certified Circulation," by Dr. Jorge A. Mitre, Publisher of LA NACION

Folded Edge Duckline 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.

Jewish Daily Forward, New York

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

American Lumberman

Est. 1873 A. B. C. CHICAGO

With over 100 paid correspondents in the largest producing and marketing centers the American Lumberman—published weekly—effectively

COVERS LUMBER FIELD

brindle into a highly reformatory rage.

This rather spectacular opening gun, however, constitutes but a part of the Marlboro Spring campaign. This will consist of a striking new series of black and white, and black, gray and white single column insertions in an extensive list of general magazines. Here the feminine appeal is not so direct as it is in the four-color cover previously discussed. Against the background falls the shadow of a hand, obviously feminine, holding a cigarette from which writes a languid ribbon of smoke. Marlboro achieves the feminine touch also through its slogan, which is one of the few cigarette slogans of today which actually does have that appeal. "Mild as May" is attractive in itself and suggestive of a dozen subtle connotations.

Just what actual effect these somewhat tentative, pioneering campaigns will have it is difficult to estimate. Obviously, the feminine market exists; a market whose actual value at the present time is up in the hundreds of millions of dollars and at whose potentialities one can merely guess. How it will respond to cultivation is highly problematical. The type of appeal best calculated to produce results is equally uncertain. In short, the feminine cigarette market is virgin advertising soil. But we hazard here the prediction that it will not remain thus for much longer.

TWO broad lines of attack are open to the advertiser. First, competitive advertising for the field which is known to exist already; and, second, educational advertising to further the use of tobacco among the well-known opposite sex. This second type of advertising would be certain to call down upon its head a great volume of criticism and abuse, as the belief still lingers that smoking is injurious to the health. Whether or not that is true can be answered satisfactorily only by the medical men, and the differences of opinion among these gentry at the present time can only confuse the problem in the mind of the layman. Millions know it as a soothing agent to the nerves, a more or less passive aid to restful contentment. Certainly excessive use of anything is detrimental to health. Excessive eating foments indigestion, while excessive use of alcohol causes—well, a great many disagreeable events. So undoubtedly with tobacco. In any event, educative advertising, as such, should hardly prove necessary. Competitive advertising will be partly educative in effect. And, besides, the women are learning quite readily all by themselves. Once the bars of convention are let down throughout the country to the extent that they are in the East, the feminine market should approximate the masculine. The revising of such standards is the real problem of the advertiser.

Many manufacturers will undoubtedly bring forth brands of cigarettes specially blended to meet what is believed to be the feminine taste, even as some have done already. But so far as one casual observer can discern, there is little real difference of taste between the sexes. In any event, there can be but little doubt of the way the wind is beginning to blow, and with such a market awaiting the manufacturer we may expect almost any day to see him right out after it.

This is a prediction.

again ~ The Star's Biggest Year

unceasing
gain!

**29 MILLION
Lines of Advertising**

In 1926 The Kansas City Star carried a total of 29,075,996 lines of advertising (morning, evening and Sunday). In 1925 the total was 27,228,390. Think of it! In a single year:

1,847,606 Gain!

**½ MILLION
Circulation**

The Kansas City Star enters the New Year with a circulation of 504,239 copies a day (morning and evening). Compared with last year's record, this "more than half a million a day" circulation represents:

6,378 Gain!

constant
growth!

Again The Kansas City Star has outstripped all its own previous high records. Both in advertising lineage and in circulation The Star's 1926 records show substantial gains over 1925. This is more remarkable, inasmuch as 1925 was itself a record year.

Today The Kansas City Star offers advertisers the *largest circulation* in its history, the *lowest advertising rate* in America, and a coverage approaching saturation of a trade territory unexcelled in *growth* and *prosperity*.

THE KANSAS CITY STAR

Average Net Paid Circulation for December, 1926:

EVENING
253,265

MORNING
250,974

SUNDAY
290,515

WEEKLY
523,574



Are you breaking into advertising?

Hall's new book—GETTING AHEAD IN ADVERTISING—is a book you will want if you are trying to get a foothold in this field; in fact you will be glad to have a copy if you are already engaged in this work, regardless of how, or where, or at what price.

The book is a meaty little volume of how to use advertising and selling ability to your own best advantage; it gives you hundreds of bits of practical experience in making your efforts count. It comes to you FREE with

S. Roland Hall's LIBRARY OF ADVERTISING AND SELLING

4 Vols. 3223 pages 1050 Illustrations. Flexible binding. \$1.50 in 10 days and \$2.00 monthly.

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

\$20 worth of books for \$17.50

Only 7 cents a day

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

Examine for 10 days FREE

No money down

Small monthly payments

Try the set for yourself. Examine it at our expense. If you like it, keep it; if you don't, send it back. It has helped others and is helping others. There's personal wisdom in seeing, at least, what it can do for you.

Prove it for yourself Mail the coupon now



FREE EXAMINATION COUPON

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

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

If the books are satisfactory, I will send \$1.50 in ten days and \$2 a month until your special price of \$17.50 has been paid. With the Library I am to receive a free copy of Hall's GETTING AHEAD IN ADVERTISING AND SELLING. If not wanted, I will write you for shipping instructions.

Name
 Address
 Position
 Company

A. P. 1-28-27

The Spectacular Rise of the Electric Refrigerator

[CONTINUED FROM PAGE 21]

large-scale capital and organization; (3) aggressive advertising; (4) cooperative technique; (5) consolidation.

Each one of the five is the last word in modern industrial advancement. The keen edge of each cuts to the heart of a situation. Research finds out in a brief time what would take years of ordinary experience to discover. Large-scale capital and organization enables an industry to organize the entire possible market at once. Advertising eliminates dependence on the slow percolation of ideas; the normal process under any other means of development. The cooperative technique so well used by the refrigerator group makes possible a progress by united effort rather than by hampered individual enterprise with obstructive competition and waste. The automobile business is an example of the rapid development of an industry with the aid of such technical cooperation. Finally, there is the consolidation method, which was almost immediately applied by the electric refrigerator group, and not at a much later period, as happened in the steel and automobile industries.

This immediate use of the giant tool of consolidation is perhaps the special earmark of the electric refrigerator industry; for other industries have used all the other large tools, but few have so immediately applied consolidation to a new industry. The sagacity shown in forming consolidations at the very beginning of the development period is only now making itself fully evident. The radio industry, had it applied this very principle, might have saved itself from great loss and speeded its progress even more rapidly. Instead, the radio business for years was literally infested with a mass of small manufacturers, who soon clogged the wheels of progress with their job-lot and low-standard goods and unintelligent over-production.

FROM this rapid summary, it will be seen that the spectacle of the electric refrigerator boom is not that of merely another fad of the public. Actually it is no fad at all. There are no "Shows," no special editorial pages in the newspapers, no contests and other paraphernalia. The electric refrigerator represents the application of our best knowledge of industrial development to date; and, moreover, the prompt and intensified application of such knowledge. It is a salutary object lesson in what we may hope to do with many other industries in the future, industries both old and new.

What are the precise facts as to its growth? In 1921, a paltry 6,000 machines were produced. Three years later, when the first cooperative steps were taken to boost the industry, only 24,000 were manufactured. So immediate was the result of this cooperative step, however, that in 1925, 75,000 machines were sold; and in 1926 the astonishing total of approximately

250,000 machines was produced. It is expected by some in the industry—and they are not mere enthusiasts—that in 1927 a million will be sold. (The figures for 1926 include both domestic and commercial units, while those of the three years—1921, 1924, 1925—include only household machines).

As for advertising, it has been in keeping with the intensification practiced in the other four directions. To date, the Frigidaire Company has spent about two million dollars; the Ser-vel, about a million dollars; the Kelvinator Company, about \$750,000; and about \$500,000 scattering—a total of about 3 1/4 million dollars for the industry as a whole. There are evidences that about ten million dollars will be spent in 1927; for half of which Frigidaire alone is planning.

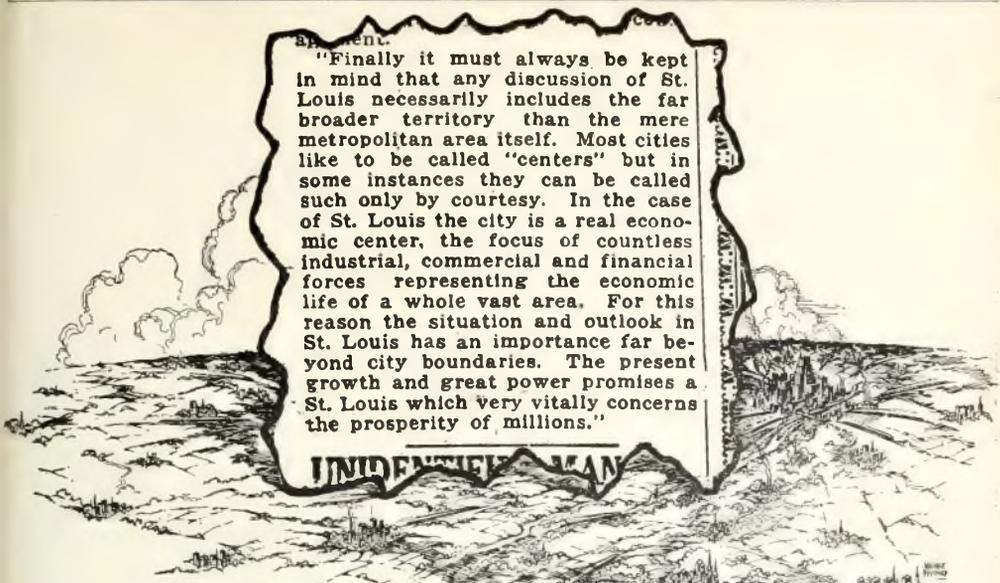
THE electric refrigerator industry, although but a few years old, has already got a unified group or association of manufacturers, and a series of consolidations; it has already so speeded up its processes that it has arrived, only two years after its virtual start, at that interesting point where the Ford mass-production price-reducing policy is being applied. This point was not reached in the automobile business until a dozen or more years after its start.

After reading about the amazing records of the automobile, radio and electric refrigerator industries, many heads of other industries have fallen into a perverse habit of regarding them as fields entirely apart from their own. Thus they justify themselves for jogging along at a more or less slow and customary pace. But whatever may be said as to the special bonanza character of the automobile and radio, the fact is that on January 1, 1924, the electric refrigerator was in a far less enviable position as an industry than a great many other lines of business not having any "boom."

It had a number of enemies whom it had disappointed; both as a profit-maker and as an actual working device in the home. It was beset with the sales-resistance always experienced in selling a piece of kitchen equipment costing over \$100. Hardly forty per cent of American families had even a common refrigerator.

But there was very definite hope that by application of the proper tools of industrial development, time could be pulled (not to say jerked) by the forelock and a great advance could be made in a few years. That this is today an accomplished fact should make every business executive both "sit up and take notice." In the next decade or two the four "giant tools" of modern industry must and will be applied to many other industries; and the bonanza conception of industry, such as the automobile and the radio fostered, must be scrapped in favor of a more analytical point of view.

...ment...
 "Finally it must always be kept in mind that any discussion of St. Louis necessarily includes the far broader territory than the mere metropolitan area itself. Most cities like to be called "centers" but in some instances they can be called such only by courtesy. In the case of St. Louis the city is a real economic center, the focus of countless industrial, commercial and financial forces representing the economic life of a whole vast area. For this reason the situation and outlook in St. Louis has an importance far beyond city boundaries. The present growth and great power promises a St. Louis which very vitally concerns the prosperity of millions."
 ...



"a whole vast area
 in other words *The* **49th State**

MORE and more the business experts of the country are recognizing it. . . . More and more they are realizing that St. Louis is unique among the cities of the nation in the extended scope of the market which it serves.

For instance, the paragraph quoted above is the expression of Ralph B. Wilson, vice-president of The Babson Statistical Organization, in a recent analysis of St. Louis business conditions.

The Familiar Picture

Mr. Wilson's concept of the St. Louis market is reflected clearly in the map of The 49th State. Here is the "whole vast area" which he describes—a circle with a radius of 150 miles.

This is a market which cannot be separated from St. Louis. It is one unified whole. St. Louis business is 49th State business. As the city prospers, so does this outlying market prosper. Throughout the circle you will find uniformity of buying habit.

Wherefore, Mr. Wilson's estimate of St. Louis business is of particular interest to every business man seeking to develop business in this great 49th State market.

A Prediction for Next Year

"Nobody concerned with the prosperity of St. Louis," he tells us, "can study this trend of local business without a new respect for the city's power and increased confidence in its prospects."
 And further—

"The review of the statistics for St. Louis very plainly finds the broad trend as one of rational but remarkably well-sustained expansion."



He predicts that St. Louis will in all probability reach an average monthly business of \$1,000,000,000 some time this year.

This means a twelve-billion dollar annual business volume for St. Louis.

It is well known that St. Louis' annual purchasing power, according to calculations based upon figures given by the Babson organization, is now \$8,949,726,000.

And the annual purchasing power of the entire 49th State is estimated at \$20,616,101,000.

. . . . And This Business Is Waiting for You

The beauty of it all is that The 49th State can be so easily and so economically reached.

Here is a market crossed and criss-crossed with railroads, interurbans and highways, which bring the towns within the circle into close contact with St. Louis, the central metropolis.

And St. Louis is developing this market with the aid of her largest daily newspaper—The Globe-Democrat.

The influence of The Globe-Democrat pervades this "whole vast area." No other newspaper—no other advertising medium—even claims to cover this market as does The Globe-Democrat.

Our Service and Promotion Department and our Research Division have compiled some remarkably helpful selling information for advertisers seeking to develop business in St. Louis and The 49th State.

The advertiser who fails to take advantage of this aid is missing a big opportunity for sales.

St Louis Globe-Democrat

The Newspaper Which Has Developed The 49th State

Member of The Associated Press

- | | |
|---------------------------------------|--|
| F. St. J. Richards New York | C. Geo. Krogness San Francisco |
| Guy S. Osborn Chicago | Dorland Agency, Ltd. London |
| Jos. R. Scolaro Detroit | |

Why Does the Agency Charge 15% on "Art and Mechanical"?

What proportion of agencies do charge 15%? How many charge more? Do any charge less? Do any agencies forego the charge altogether? Why do they make this charge? What particular services does it cover? Is the charge justified, or is it merely a habit? If you believe that straws tell which way the wind blows

You'll find the answer in the

Ellis Dope Book

Dope Sheet No. 24 is a compact 2200-word contribution on this most subject. It analyzes the practice of 42 agencies, big and little, West and East, as it appears from their contract form.

It suggests a better name than "art and mechanical" and a logical classification of preparational, supplementary and incidental items. It recommends a uniform billing practice to save confusion and extra work in accounting and auditing. It offers a short model contract paragraph to cover the whole business.

This is only one of a lot of Dope Sheets from the Ellis Dope Book, the new loose-leaf service for men who manage advertising. We'll send you No. 24 at less than list—read on to the finish.

The Ellis Dope Book is a good-looking binder, into which we'll feed monthly close to 10,000 words of awfully good dope—Dope Sheets, working forms, charts—on advertising organization, relations and management.

In these Dope Sheets we do not discuss creative styles and principles; there are sources enough for that already.

We do discuss and illustrate many phases of the client-agency service contract, following up Lynn Ellis'

amazing analysis of agency operation in his book, "Check-List Contracts."

We do discuss and illustrate many principles of advertising department or agency organization; management short-cuts and operating methods, costs, charges, profits—everything the advertising executive must keep posted on.

The Dope Book is simply putting into widely usable shape the boiled-down private management dope Lynn Ellis has accumulated in fifteen years of successful management. Every Dope Sheet will tell you something solid and make you think. You can buy more words about advertising for \$3.00 any day than we'll give you for \$33.00 (the yearly cash subscription price), but when it comes to dope you'll save this is the one best bet.

Mark a letterhead "C-17" and pin a dollar bill to it. By return mail we'll send you this batch, listing at \$2.50—Dope Sheet No. 24, one other Dope Sheet (our choice) and a copy of Form GSA, the basic General Service Agreement from the book, "Check-List Contracts."

Along with these you'll get our prospectus on the complete Dope Book service. But you can have that "regardless" by just asking for it, so let's hear from you anyway.

LYNN ELLIS, Inc.

One Madison Avenue, Room 346, Desk C-17, New York

How Atlanta Advertises to Industry

ATLANTA has just raised a million dollars to be invested in advertising. One year ago the citizens of Atlanta realized that if the facts about the city and its surrounding area were known to the executives of American business, they would see the necessity of establishing branch offices and branch factories there. To tell this story, a fund of \$250,000 was subscribed and an advertising campaign was begun in publications reaching the executives of the most logical industries.

In the first ten months of 1926, 136 concerns came to Atlanta bringing more than \$7,000,000 in new payrolls, with every likelihood of the figure reaching well above 160 concerns by the end of the year. Realizing that



Don't expect full shows from the South

ATLANTA

this result was based on the soundness of the city's advantages, and their attraction for industry, plans were at once made to carry on the work. The million dollar fund, which is to be expended over a three year period, was the result.

Before a line of advertising was written, a careful survey was made to determine the actual advantages offered by the Atlanta industrial area. Following that, a second survey was made to determine which industries were most greatly concerned with the resources of the city, and should therefore be approached first.

It was found that the new tendency in merchandising—hand-to-mouth buying—had made imperative the decentralization of industry. Without question, it has become necessary for every distributor of merchandise to establish factory branches close to his customers in the major markets of the country.

The South has developed amazingly during the past decade, more than tripling its buying power in that time—according to the statements of most conservative research organizations. Obviously, here was the strategic center of the newest, liveliest major market in America; and the advertising when it appeared carried this thought as a part of the story: "Atlanta is Dis-



HOTEL ST. JAMES

105-113 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 theatre and all bus lines.
Rates and booklet on application.
W. JOHNSON QUINN

Facts

every important, usable business fact you could want is here at your service. *Facts are money!*

The Business Bourse

J. GEORGE FREDERICK, PRES.

15 W. 37th St. (Wisconsin 5667) New York

In London, Business Research Services, Ltd.

The Northern 9 Counties of New Jersey—Ace High in Purchasing Power

THE Northern Nine Counties of New Jersey comprise a market rarely worth while.



It is a market great and important in itself; a community of two and a half million people unified, homogeneous in habits of thought and habits of living—which are of the highest.

It is moreover, the major market of the Metropolitan District—greater in population and buying power than any other section of metropolitan New York.

Incomes in the Northern Nine Counties show a proportion of the population reporting incomes above \$3,000 exceeded by only one other state in the Union.

In per capita expenditures for dwelling construction, it is exceeded by only three other states. In percentage of dwellings wired for electricity by but two. In automobiles, it comprises 38.7 per cent of the Metropolitan market, itself the greatest and most desirable market of all.

In this territory, *Charm*, The Magazine of New Jersey Home Interests, is all powerful. Its circulation of 81,237 is the largest of any magazine.

Interest in *Charm* is surpassing: because it is a local magazine dealing with the community for which it is published; because it is a service magazine applying itself specifically to the problems which present themselves in home-making in this section.

If it is a cardinal object in selling to apportion selling effort to sales opportunity, isn't it logical to add extra, added selling effort in the Northern Nine Counties through the use of



CHARM
*The Magazine of
New Jersey Home Interests*

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



THE gas industry, in preparing to meet the demands of new and important customers, is an important customer in itself. In fact, there are but few other industries that rank higher in purchasing power.

The gas industry offers an insatiable market for all types of engineering apparatus, as well as other equipment, of every kind, which has a utility in the manufacture, distribution, and use of gas. It is a market which, in future, will grow to proportions that will dwarf even its huge present capacity, and it is a market to which Gas Age-Record constitutes the direct line of approach.

We would be glad to advise you concerning the applicability of your product to gas. You will incur no obligation.

Gas Age-Record

A. B. C.

A. B. P.

"The Spokesman of the Gas Industry"

9 East 38th Street New York

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

tribution City of America's fastest growing market."

Atlanta realized that every means should be employed to get its story direct to the hands of the executives to whom it would be most valuable, and in the form of blunt statements of fact. All the bombast and the flow of adjectives which usually surround community advertising were eliminated. The advertising dealt strictly with the conditions as they existed, and in the language of the industry to which each advertisement directed its particular appeal.

It was realized at the beginning, of course, that no industry could be moved purely on the strength of advertising, no matter how carefully presented, and to supply executives with full information the Atlanta Industrial Bureau was organized. This bureau, headed by an executive experienced in research, and equipped with every facility and skilled staff, makes a special, first-hand survey for every interested concern. The market is analyzed, the manufacturing costs are detailed and a report complete in every detail is laid before the inquiring executives. These reports are carefully unbiased. They point out the disadvantages as well as the advantages; they analyze the situation exactly as the inquirer's own engineers would do it. For Atlanta came long ago the conclusion that no city profits except as her industry profits; and the Industrial Bureau firmly advises against the move to Atlanta whenever it becomes evident that a business could not succeed, could not improve its position by coming to the city.

Every inquiry is handled in the utmost confidence. Even the experts who are called upon for special counsel are unaware of the identity of the concern to which the information is going, so that under no circumstances can the inquiry produce embarrassment to the business or inform competitors of its plans before those plans are finally ready for public announcement by the company itself.

These sound practices have unquestionably contributed a great deal to the results shown by Atlanta's first year of advertising. They have brought the city and industry together.

New English Magazine of Advertising Art

"THE Studio" Publications, London, publishers of *Drawing and Design* and the universally known *The Studio*, have recently started a new series of *Commercial Art*, a magazine dealing largely with art in advertising: advertisements, show cards, posters and direct mail.

Printed on good stock and well illustrated with numerous plates, many of them in color, this is a periodical whose interest is by no means local. It contains reproductions and discussions of the best and most interesting work being done on the two continents and on the British Isles, and its articles are written by men whose authority is internationally recognized. It is issued each month and costs four dollars a year. The American agents are B. F. Stevens & Brown, Ltd., 21 Pearl Street, New York City.

The Lillibridge Viewpoint

Number Nine

Issued by Ray D. Lillibridge Incorporated

New York

The Strange Experience of An Invisible Man

YEARS ago H. G. Wells wrote a book chronicling the experiences of an invisible man. As we recall the story, this man, who was a chemist, experimented for years until he had worked out a means of making himself invisible.

He thought he was going to have a wonderful time going about watching people without their being able to see him. But what actually happened when he had made himself invisible was quite a shock to him. When he walked along the sidewalks people bumped into him because they couldn't see him. When he crossed streets he almost got run down because bus drivers didn't know he was there. He got locked in a department store one night because no one saw him in the store at closing time.

But these embarrassments were not his worst. His big surprise came when he ate. He discovered to his horror that his food did not become invisible until it had become assimilated!

That gave him real trouble. He could dodge people. He could keep out of the way of motor buses. And he could spend the night comfortably locked in a department store because there were plenty of mattresses in the furniture department to sleep on and food in the grocery department for supper and breakfast.

But when his undigested meals exposed themselves to the eyes of the public he might just as well not have been invisible. This was something he had not figured on!

This problem of assimilation is one about which advertisers should be more concerned. Until advertising has become thoroughly as-

similated as part of the selling process, it is undigested and travels along attracting attention to itself instead of to that which it aims to advertise.

Assimilation is a matter, generally, of careful preparation and then of intensive "follow-through."

§ § §

By "follow-through" we mean more than the usual details connected with the production, placing, and checking of advertisements. We mean the details of research; policies to be pursued with the trade or profession; preparing dealer literature, sales bulletins and direct-by-mail advertising; editing house organs; compiling and printing catalogs; helping in the preparation of papers for presentation before technical societies and conventions; writing technical treatises, popular articles and books; compiling accurate mailing lists for special promotion purposes. In short, we mean all of those "mean jobs" that have always been frankly considered unprofitable nuisances around an advertising agency (and indeed often around the advertiser's own offices) but which must be carefully worked out and closely dovetailed with the more spectacular part of any advertising program, if anything like the measure of success possible is to be realized.

Political Come-Back

ANENT the item published in the last issue of the VIEWPOINT mentioning Richard J. Walsh's idea of the political party in power at Washington taking a full-page advertisement each week in the national weeklies explaining its aims and telling of its accomplishments, R. J. W. writes to say that we left out an essential part of his idea.

"The political party which is *not* in power should also run a full-page advertisement every week," he writes, "criticizing the conduct of the Government by the party in power, and presenting its own policies."

We see no objection to this. It is the essence of democracy.

Mr. Pack Protests

"THE people of this nation call this the electrical age," says R. F. Pack, president of the National Electric Light Association. "I protest that so far as the home is concerned it is an unmerited compliment.

"Two independent surveys prove that we are selling the average home 1 kw-hr. per day and sta-

tistics show that artificial light is necessary in the home an average of about five hours a day during the year. One kw-hr. is sufficient to operate 5-40 watt lights for five hours.

"It is obvious then that the amount of energy we are selling the home is not even sufficient for adequate lighting to say nothing of operation



All through
January!
Bienvenue à Québec

JANUARY is the month of the revels. The Frontenac Winter Sports Club invites famous outdoor people. The French-Canadian slide hold their picturesque contests and parades. The Quebec merchants decorate their sidewalks with no ordinary.

Each day sees a lively turnout, led by the Winterport Staff. Each weekend brings some colorful exhibition, featured by some sport champions.

January's weather is crisp and bracing. Skating rinks are hard. Ski-hills have that firm grip. The skis glide a lightning race. The dog sled teams are hitting top-season form.

Chateau Frontenac becomes a congenial club. Dinners, dances, festive feasts—all are occasions for delightful membership. Canadian Pacific Service facilitates every rate.

It's a great month—January. Why not come?

Chateau Frontenac

Program of recreation and education from Canada (Les Hôtels) Am. et pub. New York and Quebec, St. Bonan on from Chateau Frontenac, Québec, Canada

WE see no reason why the readers of the VIEW-POINT are not as logical prospects for Chateau Frontenac advertising as for Lillibridge advertising service. And so we make bold to publish this current advertisement as a bid for January patronage for our client, Canadian Pacific.

as anything we can conceive. Our clients know not only how much we spend for them and for what, but also just *how* every dollar is spent. It is very different from any other agency-client relationship that we know anything about. We are always glad to explain it to interested executives.

of the millions of pieces of labor-saving domestic equipment which have been sold."

§ § §

WE wonder how many other industries are in need of just such a shaking out of their complacency by someone who insists on measuring their progress in terms of potentialities rather than of present volume.

Glass Pockets

J. P. MORGAN, Sr., once remarked, "The time will come when American business will be done with glass pockets."

Well, as applied to advertising agency practice, our Fee-and-Budget system comes as near to doing business with glass pock-

RAY D. LILLIBRIDGE INCORPORATED

Advertising

NO. 8 WEST 40TH STREET · NEW YORK

Telephone: Longacre 4000

Established in 1899

Death of Stanley Clague

STANLEY CLAGUE, managing director of the Audit Bureau of Circulations, died on the evening of Jan. 19 at the Henrotin Hospital, Chicago. Although Mr. Clague, who was fifty-three years of age, had been in poor health for several months, his condition was not thought to be serious until



a week or so before his death when he was sent to the hospital for observation. His illness was finally diagnosed as poison in the blood stream, but physicians were unable to check the ailment, and on Monday he passed into a coma from which he never recovered. He is survived by his wife and four children, all of whom are married.

Mr. Clague has long been an outstanding figure in the advertising business. He was one of the founders of the Audit Bureau of Circulations, serving as managing director of that organization continuously since 1916, previous to which date he was on its board of directors. At one time he was in the advertising agency business in Chicago with Taylor, Critchfield & Clague, and he has been associated as well with N. W. Ayer & Son and the Curtis Publishing Company.

N. I. A. A. College Relations Activities

THE National Industrial Advertisers Association, during its 1925 convention at Atlantic City, had appointed a Committee on College Relations whose duty it was to find out what members might do to assist in the teaching of advertising. Through the efforts of that committee, a few industrial advertising managers were induced to address classes here and there, and several members cooperated with Harvard in the preparation of some "case" material. No definite plan of action was developed, but the Committee's report at the 1926 convention in Philadelphia convinced them that prac-



Photography really
Impresses on the brain —
What typography merely
Expresses
To the eye!

Photograph it!

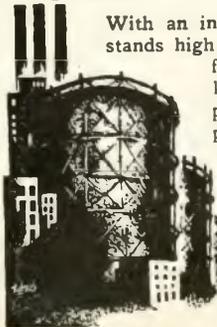
Or rather,
Let us!

Apeda Studio
INC.
PHOTOGRAPHERS

212 West 48th Street

CHickering 3960

"Impressive Facts About the Gas Industry"



With an investment of \$4,000,000,000, the gas industry stands high among the country's leading industries. To familiarize advertisers with the enormous market which this business affords, we have prepared an attractive little booklet entitled "Impressive Facts about the Gas Industry." You are invited to send for a copy.

Robbins Publishing Co., Inc.
9 East 38th Street New York

GAS ENGINEERING AND APPLIANCE CATALOGUE

- and

Change places with the INDUSTRIAL BUYER—for a while



Send us the address of the advertiser or publisher. We indicate through the card which of the magazines which advertise in that line should be sent to you. You may also have a card sent to you for each of the magazines which advertise in that line. You may also have a card sent to you for each of the magazines which advertise in that line.

Send us the address of the advertiser or publisher. We indicate through the card which of the magazines which advertise in that line should be sent to you. You may also have a card sent to you for each of the magazines which advertise in that line.

PUBLICATIONS

Each card is a record of the advertiser's interest in the advertising pages of certain industrial publications . . . those published by McGraw-Hill. Field investigations such as this also record actual purchases resulting from this interest. These records substantiate both the observation made by Mr. Brosseau and the basic survey made for McGraw-Hill.

Report of Recent Purchases (Equipment, Materials or Supplies)
 Initiated by advertising appearing in *Power*

Name of Purchaser: *[Redacted]* *Light & Heat Division*

Address: *[Redacted]*

Date: *August* Representative reports: *Indonesian*

Equipment, materials and supplies purchased

Manufacturer's Name: *Allen Chalmers Mfg Co* Quantity: *one*

Product: *Turbines*

Consumer: *C. M. Whaley Philadelphia*

Subscriber's Advertising Report

Name: *W. M. Booth* Title: *Consult. Chem. Eng*

Subscriber to: *C. M.* Company: *Self*

City: *Springer, N.J.*

Reads advertising section

- No.
- Occasionally
- Regularly, as source of information on developments and improvements

Suggestions to improve advertising section (new equipment that should be advertised, kind of information desired in advertising, etc.): *Check every page of advt. each week. Recommend advertised equipment to his clients.*

study his interest in HELPFUL ADVERTISING

Last month McGraw-Hill invited the Industrial Seller to sit in the chair of the typical Industrial Buyer to study the sources of information he regularly depends upon and why. That advertisement gave only part of the story—his dependence upon publications of established editorial integrity.

He uses more than the editorial helpfulness of such publications—and that is the other part of the story discussed here.

WHAT is the attitude of the Industrial Buyer toward the advertising that aims to make him a customer?

What kind of advertising interests and influences him . . . and why?

. . . Vital questions, these, in this day and age of highly specialized selling!

The well-known investigation of industrial buying practices made for McGraw-Hill a few years ago showed that industry's buyers look to Industrial Publications as the best means of keeping their industries up-to-date on methods, machinery and materials.

Why do the advertising pages of Industrial Publications command this confidence and interest?

The answer is given by Mr. A. J. Brosseau, President, Mack Trucks, Inc., who speaks authoritatively as a subscriber to Industrial Publications and as an advertiser in Industrial Publications. Mr. Brosseau stated before a recent gathering of business paper editors that:

"The publication which is doing a leadership job editorially is transferring to the publication's advertising pages the prestige which it creates among its readers"

Advertising, surrounded by constructive, confidence-building editorial matter, reaches the Industrial Buyer under the most favorable circumstances.

Another reason for the Industrial Buyer's favorable viewpoint toward the advertising pages of Industrial Publications is the special helpfulness he finds in the advertisements themselves. They reflect an understanding of the peculiar operating and producing problems of industry that gains and holds the Industrial Buyer's interest and respect.

Advertising conceived from this standpoint knuckles down to the business of selling industry in industry's own manner and language.

These are the reasons behind the industrial prospect's interest in the advertising pages of McGraw-Hill Publications. Is your advertising the kind that meets his specifications?

* * *

How to use industrial advertising to the best advantage . . . how to coordinate it with the selling job to be done . . . these are factors of study stipulated in the McGraw-Hill Four Principles of Industrial Selling which, briefly stated, are:

1. Determination of worthwhile markets.
2. Analysis of their buying habits.
3. Determination of direct channels of approach.
4. Study of effective sales appeals.

The help and data of the McGraw-Hill organization are fully and freely available to manufacturers and their advertising agents through the nearest McGraw-Hill office.

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

McGraw-Hill Publications

45,000 ADVERTISING PAGES USED ANNUALLY BY 3,000 MANUFACTURERS TO HELP INDUSTRY BUY MORE EFFECTIVELY

CONSTRUCTION & CIVIL ENGINEERING ENGINEERING NEWS-RECORD SUCCESSFUL CONSTRUCTION METHODS	INDUSTRIAL AMERICAN MACHINIST INDUSTRIAL ENGINEER CHEMICAL & METALLURGICAL ENGINEERING POWER	MINING ENGINEERING & MINING JOURNAL COAL AGE	CATALOGS & DIRECTORIES ELECTRICAL TRADE DIRECTORY ELECTRICAL ENGINEERING & PLUMBING RADIO TRADE EXTENSION KEYSTONE COAL MINING CATALOG KEYSTONE COAL BUYERS CATALOG KEYSTONE CATALOG CENTRAL ELECTRIC RAILWAY DIRECTORY ELECTRIC RAILWAY DIRECTORY COAL FIELD DIRECTORY ANALYSIS OF METALLIC AND NON-METALLIC MINING, QUARRING AND CEMENT INDUSTRIES
ELECTRICAL ELECTRICAL WORLD ELECTRICAL WEST ELECTRICAL MERCHANDISING	TRANSPORTATION ELECTRIC RAILWAY JOURNAL BUS TRANSPORTATION	RADIO RADIO RETAILING	OVERSEAS INGENIERIA INTERNACIONAL AMERICAN MACHINIST REPUBLICAN EDITORIAL

"Come again!"

THE *Forum* reprints its leading articles in pamphlet form. These sell at 10 cents a copy. In the first 11 months of 1926 among the pamphlets issued were:

A Debate on the Ku Klux Klan, Imperial Wizard Evans vs. Representative Pattangall.

Why I am a Mormon, by Senator Reed Smoot.

Fifteen Finest Novels, by Arthur Symons.

Inheritance of Acquired Characters, Prof. H. S. Jennings, Johns Hopkins University.

And 38,692 copies were sold. The *Forum*, a magazine of controversy, is read by people who are our friends. They say, "Come again!" to us. Subscription renewals are also high. "Come again"—again!

94 per cent of the contract advertisers renewed their contracts for space in 1927. "Come again" from the other side of the fence.

Many advertisers know that the *Forum* is a "live" magazine, read by alert, responsive men and women. 75,000 of them in fact.

Are you going to advertise in the *Forum* during 1927?

FORUM

A magazine of controversy

Edited by HENRY GODDARD LEACH

247 Park Ave., New York City

Not content with its existing lead in professional circulation—nearly two thousand more than its nearest competitor—The ARCHITECTURAL RECORD is showing a steady and substantial monthly gain in a field whose members are not themselves appreciably increasing in number.

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.

tically no consideration whatsoever was being given to industrial advertising problems in any of the schools where courses had been investigated.

As president of the Milwaukee Association of Industrial Advertisers, H. P. Sigwalt appointed a committee headed by Forrest Webster of the Cutler-Hammer Mfg. Company. A few nights later, the committee met with Dean Pyle of Marquette University and the professor who was to have charge of the evening course. Several interesting developments followed:

1. After delving into the plan of teaching which had been followed in the past, they made certain recommendations, which were adopted. The principal recommendations were for a thorough study of marketing and business economics before attempting to teach the details of copy, artwork, layout and other phases of advertising procedure. To cover the ground in a truly comprehensive manner, a two-year course was agreed upon.

While the principles of general advertising will govern the major portion of the course, a considerable amount of industrial advertising is being injected and the best books on this subject will be made available to those who are particularly interested in, or adapted to, this specialized division.

2. It was decided that the Milwaukee Association of Industrial Advertisers would present a certificate to students who finish the prescribed course with satisfactory standings—this certificate to indicate that the course included consideration and study of industrial advertising problems.

3. For the first time in the history of Marquette University, mention was made of industrial advertising in the school's prospectus.

4. They formulated a unique plan to insure enrollment of a sufficient number of students to make it practicable for the school to devote the required time and talent to this course.

A regular campaign was started for enrollments, preparing posters and tickets, which were mailed to manufacturers throughout the city, with the suggestion that they post them on their bulletin boards, in their factories as well as in their offices.

5. They laid a definite plan for following through. On the opening evening of the course, Mr. Sigwalt took the first hour to give the class an enthusiastic send-off. The idea was to sell them on advertising as an essential economic force.

6. Arrangements were made to have at least one member of the Milwaukee Association of Industrial Advertisers present at each class. This member will make a written report to the local Committee on College Relations and a summary report, with recommendations, will be submitted to the University as occasion seems to require.

Thus the course will be studied constantly by practical men, to be able to tell better what should be added to or deleted from this course to improve the work and training of students.

Who Owns

General Motors?

AT first glance there seems to be very little similarity between the social experiment begun in Russia by Messrs. Lenin and Trotsky and the economic system that prevails in the United States.

Yet some phases of each are curiously identical.

Community ownership as against individual or family ownership is a rapidly developing fact in this country.

True, we do not snatch a business from the hands of its founders or owners, *vi et armis*, and declare it common property. Usually the process begins when a group of gentlemen known as investment bankers make a visit to the individuals, the founders, or the family that owns a business. Shortly after, the original owners find themselves possessed of incredibly large sums of money in addition to a continuing substantial ownership in the business that was once all their own.

Certain advertisements appear on the financial pages of the newspapers, certain new faces appear around the old plant, and it is realized that this automobile shop or this steel mill or this bakery or this candy kitchen now belongs in a certain measure to the public.

Consumers may, if they choose, invest their surplus money in the common or preferred stocks of the very business from which they buy electric power, tea, tires, stockings or roofing.

This is community ownership—restricted, it is true, to an investing

class; but community ownership advantageous to the community because of the definite advantages it brings to the producing industry.

Why is all this taking place?

It seems that there comes a stage in the development of a business where the man who founded it and built it can no longer handle its many diversified problems alone. He must have more help.

The public, in the meantime, has begun to use his product to such an extent that it feels a proprietary interest in the product and in the business that produces it. In other words, the public wants to own some of the stock in an enterprise that its own good-will has made successful.

This helps the manufacturer. When a well-known article of commerce has its production financed in part by thousands of its users, this article has thousands of extra part-time salesmen in the people who own shares of that stock.

The investment banker also wants to help the founder and owner by finding the people who will buy part of the stock on terms of profit to the original owner, or to find another, or several other businesses of kindred character which may unite for mutual advantage. When two or more good firms pool resources, many economies are usually effected, resulting in savings to the consumer and more profit to the investor.

The employees of the business also want to help the original owner by acquiring part of the ownership themselves, and when they become

part owners they usually exhibit greater zeal and ability in their jobs.

The individual owner thus has pressure brought to bear upon him from several points to reorganize his business by letting a part of the ownership go into other hands.

Competitive conditions in a growing business soon get beyond one man's ability to handle them. Production requires great ability focused in a master of production. The same thing is true of sales, advertising, and the great amount of research needed to develop the future of the enterprise.

These things demand men of high calibre, men equipped to earn high rank in business—and if they do well they must be rewarded.

Many a man who wonders what is wrong with his business might find out if he would only realize that it has gone beyond one man's capacity and that those big enough to help him are not on his staff.

It is the lesson that life has been trying to teach all through the ages—that the individual does most for himself through specialization:—yes, that kind of able specialization which blends itself without waste with other able jobs of specialization. A big business today needs more than one big man—more than one little group of "owners."

GEORGE BATTEN COMPANY, INC.

Advertising





Preparedness

We heard a lot about that word before and during the Great War.

Indeed, it's an old and ever recurring subject. In biblical times we had the parable of the five wise and five foolish virgins (Matt. 25: 1-13.)

When the bridegroom "cameth" the wise ones went in and the foolish ones — were on the outside, not even looking in.

And, 'twas ever thus.

It pays to be prepared.

Sustained advertising is sales preparedness.

It profiteth you not one jot to commence advertising the day after a prospect has bought that which you could have sold him, had he known you made it.

Men are coming into the market for your kind of goods every day. Your advertising should be making the first step in persuading them to buy of you.

A very good policy is to get into one or as many good mediums as are required to give you adequate "exposure" to these men coming in.

Then, stay in.

A. R. Maujeu.

for

INDUSTRIAL POWER

440 So. Dearborn St., Chicago, Ill.

A very easy medium to get into and stay in is INDUSTRIAL POWER. Low rates and large coverage are the answer.



They Earn It

Whenever I see a thoroughly good play—as, for example, Eugene O'Neill's "Emperor Jones"—my fingers fairly itch with a desire to write something that will "make 'em sit up and take notice." And at odd moments, for a week or two, I try—oh, so hard—to figure out a plot which shall serve as the basis for a play. Ideas come to me. They "look good." They are not; for, somewhere in the course of development, they fall apart.

All of which confirms me in the belief that the most difficult of all arts is that of writing a good play. I do not envy the men who succeed at it. They earn every penny they get.

A New One

A Detroit man whose name is as Irish as Murphy tells me that, a few weeks ago, he had a caller who sent in word that he—the caller—belonged to the "English branch of the family." Shown in, the visitor explained that he was seeking work. "For God's sake," he said, "give me something to do. I don't want charity. I have the blood of the Blanks in me, just as you have."

My informant's sympathies were aroused. He had nothing in the way of employment to offer; but he slipped a five dollar bill into his "relative's" hand and told him to call again. If he does, he will get a very different reception, for at his club, next day. Blank ran into two men who had likewise been honored by a visit from a member of the "English branch" of their family.

The Reward of Sitting Tight

Nearly a hundred years ago, two men established a business in a mid-western city. One was aggressive, daring, resourceful, energetic and imaginative. The other lacked those qualities. Almost all he had, in addition to a few thousand dollars capital, was a willingness to work.

When these men died, they left fairly large fortunes. But that of the plodder was considerably larger than that of his associate.

Precisely the same thing happened when the second generation passed on. Large as the fortunes of the descendants of the daring member of the original firm were, they were not nearly so large as those of the descendants of the plodder.

The business, now incorporated, is in

the hands of the third generation. The grandsons of the man who made it what it is are in control. The grandsons of the plodder are still associated with it. Their contribution to its success is negligible. Yet the general impression in the city in which the business is located is that they have a much larger financial interest in it than have the men in whose veins flows the blood of the more aggressive of the two men who founded it.

Wiser Than She Seems

A relative of mine—a woman no longer young—is spending a few weeks under my roof. Never before has she visited a city as large or a tenth as large as New York. I would not say that she is amazed at what she sees here. But she is perplexed. The display, the extravagance, the rush on the streets, the desire to be everlastingly on the move—these things trouble her. "What is it all for?" she asks me. And I can give her no answer that satisfies her.

To talk with her for only a few minutes might lead you to think that she is away behind the times. Not a bit of it. She is much more highly educated than the majority of New York women. And she has a far greater appreciation of life's values. The more I see of her, the more I am convinced that she has something that most of us city-dwellers lack: the wisdom of simplicity.

In small towns and cities all over the United States, there are millions like her—women who have an abiding faith in marriage, religion and the Good Life. I, for one, am glad that this is so.

Progress

"Getting off the Bandwagon," an article by Oscar Lewis in *Harper's Magazine* for January is only one of several protests which I have read lately against the mania for size which is so characteristic of modern life.

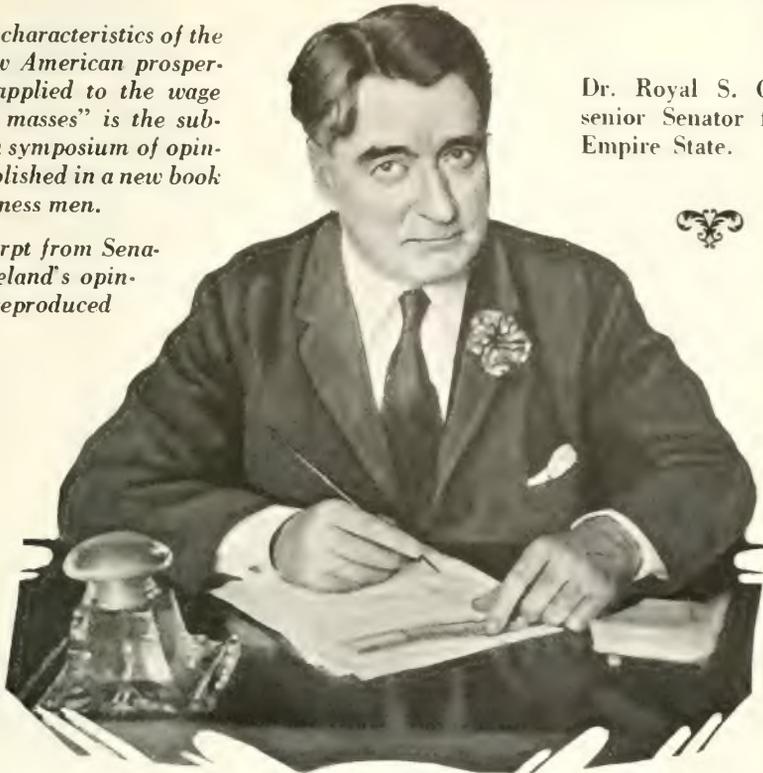
Mr. Lewis voices the convictions of many of us when he says "a city is not fundamentally, a collection of buildings which should be made bigger, but a collection of human beings, who should be made more comfortable." And, he adds, "The average man is no longer flattered when the epithet 'booster' is applied to him."

I am not at all sure that a somewhat similar change in our ideas regarding business will not occur in the course of the next few years. There is a limit to the burdens men can carry. There is a limit to the amount of money they can use to advantage—not only to their own advantage but to that of mankind at large.

We are a wonderful people, w Americans; but we have a lot to learn about life and its values. JAMOC.

THE characteristics of the 'new American prosperity' as applied to the wage earning masses" is the subject of a symposium of opinions published in a new book for business men.

An excerpt from Senator Copeland's opinion is reproduced below.



Dr. Royal S. Copeland, senior Senator from the Empire State.

“Means Everything To Merchandisers Of Staples and Luxuries”

writes

Royal S. Copeland

NEEDLESS to say, prosperity has promoted the self respect of the wage earner and permitted him to purchase for himself and his family not alone the necessities of life, but some of the luxuries.

“Prosperity means everything to merchandisers of staples and luxuries, because without prosperity there can be no purchasing power. With it there is a demand for these goods.

“Of course I am particularly interested in prosperity because of its effect on wage earners, permitting them to live in better homes, to eat better food and to acquire better health.”

An Historical Event

For the first time in history, the wage earning masses—86% of America—have become a desirable market. And for the first time in history, they are reading the pages of a great national magazine—True Story.

Bought on the newsstands by more than two million HOUSEWIVES monthly, True Story is the only great national magazine tapping this new market. To reach the newly prosperous “86% of America,” magazine advertisers must use True Story.

A note to 1928 Broadway, New York, will bring “86% of America,” a new book for business men, without obligation.

86% of AMERICA



ISOLATE, for a moment, the wage earning masses as marketing possibilities. These families will be found to comprise 86% of America!

With brick-layers, making \$14 a day, and other trades in proportion, it is easy to understand why their wives can afford to spend \$1 billions of dollars a year for food-stuff, nearly 6 billions of dollars a year for house-furnishings, and proportionate amounts for other staples and moderately priced luxuries.

It is but natural that more people now pay more money for True Story at the newsstands than for any other magazine in the world. . . . True Story's democracy of editorial appeal has made it the only great national magazine embraced by “86% of America.” Magazine advertisers MUST use True Story to sell this new market!

True Story
The NEW Market

Largest
Newsstand
Sale in
the World

We Found New Jobs for Our Salesmen

[CONTINUED FROM PAGE 22]

DISPLAY advertising forms of Advertising and Selling close 12 days preceding the date of issue.

Classified advertising forms are held open until the Saturday before the publication date.

Thus, space reservations and copy for display advertisements to appear in the Feb. 9th issue must reach us not later than Jan. 28th. Classified advertisements will be accepted up to Saturday, Feb. 5th.

during the winter, like one salesman who drove a bread wagon.

Last spring every salesman, except one, came back to us and stayed until this fall when we again notified them that we could not use them during the winter months. But there was a difference this time. We had a job waiting for every salesman who wanted to take it. Not with our company to be sure, but selling another nationally known line on which the best results can be secured during the winter months. Depending of course, on their ability to produce, the manufacturer of this line has employed our sales force during the winter months and will turn the men back to us next spring when we need them. It looks like a fine arrangement for both of us.

It took considerable work, investigation and time before the arrangement was finally worked out. It didn't just happen. But what we did could be duplicated by any manufacturer who saw possibilities in the plan. When we finally did get in touch with the right manufacturer, then things moved swiftly.

It seems that every winter this manufacturer has had the problem of building a sales force which had to be disbanded in the spring. He is saved that trouble and expense this year because we have turned over to him a hand-picked force. Every salesman he got from us is experienced, trustworthy, and a real producer. A good salesman who can sell one line to the grocery trade can sell another, and as neither our line nor the other line involves a long training period, our salesmen were able to take over the other line and from what we have heard, produced results immediately. In fact, our best salesman after working just a couple of weeks on the other line set a new record for the best week ever produced.

OF course, this co-operative arrangement has its disadvantages because our scale of wages is somewhat higher than that paid on the other line. Some of the salesmen grumbled about this, but we notice that they all took jobs with the other company instead of trying to find something on their own hook. One of the salesmen, even though he took the job with the other company, told us that he was through with us and didn't mean maybe either, still we notice that he now writes us occasionally telling how he is progressing and we have no doubt that when the bugle blows in the spring, he will be at the starting line.

One difficulty in a co-operative arrangement of this sort is that the salesmen are not always located at points which both companies want to work. For instance, when we wanted to amplify our sales force last spring, we got in touch with a company who we knew had very little use for their salesmen in the summer. The final

result was that we were able to use just one of their salesmen because the others were located at points that we were not interested in, at least from the standpoint of specialty work. However, we did use this one man and kept him until his company was ready for him this fall and he worked out successfully for us.

DOESN'T this suggest that there is a possibility for other manufacturers to cut their sales costs by getting together in some sort of a co-operative sales arrangement? We believe that our best salesmen can sell other things besides our product and we are sure that the best salesmen of other manufacturers can sell our product. It is not my thought that the salesmen should attempt to sell the lines of two manufacturers at the same time, but certainly there must be manufacturers whose business is best in the winter whose salesmen would be available for something else in the summer.

The manufacturers who enter a co-operative selling arrangement should scrutinize each other carefully where salesmen are going to cover the same territory for both companies. There should be nothing which would react on either company. We couldn't afford to have our salesmen handicapped because their activity on the other line prejudiced the trade against them. We ourselves do not anticipate any trouble next spring when our salesmen again start work for us.

There is no philanthropy in our seeing that salesmen who work for us always have a job. We are doing it as a matter of what we consider good business. If it works out as we hope, and we don't have many imitators, there is a possibility that we will have the pick of good salesmen. It is not good for men to be afraid of losing their jobs. When we remove that fear, we remove the cause of much trouble.

Under normal conditions most men will do satisfactory work. However, let a salesman get fired several times through no fault of his own, keep him idle during the winter months when he most needs an income, and he will sometimes do things he should not do, thinking it will help him hold his job. There are other reasons why salesmen do off-color stunts, but I think that fear of losing the job comes mighty close to being No. 1. Don't tell me that decent, conscientious salesmen can always keep their jobs. We've seen plenty of them go at the end of the season.

A common statement when the talk is about salesmen is how hard it is to get good ones. The expression "good ones" does not mean super-salesmen, but refers to men possessed of what might be called ordinary qualities like industry, honesty and a desire to make something of the job. Twice last year we were unable to hire salesmen when we wanted them. In one city we did not feel justified in hiring a single



WHAT THEN TO DO ABOUT IT?

The incandescent beauty of a brilliant art job often leaves unanswered one simple question. The question is, what of it? Copy answers the question and brings it home. It may, indeed, add logic, when atmosphere is not enough. It may adduce *fact* which pictures can't convey. These tasks vary with the necessities of the case. But one thing good copy always does: *It always aims to get a decision.* The picture makes the prospect. The copy makes the sale.

CALKINS & HOLDEN, INC.

247 PARK AVENUE · NEW YORK CITY

As advertised
in the

BOOT and SHOE RECORDER

B O S T O N

For 45 years the Boot and Shoe Recorder has worked to get more and better shoes sold right. Naturally, the A. E. Nettleton Co., makers of men's fine footwear, has added its advertising co-operation.

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



Chicago New York Philadelphia BOSTON Rochester Cincinnati St. Louis

applicant—they had all been spoiled by someone else.

In the second city, the worth-while salesmen said "what of the winter?" and we didn't have the exact answer at that time.

Leaving out of consideration the merits of working outdoors and inside, which is supposed to be the better job; that of a grocery specialty salesman or that of a male clerk in a department store?

If you get the same answer I astonished myself with, you'll get one of the answers to why selling costs are high for manufacturers.

High selling costs are not fatal, especially if they can be passed on to someone else and there is no particular necessity for a manufacturer to get all heated up about salesmen.

He can just hire, fire and hire some more.

But the manufacturer who thinks that his sales costs are too high, that they interfere with larger profits and building for the future, may well devote unlimited serious thought to doing things differently as regards salesmen. Improving conditions for salesmen should improve conditions for ourselves. No man is reckless with a good job, and the way we are beginning to see things is to make ours the best job possible, consistent with what we can do, even though we have to separate ourselves from the main herd.

A Million Dollar Order

[CONTINUED FROM PAGE 36]

mentals. He created desire by arousing interest without ever raising his voice or using the aggressive methods which are too often mistaken for good salesmanship.

"There wasn't a man at the table who didn't have a higher appreciation of the value of life insurance when Mr. Cord had finished than he did before he began. One man made the statement that if he had known as much about life insurance twenty years ago as he did after Mr. Cord's talk, he would have twice as much insurance as he carries today.

"Mr. Cord made a prospect out of every man at the table without showing any effort to do so and without using any of the methods which have so frequently brought life insurance agents into disfavor."

There is a great lesson in this for all business connections with products to sell. It teaches the value of resourcefulness as well as salesmanship. It shows the importance of knowing your business and of having the ability to talk about that business in terms which will have a prospect practically "sell himself."

Mr. Patterson said that it was worth many thousands of dollars to him to observe Mr. Cord's methods, as he intended putting similar ideas into practice among the agents and salesmen of the N. C. R. Company. As he said, "After all, it is the product which should interest a prospect and not the salesman himself."

OUR compositors work from clear instructions. They do not guess. They know, from the start, the requirements of each advertisement. An extra care this—A Diamond care—and it costs no more!

Write for booklet

E. M.

Diamond
Typographic Service
195 Lex. Ave. CALedonia 6741



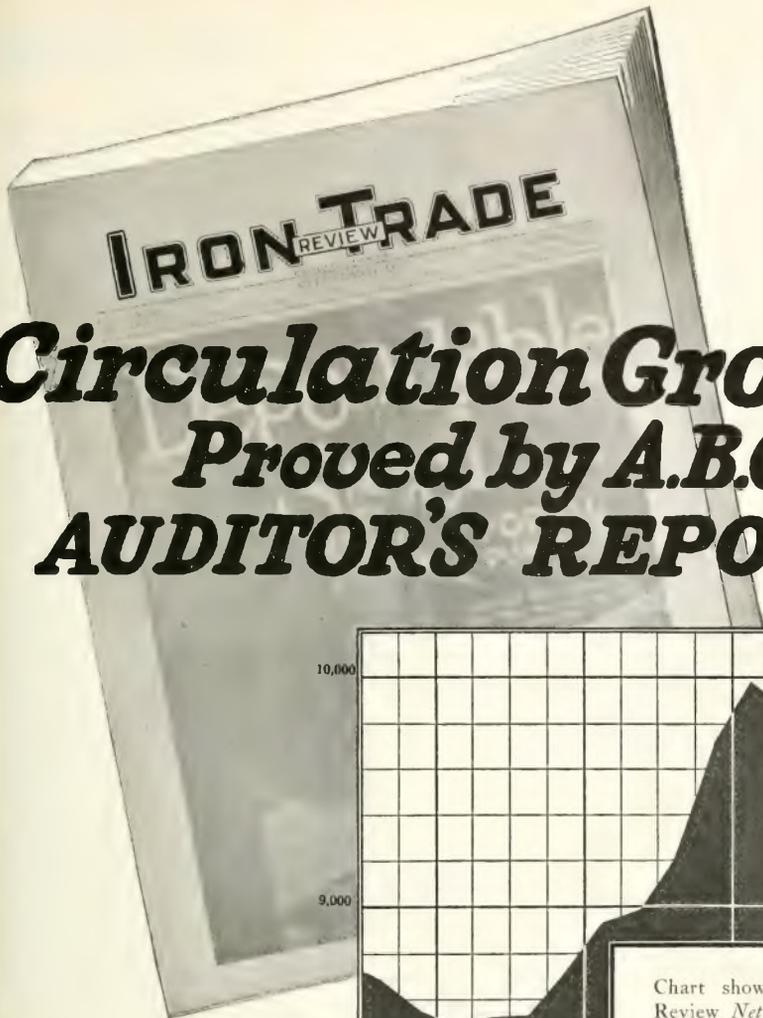
Keeping in close touch with the Far West's advertising activities

is possible through reading the 120 to 150 page monthly issues of Western Advertising. Specializing in news and community advertising, general articles on markets, selling techniques, representative of characteristic western advertisements, covers in color, special art features, hundreds of news items, etc., etc. Complete your list of necessary advertising literature by subscribing now—trial subscription six months, \$1.

**WESTERN
ADVERTISING**

564 Market Street • San Francisco

[A subscription placed now will include the Annual Review Number (February)—big value in itself.]



Circulation Growth Proved by A.B.C. AUDITOR'S REPORTS

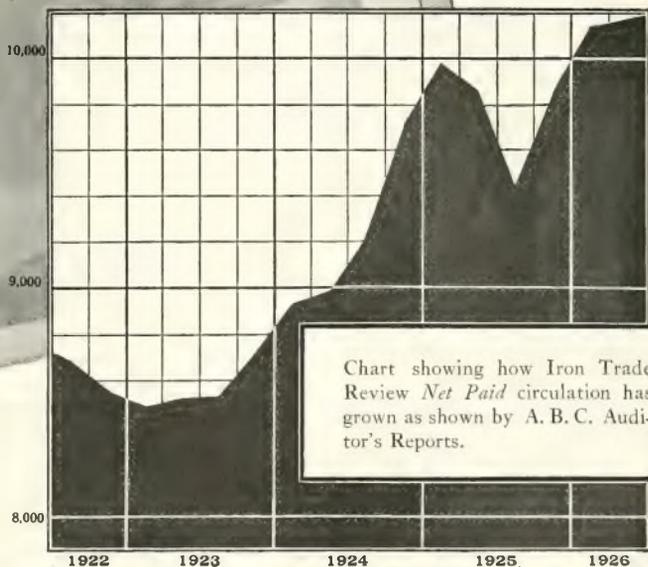


Chart showing how Iron Trade Review *Net Paid* circulation has grown as shown by A. B. C. Auditor's Reports.

THE Auditor's Reports of the Audit Bureau of Circulations give the quarterly average *net paid* circulation of Iron Trade Review since September, 1922, as shown at the right.

1922 Quarters		1924 Quarters		1925 Quarters
Third	8696	First	8923	First
Fourth	8553	Second	8990	Second
1923 Quarters		Third	9209	Third
First	8499	Fourth	9700	Fourth
Second	8512			1926 Quarters
Third	8514			First
Fourth	8729			Second
				Third
				Fourth

A Penton Publication

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. Ferral, Mgr.
15 Moore St. New York City
Tel. Bowling Green 7966

Have you seen January ORAL HYGIENE?

1. An editorial contents page that few dentists can resist.
2. Greater circulation than any previous issue—60,121 copies.
3. A record volume of advertising patronage.

Why all this advertising?

Nobody is obliged to advertise in Oral Hygiene.

Folks advertise in O. H. because they want to.

They want to because year after year Oral Hygiene—to use a tattered phrase—delivers the goods.

And everybody knows that.

ORAL HYGIENE

Every dentist every month

1118 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.

Public Relations Counsel States His Views

[CONTINUED FROM PAGE 31]

view of an advertiser who does not understand the broad basis of news and public information.

The name of a tobacco was not mentioned in the press when the aviator fell from his sky-writing machine. Lux was not named in the papers in connection with Lord Leverhulme's obituary notice. That has little importance in the whole subject of propaganda or counsel on public relations. One sees an ice crystal here and there—and not the glacier.

Now we come to a third misconception: the relationship of this new force to the press, as a special pleader, as a carrier of information, and as a creator of opinion. What is the relationship of news to advertising? What are the relations of this new profession to the press of the country?

Most men who have discussed this whole question have treated only of the press. My own feeling is that they have done so because they have thought no further. But in a sense the same relationship is true of all methods of reaching the public.

Let us get down to definitions.

By the press we mean the free press of America, not the subsidized press, of this or any other country. The press selects its news on the basis of the mental calibre of its readers. Any material which this press prints may broadly be defined as news, competing as it does with all other ideas that seek publication at the given time.

And this definition, you will note, takes no account of the advertising connotations of the given material. The acid test applied to it is its value to the reader of the particular journal as understood by the editor, who knows the policy, the aim, the ideals of his particular journal. On this test only must it ride or fall.

What difference whether the news concerns an advertised product or not? What difference whether the news concerns a statesman, clergyman, actor or businessman, as long as its value exists at the given time in relationship to the other values.

IF the public relations man can breathe the breath of life into an idea and make it take its place among other ideas and events, it will receive the public attention it merits. A temporary censorship by one journal or another cannot suppress a good idea. On the other hand an advertiser whose product has not become active news has no cause for complaint if editorial judgment bars his product on that account.

I admire the equity with which Mr. Ochs conducts the *New York Times*. News is printed because of its news value, and for no other reason. The *Times* editors determine what is and what is not news with complete independence. They brook no censorship. They are not influenced by any external pressure or censorship, nor swayed by any values of expediency or oppor-

tunism. The *New York Times* is not a sole example. The conscientious editor realizes that his obligation to the public is news. He is not governed in the use of news by a consideration as to whether it was created by a counsel on public relations or by John Doe. The fact of its accomplishment makes it news.

I HAVE no patience either with those individuals who want to abolish a free press and change it into a medium that merely sells advertising; a group of people who see the press simply as two-penny handbills of advertising. They seem to lose sight of the fact that the function of the press is to inform and reflect, to hold the mirror up to life. If important things of life today consist of transatlantic radio-phonics talks arranged by commercial telephone companies; if they consist of inventions that will be commercially advantageous to the men who market them; if they consist of Henry Fords with epochmaking cars and epochmaking ideas, then all this is news; protesting and competing advertising agents to the contrary notwithstanding.

And if our public relations counsel can enlist the special attention of Lord Mayors, of captains of industry, of actors and other well known men and women, that is news too; the same advertising agents to the contrary notwithstanding.

One well known advertising agent has said that he regards the overlapping of a given idea in a newspaper as equivalent to a premium for the readers' attention; that therefore the given newspaper is not a fit medium for advertising and therefore does not fulfill its function as a newspaper. What a fallacy! Who is to determine to what group of the public a newspaper should appeal? If the newspaper is interested in reaching a certain section of the public and that section wants certain material to be emphasized, whether it be economic or the personalities of its heroes, then the newspaper will try to satisfy its readers' tastes. Naturally it will solicit such advertising as appeals to its particular subscribers. The *Nation* may print advertisements of the Fellowship for Industrial Democracy and the *Daily News* will more likely have installment furniture advertisements. Who will quarrel with either?

As to the flow of propaganda into the newspaper offices of the country, it is within the province of every editor to reject any material that does not stand out in the news of that day. All he needs is a right or left movement of his hand in the direction of the waste basket.

Propaganda is no menace under these conditions.

There is one thing, however, which should be observed: that is not to print material that has no mark of origin. But after all, there is little danger of

Wesson Oil  India Tea  Kraft Cheese

 Gulden's Mustard  Bouquet * Cake

Blue Label Ketchup  Fleischman's Yeast

Muffets*  White Rose* Tea  Cocomalt

Nestle's* Chocolate  White Rose Bread

 Wheatsworth Crackers  Kellogg's Pep

Ward's * Bread  Heinz * 57  Borden's Milk

 Drake's Cake  Encore Olive Oil 

Quaker* Oats  Mazola  Bamby* Bread

Pride of the Farm Catsup  Tetley Tea 

 Mueller's Spaghetti  Heckers' Flour 

Are some of the food advertisers
who used The News in 1926

*These advertisers each spent more money in The News in 1926 than in any other New York Newspaper.

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



When 5 Feet Equal Only 6 Inches

A WEEK AGO YESTERDAY, I dropped into a leading New York architect's office to get his view points on a new plastic floor material, for which we have been asked to do the advertising business-building.

In the course of the conversation, he made some very pithy remarks about how and what the advertising and printed matter should be for architects.

Much to our surprise he unqualifiedly stated that "only 10 percent of the catalogs and circulars sent to architects are worth a hoot".

Then he stepped to a 5 foot shelf of catalogs, and pointing to 6 inches of them, remarked: "Out of all of them, only these few are made as an architects catalog ought to be made."

Out of the 8 catalogs in that 6 inches, half of them were prepared by us. Evidently our method of specializing in the advertising of building materials to the architect, is fundamentally sound.

It has been our method for over 21 years. Furthermore, we are a so called "small agency". It seems to be the feeling of our customers that its purposely limited size has certain, very definite advantages.

Glad to give you some of their view points.

TUTHILL ADVERTISING AGENCY

L. W. C. TUTHILL, President
1133 BROADWAY
NEW YORK

a conscientious editor printing such unidentified information.

Why quarrel with the fame of a Valentino, or Al Smith or Ederle or baseball or radio? And point out that these have not paid for the public attention they get, when others must pay? Newspaper space, just like the thought space in your mind, is not and cannot be bought on a per line basis. The newspaper does sell advertising, but news is a commodity that cannot and should not be bought. Nor can its space allotments be judged by advertising standards. It simply tells of public happenings and public thoughts, a public which is made up of editors as well as of readers. If the public is more interested in the spectacular swimming of a channel than it is in the marketing of a new breakfast food, then industry has to pay for the difference by increasing sales promotion outlays.

Industry cannot with any actual justice blame the editor for honest evaluations.

Fourth Annual Exhibition of Printing for Com- merce to Be Held

ON the evening of Feb. 1, at the Art Center, 65-67 East Fifty-sixth Street, New York, the opening and private view will take place of the Fourth Annual Exhibition of Printing for Commerce, given by the American Institute of Graphic Arts.

The speaker will be Earnest Elmo Calkins, who will talk on "Good Printing and Bad—Who Does It and Why."

German Periodical of Adver- tising Art Enlarges Its Scope

BEGINNING with January, 1927, *International Advertising Art*, published in Berlin, will present in the twelve numbers issued during the year the best that is being done today in advertising art in European countries and in the United States.

Formerly called *Gebrauchsgraphik*, which it now retains as a supplementary title, this publication has since 1924 been presenting examples of German advertising art.

As the new additional title indicates, it has greatly enlarged its scope, and now draws its material from international sources.

Any conceivable form of pictorial, or otherwise artistically executed, advertising is the subject of careful investigation by the publisher, Prof. H. K. Frenzel. The variety of subjects presented includes all branches of industry and commerce that employ art in advertising.

In the twelve numbers published during the year there will be over 2000 illustrations in black-and-white and in full color.

There are to be both German and English texts.

The Book Service Company, New York, are appointed the sole representatives of the publisher and sole distributors of his publication for the United States and Canada. The subscription price of twelve numbers is \$15.00. Single numbers are sold at \$1.50 a copy.



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

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

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.

FREE A SALES AID
Booklet

Your customers should show skeptical progress the testimonial letters and orders received from satisfied customers—they supply good and get the orders. Don't leave testimonial letters lying idle in your files—give them to your men and women sales through their use. **2. Send for a copy of booklet today.**

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

**YOU CAN REACH THEM
THROUGH
THE GREAT OUTDOORS**



Outdoor Advertising

57.6% of the people in the United States live in the rural districts and towns of less than 10,000 population. To reach this vast buying public effectively, leading Automobile Manufacturers are using **OUTDOOR ADVERTISING**. It is not merely a coincidence, therefore, that *57.4% of the total Automotive sales are made in towns under 10,000.

Outdoor Advertising is the one medium through which this rural and semi-rural population can be intensively covered.

Your own Advertising Agency, if a member of the National Outdoor Advertising Bureau, can create your Outdoor Advertising in complete harmony with your other Advertising activities, and handle it in all detail.

*From an authoritative source.

National Outdoor Advertising Bureau

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

Individual Views Frankly Expressed

Advertising Is Art

THE trouble in Mr. Gundlach's whole argument is that it is based upon a false premise. He assumes in the beginning—what his title declares—"Art versus Advertising"—that art is separate from advertising, something with other aims and methods.

He makes it plain that the "advertising man" has a serious job before him in planning and executing the copy for his client, and it's a question in his mind whether art is going to help him or hinder him in the doing of it. His idea or conception of art is made clear in his question, "Are we prostituting art when using it for advertising?"

Before attempting to answer that ringing inquiry I would ask Mr. Gundlach if he considers literature an art and the authors of "Ode to a Grecian Urn" and "Lord Jim" artists? If so, is not this earnest advertising man prostituting art when he writes his text to sell a goose? All good art, apparently, is to be found confined in frames and hung in galleries. Then surely all "literature" is bound in calf and found only in our libraries and those of us who use brush or pen to express advertising ideas are prostituting art and those whose tools are words are doing likewise.

That point of view used to be widely held early in the century. Since those days of pioneering we have come a long way. The intelligent advertising man today knows he cannot do one thing toward creating an advertisement without art. In contemplating a simple type ad the proportion of the space, the placing of the type, the character of the face and the setting thereof, are all matters of art. When it comes to headlines, if hand lettered, only the most talented letter artist can be trusted, and if set in type equal talent is required.

"Art is arrangement," so a successful type ad is a work of art. So is a fine Persian rug or Ming vase.

But let us consider Mr. Gundlach's butcher selling his goose. I admit his selection of illustration and argument is logical. That is doubtless the reason behind many ads in the magazines and newspapers that are banal, obvious and "logical." The eye passes easily over them until it is intrigued by others of unusual form that claim the attention and draw it pleasingly down through the text.

The art that was sufficient unto itself used to be considered the only "real" art. Advertising has compelled art to become aggressive, militant. It was

the expression of a state of mind. It has become a vibrant message. It is no longer the shepherd's pipe but the herald's trumpet. Is it any the less art because of the transition?

The profession of Art Director is the logical outgrowth of the problems Mr. Gundlach sets for himself and the quandary he finds himself in. The art director knows that advertising is art and there can be no good advertising without art.

C. EVERETT JOHNSON,
Chicago, Ill.

Concerning Our Previous Issue

YOUR Jan. 12 number must give you a high degree of satisfaction. It is as full of meat as an egg.

Mr. Parsons' page has given me the solution to a present problem, and I am sure it will incite ideas and action in many places. And Hotchkiss! I've read his article three times and agree with it each time more completely. He is giving you the best stuff that is printed.

Which brings up the question of what particular experience best fits one to be an advertising manager. Mr. Durston reports what many managers offer in explanation of how they got that way, but not one registers department store experience, which, in my opinion, is the *sine qua non*, the *ne plus ultra* and the *je ne sais quoi*. Because the department store man, if he is alive, learns people and what moves them. Also he learns about 57 varieties of merchandise and about what is loosely called "merchandising"—which word, in the mouths of most advertising men, covers a tremendous amount of bunk—but which means really the selling of goods at a profit—quick and rapid turnover and a clean stock. And it doesn't matter much whether the stock is ribbons, roller-skates or rolling mills.

You and I know—and God knows, I am not a purist. I do not even know the parts of speech by their first names, but I have a shuddering abhorrence for the totally incorrect use of words.

Writing men surely should know words and should not misuse "vocation," "unique," "transpire" and do others of "those kind of thing." Writing men should emulate Mr. Hotchkiss, who has myriads of trained words that sit up and bark accurately whenever he pleases.

CHARLES AUSTIN BATES,
New York.

Thanks to Mr. Rogers

AS a subscriber to your publication I am finding your new department of "The News Digest" to be most interesting and valuable. It is a wonderful time saver and in a few minutes each two weeks enables me to know all personnel changes which have taken place in advertising.

However, I trust you are open to a suggestion which I believe will improve the value of this service.

The "Changes in Personnel" section is rather large. I believe that it would be a great convenience to your readers if you would divide this section three ways by agency changes, publication changes and advertiser changes. Of course, there are some changes from one of these fields to another, but the field into which the man is going would determine the listing.

V. J. ROGERS, Sales Manager,
Topics Publishing Company, New York.

Mr. Rogers' suggestion has been acted upon, and the change taken effect in this issue.—EDITOR.

Collegiate Cigarettes

IN the fall of 1908, several hundred of us descended on a certain college town and proceeded to flourish enormous pipes, and packs of Rameses, Moguls, Murads, etc., making the most of our opportunity to smoke in public before freshmen rules were clapped down upon us with the official opening of college.

In our visits to fraternity houses, part of the rushing program of those days, we were introduced to a new cigarette called Fatima, which was being sold by local stores. It was something new; no one had ever heard of the brand before, but it took like wild fire. It was the collegiate thing to do to smoke Fatimas; it became the standard of the freshman class as ultra-collegiate young gentlemen.

At Christmas time many undergraduates from the college I speak of, and from other institutions of "learning" where cigarette smoking was prevalent, descended upon New York. No Fatimas were to be had. I have often wondered how many calls for Fatimas the United Cigar Stores received during the Christmas season of 1908. At any rate, when Easter vacation came along Fatimas could be bought at almost any store handling cigarettes in the metropolitan area.

C. F. BEATTY, Adv. Manager,
New Jersey Zinc Co., New York.

POWER

Fred R. Low

Editor in Chief. Past President A.S.M.E., Past Member American Engineering Council, Chairman A.S.M.E. Boiler Code Committee, Chairman A.S.M.E. Power Test Code Committee. Author of several Engineering works, Member Nat. Assoc. Stationary Engineers—an outstanding figure in the industry. Editor of POWER for 37 years.

A. D. Blake

Associate Editor of POWER for 15 years. Graduate Mechanical Engineer, 3 years power plant construction experience—Member A.S.M.E., N.A.S.E., Member A.S.M.E. Sub-committee on Industrial Power.

C. H. Berry

Associate Editor. Formerly Assistant Professor Steam Engineering at Cornell, then Technical Engineer of Power Plants, Detroit Edison Company. Member A.S.M.E. Power Test Codes Committee, Chairman A.S.M.E. Sub-committee on Steam Turbines. Member American Refractories Institute.

F. A. Annett

Electrical Editor. Five years instructor in Electrical Engineering, five years in the design, construction and operation of electrical machinery, and seven years on POWER Editorial staff. Member A.I.E.E., N.A.S.E. and Association Iron and Steel Elec. Engineers.

L. H. Morrison

Oil Engine Editor. Graduate Mechanical Engineer, 15 years experience in design, erection and operation of oil engines. Sec. Gas Power Section of A.S.M.E. Member N.A.S.E. Author authoritative works on oil engines.

P. W. Swain

Associate Editor. Graduate of both Yale and Syracuse. Instructor in Power Engineering at Yale for two years. Chairman Papers Committee of American Welding Society. Chairman Sub-committee on bibliography of feed water investigation. A.S.M.E. and N.E.L.A. Member N.A.S.E.

A. L. Cole

Three years of design experience, 8 years as chief engineer of a 15,000 kw station. Specializes on boilers and powdered fuel. Member A.S.M.E.

Thomas Wilson

Western Editor. Graduate engineer, 20 years practical experience. Member A.S.M.E. and Western Soc. of Engineers. Member Executive Committee of Chicago Section A.S.M.E. Member N.A.S.E.

F. L. Biers

Copy Editor. Member of POWER Staff for 25 years to whose hands all copy must go for final check and approval.

These Men Make
POWER

Published
at 10th Ave. and

36th St.,
New York

Devoted to the Power Problems
of All Industries

“Ninety-eight per cent of the equipment or material we have used in our power stations has been brought to our attention through advertisements in POWER—

POWER has been our leading source of information for new equipment.”

This from the Chief Engineer of a large New England power plant—selected from dozens of similar letters from POWER readers to show that POWER readers READ POWER advertisements and use them to help them select equipment and supplies.

A.B.C.

If you are seeking to cultivate the Buying Power in the power field let us show you how POWER can help you—to analyze the market—to reach the influential men in that market.

POWER

A McGraw-Hill Publication

Speaking of Records

—can you match this one?

Leading advertisers* have invested more than one quarter of a million dollars in the *first ten issues* of THE SHRINE MAGAZINE

*INCLUDING

Murad Cigarettes	Waterman's Fountain Pens
Bayer's Aspirin	Mohawk Carpets
Alexander Hamilton Institute	Camel Cigarettes
Herbert Tareyton Cigarettes	Anatomik Shoes
Aladdin Read-Cut Homes	Hupp Motor Cars
Zapon Leather Cloth	Adair Mortgage Bonds
Brunswick-Balke	McAlpin Hotel
Billiard Tables	Weed Chains
Douglas Shoes	Lucky Strike Cigarettes
Forhan's Tooth Paste	Auburn Automobiles
National Union	B. V. D. Underwear
Mortgage Bonds	Royal Typewriters
Remington Typewriters	White Rock Mineral Water
Burrough's Adding Machines	Fidelity Mortgage Bonds
Goodrich Tires	Royal Mail Steam
Chesterfield Cigarettes	Packet Company
Williams Oil-O-Matic Heaters	Doubleday, Page & Co.

The net paid circulation of THE SHRINE MAGAZINE is 607,112 copies monthly. A distribution statement, by states, will be mailed upon request. A distribution statement, by cities and towns, is now in course of preparation.

THE SHRINE MAGAZINE

1440 Broadway · New York
Phone: Pennsylvania 7827

CHICAGO
360 No. Michigan Ave.
Phone: State 2784

BOSTON
Little Building
Phone: Hancock 8086

What Kind of "Dealer Help" Really Helps?

[CONTINUED FROM PAGE 44]

ture or electrical store—the type often referred to as "neighborhood stores"—sources of quick supply for products not high enough in price to warrant "shopping around" in the larger stores and usually standardized by trade-mark or custom.

They are one-room stores in which the owner is usually the hardest working employee, if he is not the entire salesforce. Their credit ratings range from nothing to \$15,000 or \$20,000. They are not departmentalized. Their owners make anywhere from minus a good many dollars to \$2,000 or so a year. There are, in the United States, somewhere between 500,000 and 750,000 dealers of this type, the great majority being grocers, druggists and owners of small automobile accessory shops and service stations.

So far as they are concerned, I will confine myself to the suggestion of a few principles:

First—Consider the actual importance of a given article of merchandise as a factor in the total sales of the store that sells it. The distributor is smart enough to realize that it doesn't pay him to devote his whole window, for example, to an elaborate cut-out of some little specialty whose sales cannot possibly be great enough to make that window pay a profit. A sense of proportion is, therefore, the first requirement in planning any kind of dealer help campaign.

A second requirement is physical adaptability to average conditions within the store—not supplying big window pieces or elaborate advertising campaigns to the store with limited display space or an advertising appropriation that is marked chiefly by its absence.

The third requirement is superior attractiveness and selling power, as compared to similar material offered by competitors—not necessarily the reproduction of a canvas by Maxfield Parrish, but certainly not the chromatic atrocities that are so often received by the average store.

The fourth requirement is sufficient salesmanship in presenting such material to insure its use. This may range from suggestions for display, printed on the back of the counter or window card, to a half-hour demonstration by a high-grade specialty salesman before installing an elaborate window.

THE fifth requirement is a realization of the limitations under which distributor-dealers operate and care not to fall into the error of judging the needs of the mass by the activities of an unusually alert individual. Some small stores will spend in mailing lists, will use cuts in their newspaper advertising and will mail out several thousand booklets, but the average distributor dealer is too busy taking care of customers and looking after the thousand and three details of his store even to have time to balance his books, to say nothing of attending to advertising procedure. It is for this reason that the most successful and most widely used "dealer helps" for this type of store that I have seen have been the simplest.

Have Your Own Copy of Advertising & Selling

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

Canadian, \$3.50
Foreign, \$4.00

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

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

Name Position

Address Company

City State

NATIONAL LINEAGE 1926			
1	2	3	Million
COLUMBUS DISPATCH 3,075,674			
SECOND NEWSPAPER			
1,270,663			

LOCAL DISPLAY LINEAGE 1926			
5	10	15	Million
COLUMBUS DISPATCH 15,785,085			
SECOND NEWSPAPER			
8,915,650			

*Undisputed
Leadership!*

The Outstanding Preference Shown by
Home Merchants for the

Columbus Dispatch

is a Striking Tribute

Home Merchants' Advertising has long been the recognized foot-rule of newspaper effectiveness. . . . And by such a measuring stick The Columbus Dispatch is nearly twice as good an advertising value as the second Columbus newspaper. Home Merchants during 1926 favored The Dispatch with 15,785,085 agate lines of Local Advertising. . . . Nearly twice the amount of such advertising carried by the nearest Columbus competitor.

In Classified Lineage The Dispatch was also far in the lead during 1926. . . . Over twice the volume of Classified business carried by the nearest competitor. . . . More than the Classified Lineage of all other Columbus newspapers combined, by more than half a million agate lines.

* * * *

Leadership undisputed! . . . In every field. Is it any wonder that a great, growing group of National Advertisers is using The Dispatch exclusively in order to reach and sell this rich Columbus and Central Ohio market?

The Columbus Dispatch

OHIO'S GREATEST HOME DAILY

HARVEY R. YOUNG, Advertising Manager

CLASSIFIED LINEAGE 1926			
1	2	3	4 Million
COLUMBUS DISPATCH 4,100,375			
SECOND NEWSPAPER			
1,807,677			

TOTAL PAID ADVERTISING 1926			
5	10	15	20 Million
COLUMBUS DISPATCH 22,961,134			
SECOND NEWSPAPER			
11,993,990			

Past Fifty

[CONTINUED FROM PAGE 32]

EUREKA

Baby Ruth

Frudon
FRUCTIONS & BUCKLES

Every Child A Booster!

GET the kids, old and young, boosting for you. Every child loves balloons - they bring their parents to your store's store to get them.

National advertisers are using millions every month - reaching to their doors for use in sales promotion campaigns of all kinds.

Write us for list of big national advertisers using "Perfect" balloons. We furnish literature and plans for promoting their sale to your district.

PERFECT RUBBER CO.
62 Wayne St., Mansfield, O.

As we all know, the cheapest rate at which you may mail a personally-addressed circular these days is \$15 per thousand.

As you may not know, Shopping News will deliver that same personally-addressed circular to a part or all of the 225,000 homes in Cleveland, into the hands of the person addressed for \$10 per thousand and at the most.

Just incidentally, you may send twice the weight at our rate!

SHOPPING NEWS

5509 Hamilton Ave.
CLEVELAND

SELLING AID

Send 10c for proofs 500 cuts and plans for making your ads pay better.

SELLING AID
616 N. Michigan Ave., Chicago

The Only Denne in Canadian Advertising

Circle 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 C. Company Ltd.
Reford Bldg. TORONTO.

profit means until they have passed forty years of age.

Why do we hear such an uproar today about the small percentage of net profit in most stores? Certainly not because the stores operate on the basis of close mark-ups; for they do not! Each year the mark-up percentage creeps a little higher. The answer must be sought in quite a different direction.

That old fallacy about Youth is one of the two criminals-in-chief. The other fallacy—fit twin for youthful promotion—is that, "if satisfactory sales volume is secured, net profit will take care of itself." As nine on the face of it; but widely held in belief.

The effervescent energy of vigorous muscled youth drives for sales, sales, sales, for hectic rush and hurry, for price-cutting, space-wasting, black type advertising—to eat up the community's gold-mine of consumer requirements by feeding people on bargains, usually at low mark-up prices. Thus inventory time finds that regular goods had to be slaughtered to get them sold, that a large part of the earned profits have been dissipated, and that, with all the sales volume secured, the profits are not so large as they would have been if the store's volume had been half as much; but merchandised and advertised with mature sanity.

Just recently it was my privilege to take part in a survey by our organization. We analyzed the store's intimate figures of advertising costs and percentages, and the volume and profit results by departments. That survey again demonstrated the fact that the five departments which showed the largest net profits were managed by the oldest executives. First stood a woman past fifty; next a woman past sixty; third a man past fifty-five, and fourth a woman of seventy! Three of those managers had operated their departments for more than forty years!

They knew exactly how to keep their stocks, get constantly increasing sales volume and make gratifying net profits. And many of the youthful managers were losing a lot of the money that the elderly managers had made!

THAT is the secret of the youthful energy that overlaps itself. Right there is the truth about much of the cause of profitless gloom for so many stores (and manufacturing establishments) that are highly successful in securing large sales volume—the thief of profits.

Today there are scores of stores, doing from ten to thirty millions of dollars in business a year, skimming so close to disaster that they do not know until the last inventory figures are counted whether they have made a little profit or a great loss for their year's labor.

Yes, youngsters, of the right sort, are "on their toes" for business; doing the best they know, as they gather their costly experience, fighting to force more and more sales, cutting the life out of profits in their eagerness to create bargains to advertise. For price-

cutting is the only way that most of them know by which to create impelling advertising. They may be successful in keeping up with their quotas, and silly merchants cheer them and urge them on, because they do not know how to read the figures of net profits. Most of the time they would find that these constant howlers of bargains (unless they are ungodly liars to the public; hence debauchers of the reputations of their employers) are destroying, wasting, wiping out the profits made by their wiser elders, while making no net profits of their own.

YOUTH will be served; and is. Youth will get his experience; and must. Youth makes a big noise; for that is youth's big asset, and it gets the job. But it is maturity and experience that make real money for their employers and for their own businesses.

Who is the power that has made and is making so much money for the stockholders of Steel? How old is Judge Gary? What has he done since he was fifty years of age? And how does his work since he was fifty years old compare in financial accomplishment with what he accomplished before he was fifty years old?

Is this thing that we call "experience" of any value? If a man possesses demonstrated brain vigor and expert skill in his craft, are we to place its value hopelessly below mere youth and athletic ability? Of course, if a man is to go to war, is to build steel skyscrapers or bridges, is to travel back and forth across the continent, demonstrate automobiles or airplanes, youth and bodily vigor are primary. But in advertising, where the primary factor is brains, backed by the experience that knows what not to do, and the cultivated taste and skill that know what is best to do and how to do it in the most approved method, maturity and ripened judgment are worth a hundred times as much in creating public desire for the goods advertised and in securing the market at a profit, as the fact that the applicant is only thirty to thirty-five years of age.

I have a rather broad acquaintance with the abilities and accomplishments of advertising men, both in agencies, in factories and in stores, and if I were spending a hundred thousand or a million dollars a year for advertising, I would never risk it in the hands of a man of less than thirty-five years; and if I had my pick of all the men I know, my first choice would be a man who is probably fifty-nine, and my second choice would be a man who, I think, is about forty-eight years of age. Neither of these men would waste and fritter away my money on harum-scarum ideas, as money by the millions is wasted today by youthful enthusiasm and frantic attempts at so-called "originality."

Merchants who are pinch-penny skinflints when buying salespeople and service are squandering thousands of dollars without knowledge in futile and extravagant advertising, because they insist upon employing men in the early



INCOMPARABLE

The only conclusive test of the validity of our claim that Gotham is incomparable is, of course, a comparison of our work with that of others. No matter what quality of work you measure against our own, you will perceive in Gotham engravings the decisive margin of superiority that can be established only by the most accomplished craftsmen, working with every facility for extending their ability to the utmost.

We, therefore, invite you to satisfy yourself, by comparison, that Gotham is incomparable.

GOTHAM PHOTO-ENGRAVING CO., INC.

229 West 28th St.

New York City

Telephone: Longacre 3595

In 1926

THE PROVIDENCE JOURNAL

and

THE EVENING BULLETIN

printed

24,717,446 lines

OF PAID ADVERTISING

This is a gain of 1,104,527 lines over 1925, the best previous record. This is 72.28% of all advertising lineage carried in Providence newspapers during 1926. Year after year these newspapers have made a steady gain in advertising patronage—because they produce results.

The readers' confidence and circulation dominance of these publications make them valuable mediums for advertisers.

Circulation, 108,809 Net Paid

PROVIDENCE JOURNAL COMPANY

PROVIDENCE, R. I.

Representatives

CHAS. H. EDDY CO. R. J. BIDWELL CO.
 Boston New York Chicago Los Angeles San Francisco

thirties, for whose experience somebody must pay; while a man of expert skill, sound judgment, valuable experience and abundantly demonstrated accomplishment kills himself because *nobody wants a man past fifty years of age!*

Marketing Building Materials

[CONTINUED FROM PAGE 24]

carpenters is to confine its distribution through lumber dealers and through those building material dealers who have a complete lumber stock and service.

With a building material product whose "consumer-user" is the mason or plasterer, it would seem at first that it were best to confine its sale through mason supply dealers.

However, the fact that many lumber dealers are in reality complete building material dealers indicates that a certain percentage of them can be looked upon as legitimate outlets. From these facts it is apparent, then, that no hard and fast grouping of marketing outlets can be set up. There are too many variations.

The only sound marketing procedure is an analysis of the dealer outlet situation, bearing in mind the factors of the product; its "consumer-users," the manufacturer's present and future production, and a review of the present dealer set up and an estimation of the product's future trends.

Perhaps the only safe generalization on what is a sound sales policy in marketing building materials is made in asking recognition of the fact that in this field, as in others, it is increasingly clear that unless output can be marketed with a reasonable expenditure, it is uneconomical to produce a large output even at low cost.

Otherwise, profits earned by efficient manufacture are in the end dissipated in inefficient marketing and distribution.

All the above being true, there is nevertheless still ample opportunity for big sales development in building materials provided accurate marketing thinking is done and practical dealer selling plans are developed.

Complete plans will be found able to cover direct consumer selling by the manufacturer through national advertising, and localized selling by dealers to both "consumer-users" and consumer-owners.

Convention Calendar

FEBRUARY 26-28—Eleventh District Convention of the International Advertising Association, Greeley, Colo.

MARCH 10-12—Mid-Year Conference of the Financial Advertiser Association, New Orleans, La.

MAY 8-11—Semi-Annual Convention of the Association of National Advertisers, Detroit, Mich.

JUNE 26-30—International Advertising Association, Denver, Colo.

OCTOBER 19-21—Direct Mail Advertising Association, Chicago.

Industrial MICHIGAN

Booth Papers Intensively cover this Territory of Great Prosperity and unusual Buying Power

TO determine the basis of Michigan's great buying power study its present industrial position as a producer of wealth. Michigan is the acknowledged automobile center of the world, manufacturing two-thirds of the world's motor car supply valued at over \$1,500,000,000. Fifty-five plants are busily engaged in this great enterprise employing a vast army of skilled labor whose earning power is above \$260,000,000 annually.

Second in importance is the gigantic industry supplying the parts and bodies, whose aggregate production is valued nearly one-half billion dollars.

Then come the other industries, such as foundries and machine shops, engines and water wheels, iron and steel forgings, stoves, electric machinery, sheet metal goods, brass, lumber and timber, furniture, paper and pulp, chemicals, coal, iron ore and copper. All these industries are the great source of Industrial Michigan's productive wealth, and in total value represent nearly \$4,000,000,000 in annual output.

How Booth Newspapers Cover the State

The Booth 8 evening newspapers completely cover Industrial Michigan with the exception of Detroit. These papers not only enter the homes of over 250,000 families in the 8 leading cities but they reach out into the suburban territory and form one complete connecting link that blankets the State.

The national advertiser can reach one million readers who are among the greatest buyers, per capita, in the country at very little cost.

The Booth organization is ready to assist any advertiser anxious to capture this great market.



THE BOOTH NEWSPAPERS

Grand Rapids Press
Flint Daily Journal

Saginaw News Courier
Kalamazoo Gazette

Jackson Citizen Patriot
Bay City Times Tribune

Muskegon Chronicle
Ann Arbor Times News

J. A. KLEIN
59 East 42nd St., N. Y. C.
Eastern Representative

The Booth Publishing Co.

J. E. LUTZ
Tower Bldg., Chicago
Western Representative



IMPORTANT NEW BOOK

Advertising Research

By PERCIVAL WHITE

In this book, for the first time, advertising is treated as a science. Facts are the backbone of science and the book shows how to obtain facts about the product to be advertised, the product's market and the media for presenting the product to the public. It shows how, from such raw material and by elimination of waste and inefficiency, scientific and therefore successful advertising can be created. Invaluable for the general advertiser, the professional agency man and for the student.

620 Pages, 205 Practical Illustrations
Price \$6.00. By mail, \$6.25.

D. APPLETON AND COMPANY
35 West 32nd Street New York



By HARPER & BROTHERS, New York.—"Cooperative Advertising by Competitors." By Hugh E. Agnew, A.B., M.P.d. The Professor of Advertising of New York University treats with thoroughness the recent developments in cooperative advertising by associations of competing manufacturers or merchants, a subject which suffers from some misconceptions on the part of the general public. In a foreword the author clears the confusion caused by careless newspaper reading and then proceeds to outline the history of successful campaigns and the reasons for their success. His work is a helpful manual for a consideration of the subject. Price \$4.

By THE BIG SIX, London. "The Value of Colour in Advertisement." A portfolio of the possibilities of color photogravure for advertising purposes. The book, which consists of examples in color of the results of this process, was designed and carried out by Sir Charles Higham, and is published by The Big Six: *The Illustrated London News, The Sphere, The Sketch, The Tatler, Eve, and The Illustrated Sporting and Dramatic News*, all of London. "The process has no connection whatever with either lithographic printing or offset printing. It is colour photogravure done direct from copper cylinders."

There is an introduction to the volume that contains a note on the method by Brig. General Nevile Campbell, C. S. I., C. M. G., D. S. O., advertisement director of The Big Six, and a few words on the value of color in advertisement by Sir Charles Higham. Illustrated. Free upon request.

By DOUBLEDAY, PAGE & COMPANY, Garden City, N. Y.—"Copy." By George P. Metzger. A book not written primarily as a text book for students, but rather to appeal to the mature understanding of writers of copy, visualizers, directors of sales and whoever has to do with the preparation or approval of advertising. Contains much material of a practical and helpful nature. Price \$2.00.

By J. H. SEARS & COMPANY, INC., New York. "Publicity." By Roger William Riis and Charles W. Bonner, Jr. In this book the case for publicity, and for industrial news publicity in particular, is made by two men who are active in such work. They describe the relationship between the publicity agent, the press and the public, and by reference to a number of examples, with reproductions of press clippings, they describe the methods and effects of well directed publicity campaigns. Price \$2.00.

Your Salesmen

should have as good tools as these—



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

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

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

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

May We Submit Specimens for Inspection Purposes?

THE H. R. HUNTING CO.
Worthington Street
SPRINGFIELD, MASS.

Sweater News
and
Knitted Outerwear

Underwear & Hosiery Review

tie-up

Your Consumer Campaign with Trade Publicity

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

TESTIMONIALS

Speaking of testimonials, here's one we appreciate: "I don't see how you do it. Our photostats are back almost before we realize the letters have been turned over to you. Real service!"

Let us prove that for you. You want photostats when you want 'em. We get them to you.

Commerce Photo-Print Corporation
80 Malden Lane New York City

KEEP YOUR COPIES

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

A New Year — and — A New Record!



The Press-Scimitar

A Scripps-Howard Newspaper

MEMPHIS, TENN.

National Representatives: Allied Newspapers, Inc., 250 Park Ave., New York

Chicago

Cleveland

Detroit

San Francisco

Seattle

Los Angeles

The Advertiser's Weekly

The Organ of British Advertising

The only weekly paper in the British Empire exclusively devoted to Publicity.

The only Advertising Publication in Great Britain giving audited net sales figures.

Published for all who wish to be informed on British advertising and its development.

Subscription \$5 annually, post free. Advertisement rates on application to

New York Office

9 E. 38th St.

N. Y. City

or

New England Office—c/o Mr. Frank E. Willis,
148 State St., Boston, Mass.

What Graybar Accomplished in One Year

[CONTINUED FROM PAGE 25]

ness exclusively. "Graybar" designates the company that distributes electrical supplies through regular trade channels. Now the companies are separate in name as well as in fact and in the kind of business done. The name "Graybar," by the way, is a contraction of "Gray and Barton," which was the title of the firm that originally started the Western Electric Company.

As was to be expected, the adoption of the new name met with much criticism from the employees of the organization. They had spent much of their business careers with the Western Electric Company. They were proud of that name, proud to be associated with such a well-known enterprise. To them the name "Graybar" meant nothing. No one knew it. They would constantly have to be explaining what "Graybar" meant and what had become of "Western Electric." Many employees thought that their friends would think that they had lost their jobs and were obliged to take a position with a new and unknown company.

The trade, too, was skeptical. It had been pushing the name "Western Electric" for so many years that it saw no good reason why it should be obliged to give up such a well-known line and to start all over again on an unknown line. To distributors it seemed as though they were being asked to undo the work of fifty-seven years.

The trade-press, too, was inclined to be critical. Naturally, tremendous publicity was given to the company's drastic change, but much of this comment was of a doleful nature.

Now, let us see what happened! Were any of the dire predictions realized? Did the company go to the bow-wows as was anticipated? Most decidedly it did not.

Despite their feeling that the change in the name of the company was not advisable, both the employees and the trade put their shoulders to the wheel and threw all their enthusiasm behind "Graybar," with the result that in one year the new name has been thoroughly established. After twelve months, it is probably as well known as "Western Electric." During 1926 the company did by far the largest business in its history. In the light of what has been achieved, today there is no one who would question the judgment of the management in making the change.

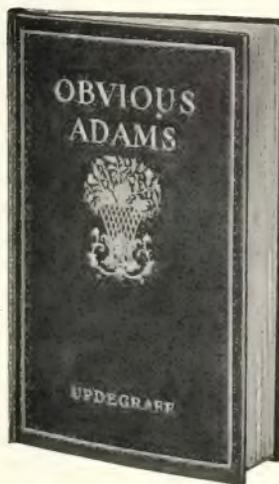
BUT we are going to let Albert L. Salt, the president, tell of some of the things the new name did for the business. At the end of the first year of Graybar history, Mr. Salt gave a luncheon to which were invited representatives of the trade-press and others who were interested. At this meeting, Mr. Salt explained why "Western Electric" had been changed to "Graybar." He outlined the problems that were encountered and what the results have been. Here, in Mr. Salt's own words, are the net of what has been accomplished:

"A new name, a new company, a new set-up, reacted on the Graybar people as a new thing always reacts. Then, too, the new name, the new organization, and the story behind it, gave the salesman and the sales organization an opportunity to discuss

When Fletcher Montgomery

President of the Knox Hat Company

Read "Obvious Adams"



—He immediately ordered 50 copies
to distribute to business associates

MANY thousands of copies of this "little book with a big business message," written by Robert R. Updegraff, have been bought by business executives during the ten years since it appeared in *The Saturday Evening Post*. They have placed them in the hands of every one of their executives, branch managers, department heads, salesmen, and even their office workers, because this simple story crystallizes one of the most important principles in business—makes it graphic, inescapable, usable in the day's work all through a business.

There is inspiration in the story of Obvious Adams. Young men read it and catch a picture that makes them want to knuckle down to more effective work. Older men read it

and it somehow clears their vision and gives them a fresh urge to accomplishment.

"Obvious Adams" is a pocket size book bound in cloth with gold-stamped title—an exceedingly attractive little volume suitable for presentation purposes, yet it is sold in quantities at prices that make possible its broad distribution. It offers an ideal solution to the problem of an anniversary gift for the members of an organization, autographed by the head of the business or department.

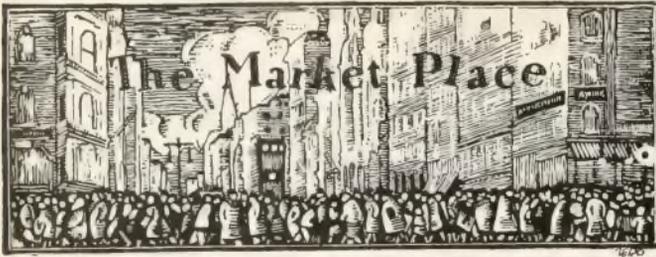
Quantity Price List

500 copies or more,	40c per copy
100 copies or more,	44c per copy
50 copies or more,	46c per copy
25 copies or more,	48c per copy
10 copies or more,	50c per copy
Single copies,	75c postpaid

KELLOGG PUBLISHING COMPANY

39 Lyman St.

Springfield, Mass.



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge \$1.80. Forms close Saturday noon before date of issue.

Position Wanted

Advertising Solicitor for New England—Young man would like to represent well-established publication. Has service agency that could be used as branch office. Has car. Address Box 440, Advertising and Selling, 9 East 38th St., New York City.

Advertising Copy Writer—Young woman, college graduate, three years' experience in retail, national, trade paper, and direct-by-mail fields, versatile writer. Now available. Address Box 441, Advertising and Selling, 9 East 38th St., New York City.

A young woman, for four years executive assistant in charge of office with concern employing a haker's dozen inside and eighty outside, like most of us has aspirations; change is necessary, she feels. The change must initiate her in advertising. She is a correspondent; organizer of routine and of files; buyer of printing, and has edited a house organ of educative stimulus for the field force. Former concerns have found her satisfactory to the extent of offering re-employment. Salary \$60 a week. College education. Experienced stenographer. This is her first advertisement. She's coming again if necessary. Alternative propositions considered. What can you offer her in New York or Brooklyn? Address Box No. 438, Advertising & Selling, 9 East 38th St., New York City.

PUT THIS ADVERTISING MAN WITH proven record on your payroll for just \$125 a day. Will write your sales letters, booklets, advertisements, suggest new ideas, put a new sales vigor into your advertising copy. Write for details unusual limited offer. Box 882, Poughkeepsie, N. Y.

Position Wanted at sales or advertising manager or advertising solicitor for electrical, tool, hardware, cutlery or automotive trade paper. I am thoroughly familiar with copy writing, layout and promotion or kindred work. References will be furnished on request. Address all replies to Box No. 441, Advertising and Selling, 9 East 38th St., New York City.

Thoroughly trained advertising executive is immediately available for position. Has had agency experience, handled complete campaigns, edited successful house organ. Thirty-two years old. Married. Write Box 437, Advertising and Selling, 9 East 38th St., New York City.

THE THIRST OF YOUTH

Most thirst of human beings for accomplishment is the youth about to convert learning into dollars.

Having entered advertising only after serious thought, this young man for four years studied methods and absorbed ideas.

His layouts are effective, his choice of typography pleasing. With proper environment he will become a good copywriter.

Christian, 28; married. Now conducting manufacturer's advertising department but seeks more exciting connection. Address Box No. 436, Advertising and Selling, 9 East 38th St., New York City.

Position Wanted

New England representative for firm of nationally advertised product, desires to discontinue traveling. Familiar with wholesale drug and department store trade. Experienced sales director and advertising manager. Thirty-nine, married and with especially good references. Address Box No. 435, Advertising and Selling, 9 East 38th St., New York City.

Help Wanted

ADVERTISING SOLICITOR wanted by trade paper published in New England. We desire a young man of good personality. Give full details, including age, education, experience and present earnings. All replies treated confidentially. Address: Box 432, Advertising and Selling, 9 East 38th St., New York City.

Help Wanted—Salesmen

Experienced lumber or building material salesman. Permanent position. Weatherbest Stained Shingle Co., North Tonawanda, N. Y.

Publishers' Representative

CALIFORNIA REPRESENTATION
Trade and business paper publishers desiring complete advertising and editorial service in San Francisco and vicinity may arrange personal interview by addressing Box 439, Advertising and Selling, 9 East 38th St., New York City.

Multigraphing

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

F O SERVICE Telephone Barclay 3355
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ASSOCIATED CLIPPING BUREAUS
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a new and interesting subject; an opportunity to discuss a subject that was close to their hearts and of great interest to the teller and the listener. Give a salesman something to talk about that is of interest to the man to whom he is talking and you give him an extremely valuable sales tool. The Graybar Story was just that kind.

"And then the advertising that followed and has followed the new name has been of incalculable value in setting up the organization as a very important part of the electrical business. In the first place, it created in the minds of many people a new conception of the business that has been known as the Western Electric Supply Department. Many people, who in the average course of events might never have heard of the Western Electric Supply Department, learned completely about Graybar and possibly started doing business with the 'new' company.

"The establishment of the Graybar shipping tag has given to the company an identity it was always hard to develop under the old organization. The Graybar tag—Symbol of Distribution—is today a trade mark as well as a symbol; a designation for one service, a designation that the business under 'Western Electric' never had and very possibly never could have had."

The Golden Age of Copy Writing

[CONTINUED FROM PAGE 26]

at the food copy, the cosmetic copy, the travel copy, insurance copy, wearing apparel copy, the house furnishing copy, kitchen equipment copy, medicine cabinet specialties copy. Everywhere you'll find yards and yards and yards of copy, all of it fair to good, and some of it excellent.

Take a good, long look, Mr. Hotchkiss, and get yourself surprised. If you insist that each of these is a "four dollar message smothered under a pencil pusher's dream," then I'll agree to be surprised.

As a matter of fact there are seventy-five advertisements of one page or more in this issue of the *Journal*. By stretching what I call my imagination quite a bit I can find twelve of the seventy-five, in which the copy writer may have been hampered by limitations imposed upon him by the lay-out man or artist.

Certainly no reasonable writer could complain about the space allotment for copy in the sixty-three pages that remain.

Advertisements of 500 words and more are not at all unusual among the seventy-five. By actual count, all but two of the first fifteen advertisements in the magazine contain more than 200 words each.

Four of the first fifteen contain more than 500 words each. In the 12 out of 75, which emit a slight odor of copy constriction, most people will agree the pictures tell a better story than a book full of words. Does Mr. Hotchkiss know of any words that will produce the desired effects as quickly as the Wesson Oil fruit cake illustration or the Ivory Soap photograph?

Copy space in today's monthly magazine advertising seems to me to provide plenty of room for the erection of a glorious and glittering copy writers' heaven.

If the copy writer has anything to say, goodness knows he has ample opportunity to say it.

It is possible that the case of the weeklies is a little different. Admittedly quite a number of advertisers

Advertisers' Index



use these seven-day publications as bill boards. In them many think it good judgment to print concentrated advertising for hurrying readers. Even so, the majority of advertisers in the weeklies have something to say and do say it. You will have to spend more than one nickel to find an advertisement in which the manufacturer devotes his space to words and pictures concerning his factory, his grandfather, or his trademark.

The one bright spot glowing through the clouds of gloom in Mr. Hotchkin's paper is his doubtful prediction that "the day may come when something more than a beautiful drawing around the word 'Hoopla!' may be necessary to get the goods sold."

Shucks, Mr. Hotchkin, haven't you heard? The day has already come. You just polish off your specs, sir, and let up the window shade. Really, it's nice and sunny outside.

And then that sentence concerning, I suppose, all agencies and stating: "The drawing and lay-out are made first, and then the copy writer is told how few words, if any, he dare use."

I have personal knowledge gained by personal experience that this is not true in two large agencies. In these establishments copy always is written first. It is the rule and I have had to live up to the rule. If an idea can't be expressed first in words, then it isn't expressed at all, for it isn't considered worthy of expression. Of course all advertising isn't prepared according to that formula, but my experience, and the experience of most of my advertising friends, leads me to believe that most of it is. There are cases in which an art idea does, and by all means should, dominate. But those cases are in the minority. If you doubt it, look at advertising and, in the words of an esteemed mail orderish friend, "see for yourself."

This seems to me to be a golden age for copy writers—golden, that is, when contrasted with the not distant past when advertisers did insist on a picture of the founder, the pyramids, or a pretty girl and some such *mot* as "best by test," "try it and you buy it," or "the fizz what izz."

Today the copy writer not only has an opportunity to think and express his thought; he is obliged to think and express his thought, or move on. Mr. Hotchkin's dark picture of the copy slave belongs in the gallery of yesterday, not of today.

This is not to say that all present advertising is entirely free from the blight it suffered in the days when gas jets were in bloom—nor is this to say that any advertising has achieved perfection.

We all can find "best by test" advertisements, if we look for them, but we must seek their chaff in many heaping bushels of good, golden grain.

Advertising Post of American Legion Holds Elections

At its recent meeting the following officers were elected for the Advertising Men's Post of the American Legion of New York: James A. Brewer, commander; Mortimer D. Bryant, Frank W. Miller, George A. Woodard, and Victor A. Graham, vice-commanders.

[a]	Ajax Photo Print Co. 78	Jewish Daily Forward 56
	Akron Beacon Journal 12	Judge 37
	All Fiction Field 10	
	American Lumberman 56	[k]
	Apeda Studio 65	Kansas City Star 57
	Appleton & Co., D. 88	Knit Goods Pub. Co. 88
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	Boot & Shoe Recorder 74	MacFadden Publications 71
	Booth Publishing Co. 87	McCann, H. K. 18
	Boston Globe 14	McGraw-Hill Book Co., Inc. 58
	Business Bourse 60	McGraw-Hill Co. 66-67
[c]		Memphis Press Scimitar 89
	Calkins & Holden, Inc. 73	Milwaukee Journal 47
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	Capper Publications 45	[n]
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	Christian Science Monitor 39	Newcomb, James F. 98
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	Dallas Morning News 54	Oral Hygiene 76
	Denne & Co., Ltd., A. J. 84	
	Des Moines Register and Tribune 53	[p]
	Detroit Free Press .. Inside Back Cover	Penton Publishing Co. 75
	Detroit Times 55	Perfect Rubber Co. 84
	Diamant Typographic Service, E. M. 74	Power 81
[e]		Providence Journal 86
	Einson-Freeman Co. 54	
	Ellis, Inc., Lynn 60	[r]
	Empire Hotel 78	Richards Co., Inc., Joseph 3
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	Federal Advertising Agency 41	St. James Hotel 60
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	French Line 8	Selling Aid 84
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[i]		[u]
	Igelstroem Co., John 56	United States Envelope Co. Facing 55
	Indianapolis News 4	
	Industrial Power 70	[w]
	Iron Trade Review 75	Western Advertising 74



IN LOUISVILLE

— executives in industrial enterprises direct 60,000 workmen in the production of farm implements, iron and steel products, musical instruments, wagons, cement, leather goods, paints and varnishes and over 100 other different products. Among these executives rests control of all purchases of materials and equipment for Louisville's 957 industrial firms, whose combined production during 1925 exceeded \$325,000,000.

And within this same executive group are 86.7% of all Louisville subscribers to **THE MAGAZINE of BUSINESS**.

PROPRIETARY		Sales and Advertising Managers	
Owners	68	Comptrollers, Auditors and	20
Partners	44	Accountancy Executives	32
CORPORATE OFFICIALS		Financial Executives	21
Presidents	186	Professional Men	14
Vice-Presidents	43	Office Managers	7
Treasurers	25	Credit Managers	6
Secretaries	37	Purchasing Agents	4
Bank Cashiers	17	Traffic Managers	1
OPERATIVE EXECUTIVES		Sub-total (86.7%)	615
General Managers and Assistant	48	OPERATING AND MISCELLANEOUS	
Superintendents and General Foremen	40	Salesmen	41
		Office Employees	34
		Miscellaneous	19
		Total (100%)	709

THE MAGAZINE of BUSINESS offers an excellent key to any business market. In city after city, exhaustive surveys have shown an average of over 80% of the magazine's circulation concentrated among the small groups of executives who direct policies and purchases.

CHICAGO **THE MAGAZINE of BUSINESS** NEW YORK

This is the tenth of a series of analyses of circulation in typical cities. If you missed the first nine analyses, write for copies today!

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—(Advertisers, etc.)

Name	Former Company and Position	Now Associated With	Position
Charles Chidsey	E. A. White Organization, New York <i>Adv. Mgr.</i>	Intertype Corp. New York	Sales Pro. Mgr.
B. W. Radcliffe	The Intertype Corp., New York <i>Adv. Mgr.</i>	Same Company	Dir. of Typography
Ashley Nagle	E. A. White Organization, New York <i>Sales Prod. Mgr.</i>	Same Company	Adv. Mgr.
H. A. Beach	Brunswick-Balke-Collender Co., Chicago <i>Eastern Sales Mgr.</i>	The Charles Freshman Co., Inc., New York	Sales Mgr.
Charles P. Catlin	Remington Arms Co., Inc., New York <i>Gen. Sales Pr. Mgr. & Dir. of Adv.</i>	New Haven Clock Co. New Haven, Conn.	Sales Pro. Dir.
J. R. Crawford	National Carbon Co., New York <i>Gen. Sales Mgr.</i>	Bright Star Battery Co. Hoboken, N. J.	Sales Mgr.
Alex Moss	Warner Bros. Pictures, Inc., New York <i>Adv. & Pub. Dept.</i>	Columbia Pictures Corp. New York	Dir. of Adv. & Pub.
L. E. Jackson	Firestone Tire & Rubber Co., Akron, Ohio	Same Company	Sales Mgr.
M. C. Williamson	Bausch & Lomb Optical Co., Rochester, N. Y. <i>Ass't Adv. Mgr.</i>	Same Company	Adv. Mgr.
Sidney M. Crosset	Bausch & Lomb Optical Co., Rochester, N. Y. <i>Adv. Mgr.</i>	Resigned	
Walter Rautenstrauch	Fred F. French Co., New York, Pres.	Splitdorf-Bethlehem Elec. Co., Newark, N. J.	Pres.
M. W. Davis	Adams, Hildreth & Davis, Inc., N. Tonawanda, N. Y. <i>Vice-Pres.</i>	The York Safe & Lock Co. York, Pa.	Adv. and Sales Pro. Mgr.
C. H. Handerson	Union Trust Co., Cleveland, Ohio, <i>Pub. Mgr.</i>	Same Company	Vice-Pres.
J. D. Bubrer	Corn Products Refining Co., New York <i>Sales Mgr.</i>	Same Company	Pres.
H. M. Jewett	Paige-Detroit Motor Car Co., Detroit <i>Pres.</i>	Same Company	Chairman of the Board
George B. Hendrick	W. I. Douglas Shoe Co., Brockton, Mass. <i>Gen. Sales Mgr. & Adv. Dir.</i>	L. A. Crossett Shoe Co. No. Abington, Mass.	Vice-Pres. in Charge of Sales (Effective Feb. 1)
James Gould	R. H. Macy & Co., Inc., New York <i>Adv. Mgr.</i>	Stern Bros., New York	Merchandise Mgr., House Furnishings Group
A. A. Wells	R. H. Macy & Co., Inc., New York <i>Ass't Adv. Mgr.</i>	Stern Bros., New York	Adv. Mgr.
J. B. Melick	Holeproof Hosiery Co., Milwaukee, Wis. <i>Sales Mgr.</i>	Same Company	Vice-Pres.
J. B. Wells	Southwestern Adv. Co., Dallas, Texas. <i>Sec'y and Dir.</i>	Barton Mfg. Co. St. Louis	Adv. Mgr.
F. O. Dice	Ross-Gould Adv. Agcy., St. Louis, <i>Acc't Executive.</i>	Purina Mills, St. Louis	Copy
L. F. Schenkenberg	Holeproof Hosiery Co., Milwaukee, Wis. <i>Adv. Dept.</i>	Same Company	Adv. Mgr.
A. N. Apple	Audit Bureau of Circulations, Adv. & Pro Mgr.	Sherman Paper Products Corp., Boston	Sales and Adv. Mgr.
J. L. Killeen	Tujague Food Products Corp., Foreign & Domestic Sales Mgr.	Southern Adv. Agcy., Inc. New Orleans	Vice-Pres.
F. C. Noyes	The Stanley Works, New Britain, Conn. <i>Ass't to Adv. Mgr.</i>	Same Company	Adv. Mgr.
G. L. Gilliam	Service Motors, Inc., Wabash, Ind., <i>Pres.</i>	Relay Motors Corp. Wabash, Ind.	Pres.
M. A. Holmes	Commerce Motor Truck Co., Ypsilanti, Mich. <i>Dir. of Sales</i>	Relay Motors Corp. Wabash, Ind.	Vice-Pres. in Charge of Sales
A. K. Taber	Service Motors, Inc., Wabash, Ind., <i>Treas.</i>	Relay Motors Corp. Wabash, Ind.	Sec'y & Treas.

CHANGES IN PERSONNEL—(Agencies, etc.)

Name	Former Company and Position	Now Associated With	Position
C. E. Nelson	The Stanley Works, New Britain, Conn., <i>Adv. Mgr.</i>	Calkins & Holden, Inc. New York	Ass't to Vice-Pres.
Bruce M. Angle	International Harvester Co. of America, Chicago, <i>Sales Pro. Rep.</i>	Export Adv. Agcy. New York	Executive Staff
W. A. Schmitt	The Charles C. Green Adv. Agcy., Inc., New York & Phila., <i>Art. Dir. & Food Specialist</i>	The Corman Co., Inc.	Dir. of Adv. & Prod.
R. Bolton Mallory	Bigelow-Hartford Carpet Co., New York	Erwin, Wasey & Co. New York	Copy
Paul H. Bolton	Bolton, Meek & Wearstler, Youngstown, Ohio, <i>Pres.</i>	The Bolton Adv. Co., Inc. Youngstown, Ohio	Pres.
John P. Gillespie	The Wildman Adv. Agcy., New York <i>Acc't Executive</i>	The Bolton Adv. Co., Inc. Youngstown, Ohio	Vice-Pres.
Chester D. Freeze	The Koch Co., Milwaukee, Pres.	Freeze & Vogel, Inc. Milwaukee	Pres.

From behind countless counters

HOW much of the effectiveness of an advertising campaign depends upon the cooperation of the dealers who handle the product?

And what "dealer influence" is so effective as "dealer good-will"?

The GRAPHIC is building good-will for you among retailers and salesmen in this Metropolitan Area—and, incidentally, building good-will for the GRAPHIC.

The \$5000.00 Merchandising Idea Contest is a part of our plan—and so is the "Merchandising News" columns in the GRAPHIC each Monday, Wednesday, and Saturday.

These features are getting under the skin of the man behind the counter as well as the store-owner and store-manager. Their capacity for boosting sales is important past all computation.

Thus the GRAPHIC offers a voice directed to 300,000 homes PLUS the cooperation of those who serve these homes from behind countless counters.

NEW YORK
**EVENING
GRAPHIC**

Member A. B. C.

HARRY A. AHERN
Advertising Mgr., 25 City Hall Place, New York

CHARLES H. SHATTUCK
Western Mgr., 168 N. Michigan Ave., Chicago

Advertising
& Selling

The NEWS DIGEST

Issue of
Jan. 26, 1927

CHANGES IN PERSONNEL—(Agencies, etc., continued)

Name	Former Company and Position	Now Associated With	Position
Hugo Vogel	The Koch Co., Milwaukee	Freeze & Vogel, Inc.	Vice-Pres. Milwaukee
C. W. Garrison	The Koch Co., Milwaukee, <i>In Charge of Copy</i>	Freeze & Vogel, Inc.	Vice-Pres. Milwaukee
W. A. Arner	The Corman Co., New York, <i>Business Dept.</i>	The Paul Cornell Co., Inc.	Dir. of Mechanical Production
R. A. Winthrop	C. E. Sheppard Co., New York, <i>Adv. Dir.</i>	Critchfield & Co., Inc.	Acc't Executive New York
Chalmers L. Pancoast	Charles C. Green Adv. Agcy., Inc., New York	Resigned	
Charles E. Rose	R. H. Donnelly Corp., Chicago	Frankel-Rose Co., Chicago	Partner
Thomas M. Murphy	New York Bottlers' Supplies Mfg. Co., Hoboken, N. J., <i>Sales Mgr.</i>	The Commercial Poster Co., Cleveland	Mgr. of Atlanta, Ga., Office
Theodore Johnson	United States Printing & Lithograph Co., Brooklyn, N. Y., <i>Sales Pro. Mgr.</i>	The Munro & Harford Co., New York	Sales Pro. Mgr.
C. McQuinn	J. Walter Thompson Co., Chicago, <i>Acc't Executive</i>	Resigned	
W. H. Kelly	Marland Refining Co., Ass't Adv. Mgr.	K. C. Shelburne, Inc.	Vice-Pres. Oklahoma City, Okla.
E. B. Gardiner	John Ring, Jr. Adv. Co., St. Louis	Resigned, (Feb. 1)	
J. Buckingham	"The Dallas Journal," Dallas, Tex., <i>Ass't City Editor</i>	The Carpenter-Rogers Co., Dallas, Texas	Vice-Pres. and Acc't Executive
J. A. Eskins	Tauber Adv. Agcy., Inc., Washington, D. C.	Drechsler-Peard Co., Inc.	Copy Baltimore
Clifford L. Fitzgerald	Reese Adv. Agcy., New Orleans, La., <i>Sec'y</i>	Southern Adv. Agcy., Inc.	Pres. New Orleans

CHANGES IN PERSONNEL—(Publications, etc.)

Name	Former Company and Position	Now Associated With	Position
James L. Walsh	Bankers Trust Co., New York, <i>Ass't Vice-Pres.</i>	McGraw-Hill Pub. Co.	Vice-Pres. New York
Paul Talbot	The Talbot Publishing Co., Des Moines, Iowa, <i>Sec'y-Treas.</i>	Same Company	Pres. & Treas.
C. A. Richie	Harry Gelwicks Co., New York, <i>Contact Man.</i>	M. C. Mogensen & Co., Inc., New York	Salesman
Richard C. Sheridan	Green & Van Sant Co., Baltimore, Md., <i>Adv. Dept.</i>	Schneidereith & Sons, Inc., New York	Rep.
Gustave Hornung	J. W. Clement Co., Buffalo, <i>Vice-Pres.</i>	Resigned	
George H. Doyle	Associated Medical Publishers, New York, <i>Eastern Adv. Rep.</i>	"Clinical Surgery," New York	Eastern Adv. Mgr.
Wallace Miller	Norwich Union Indemnity Co., New York, <i>Gen. Adv. Mgr.</i>	The Crowell Publishing Co., New York	Pro. Dept.
M. S. Weisiger	"The Commercial Appeal," Memphis, Tex., <i>Ass't Business Mgr.</i>	Same Company	Business Mgr. and Sec'y
C. A. Poindexter	Hanff Metzger, Inc., New York, <i>Contract Dept.</i>	M. Mogensen & Co., Inc., New York	Research
J. Smith	Cudahy Packing Co., Chicago	"Liberty," Chicago	Adv. Dept.
Gordon Hoge	"American Legion Monthly," New York, <i>Adv. Mgr.</i>	Young & Rubicam, New York	Contact
J. T. Edson	The Stillson Press, New York, <i>Sec'y</i>	Retired	
John S. Barlow	Frank Seaman, Inc., New York, <i>Acc't Executive</i>	The Stillson Press, Inc.	Dir., Mail Dept. New York
Stanley R. Greene	J. A. Migel Inc., New York, <i>Adv. Mgr.</i>	The Stillson Press, Inc.	Dir., Mail Dept. New York
H. A. Shepherd	Frank Seaman, Inc., New York	The Stillson Press, Inc.	Plans Dir. of Marketing Div. New York

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
Simon & Schuster, Inc.	New York	Books	Sackheim & Sherman, New York
Nestler Rubber Fusing Co., Inc.	New York	Equipment and Supplies for Repairing Tires	Michaels & Heath, Inc., New York
Chandler & Price Co.	Cleveland, Ohio	Printing Presses	Paul Teas, Inc., Cleveland
Life Extension Institute	New York	Health Service	Hawley Adv. Co., Inc., New York
Henry Maillard	Long Island City	Maillard Chocolates and Bonbons	Hawley Adv. Co., Inc., New York
Nestle's Food Co., Inc.	New York	"Nestle's Milk Food" & Evaporated Milk	Ruthrauff & Ryan, Inc., New York
Linder Bros., Inc.	New York	"Shagnoon," Top Coats for Women	Hicks Adv. Agcy., New York
The Vanity Fair Silk Mills	Reading, Pa.	Glove Silk Underwear & Full Fashioned Hosiery	Lyddon & Hanford Co., New York

When Time Is Money

A BOAT that carries a man across the Atlantic in three weeks cannot be classed as a *total* failure as a means of transportation.

If, however, that man wants to get to Europe in a hurry, he can hardly justify the use of the slow boat on the ground that it is sure to land him there *eventually*.

Almost any kind of selling effort—used long enough and persistently enough—will eventually land a manufacturer in the port of bigger business. But many types of selling effort are

decidedly prodigal with time and money.

And *time*—because it represents money to most businesses—is an all important factor in the average marketing plan. Therefore, why should a manufacturer use marketing methods that take many years to accomplish what different methods can accomplish in two or three years?

Yet, when we examine the sales programs of many manufacturers, we find this vital element of *time* has been overlooked or ignored entirely.

Manufacturers interested in eliminating time-wasting marketing methods should read "*The Third Ingredient in Selling*"—a book that frankly and fearlessly discusses this vital subject. A copy of this book will be sent, with our compliments, to executives who request it.

JAMES F. NEWCOMB & CO. INC.

Direct Advertising :: *Merchandising Counsel*

330 SEVENTH AVENUE, NEW YORK, N. Y.

Advertising
& Selling

The NEWS DIGEST

Issue of
Jan. 26, 1927

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (Continued)

Name	Address	Product	Now Advertising Through
The Corneli Seed Co.	St. Louis	"Keystone" Field & Garden Seeds	Chappelow Adv. Co., St. Louis
The Ford Dealers of Buffalo	Buffalo, N. Y.	Ford Automobiles	J. J. Fuller Advertising Agcy.
Mississippi Glass Works	New York	Glass	John Curtiss Co., New York
Mississippi Wire Glass Works	New York	Wire Glass	John Curtiss Co., New York
The Nu-Dex Products Co.	Chicago	Rug Cleaner	The Glen Buck Co., Chicago
The L. E. Scott Co.	Southington, Conn.	"Lesco" Cleaning Fluid	The Manternach Co., Hartford
Woodcraft Shops	Grand Rapids, Mich.	Decorative Garden Implements	The White Adv. Agcy., Grand Rapids, Mich.
The Jackson Corset Co.	Jackson, Mich.	Corsets	Philip C. Pack, Ann Arbor, Mich.
The Morton Mfg. Co.	Chicago	"Acme" Bathroom Cabinets	Behel & Harvey, Inc., Chicago
Flax-li-num Insulating Co.	St. Paul, Minn.	"Flax-li-num" Key-board	Freeze & Vogel, Inc., Milwaukee
Concealed Bed Corp.	Chicago	Beds	Freeze & Vogel, Inc., Milwaukee
Oelerich & Berry Co.	Chicago	Jams & Jellies	Freeze & Vogel, Inc., Milwaukee
Reliance State Bank	Chicago	Banking Service	Hurja-Johnson-Huwen, Inc., Chicago
Perfection Appliance Co.	Detroit	"Perfection Electric Ironers"	Brooke, Smith & French, Inc., Detroit
J. E. Caldwell & Co.	Philadelphia	Jewelry	Frank Presbrey Co., New York
F. Weber Co.	Philadelphia	"Weber" Artists' Colors & "Decora Fabric"	Edwards, Ewing & Jones, Inc., Philadelphia
Dent, Allcroft & Co., Inc.	New York	Paints	The G. Lynn Sumner Co., Inc., New York
The Wheeling Metal & Mfg. Co.	Moundsville, W. Va.	"Dent's" Gloves	McAdam-Knapp Adv. Corp., Wheeling, W. Va.
The StehliSilks Corp.	New York & Zurich, Switzerland	Dress Silks	Olmstead, Perrin & Leffingwell, Inc., New York
The Hamilton National Bank	New York	Banking Service	The Lawrence Fertig Co., Inc., New York
Kellner Bros.	New York	Furniture	The Lawrence Fertig Co., Inc., New York
General Lead Batteries Co.	Newark, N. J.	"Titan" Batteries	The Joseph E. Hanson Co., Inc., Newark
The S. Le Mar Co.	Cleveland	"Le Mar" Permanent Waving Machines	The Powers-House Co., Cleveland
The L. L. Cooke School of Electricity	Chicago	Education	Simonds & Simonds, Inc., Chicago (Effective April 1)
The Edison Electric Illuminating Co.	Boston	Electric Light	Doremus & Co., Inc., Boston
The Standard Materials Co., Inc.	Bloomfield, N. J.	"Stanway" Ready-Cut Buildings & Standard Garages	United Adv. Agcy., Inc., New York
Coopers Creek Chemical Co.	W. Conshohocken, Pa.	"C4 Motor Fuel"	Charles Green Adv. Agcy., Inc., Phila.
H. & W. Co.	Newark, N. J.	Corsets & Brassieres	The Joseph E. Hanson Co., Inc., Newark
The Carbonite Laboratories, Inc.	New York	"Carbonite" Carbon Remover	Reimers & Osborn, Inc., New York
Sanborn, Fuller & Co.	San Francisco	Investment Securities	Norman F. D'Evelyn, San Francisco
Wardell, Taylor, Dunn & Co.	San Francisco	Stocks & Bonds	Norman F. D'Evelyn, San Francisco
O'Neil Oil Co.	Milwaukee	Oil	Freeze & Vogel, Inc., Milwaukee
Helmholz Shoe Mfg. Co.	Milwaukee	Shoes	Freeze & Vogel, Inc., Milwaukee
Pfister & Vogel Leather Co.	Milwaukee	Leather	Freeze & Vogel, Inc., Milwaukee
The Bright Star Battery Co.	Hoboken, N. J.	Batteries	The Wm. Rankin Co., New York
The Mello-Glo Co.	Boston	Toilet Goods	Street & Finney, Inc., New York
The American Mail Lines	Seattle	Transportation	Lord & Thomas and Logan, Inc., Chicago
The American Technical Society	Chicago	Books	Thos. M. Bowers Adv. Agcy., Chicago
The Excelsior Motor Mfg. & Supply Co.	Chicago	Electrical Refrigerators	Bellamy-Neff Co., Chicago
Spaulding Fibre Co., Inc.	Tonawanda, N. Y.	Fibre	Weinstock, Landsheft & Buck, Inc., Buffalo
Gates Sales Co.	Dallas, Texas	"Gates Cleaner"	The Crook Adv. Agcy., Dallas
The Barnes Zinc Products Co.	Chicago	Sheet Metal Products	Behel & Harvey, Inc., Chicago
The Milliken, Tomlinson Co.	Portland, Me.	"Superba" Canned Goods	The S. A. Conover Co., Inc., Boston
The Remo Corp.	Meriden, Conn.	Radio and Electrical Equipment	The Manternach Co., Hartford, Conn.
Junianne, Inc.	New York	Perfumes	Brown Adv. Agcy., Inc., New York
Arthur Bender, Inc.	New York	Shoes	Brown Adv. Agcy., Inc., New York
The Grimes Radio Engineering Co.	Staten Island, N. Y.	"R. G. S." Radio Receivers	L. H. Waldron Adv. Agcy., New York
Harder Refrigeration Corp.	Cobloskill, N. Y.	"Kleen Kold" Refrigerators	Geo. S. De Rouville Adv. Agcy., Albany
A. P. Babcock Co.	New York	Toilet Preparations	H. W. Kastor & Son, Inc., New York

NEW ADVERTISING AGENCIES AND SERVICES, ETC.

The Bolton Advertising Co.	1106 Mahoning Bank Bldg.	Advertising	Paul H. Bolton, Pres.; John S. Gillespie, Vice-Pres.
The Postal Press	Toledo, Ohio	Direct Mail and Printing Service	George R. Kirland, John Cory, and Harold F. Hadley

Published monthly, supplemented with bulletins, and covers daily newspapers, farm papers, general magazines and business papers

The Sure-Minded Advertising Man uses **STANDARD RATE & DATA SERVICE**

It gives him up-to-the-minute information on rates, discounts, color and cover charges, special positions, classified advertising and reading notices, closing dates, page and column sizes—and circulations on six thousand publications in the United States and Canada.

The rate cards and circulation statements are practically duplicated and placed in one convenient volume.

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Special 30-Day Approval Order

STANDARD RATE & DATA SERVICE,192.....
 536 Lake Shore Drive,
 Chicago, Illinois.

GENTLEMEN: You may send to us, prepaid, a copy of the current number of Standard Rate & Data Service, together with all bulletins issued since it was published for "30 days" use. Unless we return it at the end of thirty days you may bill us for \$30.00, which is the cost of one year's subscription. The issue we receive is to be considered the initial number to be followed by a revised copy on the tenth of each month. The Service is to be maintained accurately by bulletins issued every other day.

Firm Name Street Address

City State

Individual Signing Order Official Position

Advertising
& Selling

The NEWS DIGEST

Issue of
Jan. 26, 1927

NEW ADVERTISING AGENCIES AND SERVICES, ETC. (Continued)

- Freeze & Vogel, Inc. 383 Milwaukee St., Milwaukee, Wis. Advertising Chester D. Freeze, Pres.; Henry S. Wright, Sec'y and Treas. and Hugo C. Vogel, Vice-Pres.
- William B. Remington Tarbell Watters Bldg., Springfield, Mass. Advertising Wm. B. Remington and J. L. Badger

PUBLICATION CHANGES AND APPOINTMENTS

- "Journal of Commerce," New York Has appointed the Geo. B. David Co., New York and Chicago, as its National Advertising Representative.
- "Telegraph," Brownsville, Pa. Has appointed the Devine-MacQuoid Co., Inc., New York, Pittsburgh and Chicago, as its National Advertising Representative, effective Feb. 1.
- "American Artisan and Hardware Record," Chicago Has appointed J. S. Lovingham and M. M. Dwinell, 156 Fifth Ave., New York, as its Eastern Advertising Representatives.
- "The Beautician," New York Has been purchased from Inecto, Inc., New York, by R. J. Pfeiffer. The company's new offices are at 277 Broadway.
- Haldon Publications, Inc. Has been formed to publish the "American Garage & Auto Dealer," New York and Lockport, N. Y. This corporation is headed by Hal T. Boulden and Don F. Whittaker, publishers' representatives.
- "Journal," McKeesport, Pa. Has appointed the Devine-MacQuoid Co., Inc., New York, Pittsburgh and Chicago, as its National Advertising Representative.
- Farm Publishing Co., Des Moines, Iowa Name changed to the Talbot Publishing Co.
- "The New York Times," New York Has opened a branch office in Newark, N. J., at 19 William St.
- The Alexander Hamilton Institute, New York Has acquired control of the International Accountants' Society, Chicago, which will operate as a branch of the Alexander Hamilton Institute.
- "Daily Reporter," Dover, Ohio Has appointed Benjamin & Kentnor Co., New York, as its National Advertising Representative. Effective Feb. 18, 1927.
- "Mississippi Valley Lumberman" Minneapolis Has its type page size changed to 7 3/4 x 10 1/2.
- U. S. Navy Magazine, San Diego, Cal. Will change, effective Feb. 1, from bi-monthly to monthly issuance.
- "The Dairy Farmer," Des Moines, Iowa Has changed from bi-monthly to monthly issuance.

MISCELLANEOUS

- Electrical Research Products, Inc., Wilming- ton, Del. Has been formed to take over all business of the Western Electric Company which is not related to the manufacture and distribution of telephone apparatus and supplies for the Bell System.
- McGovern Shoe Co., Logan, Ohio Name changed to the McGovern-Bringardner Shoe Company, and its executive offices have been moved from Columbus to Logan, Ohio.
- Burgess-Brooke, Inc., Minneapolis Advertis- ing Service Name changed to the Burgess-Roseberry Co.
- The Commercial Poster Company, Cleveland Has opened an Atlanta, Ga., office. T. M. Murphy is in charge.
- The Marinello Co. and Inecto, Inc., New York Have become affiliated
- Jones B. Frankel, Chicago advertising agency Name changed to the Frankel-Rose Company.
- Melba Manufacturing Co., Chicago Has been purchased by David A. Schulte, president of the A. Schulte tobacco chain stores.
- "Clinical Medicine & Surgery," New York ... Name changed to "Clinical Medicine."

CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

Name	Business	From	To
Young's Advertising Agency	Advertising	311 Minna St., San Francisco	505 Market St., San Francisco
Norman F. D'Evelyn	Advertising	Balfour Bldg., 351 California St., San Francisco	Financial Center Bldg., 405 Montgomery St., San Francisco
"The Beautician"	Publication	33-35 West 46th St., New York	277 Broadway, New York
E. A. Shank Sign Co.	Advertising Signs	243 West 55th St., New York	25 West 43rd St., New York
"Modern Priscilla"	Publication	85-89 Broad St., Boston	170 Atlantic Ave., Boston
"Success Magazine"	Publication	251 Fourth Ave., New York	Graybar Bldg., 420 Lexington Ave., New York (Effective Feb. 1)
Merrill, Price & Taylor, Inc.	Advertising	Wrigley Bldg., Chicago	Lake-Michigan Bldg., 180 North Michigan Ave., Chicago

DEATHS

Name	Position	Company	Date
Robert Wolfe	Publisher	"The Dispatch" and "The Ohio State Journal," Columbus, Ohio	Jan. 13, 1927
Harry McKeever	Eastern Advertising Manager	"Harper's" Magazine	Jan. 13, 1927
L. L. Woodward	President	The Autocar Co., Ardmore, Pa. and FitzGibbon & Crisp, Inc., Trenton, N. J.	Jan. 17, 1927
Stanley Clague	Managing Director	Audit Bureau of Circulations, Chicago	Jan. 19, 1927
Charles Gehring	Former Publisher	"National Hotel Review" and the "Gehring Hotel Directory," New York	Jan. 21, 1927
Louis Ettlinger	Treasurer	American Lithographic Co., New York	Jan. 21, 1927



In 10 months

by concentrating its advertising
in The Chicago Tribune

HUPMOBILE increases its Chicago sales from \$4,308,499 to \$5,711,567

Gambill Motor Company, Inc.
DISTRIBUTION
HUPMOBILE
2230 Michigan Avenue
CHICAGO
Phone Calumet 5900

December 22nd, 1926.

The Chicago Tribune,
Tribune Tower,
Chicago Illinois.

Gentlemen:

Attention Mr. Clyde Benham
About a year ago, when we
changed our advertising policy
from the use of comparatively
small space to dominating full
page and double pages in The
Tribune, we wrote you concern-
ing the success of our advertis-
ing. Continuing this policy, our
business has had a very satis-
factory increase during 1926.
Our gain in sales during the
first ten months of 1926 has
been more than 24% greater than
for the same period last year.
Our Chicago district sales have
increased from \$4,308,499 dur-
ing the first ten months of 1925
to \$5,711,567 in 1926, a gain
of more than \$1,403,067.
Of the assistance rendered by ad-
vertising in accomplishing this
result, the greater part of the
credit can undoubtedly go to The
Chicago Tribune for we have
used considerably more space in
The Tribune than in any other
Chicago newspaper.
We expect to continue to use
The Chicago Tribune in display
the solid merits of the Hupmobile
to the public. Our advertising
campaign for 1927 will be in-
creased in accordance with the
increasing popularity of the Hup-
mobile six and eight cylinder
cars.

Very truly yours,

Gambill Motor Company, Inc.

Charles E. Gambill

President

DURING November and Decem-
ber a year ago, Hupmobile em-
ployed a new policy to stimulate
its sales. Full page advertisements in
The Tribune took the place of smaller
space and less advertising. The result
was an increase in volume of 123% over
the same two months of the previous
year.

So successful did that experiment prove
that Hupmobile continued to use large
copy and to concentrate its advertising
more than ever in The Chicago Tribune.
And the result?

— *Hupmobile gains million and
a half* —

Hupmobile gained in volume in the
Chicago district \$1,403,067 during the
first ten months of 1926. Sales of the
Gambill Motor Company, Chicago dis-
tributors, increased from \$4,308,499 for
the first ten months of 1925 to \$5,711,
567 for the corresponding period of
1926, a gain of 24 per cent.

"Of the assistance rendered by adver-
tising in accomplishing this result,"
said Charles E. Gambill, president of
the Gambill Motor Company, "the
greater part of the credit, from an

advertising standpoint, can undoubt-
edly go to The Tribune, for we have
used considerably more space in The
Tribune than in any other Chicago
newspaper." For years Hupmobile has
used The Tribune as the backbone of
its advertising campaign in Chicago.
It has spent more of its advertising
appropriation in The Tribune than in
all other newspapers combined.

In 1926 this reliance on Tribune power
has been greater than ever, as the fol-
lowing lineage figures show:

*Use of Chicago newspapers by
Hupmobile during the first 10
months of 1926:*

	Lines
Chicago Tribune	95,609
News	28,108
Herald-Examiner	23,414
Post	14,460
American	9,308
Journal	1,428

The Chicago Tribune carries twice as
much automobile lineage as its nearest
competitor. In 52 Sunday issues it
carries more automobile lineage than
any other Chicago newspaper in its
entire year. It is the one great sales
producing medium in The Chicago Ter-
ritory for automobile advertisers and
for automobile buyers.

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER



What a Whale of a Difference the One Cent Makes

(Apologies to Tatima.)

Each month Free Press readers gladly pay approximately \$58,500 more than they are asked to pay for any other Detroit newspaper, for the privilege and the pleasure of having The Free Press served up with the bacon and eggs.



This extra cent folks pay for their copy of The Free Press is the little coin worth a million dollars to the merchants, manufacturers, wholesalers, jobbers, and others who **advertise** to these same people. We emphasize the words **advertise** to, for so many mediums only permit the advertiser an opportunity to

advertise at people. There is a difference.



This extra cent doesn't at all convey any suggestion that the list of those who purchase The Free Press is a replica of the roster of the Social Register. But it does go a long journey in assisting those who buy newspaper space for purposes of turning over merchandise stocks, to pick out of the heterogeneous, "Joseph's Coat", Babel-tongued mass of Detroit's population, the **intelligent** families that anyone with anything to sell, can depend upon for profitable and permanent business.



The Detroit Free Press reaches practically every **intelligent** family of buying consequence in the 428 cities, towns and villages that comprise the Detroit market, any one of which is less than a hundred eighty minutes from the Detroit City Hall. By concentrating to sell these same people — these same **somebodys** in every block, in every corner of this great market through The Free Press, you eventually influence and sell **everybody**.

The Detroit Free Press

VERREE &
National



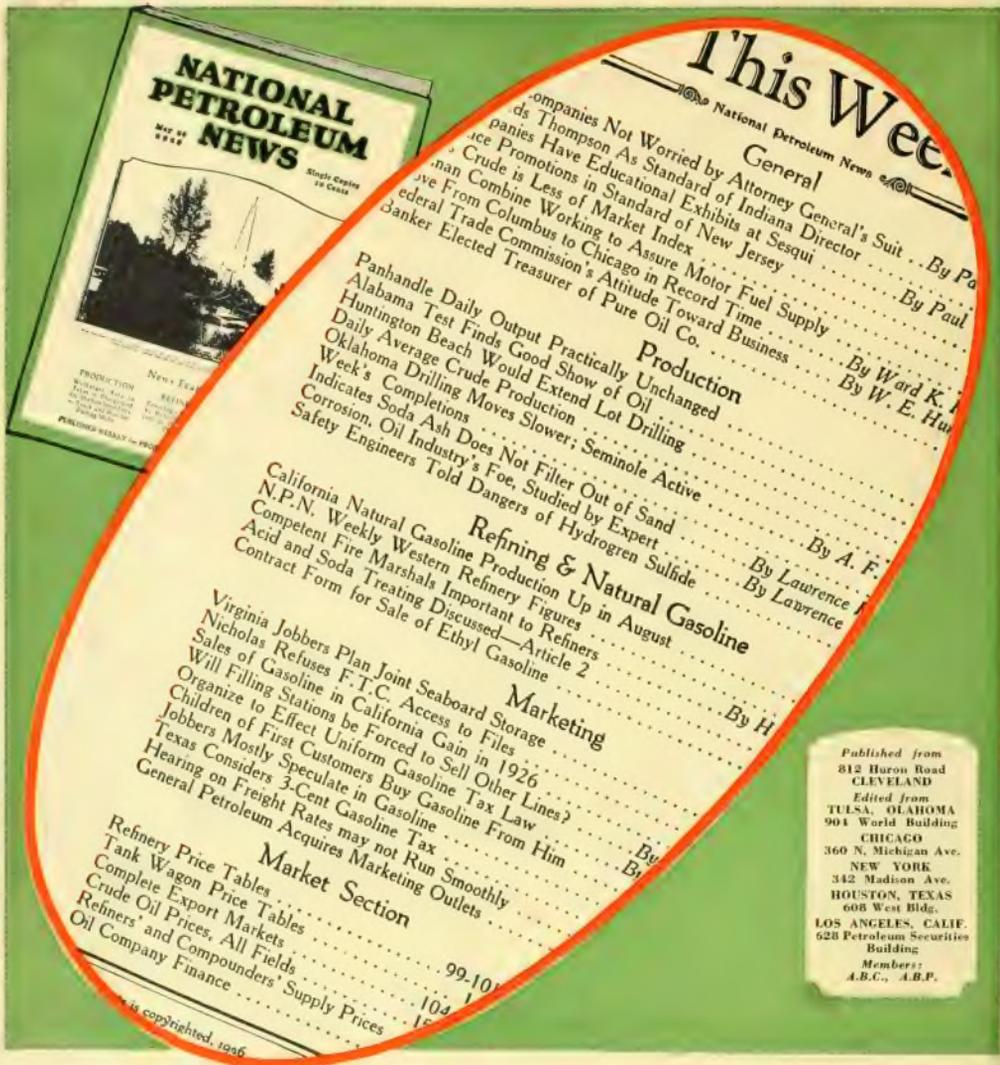
CONKLIN, Inc.
Representatives

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Chicago

Detroit

San Francisco



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342 Madison Ave.
 HOUSTON, TEXAS
 608 West Bldg.
 LOS ANGELES, CALIF.

628 Petroleum Securities
 Building
 Members:
 A.B.C., A.B.P.

First in Reader-Interest ~

THE typical table of contents above explains the breadth of interest in N P N editorial pages, and lists some of the names of the N P N editorial staff—the largest in the field. But to get the quality of the editorial style, the promptness with which all new developments are covered and the authoritative accuracy of all reports, ask any oil executive. He will tell you what NATIONAL PETROLEUM NEWS means in the oil industry.

NATIONAL PETROLEUM NEWS