

Advertising & Selling

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Drawn by Guy Arnoux for Ovington's

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In this issue:

"Our Dealer-Pays-a-Share Policy Works" By MARSHALL B. CUTLER; "A True Word Spoken in Satire" By EARNEST ELMO CALKINS; Harvard Advertising Awards; "How to Raise Funds for An Association Campaign"; "Advertising's Sophisticated Quacks" By JOHN BENSON; "The News Digest" on Page 52

46 Photographure Pages in ONE YEAR

THE largest schedule of gravure advertising ever used in the United States in one newspaper is that of the John M. Smyth Company one of Chicago's pre-eminently successful furniture merchants established in 1867, appearing in the Saturday Photographure Section of The Chicago Daily News. 46 full pages were used in the first year, in addition to black and white space of 51,988 agate lines. The maintenance of this same schedule in the second year, now in its sixth month, verifies the power of this Section to produce large returns.

Publishing 90% of All Local Gravure Advertising in Chicago

The Saturday Photographure Section of **THE CHICAGO DAILY NEWS**

Average net paid circulation of the Photographure Section in January 1927. 654,936

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 ancient, month-old motor—unless it be an elderly motor on the shady side of fifty thousand miles. Pumped and compressed, and tickled, audacious, goat tracks—all are fair prey for these two. And they work so quietly, so shyly, car owners are often lulled into a false sense of security.

Every motor you drive, Hear and Friction lurk there in your motor, waiting eagerly for a chance to murder a cylinder, cripple a bearing, or havoc your motor for an untimely end. And only your motor-oil prevents these two assassins from doing damage.

Why motor-oil fails

When a motor-oil gives into action it is no longer the usual greasing liquid that you see poured into your crankcase. Only a thin film of the oil generally holds the fighting line. This film covers all the vital points of the motor and comes between all the wauling, flying metal surfaces. As long as that protective film remains

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

But the oil film *must* be subjected to undue punishment. It must withstand straining, stretching heat—and straining, grinding, hammering.

For too often, ordinary motor oil fails. The film, under that two-fold punishment, breaks and burns, leaving vital motor parts exposed. Hot, compressed surfaces chafe against each other. Water-

ing heat attacks the raw metal. Inevitable friction begins its work of destruction.

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

The "film of protection" that does not fail

Tide Water technicians spent years in studying motor oils alone, but *not* oil. Finally they perfected, in Veedol, an oil that offers the same resistance to deadly heat and friction. An oil which gives the "film of protection," *the oil that does not fail.*

In fast increasing thousands, car owners are learning that the Veedol "film of protection" is a motor's most beneficial defender. Stop, today, at the first orange and black Veedol sign 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 100+ 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., 253 Park Avenue, New York City.

RICHARDS

FACTS FIRST . . . THEN ADVERTISING

The triangles below each represent all the newspaper advertising in Indianapolis—all of it. The black segment of each is the portion carried by The News alone, in its six issues a week, compared with the thirteen issues a week of all other Indianapolis newspapers combined:



Total
Advertising
NEWS 49%



Local
Display
NEWS 48%



National
Advertising
NEWS 52%



Classified
Advertising
NEWS 48%

Advertisers prefer The Indianapolis News—decisively. Expressed in dollars instead of agate lines, their preference for The News is even more overwhelming.

This is the voice of experience. It convinces beyond all doubt or cavil.

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

STRANGER than fiction! Even that but weakly describes current developments in world industry. Nowhere on earth is there anything that equals in dramatic value today the simple facts of scientific achievement. A piece of cheese tossed by one workman at another during the lunch hour missed its mark and dropped into the plating bath used in the production of copper disks from which wax phonograph records were stamped. Later the disks from that bath were found to be far superior to the others, and an investigation revealed that the casein in the cheese had done the trick. This disclosed a possible improvement worth several thousand dollars.



© Edwin Galloway

The top of a salt cellar fell off, and the outcome was a new flux for welding permalloy, making possible a six-fold increase in the speed with which we can send messages by cable. By inadvertently opening the wrong valve, a French scientist found the answer to the long search for liquid oxygen. Again an accident created an industry and gave us an explosive safer and mightier than dynamite.

The spraying of dissolved guncotton as a substitute for the hand painting of automobile bodies has saved one manufacturer alone ten million dollars which he would otherwise have had to invest. The mere discovery that seventeen drops of solder and not eighteen were needed in closing a can saved an oil company \$40,000 last year.

A great corporation ordered its industrial chemists to produce a paint that could be applied quickly, would dry rapidly, and be tough, hard and resistant to the elements. It had to have some of the properties of glass and yet not crack, and it had to be proof against the action of oil, grease, and acid.

Everything went well up to the point of finding a way to keep the solution in a liquid condition so that it could be applied with a brush. All efforts to solve this problem failed until one day the machinery broke down and the material had to stand for days in the tank until the repairs were completed. When work started again, the chemists were amazed to find that the paint now retained its liquid form. The long-sought secret had finally been discovered, and an accident had again shaped the destiny of a business.

I remember a few years ago when I commenced to write stories about the pity of our having to live and work behind glass windows that shut out the life-giving ultra-violet rays of sunshine. Soon technical minds were giving attention to this vital need and a glass was produced from fused quartz that would allow the short rays to pass through. Several hos-

pitals and sanitariums put in a few of these windows at a cost of thousands of dollars. Such glass, however, was entirely out of the reach of the common people. But investigation continued and now several companies are manufacturing varieties of glass that are nominal in price and admit forty per cent or more of the vital rays of sunshine. It will be only a short time until sales arguments will include the statement that this house or that automobile has windows which admit ultra-violet light, and you and I will listen to this call to better health and will buy glass only from those companies that have kept step with progress.

The results of experiments in Germany appear to indicate that the answer to the long search for a perfect fuel for dirigibles may be carbureted hydrogen gas. As a mere statement of fact this arouses our interest because the commercialization of such a development not only means greater safety for people who travel by air, but also means radical alterations in ship designs, because the specific weight of the new gas will be the same as air, so no change in the weight of the dirigible will be experienced as a result of the consumption of fuel. However, we must not restrict our imaginations to these few considerations. There comes the bigger thought that gas companies tomorrow may provide the filling stations for the thousands of great ships that will carry freight and passengers through the lanes of the air.

Hardly have we become accustomed to the idea of getting sugar from beets and corn before we are told that it is possible to get sugar from native artichokes at two cents a pound. These artichokes are not the fancy kind that are a table luxury, but are weeds of the aster family. The artichoke is not so easily perishable as beets or sugar cane, and this holds forth the hope that the sugar mills of the future will save millions of dollars through being able to operate on the basis of a much longer season.

I might go on and tell how Dr. Coolidge's new cathode ray tube makes possible the production of a mysterious stream of energy that causes rocks to glow, turns gas to yellow powder and kills germs and insects instantly. Or I might write about a hundred other marvels running all the way from present plans to transmit radio programs over the lines of electric light and power companies to successful experiments in using artificial fogs to protect crops from frost.

Suffice it to say that the future is hopeless for the man who has not recognized the necessity of taking his imagination out for a healthy round of exercise every day of every week throughout the year.



*“It is the disease
of not listening
that I am troub-
led withal”*

SHAKESPEARE'S portly knight, Sir John Falstaff, thus diagnosed his own trouble when the Lord Chief Justice told him he was deaf.

Not listening is a disease that troubles many industries and many business men.

A man who built a factory for wood distillation found before it was finished that Germany had a cheaper way of making his product, and his factory was useless.

He had neglected to seek a chemist's advice; he didn't listen.

Nation's Business is edited for a quarter of a million men who are ready to listen, who are eager to learn.

NEW YORK
1400 Woolworth Bldg.

CHICAGO
1020 Metropolitan Bldg.

CLEVELAND
900 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 United States Chamber of Commerce

Good Evidence of GOOD WILL

A PLAN for conducting the business of housekeeping with the guestwork taken out—a guide to better living—a way of escape from the drudgery of inefficient methods—the guardian of family health and happiness—a companion for moments of leisure—Good Housekeeping is all of these. Not in the ordinary sense of a magazine, but as an authority of recognized standing.

Consequently, every month over a million and a quarter women buy Good Housekeeping—and use it. And the Good Will arising from their satisfactory experience accounts, in turn, for the profitable experiences of advertisers in Good Housekeeping. Good Will and Good Business naturally go together.

IN THE woman's field there are six magazines of large circulation. If you are fortunate in having a bountiful appropriation, perhaps you can afford to buy several.

But—if you insist that every advertising dollar do full duty—you had best buy Good Housekeeping.

This is not our conviction alone. It is the opinion of the keenest judges of values—the advertisers themselves and their agents.

Good Housekeeping carries more accounts—more pages of advertising—than any of the other monthly woman's magazines.

And more of these accounts are advertised *exclusively* in Good Housekeeping.

The Good Will of the majority of advertisers is the clearest evidence of Good Housekeeping's advertising effectiveness.

RECORD OF EXCLUSIVE ADVERTISING IN THE SIX LEADING WOMAN'S MAGAZINES DURING 1926

(In this tabulation Good Housekeeping is No. 1)

CLASSIFICATION	No. 1		No. 2		No. 3		No. 4		No. 5		No. 6	
	Accts.	Pages	Accts.	Pages	Accts.	Pages	Accts.	Pages	Accts.	Pages	Accts.	Pages
Foods	27	44 7/22	4	17 3/4	—	—	—	—	2	11 4	1	1
House Furnishings & Furniture	64	112 1/18	10	18 19/20	—	—	1	1/11	3	1/7	1	1 19
Household Equipment & Supplies	80	106 9/20	6	8	5	6 6/17	—	—	2	11 10	6	3 2/5
Building Material	34	67 4/5	2	2 1/2	2	6 1/11	1	1/4	—	—	3	16 1/19
Wearing Apparel	33	41 5/14	25	66 10/17	4	5 2/17	3	2 1/2	10	1 8	7	1 12/17
Toilet Articles & Druggists' Supplies	7	8 4/7	4	10 1/97	7	7 3/40	6	2 3/4	22	12	7	4 16 1/12
General	47	53 1/7	36	84 12/17	12	17 3/4	10	27 9	28	3 17 20	33	3 33/3

GOOD HOUSEKEEPING

CHICAGO NEW YORK BOSTON SAN FRANCISCO

Another Year

For the year 1926 TOWN & COUNTRY published 1,008,903 agate lines of advertising.

True, these 1926 figures represent the largest advertising volume in the publication's history, but it is not the record of a single year or of

selected years that make history or record business goodwill.

Following is a summary of the advertising records of TOWN & COUNTRY for 17 consecutive years, and appended on this page is the record by years, as taken from the statistical records of *Printers' Ink*.

1910 to 1916 (seven years) yearly average	565,587 lines
1917 to 1921 (five years) yearly average	708,714 lines
1922 to 1926 (five years) yearly average	823,106 lines

SEVENTEEN YEARS' ADVERTISING RECORD



Town & Country

Established 1826

There are three million men of voting age in the families of All-Fiction Field readers.

"They Buy Everything!"



92% of the Druggist Newsdealers who were asked the question replied:

"All-Fiction" readers are just as good or better customers for products sold in drug stores.



All-Fiction Field

Magazines of Clean Fiction

NEW YORK

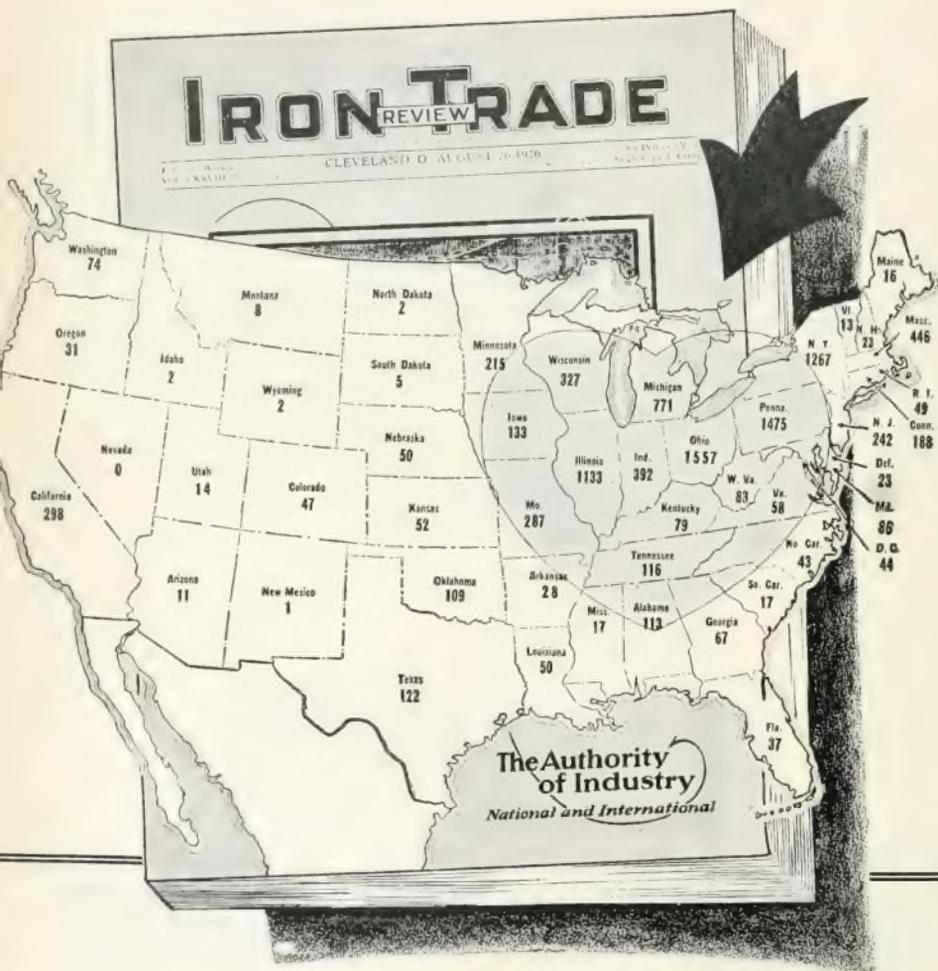
CHICAGO

BOSTON

SAN FRANCISCO

The Heart

IN the area of industrial activity recognized as the Heart of Industry are 16 states where more than 75 per cent of the country's enormous metalworking industry is concentrated. These states are Ohio, Michigan, Indiana, Illinois, Wisconsin, Missouri, Minnesota, Alabama, Georgia, Tennessee, West Virginia, Maryland, western New York and western Pennsylvania.



of Industry

This teeming industrial area is the center of steel production, steel consumption, the automobile industry, general manufacturing, the machine tool industry, lake shipping and ship-building, and the transportation of coal, iron ore and grain.

Cleveland—the headquarters of Iron Trade Review—is the key city of the Heart of Industry.

Industrial Executives' Business Paper

Iron Trade Review is the business paper of the metalworking industry. It is the executive's once-a-week, complete, authoritative and compact source of essential market and business information upon which he depends for guidance in the successful and profitable conduct of his business.

That he is more and more depending on Iron Trade Review for this service is proved by the consistent gains in both circulation and advertising.

Iron Trade Review is a member of Associated Business Papers Inc., and of the Audit Bureau of Circulations.

The Authority of Industry— National and International

THE map shows the geographical location of the Heart of Industry and emphasizes not only the completeness of Iron Trade Review circulation within this territory but also the national circulation of 10,384. In addition there are 470 subscribers in Canada and abroad, plus 538 copies going to regular advertisers most of whom are large buyers of materials and equipment.

Each week 12,000 copies of Iron Trade Review are distributed throughout the world. These copies are read by more than 35,000 executives — the decision men in the metal *consuming* and *producing* industries who value Iron Trade Review because of its exceptional editorial service and merit. More than 70 per cent of our subscribers renew their subscriptions year by year which is the acid test of reader interest.

A. B. C.

IRON TRADE

REVIEW

A. B. P.

CLEVELAND

Wherever Society, Sport and Fashion Meet



The new Bath and Tennis Club at Palm Beach

The SPUR

Reaches A Quality Audience

Do you wish to reach people whose incomes permit them to indulge their tastes in the more costly goods and luxuries of this world?

What better places to reach them than their homes, their clubs, the steamships and limited trains on which they travel, or their fashionable hotels which they frequent? In such places The SPUR is found, for it is the magazine which best reflects the varied life of these people, their interest in society, art, amateur sports, travel, fine homes. Participation in such things is only for those of wealth.

The SPUR offers an entree to this desirable market. It is the ideal medium for reaching a quality-plus audience.

The SPUR

425 Fifth Avenue, New York City

CHICAGO

PARIS

LONDON

BOSTON



Gorgeousness

Jade vanities at \$400 . . . needlepoint handbag at \$495 . . . agate ash trays at \$65 . . . tortoise shell toilet seats at \$900 . . . gloves, umbrellas, negligees and other femininities of parallel quality.

Is it possible to build a catalog capable of portraying such merchandise attractively enough to win mail-order customers? Saks-Fifth Avenue found it so. Through process engravings, able printing, and the quality of Cantine's Coated Papers, they achieved utter gorgeousness in print.

Cantine's Papers are the product of a mill devoted exclusively to coated papers, since 1888. The quality that comes from able specialization has made The Martin Cantine Company the largest producers of coated paper in America today. For free sample book and nearest distributor, address Dept. 334.

Every three months a handsome steel-engraved certificate is awarded to the producers of the most meritorious job of printing on a Cantine paper. The contest closing December 31, 1926 was won by William C. Popper & Co. of New York for their work on The Saks-Fifth Avenue Gift Catalog. To enter the current contest, send specimens of your work to The Martin Cantine Company.

MARTIN CANTINE COMPANY, Saugerties, N. Y. New York Office, 501 Fifth Avenue

Cantine's

COATED PAPERS

CANFOLD
SPECIAL PAPER
AND PRINTING QUALITY

ASHOKAN
NO. 1 ENAMEL BOOK

ESOPUS
SPECIAL
NO. 2 ENAMEL BOOK

VELVETONE
SPECIAL
Semi-Gloss - Good for Photo

LITHO C I S
COATED ONE SIDE



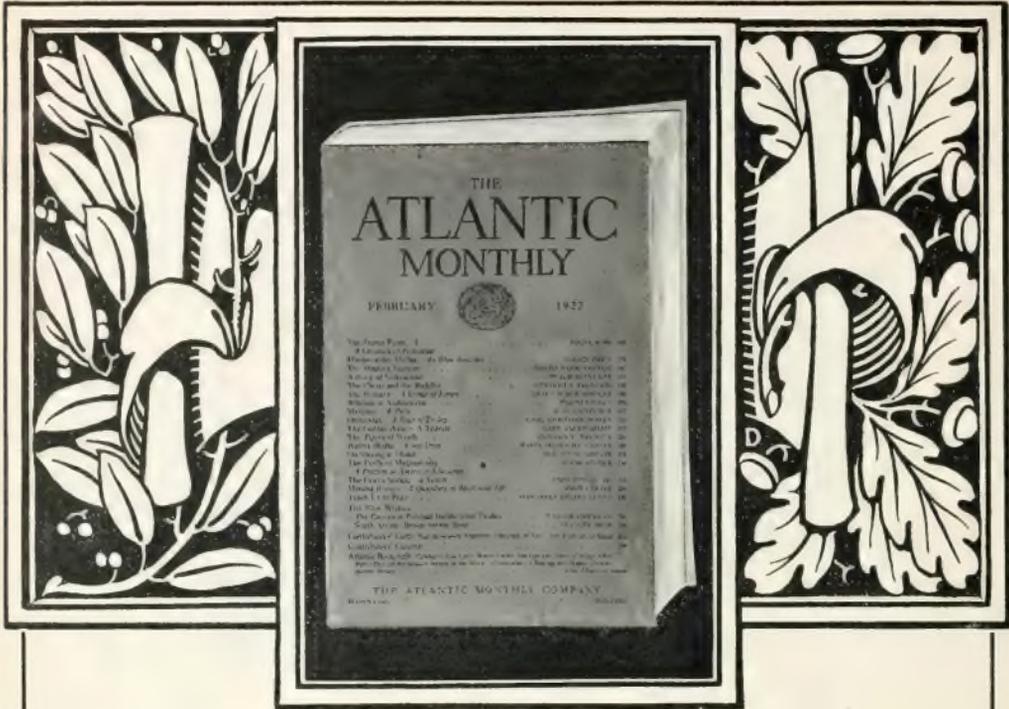
EXPEDIENCY

Publishers and advertisers, who place dependable service on the same level of desirability with perfect work, are availing themselves of the expediency of Gotham's service. They appreciate the complete relief from all anxiety, both concerning the quality of the work, and the punctuality with which it is completed and dispatched to them.

We will receive your assignment at any hour of the twenty-four, and deliver it to you within twenty-four hours thereafter.

GOTHAM PHOTO-ENGRAVING CO., INC.
229 West 28th St. New York City

Telephone: Longacre 3595



12 Points of Distinction in The Atlantic Monthly

NEWS VALUE OF THE
FRONT COVER INDEX—

It applies the high powered attention value of the newspaper head line to a monthly magazine.

It spots your favorite subject without groping or lost motion.

It enables busy men and women to survey the contents of each issue in one minute.

AN ORIGINAL ATLANTIC
FEATURE SINCE 1857

THE ATLANTIC MONTHLY

A Quality Group Magazine

8 Arlington Street

Boston, Mass.

Circulation, 110,000 ABC Rebate-Backed, Guaranteed

Advertising & Selling

VOLUME EIGHT—NUMBER NINE

February 23, 1927

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ORLANDO CLINTON HARN is the recipient this year of the Harvard gold medal award for distinguished personal service to advertising. He is the second individual to receive this recognition, the 1925 award having gone to Earnest Elmo Calkins.

It was Mr. Harn's brilliant work in the formation of the Audit Bureau of Circulations and in its subsequent functioning that was principally responsible for his receipt of the gold medal. Shortly after the recent death of Stanley Clague, managing director of the A. B. C., it was announced that Mr. Harn had been honored again by being appointed successor to that post. He is succeeded in the presidency of the Bureau by P. L. Thomson, publicity director of the Western Electric Company.

M. C. ROBBINS, PRESIDENT

J. H. MOORE, *General Manager*

OFFICES: 9 EAST 38TH STREET, NEW YORK

Telephone: Caledonia 9770

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

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

NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

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

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

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In the current number of the LADIES' HOME JOURNAL

In the current number of the Ladies' Home Journal, there may be noted a variety of advertisements prepared by The H. K. McCann Company, for its clients.

- Page 51 Borden's Eagle Brand Condensed Milk (for coffee)
- Page 65 Borden's Eagle Brand Condensed Milk (for babies)
- Page 74 Nujol
- Page 107 Twenty Mule Team Borax
- Page 111 Del Monte Vegetables
- Page 127 Del Monte Spinach
- Page 138 Del Monte Peaches and Pineapple
- Page 168 Flit
- Page 196 Hawaiian Sliced and Crushed Pineapple
- Page 207 Cannery League of California

THE H. K. McCANN COMPANY
Advertising

NEW YORK
CHICAGO

CLEVELAND
LOS ANGELES



SAN FRANCISCO
MONTREAL

DENVER
TORONTO

Advertising & Selling

FREDERICK C. KENDALL, *Editor*

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Our Dealer-Pays-a-Share Policy Works

By Marshall B. Cutler

Advertising Manager, The J. P. Smith Shoe Co., Chicago

"What do you mean, I've got to ask my customers to pay three cents each for this Style Book? Why, say, it's enough work to get them to use our advertising at all, without asking them to pay for it. And another thing, do you know that the Queerkicks Shoe Company—our chief competitor—gives all this stuff to its dealers—an' more, too—absolutely free?"

* * *

THE foregoing is the gentler part of a pleasant little monologue by a factory salesman. Four years ago dissertations of that nature were as common to my office as the humble worm is to the sidewalk after a spring rain. But during the interval between 1922 and now, the fiery indignation of the sales force over our adamant "the-dealer-pays-a-share" policy for dealer advertising produced by the factory advertising department has subsided considerably. Our determination to adhere to a plan that we

believed to be just and fair for all concerned did not waver, even though the going was slow at first. Today, the soundness of such a policy has been proved to the extent that now even the most antagonistic salesman only mutters occasionally where before he howled continually.

It took a long pull and a strong pull—longer and stronger than the average, because it was *not* a pull all together. In the first place, few manufacturers are lucky enough to boast a sales force that is not heart, soul and tongue against charging the dealer for anything that is offered in the way of advertising helps. It is only natural that those who are selling the product should resent what seems at first to be an added burden rather than a boost. As one of our best salesmen complained, a few years back: "I'm trying to sell J. P. Smith Shoes—all I can do of them. I need to put all my time and all my mental effort into the business of selling my customers' merchandise. Now you come along with a bunch of advertising which should be designed—both in form and plan of distribution—to make my job easier. When you ask me to sell it to The Blank Shoe Store—rather than give it—you're putting an extra



How far can a manufacturer go in charging the retailer for advertising? Should he charge for some types—and supply others free? Should he price catalogues at cost? How do the dealers respond? All of these points are clearly brought out in this practical article—the detailed experiences of a manufacturer who put the idea into practice and found that it worked satisfactorily

selling burden on my shoulders; you're taking a valuable half hour extra of my time and making me exert extra brain effort on the proposition. It isn't fair to me—and I don't believe I'll do much selling of our advertising." And he stamped out and slammed the door.

The hardest part of putting over a plan of merchandising advertising helps to the dealer is this resistance of the factory sales force. The salesman's arguments against such a plan seem very logical; and they are difficult to refute.

At first I tried to convince our men with earnest words that dealer advertising rightly planned will sell shoes for the dealer. That no dealer advertising can be worth a whoop to anyone unless it brings the dealer more sales and greater profit. And that advertising which does increase the dealer's business is worth paying for and will be willingly paid for, once it gets a chance to show its mettle. Until my voice failed, I pointed out that a dealer who buys our lines and features them does so because he has confidence in our

name and is reasonably sure in his own mind that our trademark on his merchandise and in his advertising will result in an added bit of the world's gold for him. With tears in my eyes I tried to show our men the infinitely better advertising the dealer could obtain with the insignificant investment we required.

FOR much less than the cheapest, least impressive folder costs him if it is purchased from a local printer, the dealer using our helps commands the highest type of art-work, expertly written copy, four-color printing and careful mailing service. All my arguments, however, accomplished little; so I decided that the best thing I could do would be to go straight to the dealer and get his verdict.

I commenced an intensive direct campaign to a list of 2500 dealers who were handling J. P. Smith Shoes exclusively in their grade. Whenever we had a new dealer help ready for distribution—one on which we believed a share of the cost should come from the dealer—I

prepared a letter, a folder or a broadside to my list, and did my best to "sell" each dealer on the justice of our share-the-cost policy.

Strange to say I found the average merchant far more amenable to reason than our own sales force. Frankly, I expected a tougher task than I actually experienced—and it may be a message of cheer to other factory advertising managers to learn that from the very first our dealers responded with surprising alacrity to this advertising of our advertising. The positive assurance that the trade did appreciate better dealer helps and were willing to make an investment in them made subsequent "can't-be-done" declarations from our salesmen easy to shoot full of holes. Now if Mr. B. N. Custer or Mr. E. B. Roche after a lean trip over their territory foolishly decide to blame it all on the policy of the advertising department with, "Say, you're all wet on this advertising policy. I'm losing out with some of my biggest accounts because we want 'em to pay for every

[CONTINUED ON PAGE 44]

A True Word Spoken in Satire

By Earnest Elmo Calkins

MRS. HELEN WOODWARD, author of that revealing book of a business woman's life, "Through Many Windows," advances a novel theory in her paper, "Advertising High Hats Itself", in the February *Bookman*. She appears to believe that the public does not want the truth in its advertising, that it prefers to be kidded into buying things it ought not, perhaps, indulge itself in, and presents, as a *reductio ad absurdum*, an entirely truthful advertisement to prove how impossible it is for the advertiser to live up to such a severe standard of veracity.

I make tooth brushes.

I make the best tooth brushes that can be made.

There are twenty other manufacturers who make just as good tooth brushes as I do.

But I don't make any profit on theirs.

So never mind theirs. Buy mine.

It's a good one and no dearer than others.

Buy mine and I will make a profit.

If Mrs. Woodward means that it would be difficult to persuade a manufacturer to adopt such a formula for his own advertising, I quite agree with her; but I am convinced that if any manu-

facturer had the courage to do it, or something like it, the advertisement would stand out amid the clamor of double superlatives, sweeping statements and unlimited claims like a shady oasis in a desert. It has been done; only in minor instances, it is true, but always with favorable results. Imagine an advertisement beginning as does Mrs. Woodward's satirical instance, and continuing with the advertiser's reasons for believing in his own product—as he must believe in it, or he would not be making and selling it—and you have a statement that begets confidence by its frankness, its humor, and its sense of proportion. No doubt the public discounts all statements in advertisements. It has certainly been taught to do so. But this discounting habit can be carried too far. It would be a wonderful thing if the advertising set people's minds to working the other way, adding instead of subtracting. The conception of Heaven has suffered from the extravagant advertising done in its behalf in the Book of Revelations. The strongest adjectives are stronger when omitted. "Good" is more convincing than "very good." All advertising experience confirms the golf teacher's axiom, "Don't press, or you will top your ball."

The Business "White Plague" of Lack of Capital

By Mark L. Sloane

SOME day when you are idling over the last of the Sunday paper turn to the "business opportunities" columns—and "read and weep."

There you will find numerous advertisements of small concerns seeking that *ignis fatuus*, the "man with money". It is remarkable how human nature holds its illusions; how these myriads of small firms are sure that just around the corner must be a man with a lot of money who will trustingly hand it over to them without asking even for control of the business. True, many magnanimously offer the moneyed man "a job" with his investment—thereby stretching a bait for the salaried man weary of being "somebody else's lackey." But the poor thing, if he should accept the invitation, would then really begin to know trouble!

It is always escaping our notice, in these days of "big business", that there is a tremendous horde of business corporations (to say nothing of unincorporated firms and partnerships) which are showing a deficit and getting nowhere, or are making only a quite small profit.

Let us look at a few authentic figures (from the corporation tax returns) on this subject. In 1924, a fairly good year, there was a total of 181,032 corporations showing a deficit; or forty-three per cent of all American corporations. A decade or two ago it was eighty per cent!

Even this does not really tell the tale. There are a great many corporations that edge along on a miserably small profit. It takes only a few more figures to bring this out



FROM an office window one can usually see some of the myriad windows belonging to the local quota of the 417,421 firms listed in the corporation tax returns of the United States. Since this is a notably prosperous country it is disturbing when one learns that of that list forty per cent show deficits. Obviously something is seriously wrong and dangerously prevalent

with startling clearness. One-quarter of all corporations make less than \$2,000 a year in profit; and if you calculate only on the corporations which have made any profit at all, the proportion is almost *one-half!* Out of the 236,389 corporations that show a profit at the end of the year, 170,175 of them, or seventy-two per cent, make a profit of less than \$10,000 a year. Sixty-nine per cent of all the business profit in America is made by 8846 firms, or only 2.1 per cent of the total number of corporations. In fact, 162 corporations, or only .04 per cent of the total, make 29.1 per cent of the profits; and each of these 162 corporations makes over \$5,000,000 a year in profit.

IF you add to the corporations that make no profit at all the corporations that make less than \$5,000 a year, you will have the astounding total of 335,217 out of the 417,421 corporations in the United States.

So much for the facts as to the large number of corporations which

are trying to "make a go" of things without succeeding very well.

I think it is self-evident that it is time that advertising men, bankers, business counsellors and others give some thought to "the little fellow." I believe that it is something of a disgrace to the business genius of the United States to see a condition of this kind without taking more active steps to remedy it. The advertising agent and the organized publisher *hopes* to do something for the smaller business man, but in the pressure of affairs he finds it rather difficult. The big corporation advertiser more

or less monopolizes his time. The banker of today does not want to finance any but corporations with seasoned earning records, and only large ones at that. Even our business papers seem to give most of their space to discussing the problems of the large manufacturer.

There is no doubt that lack of capital is the great white plague of business. With a "mortality" rate in business, so far as profit is concerned, of 43 to the 100, anyone can see that business is a Herculean struggle to become large enough to be able to escape the perils brought by lack of capital. If you once become large enough, it is pathetic to see how the bankers camp on your doorstep trying to induce you to borrow money, re-finance, re-capitalize on a grand scale, and recombine. There is a tremendous volume of idle money in the banks, which accounts for the huge amount of re-financing and building which was done—or overdone—in the last five or six years. But the bronze doors

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How the Dealer's Cash Is Depleted by Installment Selling

A Situation to Guard Against in Financing

By H. A. Haring

A LEADING department store in our fifth city was running a full-page advertisement, within two months, for a \$149 item to be delivered with a down-payment of \$10. For about a week competing dealers advertised similar goods. Then, of a Sunday, the department store broke forth offering the same item for an initial payment of a single dollar.

Curiosity led me to seek out the department store management, whose incisive comments on installment selling contained this interesting point:

"Only the rich store can do it—and keep doing it. Unless a dealer has strong cash reserves he's busted by selling on time, and the faster his volume grows the quicker he'll go broke. But a store like ours sells so small a proportion of all sales on time that we profit by the installment volume. We sell more goods in less time."

Some two years ago this aspect of installment selling first came to my attention. A hardware jobber in St. Louis was speaking of a retailer in East St. Louis:

"That young fellow, with his side-street location, is doing close to a hundred thousand a year. We sold him his original bill of goods to stock the store. We still sell him, but he worries me to death. He's sold so many house furnaces on 'time' and such a world of gas ranges, too, that he can't pay his bills. If he holds out three years more, he'll be on top of the world—but it's that terrible 'if' that bothers me. As it is, he's getting poorer and poorer. He has a world of profits on his books, but every dollar of it is tied up in the twelfth installment of somebody's kitchen range."

Another instance of volume

growing too rapidly under installment selling; too rapidly, that is, for the dealer's good health.

This condition is diametrically the opposite of the "cash-and-carry" method of doing business. A manager of the "Pay'n Takit" chain of groceries was, one day, contrasting the cash-and-carry principle with time-payment. Unwittingly he hit on the same analysis as the St. Louis hardware jobber, when he gave it as his belief that:

"Of course we sell for less. For every sale—it's cash in the till. Our goods can't get past that turnstile

without our getting ours—and that means we have hard dollars with which to cover the overhead, and the profits too. Our profit margin is awfully narrow with such a business as this; but, remember, it's cash.

"We can add the cash profit to our working capital. We can use it to buy more goods the same day. One penny's profit buys more goods, to sell tomorrow, than a nickle or a dime's profit that is twelve months in coming."

A bank cashier, who was trying to save a local retailer from the disaster of expanding too rapidly, used the following example to force home his point.

"You have about \$3,000 capital available to buy goods. You get forty per cent discount on your radios. For a \$100 radio, you pay \$60; it costs you \$30 for each sale to cover rent and regular overhead, with the salesman's commission and expense of installing the set. That leaves you about \$10 net as profit."

Then, on his pad, the banker scribbled some figures. The retailer was induced to carry them to his store for pondering. Here they are:

	<i>If you sell for cash</i>
\$3,000	= \$60 = 50. Number of radios capital will buy
50 x \$10 = \$500.	Net profit from sales
\$3,000	present capital
500	One month's profit
\$2,500	Capital at end of month—can use to buy goods

If you sell on time

\$60	Cost a piece at wholesale
20	Overhead, rent, commission, installing, etc. You must pay all this out in cash

\$90	Total cost—in cash
	<i>But:</i>
\$20	Initial payment by purchaser
60	From finance company by selling notes
\$80	Total cash received by you
80	Total cash cost
80	Total cash receipts
\$10	You are out this much cash—every sale.



© Ewing Galloway

TO the carefully assembled "prospects" the real estate man looks extremely prosperous—as, indeed, he intends to look and, in fact, is. But his wealth is peculiar. Instead of being made up of banknotes it actually consists of promises, and his cash box does not always contain cash. The peculiarity of his financial methods illustrates aptly the advantages and drawbacks of installment selling, which should be considered in detail before that system is hopefully adopted by the optimistic dealer

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Harvard Advertising Awards

THE recipients of the Harvard Advertising Awards for 1926, under the foundation of Edward W. Bok, were announced by Dean Wallace B. Donham of the Harvard Business School at a dinner held at the Faculty Club, Cambridge, on the evening of February 15.

To Orlando Clinton Harn, until recently advertising manager of the National Lead Company and president of the Audit Bureau of Circulations, goes the gold medal for distinguished personal service to advertising. It was his aggressive and untiring efforts in the latter capacity which earned for Mr. Harn this award, received last year by Earnest Elmo Calkins, president of Calkins & Holden, New York advertising agency.

Mr. Harn's experience in the advertising field is long and varied, and includes public spirited activities in many lines. For several years after his graduation from Cornell University he was active in newspaper and trade paper editorial work, but soon went into advertising with H. J. Heinz & Company, Pittsburgh. Subsequently he joined the National Lead Company, where his work was so outstanding in nature as to bring him rapidly to the top. His advertising interest, however, was by no means confined to his own company. He has been at one time or another an organizer and president of the Association of National Advertising Managers, president of the Technical Publicity Association, chairman of the National Advertising Commission of the Associated Advertising Clubs, and a director of advertising for the Government during the war. At the time of his recent appointment to succeed the late Stanley Clague as general manager of the Audit Bureau of Circulations, he was serving his seventh



SPECIMEN insertion from the campaign of the Kreider-Rotzel Realty Company of Youngstown, Ohio, deemed the most excellent local campaign in cities and towns of over a hundred thousand. Award and certificate to Campbell-Ewald Company, Detroit, Michigan

term as president of that organization and was at the same time president of the New York Sales Managers Club.

Cash awards of \$2,000 each with accompanying certificates for distinguished advertising campaigns were given to agencies and advertisers as follows: The Blackman Company, New York, and Procter & Gamble Company, Cincinnati, for their campaign for Ivory Soap, as contributing more to the high standard of advertising than others in the product merchandise class; to Barton, Durstine & Osborn in association with the General Electric Company and Lord & Thomas and Logan for the national campaign of an institutional character deemed most con-

spicuous for its planning and execution; to the Campbell-Ewald Company, Detroit, and the Kreider-Rotzel Realty Company of Youngstown, Ohio, for the most excellent local campaign in cities or towns of over one hundred thousand population; to Moser & Cotins, Utica, N. Y., and the Rome Wire Company for the best industrial advertising campaign seeking publicity through industrial, trade or professional journals. Illustrations from these campaigns will be found on this and the two subsequent pages. It should be borne in mind, however, that these reproductions are merely integral parts of whole campaigns, selected as being typical.

Four awards of \$1,000 each were given for effective use of text, effective use of pictorial illustration, effective combination of text and illustration and effective use of typography. They were awarded in the order named to the following: A. W. Diller, New York, for advertisement of the Manufacturers National Bank of Troy, N. Y.; Prudential Insurance Company of America with recognition

to E. Stanley Turnbull, artist; Federal Advertising Agency for advertisement of Canadian Pacific Railway; Calkins & Holden, Inc., for a series of advertisements of "Snow-drift," for the Southern Cotton Oil Company. These individual prize winners are reproduced on the two pages following.

The cash prize of \$2,000 with certificate for the outstanding piece of research work of the year goes to Barton, Durstine & Osborn for the work entitled "Report and Recommendation," prepared for Johnson & Johnson, New Brunswick, New Jersey. This survey, which included a careful analysis of the production market, was thoroughgoing and workmanlike, and obtained results

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SLAVES

Illustration used for the General Electric Company's campaign produced by the Blackman Company of New York and the Procter & Gamble Company of Cincinnati, O. The illustration is a reproduction of a painting by the artist E. Stanley Turnbull.



GENERAL ELECTRIC

Award to Barton, Durstine & Osborn, General Electric Company, and Lord & Thomas and Logan for national campaign of an institutional character



The Beauty's gentle care is this delightful new form of genuine Ivory

Award for national campaign of specific product made to the Blackman Company of New York and to the Procter & Gamble Company, Cincinnati, O.



Visit...this next-door Normandy!

CHATEAU FRONTENAC

Bienvenue à Québec

Most effective use of both illustration and type, to the Federal Advertising Agency, Inc., of New York, and to Canadian Pacific Railway



To the Prudential Insurance Company of America, with recognition to E. Stanley Turnbull, the artist, for the most effective use of illustration

How to Raise Funds for an Association Campaign

Six Different Methods That Are Used

THIS publication often receives inquiries concerning the means associations take to gather funds for their advertising campaigns, and for the other promotional activities in which they engage. There being apparently such a widespread interest in this question, we asked a number of cooperative advertisers to divulge to us the sources of their revenue, and from our investigation we found that there are approximately six methods customarily followed.

1. *The subscription method.* Members of the industry are asked to make voluntary contributions to the association fund.

2. *The commodity plan.* Members are assessed on the basis of tonnage or units of output.

3. *The plant assessment.* Members are taxed on the number of employees, the number of machines, or the equipment that they have.

4. *The percentage of sales method.*

5. *The budget plan.* When this method is used the association raises its funds through one of the ways already suggested. From this general fund is taken whatever money may be needed for advertising.

6. *The variety plan.* Some associations raise their funds in several different ways.

The subscription method is open to obvious objections and is, therefore, not used by many associations. Some notably successful groups, however, have used this plan; the Joint Coffee Trade Publicity Committee is one.

The American Bottlers of Carbonated Beverages is another. It obtains funds for its advertising campaign by getting subscriptions from bottlers and from industries that sell equipment and supplies to bottlers. This organization, however, gets its regular membership dues in another way. Its schedule of dues is based on an assessment that is measured by the

bottling and filling equipment used. The levy on the unit of members' output is becoming the most popular method of acquiring an association fund. In this way manufacturers do not have to declare their sales, or the prices they are getting. Also, in many industries, it is easier to figure on an output basis than on a dollars-and-cents basis.

The American Institute of Steel Construction accumulates its revenue by assessing members fifteen cents a ton on their output.

THE National Kraut Packers Association is supported by a levy of fifty cents a ton on the cabbage that each member cuts up into kraut.

The Pennsylvania Grade Crude Oil Association derives its funds by taking one cent a barrel on both the crude and refined crude oil that is turned out by its members. There are both producers and refiners in the Association. Each contributes on the same basis.

The Sheet Steel Trade Extension

Committee informs us that it gets its funds for the support of the organization by making an assessment per ton on the rated capacity of the mills owned and controlled by its members. The rated capacity of the mills is determined by multiplying the estimated production per turn by the average number of turns possible in a year.

The Research Council of the Ice Cream Industry raised a quarter of a million dollars for its first year's advertising campaign by getting ice cream manufacturers who had a total production of about fifty million gallons annually to give a half a cent a gallon. The fund for the next three years' campaign is being raised at the rate of a third of a cent per gallon on a minimum annual production of seventy-five million gallons.

The Irish & Scottish Linen Damask Guild follows the system of getting its members to contribute according to the number of looms they have in operation. A small percentage of the members do not operate mills themselves, but have goods made on contract for them. In that case the association member contributes fifty per cent of the loom assessment, and the mill contributes the other fifty per cent.

The National Association of Ornamental Iron & Bronze Manufacturers has a plan whereby members contribute to the organization according to the number of employees regularly engaged in the manufacture of the product. In fact this procedure is being followed by quite a few associations. One group that uses this plan has the following dues schedule:

Those employing 25 or less employees	50.00
Those employing 26 to 50 employees	100.00
Those employing 51 to 100 employees	150.00
Those employing more than 100 employees	200.00

This employee-schedule plan, however, is used more as a

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*The New Style in Table Covering
gives charm to the utmost dinner*



LINEN DAMASK
impressively correct

700 Dealers Groaned When They Saw These Charts

By Albert E. Mudkins

WE admit having taken poetic license in writing our headline. Yet, the facts these charts reveal might well warrant its being a true reflection of the feelings of the many dealers who viewed them last autumn at the Retail Lumber and Building Material Dealers' Convention.

Naturally, behind them there is a story—several in fact; but the one we are concerned with here is the one which combines as its main characters the building material dealer and the manufacturer of building materials. The theme of the story is, perhaps, best summed up in this short question: "How much of his dealer's worry should a manufacturer accept?"

The building material dealer, by force of circumstances and, perhaps, in not a few cases by force of his own inertia, is being deprived of reselling rights; and along with a sacrifice of these rights, he is accepting very meager resale profits.

This alarming profit shrinkage on the part of dealers, we believe, of great concern to every manufacturer of building materials. In the last analysis, the dealer who must accept meager profits is likely to turn to the manufacturer for help in some such shape as extra discounts, and in many cases he expects more than the manufacturer can legitimately offer.

The business of the building material dealer is a responsible one; one that calls for considerable initial investment in plant and stock. Such a dealer, in most cases, needs several acres of land on which to erect sheds and other storage facilities, office and warehouses, as well as a garage in which to care for a fleet of delivery



(© Edw. Galloway)

of the diverse materials needed in order successfully to serve the community.

His sales in the average community can be fairly accurately gauged from a review of the following figures based on Dodge reports:

- 43% for homes.
- 18% for public works, utilities, etc.
- 12% for commercial buildings.
- 12% for educational buildings.
- 10% for industrial buildings.
- 3% for social and recreational buildings.

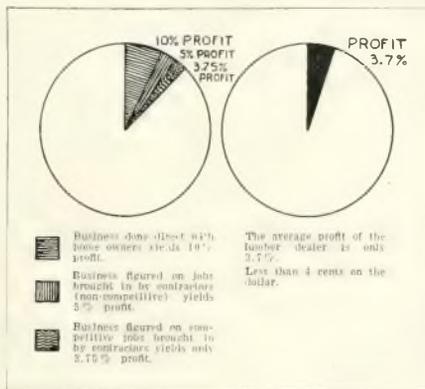
These are average figures. In many towns they will vary.

These figures represent contracts let for "new" construction. They do not include the market for building materials which exists in every community through additions and remodeling to buildings already constructed.

Reviewing "new" construction only, one sees quickly that almost fifty per cent of the average dealer's stock goes into the building of homes. However, eighty to ninety per cent of the homes built in the average community are built on the initiative of contractors, real estate operators, developers, and the like. The majority of the 300,000 to 400,000 new homes built during 1926 in this country were constructed on the "ready to move in" basis, and probably gave the building material dealer very little profit on the materials that went into their construction, because—

Reviewing the charts we see that the dealer gets his lowest profits on two classes of business. On business developed by contractors (and others), and on which no competitive dealers' bids on the materials are asked, the average profit is 5%.

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trucks. Review in your mind the extent of this layout and you will not, we believe, be surprised to learn that, including the real estate, it costs in the neighborhood of \$100,000. Added to this is the initial investment required to cover a stock

Pseudo Scientific Arguments in Advertising

By John Benson

President, Benson & Gamble, Chicago

A NEW and subtle form of plausibility has been creeping into advertising, especially that of foods and of toilet preparations, which undermines confidence. Cereals, tooth paste, soap, face creams, are familiar examples of a tendency to build advertising argument upon pseudo science. This, unquestionably, is effective for a while upon credulous minds, but in the end it reacts and advertising suffers. It is bad because it is untrue, and it is desecration. Science is a domain of truth. To misuse its credit in advertising is especially to be avoided.

Permit me to dwell upon a few well-known examples. In the dietetic field, the whole wheat claims may be literally true, but they are actually misleading. There is no question about whole wheat flour containing needed food elements which have been milled out of bolted white. The roughage is good for a normal intestine. Its vital elements are needed for growth. But if the reader based his judgment only on these facts, he might be seriously misled.

People eat a varied diet. They do not live on bread alone. Roughage can be had from vegetables and meat and from fruit fibre. Vitamins can be had from milk. And, as a matter of fact, whole wheat flour does not contain all the outer layers which yield the vitamins.

I hold no brief against whole wheat flour. It agrees with me, and I enjoy its flavor. I believe its virtues should be advertised—but along consistent lines. If an advertiser invokes the aid of science to support his product, he must observe the rules which govern research. He cannot present half truths or theories, however sound, which do not effectively apply.

Some time ago, a "whole wheat" advertiser tried to prove the superior



food value of his product over white flour by quoting from experiments upon pigeons made by Prof. McCollum of Johns Hopkins. The professor had reported that at the end of two weeks the white flour pigeon died and the whole wheat pigeon was still strutting around; the advertiser quoted that statement faithfully, but failed to add that shortly afterward the whole wheat pigeon also would have succumbed from insufficient food.

A MASS of scientific evidence has been presented to prove that alum in baking powder is injurious to health. The cream of tartar school has slandered the alum people by printing in their ads the simple words: "No alum." There may be no question about alum being unfit for human consumption. If people ate baking powder in the raw state, it might be safer to take the cream of tartar brand. But baking powder is not served on the table. It is baked in bread, and the baking process, I am informed, chemically converts the alum into an inert substance which is about as harmless as an infinitesimal dose of pulverized cork. In re-

cent cream of tartar ads, I am glad to notice that the "No alum" slur has been omitted.

Doubtless, much good has been accomplished by the wide consumption of yeast induced by popular advertising. This has improved health by its beneficial effect as a laxative. The patient feels better, improves in appetite and vigor. But he does so in spite of the claims which have been made for the product.

For instance, in previous copy much stress has been laid upon the therapeutic value of the vitamin B contained in yeast. As a matter of fact, there is little or no deficiency of this in the ordinary human diet. It is really difficult to escape getting your full share of vitamin B, if you eat at all.

The claim, also, that yeast will add to your endurance seems a little far-fetched, when you consider that a cake of yeast contains less than one-half of one per cent of the energy requirement to do a hard day's work. So the learned doctors declare, in their official bulletin.

THIS is no condemnation of yeast advertising. It may be very useful. Yeast is raw food, and raw food is much needed in the American diet. Its ferment may have benefits which medical science has not yet uncovered. But can the advertising not be equally effective without introducing medical claims which do not apply? I believe the more recent yeast copy is an affirmative answer. In it I notice such claims are refreshingly absent, or kept safely within bounds of both medical and practical fact.

In the soap and cosmetic field, there has been an orgy of physiological claims which naively assume that men—or perhaps it is women—are a flock of geese. Maybe they are. There is a certain penchant for fake in the American mind, even a love of it, psychologists say. But when geese turn into owls, as many inevitably do when they grow older

Portion of an address delivered at the dinner in honor of the winners of the Harvard Advertising Awards for 1926, Cambridge, Mass.

THE · EDITORIAL · PAGE

A Misunderstanding to Be Regretted

A RECENT Associated Press dispatch from Atlanta, Georgia, carries the news that Mme. Schumann-Heink, the noted opera singer, is greatly perturbed over the appearance of a recent Lucky Strike cigarette advertisement which reproduced her photograph together with an endorsement of the cigarette over her signature. She has never, Mme. Schumann-Heink declares, smoked a Lucky Strike or any other cigarette in the course of her life for fear of irritating her throat. She knows the cigarette in question favorably at second hand through her sons and through her own work during the war to raise funds to supply tobacco to the wounded, and she signed an indirect indorsement to this effect at the behest of the son of one of her lifelong friends. Beyond that, she maintains, she has been the victim of a hoax. Irritated by a veritable flood of letters which descended upon her following the appearance of the advertisement, she has declared herself and placed the matter in the hands of her attorney for adjustment.

Much has been said within the past few months on the subject of testimonial advertising. It is frequently a dangerous form of appeal and one whose results are sometimes dubious. The Schumann-Heink advertisement appeared on its face as one of the most satisfactory and well conceived insertions of this type which has come to light for some time past. More than a mere testimonial, it represented a well-planned step by a prominent manufacturer in the direction of the hitherto inhibited feminine cigarette market. Hence it is doubly unfortunate that this misunderstanding should have occurred.

It is impossible to say at this time to what extent the actual hoax exists and whether or not the American Tobacco Company was its victim quite as much as was Mme. Schumann-Heink. The situation was one which required the most delicate and tactful of approaches. The general public is watching with keen interest and mingled feelings the tentative reaching out toward women smokers by the cigarette manufacturers, and such a slip as appears to have been made here cannot help but have a deterrent effect in this direction. No matter what the courts decide—provided the matter ever comes up in court—embarrassment will have been caused a prominent woman, and another move will have been made, regardless of its justification, toward whitening away the public confidence in advertising.

Mass Credit

MERLE THORPE crystallized the contribution of the automobile to marketing most effectually in his recent address before the National Automobile Chamber of Commerce when he pointed out how it has influenced installment selling and has put it on a sounder basis.

"Installment selling has always been a tool of commerce since Baldwin sold pianos on credit in 1880, and

Singer established a sewing-machine row in this city sixty years ago," stated Mr. Thorpe. "But it remained for this youthful industry to gather up all of the haphazard credit of the nation, label it, put it under the scrutiny of a banker, and set it to work."

It is "the scrutiny of the banker" that has made what Mr. Thorpe terms "mass credit" possible. In creating this new marketing facility the automobile has not only smoothed its own road to market but provided a highway for the use of other industries as well.

An Editorial by Glen Buck

From "This American Ascendancy"

AMERICA is by far the largest area of the world's surface that is strongly knit together by common language and common customs. We have not even one outstanding dialect. America is practically a uniform market. Its purchases are determined rather by degrees of wealth than by location. The most apparent division here is between the great centers of industry and the hinterlands. The giant communities are predominantly foreign, undergoing Americanization. But real America lives in the country, in the towns, in the smaller cities. No one knows America who knows only its show places. The unifying factors have been (1) political solidarity, (2) compulsory schooling, (3) easy communication, (4) the press, (5) national advertising. And these material things have been in the leaven that is surely raising a mighty nation to new intellectual and spiritual levels.

O. C. Harn

LAST week advertising honored O. C. Harn, and O. C. Harn honored advertising.

Mr. Harn was honored by being awarded the Harvard Gold Medal for distinguished service to advertising; he honored advertising by accepting the post of managing director of the Audit Bureau of Circulations, rendered vacant by the untimely death of Stanley R. Clague. His acceptance of this office, involving as it does responsibility and strain such as few jobs in advertising entail, is timely confirmation of the wisdom of the jury in honoring Mr. Harn with the highest award in their power to bestow upon one of their fellows. For it was Mr. Harn's unselfish and effective work in fathering and founding the Audit Bureau of Circulations years ago, and serving as its president at great sacrifice of time and energy, that earned him Mr. Bok's Harvard medal; and his willingness now to turn his back on his comfortable berth in New York, earned by years of conscientious service, and face the problems and responsibilities of so arduous an office as the directorship of the A. B. C., testify to his continued interest in this worthy institution and his willingness to serve his profession as unselfishly in the future as he has in the past.

We congratulate Mr. Harn; and we congratulate advertising.

London and New York

Two Rich Markets That Hold Contrasting Problems of Advertising and Selling

By Amos Stote

THE world's two greatest commercial centers are usually discussed from the standpoint of contrast, and there is plenty of it. There is also similarity, and plenty of that, when certain advertising and selling problems are up for consideration.

Briefly stated, the selling phase of the similarity is a combination of geography and population. Suppose we present the situation in this manner: New York is to New England what London is to Britain. This is not merely a question of the dominant proportions of the two cities, but rather more a matter of the dimensions and characteristics of the areas each city serves.

Carry the comparison a step farther. New York is to Bridgeport and Boston, to Hartford, Worcester and Portland (Me.), what London is to Manchester and Liverpool, to Nottingham, Newcastle and Edinburgh. Of course, you can carry on these comparisons until you have arrayed practically all the cities within the regions referred to in duplicate. Seaport for seaport, textile city for textile city, metal-working city for metal-working city, until you have included the Cambridge on the River Cam and the Cambridge on the Charles River; but the similarities given are enough to point the geographic-population-industry moral of this story.

So much for the situation; for things as they are that are likely to remain as they are. And it is this likelihood of things remaining as they are that makes their consideration important. For when you think of your British market, actual or potential, it may simplify labor considerably if you would use the comparative picture offered you by New England. And the Briton may reap no small understanding of the most populous buying area in the States if he will let his familiarity with his own country indicate the physical proportions of the New York City-New England division of the States,



which must naturally include Westchester, Long Island and Suburban New Jersey.

These two compared territories undoubtedly comprise the richest markets, per mile, in the world. In both instances road and rail transportation is highly developed; the population is chiefly industrial; and the varieties of products produced are almost as wide as the imagination can picture. In both instances the hauls for merchandise are short and proportionately prompt in delivery, and low in transportation charges.

AND now we may consider these rough and ready but useful comparisons to have another service: to point out significant contrasts essential to an intelligent appreciation of the two markets. The comparisons are so remarkable that one is likely to carry them too far, and so, unless one does a bit of checking up, find them a stumbling block at times.

For example: As New York newspapers control a wide and populous area around New York, even more so do certain London papers control a wider and more populous area around London. While this contrast might be called a matter of degrees in com-

parison, yet the differences in degrees are so great the situation calls for special consideration.

London is far more important and far more the center of things in Britain than New York can ever be for more than its immediate trading area. All the main line railways radiate from London, and London is the political, social, industrial, commercial, transportation and financial center of its country. It exceeds New York in relative national influence in almost inverse ratio as the States exceed Britain in area.

What New York is to New England, London is to England, Scotland, Wales and, yes, Ireland. In other words, London is a complete national capital, a working national capital, dominant in its country as are Paris and Berlin in their countries; and they are commercially more dominant than New York is in the States, yet none of these capitals holds by any means a like importance to its nation as London holds to Britain.

There is much trading significance in this situation. This one city holds a position such as no other city in the world pretends to hold. Through its strategic grasp upon the routine of the lives of nearly forty-five million people it has a power which makes it the seat of action of practically every wise trader doing business among its country's inhabitants.

Also this power and this position are increasing. There are no rival Chicagos, no increasing Detroites to challenge the might of London. No political Washington disturbs its sway. Every increase in transportation or communication facilities is an inevitable increase in the solidarity of London. It may not have the harbor of New York, but at whatever British port an ocean liner sets you down, there is a boat train waiting to speed you to London. Which means that the great passenger ports indenting the coast line of this island are London ports.

[CONTINUED ON PAGE 33]

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 Huftnagel
 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

When the Order Isn't Breaking

That's the Time Your Salesmen Need Patting on the Back.
The Actual Taking of the Order Is Generally Easy,
But the Missionary Work Is Another Story

By Oscar Williamson

LATE one afternoon a certain salesman strolled into his home office and deposited on the desk of his chief no less than five orders with well known names signed on the well known dotted lines. They were large orders, because this company sold expensive machinery in large quantities. An account once sold generally remained sold, so these orders actually represented considerably more than appeared on their surfaces. But, inasmuch as the product was of the type described, it is hardly necessary to dwell on the fact that a vast amount of good persistent selling lay behind each one of those signed blanks.

The sales manager gave a little gasp which contained an odd mixture of incredulity and ecstasy. He shouted for the assistant sales manager. There was considerable loud talking in excited voices. This attracted the advertising manager and the sales promotion manager, who added to the clamor and eventually drew in the general manager, who called the president. The chairman of the board happened to be in Dubuque or he probably would have come in too. They slapped the salesman on the back until he was black and blue; they pumped his hand until it was reduced to the consistency of a middle-aged floor mop; they accused him of being everything from a go-getter to the savior of civilization, and they talked vaguely of declaring a holiday and holding a barbeque for the wives and kiddies.

We shall call this salesman Smith, because his real name runs into four syllables. He happened to be a particularly level-headed individual who had won his spurs a number of years



before. It was very nice, he reflected, to be treated thus as the company's fair-haired boy, especially as for the past six weeks or so he had been about as popular around the home office as an Eskimo orphan. But he refused to harbor any delusions of grandeur.

"LISTEN!" he commanded as soon as he was able to get a word in edgewise. "You fellows are long on the cheers when you see the old shekels actually rolling in, but what you don't seem to realize is that I am just as tickled about it as any of the rest of you. Those orders represent so many triumphs for me. Behind each of them lies a record of hard work and steady selling that varies from a week to a year or more. The fact that the orders have actually broken gives me a darn sight more satisfaction than all of your shouting. It is not now that I need your encouragement; it is when the orders aren't breaking and when I am butting my head against the discouraging wall of sales resistance that your enthusiasm and appreciation would mean most to me."

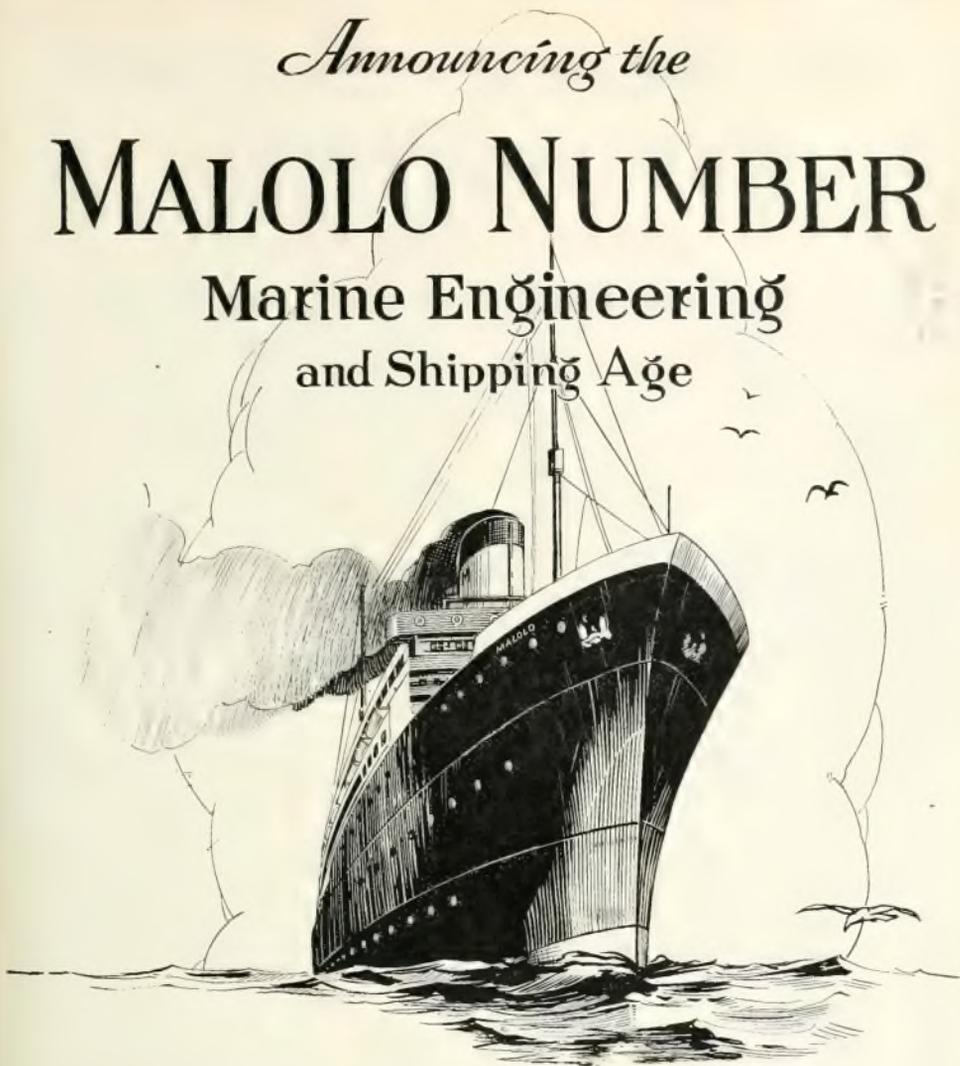
He went on from that point and told them a number of things which had been rankling in his mind for some weeks. At that moment he was in a position to talk with a certain amount of unrestraint and to be listened to as an authority rather than as a sore-head. And from his pungent conversation emerged several pointed facts which gave his superiors food for thought and which may possibly lead to the revision of various of their hard and fast standards of judgment.

The product marketed by this particular company, as previously stated, was an expensive one, and one for which acceptance had gradually to be built up. This long missionary work, this continued plugging, as any salesman will agree, is one of the most discouraging things a man can encounter. Orders are few and far between, and in these intervals the management is altogether too prone to forget the fact that every one of those orders means a great deal more than would appear on the surface. They have reconciled themselves to the fact that they are not peddling a grocery staple where orders are small and plentiful, and they have built up a high-grade sales force upon this premise. Yet when the sales force is on the firing line and no tangible results seem to be accruing, it is only human to get impatient.

The sales force, too, is thoroughly familiar with this premise. They know precisely what they are up against and they are willing to accept it as what it is. Naturally, they become discouraged during the long periods when the orders fail to materialize, because they, too,

[CONTINUED ON PAGE 86]

Announcing the
MALOLO NUMBER
Marine Engineering
and Shipping Age



THE Malolo Number of *Marine Engineering and Shipping Age* will be replete with editorial information pertaining to this great steamship—the largest and most palatial liner ever built in this country. It offers to every manufacturer whose materials or equipment were selected for the construction and outfitting of the Malolo, an opportunity to focus the attention of the marine industry on their products at the time this great liner is being placed into service. More complete information gladly furnished on request.

Simmons-Boardman Publishing Company

"The House of Transportation"

30 Church Street

New York, N. Y.

Chicago: 608 S. Dearborn Street
 San Francisco: 74 New Montgomery Street

Cleveland: 6007 Euclid Avenue
 Mandeville, Louisiana

Washington: 17th and H Streets, N. W.
 London: 34 Victoria Street, S. W. 1

The Business of Being an Advertising Manager

By James M. Campbell

THOSE of us who are old enough to have voted for—or against—Theodore Roosevelt can recall the time when advertising managerships, like kisses, went by favor. Not always, of course, but very often it was the sales manager's brother-in-law or the vice-president's son-in-law who got the job. The idea, apparently, was that anybody could be an advertising manager. And anybody, or pretty nearly anybody, was.

The business of being an advertising manager had not been standardized—that is, no two businesses had the same ideas as to what the duties and responsibilities of an advertising manager were. And so in one concern you would find that the advertising manager was merely a sort of a glorified messenger-boy—a “buffer” who stood between the boss and the outside world, while in another he was paid a real salary, had real responsibilities, and was a real factor in the business with which he was connected.

The business of being an advertising manager has not yet been completely standardized. Probably, it never will be. But, in recent years, a lot of progress has been made in that direction. Fewer “buffers” sit in advertising managers' chairs than was the case fifteen or twenty years ago. On the other hand, the type of advertising manager who used to get as much publicity for himself as for his company has disappeared.

In those vari-colored volumes which are among the most highly-prized possessions of advertising agencies are listed the names of several thousand business enterprises which are classified as “national” advertisers. And it is safe to say that in the United States and Canada there are, at the present time, thousands of men and women whose bread and butter are more or less dependent upon the circumstance that they have “something to do with advertising.” They write or supervise the writing of advertising copy. They pass judgment

on advertising “propositions”—horrible and much-misused word! They listen to the representations of sellers of advertising. They do whatever else they think should be done to improve the relations between their employers and the buying public.

Undoubtedly, many of these men and women are thoroughly qualified for the work they do. Others still have a long way to go.

More than once, the thought has occurred to me that many of these beginners would be helped if someone who has spent the greater part of his business life in advertising would “turn himself inside out” for their benefit. And as, this morning, I happen to be, as the lawyers say, “of sound and disposing mind,” I propose to do that very thing, myself.

Let me say, at the outset, that there is no royal road to advertising knowledge. There are no short cuts. *One learns by doing.* But one's journey along the road that leads to advertising knowledge is made more quickly, more easily and with less likelihood of losing one's way if one avails oneself of the experience of those who have gone before, just as, when one goes automobiling, one wisely avails oneself of the guide posts—“7 miles to Utica.” “Sharp curve ahead”—which parallel almost every automobile highway.

THIS article and the one that follows are intended to be guidesposts. They will not tell you how fast you should go, or when you will reach the end of your journey, or what sort of car you should drive. But they will give you a pretty fair notion of the equipment you should have and of some of the “bad spots” along the way.

There are certain qualifications for the business of being an advertising manager which, it seems to me, are indispensable. They are: a good education; an “urge” toward advertising; an ability to express oneself clearly and convincingly; an optimistic outlook on life; an en-

quiring mind; a willingness to give and take; tact; initiative; originality; organizing ability. With these qualifications, one should go far.

EQUALLY essential, in my opinion, is a willingness on the part of the man who is engaged in advertising—or would like to be—to ask himself certain questions:

1. Outside of a livelihood, what if anything will the business of being an advertising manager give me?

2. Is the industry with which I am—or expect to be—identified justified from an economic standpoint?

3. Has the advertising which it is doing any other motive than profit?

4. Does this advertising truly express its policies and standards?

5. If it does not, can it be made to do so?

6. Is it not possible to uncover in the industry something which has in it the quality of service to mankind and which, if adopted as the basis of its advertising efforts, will yield spiritual as well as monetary reward?

Early in his career the man who would succeed in the business of being an advertising manager should try to reach fairly correct conclusions as to the part advertising plays in modern business. That advertising tends to standardize our ideas in regard to clothes, food, amusements, furniture, and many other things is unquestionably true. But is that an unmixed evil? I think not. Only through quantity production is it possible to effect those economies in manufacturing which bring ninety-five articles in a hundred within reach of the everyday man and woman. Quantity production and advertising go hand-in-hand. Without advertising, quantity production could not be. To quote from an article which appeared in a recent issue of the *Atlantic Monthly*, “From the standpoint of the producer, a buyer is as important as something to sell.” The prime purpose of advertising is to find buyers.

It is possible that men were happier when life was less complex;

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Selling? Or Helping People to Buy?

Present-Day Selling Methods Frequently Put the Cart before the Horse

By *Frederick Black*

Radium Ore Revigator Company, San Francisco

"**W**HAT'S the use of your trying to sell me, Jim?" asked a purchasing agent recently of a salesman with whom he had been doing business for several years. "You should know by this time," he continued, "that while I may be induced to buy a heluva lot of stuff, I cannot be sold anything." A large part of the resistance in selling is the streak in human nature which resents the idea of being sold.

After all, most people buy where and when they wish to buy. Business is not ordinarily a one-sided affair. We appreciate our customers' business and are considerably interested in maintaining their goodwill, but we know that they deal with us only because it is to their advantage to do so. The custom of entertaining customers and sending presents to show appreciation of their business is already ancient history.

A product that is one of the modern merchandising successes is manufactured in an out-of-the-way community so that special arrangements are necessary for the accommodation of the many buyers who visit the executive offices. Equal consideration is given those who come to sell raw materials and equipment, because, as one of the executives has said: "We feel that we are under just as big an obligation to those we buy from as we are to those to whom we sell. We buy from people solely because it is to our advantage, in the same way that our customers buy from us because it is to their advantage."

The turning point in many a salesman's career was the moment he realized that there are conditions which make it unusually difficult to keep people from buying. Any effort devoted to the creating of these conditions is sure to be much more productive in the long run than effort devoted solely to the solicitation of orders.

It is suggested that the salesman of the future will do little or no selling, although he will place more

goods or service than does his prototype of today. Such a "salesman" will be guided by the principle that, everything being equal, it will be difficult to keep people from buying his goods if they find they can make more money with them or use them to better advantage than a competing line. This species of "salesman" has been in the chrysalis stage for some time. He has been on the road with the service car putting in window trims.

SALES resistance cannot be removed successfully by methods which do not attack the cause. At regular intervals thousands of salesmen "pep up" their salesmen, but just as frequently hundreds of thousands of prospects and customers take this "pep" out of them more quickly than it was injected. Mr. B. J. Williams, director of sales, The Paraffine Companies, Inc., says: "Pepe letters are an insult, and the last resort of an incompetent salesmanager." The main reason that this is so is that everything connected with building a false enthusiasm is but part of the process of fighting sales resistance instead of removing it.

A former president of the Advertising Clubs of the World has likened the channels of distribution to a pipe-line leading from a storage tank, which is the factory, to many small faucets, which are the retail dealers. The rate of flow from the tank is entirely dependent on the size of the faucets—and whether or not they are partly closed. This simile suggests that a "salesman" may be more useful in finding outlets and keeping them "outletting" rather than merely trying to sell.

Most salesmen, out of the broad experience gained while meeting many merchants in different parts of a territory, have definite ideas regarding the analyzing of sales possibilities in a community, making a contact with prospects and generally building sales volume. But, because

it is their job to sell goods and not to make their customers better merchants, they are unable to do this important educational work, which may seem the long but is decidedly the short road to the securing of permanent sales volume.

In the final analysis, the average dealer feels that the average salesmen who call on him come to take his money. It is true that the dealer welcomes their visit because he realizes his dependency on their goods, but the fact remains that he must assume the larger part of the responsibility of getting their various products off his shelves quickly enough to avoid losing his profit in overhead charges. The dealer knows that the salesmen want to sell him every last cent's worth. He knows that his wishes and their wishes do not always agree. And the result is sales resistance.

How different is the attitude of this dealer toward the salesman who calls to give him something rather than merely to "take his money" by selling him—to give him a profit-producing plan which will show him sales possibilities with the line greater than he had previously thought possible. Such a "salesman" does not need to sell this dealer, nor does he need to fear competition. Although the salesman has become a serviceman, the goods are sold just the same. In other words, they are now being bought instead of sold.

INDEED, it may be set down as an axiom for a salesman, that his prospects and customers judge him largely by his attitude: whether he is trying to understand their problems and render assistance or merely trying to make a sale. Bobby Burns' famous quotation was the result of seeing an over-dressed woman with a flea on her bonnet, but it might well have been inspired by a salesman who failed to make a sale. The ability to "see oursel's as ithers see us" and to "do unto others as we would they should do unto us" means

[CONTINUED ON PAGE 62]



Picturing the merchandise as part of the name, and making the whole an Interrupting selling symbol, has been strikingly accomplished for the Van Dyck Cigar.

This Interrupting Idea is used throughout the newspaper, window and store advertising prepared for the General Cigar Company, Inc., by the Federal Advertising Agency, Inc., of 6 East 39th St., New York.

What I Want Publication Representatives to Tell Me

By Harlow P. Roberts

Advertising Manager, The Pepsodent Company

UPON reading the comments and discussion regarding the advisability of the advertiser interviewing publishers' representatives, it sounds to one as though about the only thing the advertising manager gets out of such an interview is a severe "headache" and a pile of "unfinished" work. That can very easily happen, and I recall a few interviews from which I did not get even a headache. Nevertheless, I feel that an advertising manager can get real benefit from an interview with some publishers' representatives.

A while ago I expressed my opinion of the "lazy selling" methods of certain representatives. The men who practice "lazy selling" are not being considered here, for they waste the time not only of the person they interview, but of themselves as well. Nothing is more negative than a purposeless interview. Those considered here are with men who have something to tell. To enumerate their advantages and to put them all in concrete form is somewhat difficult; for some are rather elusive. I have received data at an interview that were not used for six months. But knowing about them proved to be most valuable.

To plan a campaign the advertising manager must have a knowledge of his markets, both actual and potential, and first-hand knowledge of the most effective media for reaching them. I believe in the majority of cases the agency acts as an adviser and consultant, but it is really up to the advertiser, or to the advertising manager as representative of the account, to say what should or should not be used. If the advertising manager is to carry on these duties he will have to be thoroughly informed and in possession of up-to-the-minute data.

I do not mean to imply that the advertising manager himself should see every representative who comes in. That is impossible. Those I cannot see personally are taken care

of by an assistant. From these interviews I find that we can get some distinct benefits:

First. We have our attention called to the advances and changes in a publication's status, especially increases in circulation, which usually portend an increase in rates. True, the agency usually sees that its accounts are protected as far as possible against rate increases. But where schedules are being made frequently for different products, I find it necessary to know of these changes.

Second. I have been able to get a very comprehensive file of data on various publications. This file contains more than one side of the question, as we try to hear both sides before drawing conclusions. This is especially helpful in arranging a newspaper campaign when we find we are limited in the number of publications we can use.

Third. From these interviews I have been able to secure some very valuable help in the analysis of circulation and its distribution. This information is used in the distribution of our advertising appropriation and expenditures.

Some publishers, both of magazines and of newspapers, have worked their circulations out in very careful detail.

Fourth. Information about markets, local as well as state and national, is extremely helpful. Many publishers have compiled valuable data which they use in securing circulation.

These data are frequently of equal value to the advertiser.

Fifth. Through these interviews and the assistance of the agency, we have been able to arrange for some very excellent cooperation, when needed, in some special territory. The agency is always a great help in such matters, but I find that direct contact is necessary for the final carrying out of the plan to the best advantage of all.

There are other advantages that might be enumerated, but I feel that they would come under some one of the general classifications above. It is true that some representatives do not work out a presentation or have a definite story to tell. Their principal idea is to ask why they do not get the business.

Such a man can be of little value to the publication he represents, and he certainly means nothing at all to the advertiser.

I do not wish anyone to think that I approve of or like to have one publisher's representative knock another publication. In fact, my personal reaction is usually against the man making such a solicitation. A representative is entitled to make parallel comparisons provided that he does it in a clean and above-board manner. But to try to paint everyone bad except oneself is usually funny. Self-imposed halos do not fit or look well.

IN this day when the problems of advertising are multiplying rapidly, because of the tremendous increases in circulation and the rapid increases in rates, the advertiser has many problems to work out before a campaign can be released. The purchasing agent finds it advantageous to get all possible data before buying machinery or equipment. He interviews the representative of each prospective source of supply. Why shouldn't the advertising manager find it advantageous to study the publisher's story before buying his advertising space?

Perhaps the thing purchased is more intangible than machinery, but the necessity of making the best possible selection is of even greater importance.

The more publishers' representatives there are who work out a constructive story based on facts, the more advertising managers there will be who will feel that it is not a waste of time to grant interviews.

17,383 letters, and more in every mail in reply to one article

Picture yourself getting a mail like this. Imagine how you'd feel to be snowed under by this avalanche of letters that came to J. A. Hendriks.

Hendriks isn't a popular Hollywood movie star at that. He's a county agent in Kansas. His correspondents—17,383 of them—are all readers of *Capper's Farmer*.

Hendriks discovered a new method of feeding baby chicks which cuts the mortality rate among chicks and means big money to the farmer. So he told his story in the January issue of *Capper's Farmer*, where over 800,000 Midwestern farmers could read it.

Their letters began to pour in — by tens, hundreds, and thousands — asking for more information. To date 17,383 letters have arrived—with a new batch in each mail. That's the response you get out of *Capper's Farmer* readers!

800,000 subscribers, plus. Intelligent, progressive farmers of the great Midwest — no better anywhere. Always on the lookout for ways to improve their farm-



Sell
this
Territory
thru

Capper's Farmer

Circulation 815,000

Published at Topeka, Kansas, by Arthur Capper

THE MIDRIFF OF THE WORLD IN THE MIDWEST OF THE NATION

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.

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

ing and living conditions. Prosperous, too. Ample able to satisfy their needs and desires.

These farmers read *Capper's Farmer* as religiously as you agency men and advertising managers read your *Advertising and Selling*—page by page, word for word. They depend on the information in it, written for practical farmers by practical farmers—men just like this County Agent Hendriks.

Whatever your story is about—motor trucks or milking machines, wallpaper or linoleum, radiator or cookstoves, soap or beans—you can count on its being seen and read if it appears in *Capper's Farmer*.

If ever you wondered about *Capper's Farmer*, just think of Hendriks and his 17,383 letters and you'll agree—it pulls!

M. L. Crowther
Advertising Manager

Look for This "Red Flag"

When Sales of "Mail Order" Houses Fall—Watch Out!

By Harry Varley

IS there any better barometer of business conditions than the sales of big "mail order" houses? Each day's sales represent quick, current demands from a cross-section of the population. When more than fifty million people, widely scattered geographically, begin to cut down on their buying (of luxuries first, then household necessities, food and clothing) it has a significance that cannot be ignored.

What more vital signal can there be?

Car loadings? They are the results of weeks' or months' old business.

Bank clearings? This week's clearings for the most part involve transactions that were completed anywhere up to thirty days previously.

Current reports of manufacturers? Often they are months away from the present state of mind of the consumer of the products. In many lines the lessening of buying pressure felt by the retailer is not communicated to the jobber for weeks; in turn the jobber suffers for a period before the slackened demand is passed through him to the manufacturer.

Chain store sales? They are better indications; but because, generally, they deal in lower-priced necessities their sales may hold up for a time in a decreasing general market due to a withdrawal of patronage from higher price shops.

Wall Street? Somewhere in the artificial day-to-day increases and decreases in intrinsic values (values that cannot possibly change with the whims and caprices of the speculator) there may be fundamental signs by which the future progress of business can be determined. If so, the signs are not for the ordinary mind to see.

Even the expert would have difficulty in showing any harmony between the steady curve of business and the fluctuating curve showing prices of stocks and shares during the past twelve months.

The answer to "Where are we going?" is not written on the ticker

tape except for those whose fortunes are made and lost by the fascinating symbols that tick their way from under the glass domes.

There may be some question regarding the kind of people the mail order houses serve and the criticism that what they do and feel has no bearing on business or the populace at large.

Years ago mail order houses catered to a somewhat isolated farm population. The isolation has gone. Rural communities are in touch with current conditions, because of the moving picture, automobile, radio and universal educational facilities. The sharp distinction between the rural and city mind has gone. The influence of the rural banker is felt all the way down to the very small farmer. The interests of the small agriculturists are now bound up with those of the small banker; the rural bankers' with the interests of their bigger brothers.

During the past ten or fifteen years, the entire system of business and finance has spread even to the lowly farmer and has taken its roots in the very soil of the country.

Have not these roots then, with their first sensitive quiverings, a message that must be felt eventually even by those at the top of the tree?

LOCAL conditions in various sections may cause troubles of no national moment. But when, for no apparent reason, seasonal orders that should come fail to arrive from every point of the compass and all the large mail order houses are affected at the same time, then the red flag of danger runs up for all of us.

It is true that a drop in commodity prices after a semi-annual mail order catalogue is issued will cause a recession in the business due entirely to the price change.

But beyond these occasional drops, and embracing them, is the general trend of the mail order business with its foretelling of the future.

There is a fairly definite manner of decrease in the transactions of a mail order house. People stop buy-

ing pianos and silverware before they limit their purchases of farm tools and groceries. Thus the first signs of a decline are in the "luxury" departments.

If a piano manufacturer could know when mail order sales of pianos are on a definite decline, he could well think about curtailing his manufacturing so that when results of poorer business affected him through his various distributing channels, he would not have so much money tied up in stock. What is true of pianos would be equally true of many products.

PARTICULARLY would it be true of materials such as sheet metal, where the actual use is so far from the manufacturer's supervision or knowledge because of distributors', jobbers', contractors' and sheet metal workers' stocks.

What better guide could there be for a production-planning department for either decreasing or increasing production? All that is indicative in the mail order business as a signal on the down side is also true on the up side.

If you have no access to the intimate departmental reports of mail order sales, watch the monthly reports of total sales of the two or three largest houses.

When a decided decrease is recorded over the same month in the previous year and is followed by another decrease in the next month, it is time to walk warily, to get all the available figures on the stocks in the hands of your distributors, and to shape your manufacturing schedule accordingly.

Should you have any doubts as to the value of this information, go back over the records and see how closely the mail order business has foretold general business, and always several months ahead of the big swings up and down.

If the mail order business is not a barometer *surely* forecasting fair weather and storms in business, it is, at least, the very best thermometer for registering the heat of today's demands.

This paragraph, from an address by E. St. Elmo Lewis before the fourth annual convention of the American Institute of Steel Construction, expresses a truth about markets that is all too often overlooked:

"People, after all, make trade. Their condition of mind, which governs their freedom of choice, is responsible for most business. A man with \$10 in his pocket is often a better prospect than a man with \$100. It depends on his state of mind."

Advertising is not merely printed salesmanship; it is often printed psychology used.

From "The 8 Pt. Page" in
Advertising and Selling

"Their Condition of Mind Governs Their Choice."

MISERS and wastrels—thinking of them, it becomes even more apparent that mental attitude controls freedom of choice.

What greater sales opportunity, therefore, can be found than an audience, young, keen, acquisitive, unprejudiced in its mental and buying attitudes? And SMART SET reaches more than half

a million youthful buyers. Their minds have not become jaded through persistent repetition of the same old stories.

Advertisers say that SMART SET produces sales at the lowest cost. That's only half the story. Being young, these SMART SET readers are forming preferences which will guide their buying for the next 40 years.



SMART SET

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

The 8-pt. Page

by

Odds Bodkins

LAST night I ran across the trail of *Hampton's Magazine*. I'd forgotten there ever was such a periodical, until I bumped into it in Rheta Childre Dorr's book, "A Woman of Fifty."

Mrs. Dorr says Hampton taught her to write, and she relates one incident that seems to contain his whole course of instruction in three or four sentences. She had finally come to the point of writing something that was really good, and showed it to Hampton.

"What did I tell you?" exclaimed Hampton. "They call writing a matter of inspiration. Bunk! All you have to do is to say to yourself: 'Hell's bells! What do I want to say?' And say it."

Mrs. Dorr says she recommends this formula, not only to schools of journalism and short-story writing-classes, but to the younger set in fiction who draw their inspiration from Freud and the psychopathic wards.

I recommend it also to the younger set in advertising. In fact, I propose a Hell's Bells school of advertising copy!

—8-pt.—

E. A. Pettingill of the advertising staff of *The Milwaukee Journal*, who has had more than 30 years' experience with large department stores throughout the country, has written a set of commandments for retailers which has more merit than most decalogues, for it contains a sound philosophy of retailing:

THE TEN COMMANDMENTS FOR RETAILERS!

- I. Thou shalt love thy business and it only shalt thou serve; for thy business is a jealous business visiting the iniquity of the management on all connected with it, but bestowing favors to the third and fourth generation on those that love it and keep its commandments.
- II. Thou shalt display thy merchandise with loving care and thou shalt not permit thy window displays nor thy interior decorations to wax old, tarnished or dulled in attractiveness.
- III. Thou shalt know thy business and all its wares; nor shalt thou fail to impart thy knowledge to all thy salespeople to the end that they, too, may be familiar with their merits.
- IV. Thou shalt honor thy customer and him only shalt thou serve; that thy profit may be great and that thy days in business may be long in the field thou hast chosen.
- V. Thou shalt diligently impart to all thy customers the real merits of thy goods that thy patrons may select therefrom according to their needs, with intelligence and satisfaction.
- VI. Thou shalt not lie; neither about thy sales, nor thy service, nor thy merchandise; nor shalt thou bear false witness concerning their values nor their former prices; that all thy sales be honest sales; so shalt thou have pleased customers and honor and profit therewith all the days of all thy years.
- VII. Thou shalt not covet thy neighbor's business, nor his salesmen, nor any of his servants; thou shalt not belittle his merchandise nor his service, but thou shalt strive to excel him in his every endeavor and make thine own business superior to his.

VIII. Thou shalt not cheat thy customer, neither in quantity, nor in quality, nor in price; nor shalt thou render to even the least of these, thy customers, less of value or of service or of courtesy than thou dost extend to the favored, for the least of these may become the greatest.

IX. Thou shalt keep thyself, thy reputation, thy store and all thy wares clean and above reproach; nor shalt thou permit thy salesmen nor any of thy servants to be servants to be unclean nor their goods ill-kept.

X. Thou shalt diligently advertise thy business, thy wares and thy service that all men may learn that their interests are safe in thy hands and that thou dost give the fullest measure of value; for knowest thou not that if thou blowest not thine own horn, then verily thy horn shall not be blown.

—8-pt.—

The 4 A's is sending out copies of "As It Should Be," an advertising play written by Howard W. Dickinson of George Batten Company.

It is a clever little play, and I can just see H. W. D.'s eyes twinkle while he was writing it. . . . What I am not sure of is: did he suppress the ending purposely because he thought it wouldn't be believed that the advertiser placed his account with the agency which refused to submit a plan; or hadn't the decision been made at the time the play was written?

—8-pt.—

The Citizens Trust Company of Utica, N. Y., has evidently decided that there is too much conservatism in bank advertising and too little drama. And so they have come out with a series of picture advertisements that are exceedingly dramatic and thought-provoking. I submit one in evidence:



Personally I am strong for this humanized type of bank advertising, if done with a certain amount of restraint, as is this piece of "copy." Some day we're all going to learn that it pays to be human in advertising.

—8-pt.—

When I wrote about my proposed London office I little realized what a responsive chord I was going to strike. From the number of letters I am receiving I am sure that if ever I do have a London office—and I am going to some day—I shall find a heavy mail awaiting me whenever I visit it.

It begins to look now as though I'd have to hang the key on a nail beside the door so that readers of this page sojourning in London could let themselves in and use my office for reading and writing and resting. Make it a sort of 8-Pt. Office. It would be popular, I believe.

There's Robert F. Wood, advertising manager of the Autocar Company, of Ardmore, Pennsylvania, for instance.

"I have been there and I know the spell of London," he writes. 'Ah, only to have time in such an office as you picture to settle back comfortably in the old office chair and read *The Times* as it should be read!'

Hal C. Wright is another who rhapsodizes over the idea:

Imaginatively speaking, your London office is permanently established. This morning I see you at your battered refectory table luxuriating in a dignified flood of letters from others than persons mentioned in your list of certain correspondents.

There are letters on the stationery of established advertising organizations and of those less sure of their business balance. I see letters from heads of nail keg and casket manufactories; from small town editors and big town column conductors; from hack writers and Menckens.

How often those of us who delight in mixing odd turns of the language with our business-day merchandising have wished for a far-off refuge such as you describe. Perhaps the next door to the left in your little alley is the friendly entrance to one of London's innumerable interesting clubs—where one could punctuate his word-grouping activities with an occasional Tiptoe. Or vary one's existence with an hour before the crackling fire with a third or fourth generation Forsythe.

And back to the funny little office with the rusty lock, the clumsy key, and the "your own" atmosphere, to do a next-month magazine advertisement or a gem for a column-king's rejection.

H. C. W. would certainly be told where the key hung!

Read by More Than Four Out of Five Milwaukee Families!



Van Camp "Makes" Milwaukee's Pantry Shelves!

INTRODUCED to the Milwaukee-Wisconsin market *exclusively* through The Milwaukee Journal in September, 1926, Van Camp's Bean Hole Beans have been winning a remarkable popularity in this responsive territory.

"When the campaign started," write Van Camp's, "we began to feel the effects immediately. The gratifying volume of repeat business has given Milwaukee a front rank in our regional Bean Hole Beans merchandising operations."

An Unanimous Favorite

Like Van Camp, and other prominent national food advertisers, the most successful advertisers in all other lines concentrate in The Journal to thoroughly cover and sell the Milwaukee-Wisconsin market at the lowest possible advertising cost per sale. You, too, can build maximum business here in 1927 through The Milwaukee Journal *alone*.

Exclusive in 1926!

Food Products—39

Aunt Jemima Pancake Flour	Life Savers
Associated Packers' Salmon	Muffets
Baby Ruth Candy Bar	Nucon
Beech-Nut Peanut Butter	Oh Henry!
College Inn Foods	Old Manse Syrup
Dunbar Shrimps	Phenix Cheese
Enzo Jell	Pillsbury's Flour
Fleischmann's Yeast	Portb Pies
Gold Medal Flour	Prefet Sardines
Gorton's Codfish Cakes	Post's Bran Flakes
Grennan's Cakes	Park-Tilford Candies
Gulden's Mustard	Ralston's Purina
Hearth-Baked Bread	Royal Fruit Gelatine
Junket	Snider's Catsup
Karo Syrup	Skookum Apples
LaChoy Products	Stanz Cream Cheese
Libby's Products	Sun Ray Pancake Flour
Kellogg's Cereal Products	Snow Peak
	Baking Soda
	Unifruit Bananas
	Ward's Paraisauce
	Van Camp's Products

Beverages—13

Blue Ribbon Malt Syrup	Green River
Buckeye Malt	Hostess Coffee
Canada Dry Ginger Ale	Japan Tea
Chase-Sanborn Coffee	Manhattan Ginger Ale
Chief Oskosh Malt	Maxwell-House Coffee
Clisquot Club Ginger Ale	Salada Tea
	White Rock Ginger Ale

THE MILWAUKEE JOURNAL

FIRST BY MERIT

More Than a Half Million Readers Throughout Wisconsin!

Our Dealer-Pays-a-Share Policy Works

[CONTINUED FROM PAGE 20]

damn bit of advertising we have.' I bring out a neat record of the advertising sent to various dealers in their territory and show them that their own customers are ordering dealer advertising at the price we ask and are doing it regularly. This presentation of proof (which I enjoy, you may be sure) generally ends the argument. And while at the moment they may say nothing more complimentary than, "Oh, Hell," I find that they usually go out in a different frame of mind—and usually from then on sell a little advertising on their own hook.

IT is easier to establish a share-the-cost advertising policy by going direct to the dealer than by asking the factory salesman to put it over for you. Your salesmen won't be convinced that any such plan is practicable until their own customers respond to the by-mail solicitation of the factory advertising department.

Do not get the idea that we try to make our dealers put their money into everything we produce. A good plan is a good plan until it's abused. We realize that the retailers who concentrate on our shoes deserve continuous merchandising assistance and that to extend our cost-sharing plan to the point of selfishness would be to defeat it utterly.

We don't want our dealers to pay for our advertising department; we don't want their investment in our helps to show us a profit.

We produce a great variety of dealer helps and many of them are distributed free.

Perhaps a fairly complete list of what we produced during 1926, and its classification under 'free' or 'charged for,' may be worth study. Let me state, however, that all of our advertising, whether in the 'free' or 'charged for' class, is sent to a dealer only upon his or a salesman's written order. Nothing goes out indiscriminately and it is to that rule that we attribute minimum waste and maximum use of our dealer helps.

DEALERS * * * * *

FREE

Six separate sets of window display cards. (The smallest set consisted of two cards, the largest of six cards).

Five separate envelope enclosures. (These are imprinted for the dealer and furnished upon re-quisition).

Three signs for interior or window display.

Two small electric signs for window or interior.

Stereos or mats of more than one hundred different newspaper advertisements.

Small envelopes of about sixty different shoe styles.

Trademark transparencies for use on glass.

Permanent agency sign. (Installed free for preferred customers who are buying regularly in volume and who are putting unusual sales effort behind our lines).

Special shoe stands for display windows. (No customer can obtain more than two of these unless he is an exceptionally large operator).

Four 24-sheet poster designs. (These are imprinted and furnished free. Provided

that the dealer signs a regular poster contract which obligates him to bear the entire space cost of a local poster showing. We handle these poster contracts and make reservations).

CHARGED FOR

Two style books for Smith Smart Shoes. (One issued in the spring, one in the fall. Cost to dealer, 15¢; each plus postage (1½¢) if we do the mailing).

Two special mailing pieces on Dr. A. Reed Cushion Shoes. (Dealer price same as for style books).

Giant shoes (size 18) for window display. (Returnable—and the dealer price, \$30 a pair, is credited to him if the shoes are returned in perfect condition).

One special booklet on Care of the Feet. (Dealer price 2½¢ each if they mail; 4¢ each if we mail).

A portable mirror for store use. (\$4.75 each to the dealer).

An exterior electric sign. (Dealer price \$50.00—and dealer pays shipping charges and cost of installation and maintenance).

Eight leather articles for distribution as souvenirs. (Cost the dealer from 13¢ to 75¢ each, depending upon the article).

Two color stationery. (The stationery, printed with the dealer's letterhead, is priced as follows:

1M.....	\$4.75
5M.....	21.00
10M.....	39.75
Envelopes, \$3 a thousand	

Shoe horns, imprinted, cost the dealer \$2.50 a gross. (No order for less than 5 gross).

Match books cost the dealer \$3.95 a thousand.

Two four-piece direct mail campaigns. (These campaigns must be mailed by us from the dealer's list and all four pieces must be used. Dealer cost, 15¢, a name for campaign No. 1; 8¢, a name for campaign No. 2).

* * *

LET us take a few of the major items in the 'charged for' column and analyze them in detail. Let us see what we have done with them and whether or not their record of distribution shows our policy successful.

The Smith Smart Shoe Style Book

The first issue was printed in the fall of 1922. The print order was for 50,000 copies. I sent a sample of the finished booklet, together with a special order blank and a personal letter to a list of 1250 names. We oversold the first issue with practically no assistance from the salesmen.

Now a few things about the book itself. The size has always been about 5 x 7 and there are usually sixteen pages and cover with a two-color envelope. We have, from the first, spared absolutely no expense in its production. The illustrations are always made by leading artists; the printing is always in four or more colors.

The booklet (as is all our dealer-advertising) is planned for the dealer. If we are to expect him to pay for advertising it must be, primarily, his advertising; no other kind will unknit his purse strings. Our helps do not trumpet Smith Smart Shoes or Dr. Reed shoes to the exclusion of all else of importance to the dealer. We make it a point to talk our lines without shouting them; we try to produce advertising as nearly in harmony with the dealer's ideas on advertising as we can.

Every season we send out a sample

copy of the book with a sales talk about its general advertising value and the proved advantage of buying and using it every season. The distribution record of this item is as follows: Fall 1922, 50,000 copies; Spring and Fall 1923, 125,000 copies; 1924, 150,000 copies; 1925, 175,000 copies; 1926, 200,000 copies.

A steady increase every year.

Probably we could have given away three times as many Style Books as we merchandised but I would rather know that 200,000 copies are going out to customers and prospects than feel uncertain about the fate of seventy-five per cent of 600,000 copies. A book in the home is worth four in the dealer's basement.

These books, even on our biggest run last year, cost us more than six cents each. The dealer pays 1½¢, or a little better than 16 2/3 per cent of the cost. Is that too much to ask of him? I think not—and evidently so does he, perhaps because he has found out what he could buy himself in the way of printed matter for the same price.

Eighty-five per cent of the Style Book orders from our dealers specify that we are to address and mail them and if the mailing list does not appear within ten days of the date specified, we write for it—and we keep on writing until we get it. At first we spent many golden hours in pursuit of the elusive mailing list (dealers are always too busy to prepare and send it) but every year we have had fewer delinquents and procrastinators. I have discovered that every phase of helping the dealer to build business requires a separate educational course for him, and education takes more than a minute. But if your efforts succeed eventually, you haven't wasted a single clock tick.

The Reed Cross-Section Mailing Piece

The record of this direct mail advertisement is even more encouraging to us than is that of the Style Book. Probably its greater success is due to the fact that it is something which no other shoe manufacturer has ever attempted and that its distribution to consumers invariably results in immediate interest in Dr. Reed Cushion Shoes and immediate sales for the dealer.

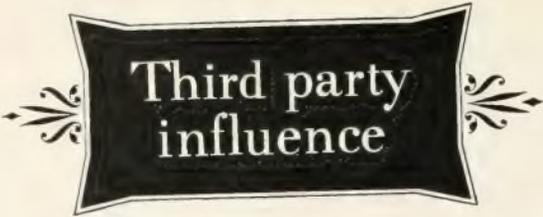
THE Cross Section Piece assumes an entirely different physical form every year, but it is always built around the same idea: the inclusion of an actual cross section cut from a Dr. Reed Cushion Sole. This sample of the exclusive feature of the shoes, showing the action and construction of the cushion sole, gives the prospect of a graphic, interesting demonstration of the resiliency, the soft springiness of the cushion. Reading the text of the written message with the Cross Section Piece in hand is very much like eating a Sunkist Orange while reading a full page Sunkist advertisement in *The Saturday Evening Post*. If the product

Announcing



The Des Moines Register and Tribune-Capital

⊙ The Des Moines
Capital was
Consolidated
with the evening
edition of The
Des Moines
Register and
Tribune
⊙ February 14th.



Third party influence

Does the "Yes" or the "No" of the architect, engineer, lawyer, physician or other professional man stand between you and your prospect?

If your marketing does involve the influence of professional groups, an application of direct advertising is truly indicated.

And that direct advertising must be based on a clear understanding of the professional man's point of view and his relations with the prospect.

To the discussion of this interesting problem, we will bring, at your request, 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

is worthy there is nothing like a sample of it to furnish conclusive evidence.

When I came to the J. P. Smith Shoe Company, this particular piece was costing dealers two cents each, including postage. But production costs were mounting, principally because the cross sections attached to each piece were costing more every season. I immediately raised the dealer price to three cents each when we did the mailing—and oh, what a howl from all the boys! But notwithstanding the weeping and w. and g. of t., the new price stood and here's what the books show: Distribution 1922, 85,000 pieces; 1923, 125,000; 1924, 200,000; 1925, 275,000; 1926, 335,000.

The Direct Mail Campaigns

Merchandise to the dealer complete for eight and fifteen cents a name they are our most recent venture—and they have not been in use long enough for me to judge them accurately.

THE pieces which make up campaign No. 1 are a four-color, 16 page style book; two personal letters processed without fill-in on the dealer's stationery and mailed with two-color enclosures; a four-color self-mailer. Every piece is imprinted for the dealer and we have tried to make both the printed pieces and the letters truly characteristic of the retailer—and not factory advertisements with a dealer imprint.

Although we did not complete this particular feature of our dealer advertising service until late in the fall season, the salesmen (who are now almost completely on our side) turned in about two hundred orders for the campaign to be mailed to dealers lists of from 150 to 6000 names. The average dealer list is around 400 names, but we do not care how small or how large it is so long as we get him started. Once he takes the plunge and invests a few dollars or a few hundred dollars in the selfish advertising we produce, he generally becomes a confirmed convert and a reader booster for our merchandise.

Posters

We use the 24-sheet size only, and the rapid acceptance of this effective medium of advertising by our dealers is a source of no little satisfaction to us. In 1922 we did not use posters at all. In 1923 we produced one design and couldn't quite get rid of the 500 copies ordered. But we kept selling the trade with broadsides and letters and in 1924 we placed a thousand posters on the boards. In 1925 the total distribution was increased to 1200 and last year we topped 1500.

Our salesmen like posters and consequently sell them successfully. The dealer signs a regular contract for posting, agreeing to pay the entire cost of a local showing for any month or months he desires. These contracts are handled by us through the General Outdoor Advertising Company. We pay the agency and bill our dealers direct.

Contrary to a prevalent pessimistic opinion, we do not encounter any difficulty in collecting for poster displays. Out of several hundred contracts signed last year we were required to follow-up for our money in about ten cases—and only twice did we lose out entirely. Dealers who are buying satisfactory merchandise in a satisfactory way do

\$235,000,000 — National Newspaper Advertising 1926

1926 closed with the largest volume of national newspaper advertising in history, \$15,000,000 over the final figures of 1925 which was the banner year.

The conservative estimate is by the Bureau of Advertising, with a probability of the actual figures exceeding the estimate as they did a year ago.

The national advertisers' annual trend toward Newspapers has been steadily up—up—up—

—for the simple and obvious reason that Newspapers, reaching everybody everywhere and anywhere at any time, *actually sell more merchandise than any other advertising medium.*

Invest in Newspaper Advertising

E. Katz Special Advertising Agency

Established 1888

Publishers' Representatives

Detroit
Atlanta

New York
Chicago

Kansas City
San Francisco

The Powers & House Advertising Co.

HANNA BUILDING
CLEVELAND, OHIO

ADVERTISING at times accomplishes business miracles—but no man can guarantee them in advance.

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

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

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



not attempt to sidestep their advertising obligations.

I think most retailers, especially in smaller towns, easily become enthusiastic over 24-sheet posters if the designs are good and the dealer imprint distinctively set and given adequate space. Nothing fascinates a dealer quite so much as his own name, heroically evident on a billboard. And the right type of outdoor advertising is in a class by itself for creating prestige for the small town store.

A poster showing in Dodgeville, Kentucky, is quite different from one in Chicago. When new posters go up in Dodgeville everyone in town knows it—and everyone in town sees them soon and often. In Dodgeville there is no getting lost in the shuffle because there are only four boards in town and your dealer probably has them all—or half anyway.

We have our own special font of type for imprinting, and as a result the imprint becomes an integral part of the composition. Name strips and block letters are absolutely out; they have lost the day for more than one good campaign.

Newspapers

We spend more money than do most manufacturers in the preparation of our dealer newspaper advertisements. We try to offer better illustrations, newsier copy; we try to depart completely from the average stock newspaper advertisement monotony.

As a result last year we distributed some 4500 mats and as many stereotypes to dealers, and our careful check-up through our clipping service and direct with dealers and publications, showed us that a large percentage of our plates was reproduced in local newspapers at the dealer's expense.

We furnish mats or stereotypes upon order—the first time. But if we do not receive clippings of the advertisements as run we will not fill a second order to the same dealer until he furnishes conclusive proof that he's using the material and not just ordering it for fun.

We produce a new newspaper campaign twice a year and reproduce it in the form of an ad-book which is designed as a vehicle to sell the value of all our advertising.

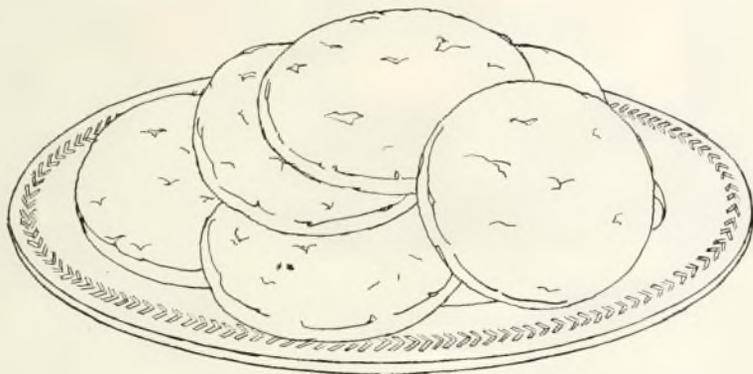
FROM my own experiences with retailers I have become firmly convinced that they are willing to pay a little for carefully prepared advertising on a line of merchandise in which they have confidence and over which they are sincerely enthusiastic. Once upon a time it was death to the manufacturer who presumed to ask of his dealers a cent for the most elaborate advertising. But things have changed, and I believe the general tendency is more and more toward a share-the-cost policy. And what is the result? Better, more productive advertising, less BF display of the manufacturer's name, a more earnest effort to give dealers the sort of advertising service that will increase their profits and appeal to them personally. For to sell advertising means to subordinate self to a great extent, to stifle that surging urge to smear every booklet page and cram every paragraph of copy with 'us,' 'we,' 'our' and company—and end up with an obscure dealer imprint to prove the piece really his.

The advertising pieces that the dealer

We would like Mr. S. C. Gale, Advertising Manager of Washburn Crosby, to read this page.

Why Not Now, Mr. Gale?

Three hundred and seventy-five brands were mentioned when we asked Comfort readers to tell us the name of their "all around" flour. We asked enough thousands to get a fair picture of the flour preferences of the million homes where Comfort is welcomed each month.



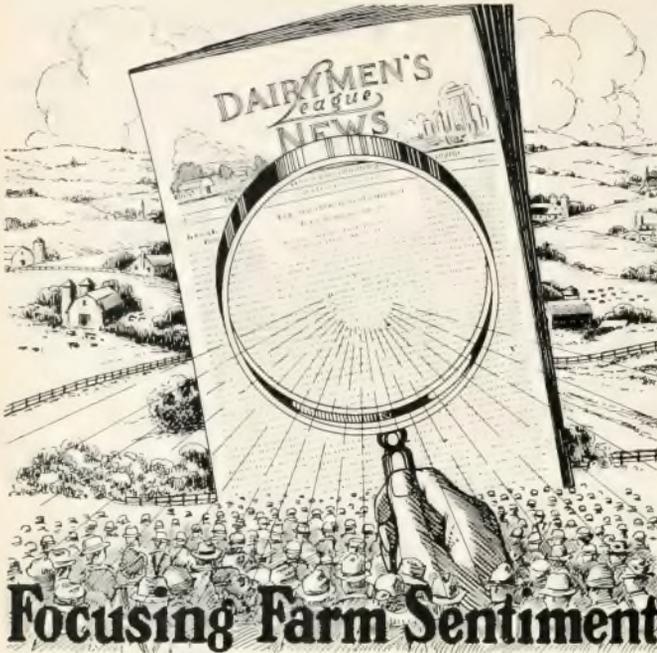
Seven and one-half per cent said they used Pillsbury's; five per cent named Gold Medal; two per cent said Ballard's; another two per cent mentioned Occident. That leaves 84 per cent of the million homes to be divided over the 371 other brands.

We think something can be done about it. In fact, we believe Gold Medal advertising in Comfort would do a whole lot about it.

Seventy-eight per cent of Comfort subscribers own their own farm homes—and the average size of their farms is 198 acres. So, you see, they are *able* to buy.

Are they responsive to advertising? That's a point we would like to talk over with Mr. Gale, or anyone else who would be interested in influencing the million homes embraced in the Comfort family circle.

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



Focusing Farm Sentiment

THE editorial office of the Dairymen's League News merely focuses the farm sentiment which originates among its readers. The relation between the readers and the paper is unusually intimate.

Owning this paper themselves, the readers take an active interest in shaping its editorial policy. They write frequently and profusely, keeping the editorial staff informed as to their views and desires.

These letters are supplemented by the reports of Dairymen's League field men and local officials. Then there is the direct contact between the editorial staff and the League directors who are active farmers.

The result is a degree of reader interest not found in farm papers published solely for profit. This interest naturally extends to the advertising columns. Advertisers find our readers unusually responsive; and their interest is backed by adequate buying power.

Dairymen's League News is the outstanding dairy paper of the East, having in its territory a circulation equal to more than three times the circulation of the two largest national dairy papers in the same territory.

To cover Eastern dairy farms, you must use the Dairymen's League News.

A request will bring Sample Copy and Rate Card

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



DAIRYMEN'S League NEWS

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

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

buys with a smile are those which put him in the front row and keep him there. And isn't it a heap better for us, as manufacturers yearning to put the name of our product on every tongue—and our product itself on every foot, or wherever its proper place may be—I ask, isn't it better for us to set our name in 8 pt. or 10 pt. and get it circulated than to have the spiders spin their webs over our 18 pt. Cooper Bold?

700 Dealers Groaned

[CONTINUED FROM PAGE 27]

When the contractor (or other factor), having developed business, puts it out to competitive dealer bid, the successful dealer bidder gets only 37.5 per cent profit.

Doesn't it seem plain that the dealer, having relinquished his selling initiative, has also relinquished a good share of his profits? We would not contend that this is the only inference that can be drawn from these facts. The building material dealer has other troubles besides those. But we do believe that it can be held to be true that in that ratio in which he does not "create" business for the materials he carries he jeopardizes his profits.

With the average man the purchase of a house is very likely to be the largest single purchase he makes during his lifetime. Therefore, of necessity, he must buy within his price range and consequently, "price", with all its bargaining and haggling, becomes the ultimate dictator of the entire purchase.

Certain basic materials for all types of construction—lumber, brick, field and quarried stone, and latterly, concrete building units—form the backbone of the dealer's stock and are always used for building the shell. Depending upon the price to be paid and the service asked of the building, each of these is best in its special relative position.

Then another factor related to the dealer's stock investment enters:

During the last decade such refinements in home building have come about that houses today are infinitely more livable than they were even in the days of our parents.

A great many of the materials used to bring about these refinements have become part of the building material dealer's stock.

Today no home buyer will be satisfied with a house that is not heated in every room. This costs money, and the mounting cost of fuel has brought an insistent demand for some building method that would serve to lessen this cost. Manufacturers and builders have answered this demand by materials and methods of insulating houses, so that today special materials are available which will help maintain a house warm in winter and, conversely, cool in the height of the summer. The roofs of houses have also undergone change. Manufacturers have found ways of building fire retarding roofing materials at the same time giving them beauty of color. So this list of specialized building materials might be enlarged at considerable length.

All this "adding to and diversification of" building materials to meet present day home building demands has presented the building material dealer

with an added burden of stock investment and worry. We again repeat the question "How much of his dealers' worry should a manufacturer accept?"

Personally, we believe that it is to the manufacturer's self-interest to come to the aid of his dealer up to a reasonable degree. He is equipped to do it because we think it will be generally admitted that the modern methods of advertising and selling have been much more readily accepted by the manufacturer than by the retailer, and it is a reselling (or dealer selling problem) that is the crux of the building material dealer's dilemma. Manufacturers, we believe, should help dealers in the solving of it.

There are only about 22,000 to 25,000 building material dealers serving the entire nation. For his own best interest, this restricted dealer outlet demands of the manufacturer careful marketing thinking if he is to secure both the greatest number of these dealers and the maximum output through them. Each manufacturer can and must study his material with a view to determining the volume he can command for it in the "new" construction field and in the "remodeling" field.

Once these divisions have been determined upon by the manufacturer, he can then shape his own national advertising and selling to the home building and home owning consumer. But he should not stop there. If the dealer is to be given the maximum amount of help in his present position, plans should be laid which will comprehend his making definite local reselling efforts. The fruits of these plans should result in helping him back to the position where, through the intelligent use of a function that is rightfully his, he can and does receive his legitimate profit.

Harvard Advertising Awards

[CONTINUED FROM PAGE 23]

of real significance. No other research award was made.

The Jury of Awards was composed of the following men: John Benson, of Benson & Gamble; S. E. Conybeare, assistant sales manager of the Armstrong Cork Company; F. C. Kendall, editor of ADVERTISING & SELLING; W. D. Moriarty, professor of economics University of Southern California; A. C. Pearson, chairman of the board of the United Publishers Corporation; Harford Powel, Jr., editor of the *Youth's Companion*; Louis Wiley, business manager of the *New York Times*; and Professor Melvin T. Copeland and Assistant Professor Neil H. Borden of the Harvard Business School.

The special jury on the Typography Award was made up of: Joseph M. Bowles, of the William Edwin Rudge Company, New York; Everett R. Currier, president of Currier & Harford, Ltd.; and D. B. Updike, of the Merrymount Press, Boston.

Several prominent speakers held forth at the banquet in honor of the award winners, among them John Benson, president of Benson & Gamble, Chicago advertising agency. Mr. Benson was a prominent member of the Jury of Award, and his address was notable in many respects. Portions of it will be found elsewhere in this issue.

advertisers who
lay such stress
on trick positions
will do well
to turn to Sunday
newspapers
where there is more
room and more
flexible make-up
at their disposal—
in Detroit
The Sunday Times
has over
320,000 net paid

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
William Knust	National Lead Co., New York, Ass't to Adv. Mgr.	Same Company	Adv. Mgr.
R. B. Franken	New York Times, Statistical Dept.	E. R. Squibb & Sons, New York	Ass't to Vice-Pres.
H. A. Patzer	International Derrick & Equipment Co., Columbus, Ohio	Same Company	Ass't Adv. Mgr.
L. Wood	Colonial Steel Co., Pittsburgh, Pa., Ass't Gen. Sales Mgr.	Same Company	Sales Mgr.
Gail Murphy	George Batten, Inc., New York	British American Tobacco Co.	Adv. Mgr., London, Effective March 1
W. G. Clay	Selden Truck Corp., Rochester, N. Y., Ass't Sales Mgr.	Same Company	Sales Mgr.
J. H. Martin	Reed & Barton, Taunton, Mass., Ass't Sales Mgr.	Same Company	Sales Mgr.
M. A. Fladoes	Sivyer Steel Casting Co., Milwaukee, Ass't Sales Mgr.	Same Company	Sales Mgr.
W. Ross McCain	Aetna Insurance Co., Hartford, Conn., Secy.	Same Company	Vice-Pres.
J. Ross Stewart	Aetna Insurance Co., Hartford, Conn., Ass't Secy.	Same Company	Secy.
E. I. Taylor	Century Indemnity Co., Hartford, Conn., Ass't Secy.	Same Company	Vice-Pres.
Frank S. Becker, Jr.	Century Indemnity Co., Hartford, Conn., Sup. of Agencies	Same Company	Ass't Secy.
Ashby S. Bladen	Century Indemnity Co., Hartford, Conn., Mgr. Bond Dept.	Same Company	Ass't Secy.
D. A. Andrews	Continental Motors Corp., Detroit, Service Mgr.	Same Company	Sales and Service Mgr
M. Manley	Toledo Chamber of Commerce, Toledo, Ohio, Pub. Dir.	Air-Way Electric Appliance Corp., Toledo	Sales Pro. Mgr.
J. W. Frazer	Chrysler Corp., Detroit, Sales Dir. for Detroit, New York, St. Louis, Minneapolis and Dallas	Same Company	Sales Mgr. for U. S.
P. E. Barth	R. M. Hollingshead Co., Camden, N. J., Gen. Mgr.	Western Cartridge Co., East Alton, Ill.	Sales Mgr.
John J. Rogers	Otto Eisenlohr & Bro., Inc., Philadelphia, Vice-Pres.	Same Company	Pres.
E. G. Pratt	The Corman Co., Inc., New York	Smokador Mfg. Co., New York	Gen. Mgr.
Harold Helmer	Belcher, Peck & Lewis, Detroit, Gen. Mgr.	Same Company	Pres.
A. F. Peck	Belcher, Peck & Lewis, Detroit, Pres.	Same Company	Chairman of the Board
S. E. Wilkinson	Butler Bros., St. Louis, Mo., Asst. Sales Mgr.	Same Company	Sales Mgr.
F. W. Hughes	Butler Bros., St. Louis, Mo., Sales Mgr.	Resigned	
H. O. Raymond	W. B. Wilde Co., Peoria, Ill., Asst. Adv. Mgr.	Same Company	Adv. Mgr.
Arthur Ashworth	Reed & Barton, Taunton, Mass., Vice-Pres. in Charge of Sales	Same Company	Gen. Mgr.
William Johnston	New York World	Celotex Co., Chicago	Vice-Pres.
H. R. Monro	Kaumagraph Co., New York, Pres.	Same Company	Chairman of the Board
T. Marston	Kaumagraph Co., New York	Same Company	Pres.
G. M. Perges	Kaumagraph Co., New York, Sales Mgr.	Same Company	Vice-Pres.
T. H. Miller	Kaumagraph Co., New York	Same Company	Sec. & Treas.

CHANGES IN PERSONNEL—(Agencies, etc.)

Name	Former Company and Position	Now Associated With	Position
Arthur O. Geddes	The Caples Co., New York	The G. Lynn Sumner Co., Inc., New York	Art. Dir. and Prod. Mgr.
William Mulligan	Better Business Bureau of New York, Head of Investors Section	National Better Business Bureau, New York	Financial Dir.



IN SYRACUSE

—more than 35,000 workers in 892 industrial establishments supply the nation with automobiles, trucks, and accessories, household and industrial machines, chemicals, farm implements and a variety of other products annually exceeding \$150,000,000 in value.

Here your sales objective is the executive group which controls purchases of material and equipment for Syracuse enterprises. And here, as in other business markets, **THE MAGAZINE of BUSINESS** offers an excellent sales medium because of the concentration of its circulation among this small group of executives.

PROPRIETARY		OPERATING AND MISCELLANEOUS	
Owners	91	Salesmen	79
Partners	30	Office Employees	45
CORPORATE OFFICIALS		Miscellaneous	
Presidents	161	Total (100%)	
Vice-Presidents	23	712	
Treasurers	34		
Secretaries	24		
Bank Cashiers	6		
OPERATIVE EXECUTIVES			
General and Assistant			
General Managers	77		
Financial Executives	31		
		Sub-total (78.6%)	
		561	

Your sales message in **THE MAGAZINE of BUSINESS** covers the business market of the United States as thoroughly as that of Syracuse. Analysis of all circulation in twenty business centers shows 80.7% concentrated within the three executive groups which hold the purse strings of business.

CHICAGO **The MAGAZINE of BUSINESS** NEW YORK

with the...

This is the eleventh of a series of analyses of circulation in typical cities. If you missed the first ten analyses, write for copies today


 Advertising
& Selling

The NEWS DIGEST

 Issue of
Feb. 23, 1927
 

CHANGES IN PERSONNEL—(Agencies, etc., continued)

Name	Former Company and Position	Now Associated With	Position
W. L. Houghton	Luxite Silk Products Co., Milwaukee, Gen. Mgr.	The Bryon G. Moon Co., Inc., New York	In Charge Service Dept.
Arthur R. Forbush	R. L. Polk Co., Detroit, In Charge of the Copy Dept. of the Direct Mail Div.	D. Minard Shaw, Inc., New York	Copy
C. B. Wakeley	Southwestern Adv. Co., Dallas, Acct Mgr.	Same Company	Sec'y
J. R. Adams	Critchfield & Co., Chicago, Copy Executive	Campbell-Ewald Co., Detroit	Copy
A. Raymond Hopper	G. Howard Harmon, Inc., New York, Copy Chief	Sherman & Lebar, Inc., New York	Copy
J. B. Phillips	Charm Magazine, Newark, N. J., Sales Staff	Le Roy P. Wight, New York	Vice-Pres. & Treas.
Sven Rasmussen	Atlas Art Service, New York Partner	Le Roy P. Wight, New York	Art Dir. & Sec.
D. C. Thomas	Frank Seaman, Inc., New York	Husband & Thomas Co., Inc., New York	Pres.
Joseph Husband	Erwin Wasey & Co., New York	Husband & Thomas Co., Inc., New York	Vice-Pres.
G. L. Cartlich	Wolf Bros., Kansas City, Adv. Mgr.	Havens-Blair-Cartlich, Kansas City	Mgr. New York Office
F. F. Gregory	K. W. Walters Co., Adv. Mgr.	Fowler Adv. Bureau, Buffalo, N. Y.	Acct. Executive
H. M. Newman	Wood, Putnam & Wood, Co., Inc., New York	The Harry Porter Co., New York	Acct. Executive
J. Van Liew Wyckoff	George Batten Co., Inc., New York Treas.	Retired	
R. J. Hayward	George Batten Co., Inc., New York Asst. Treas.	Same Company	Treas.
Carl McQuinn	J. Walter Thompson Co., Inc., Chicago	Henri, Hurst & McDonald, Chicago	Acct. Executive
A. R. Beverly-Giddings	The Chambers Agency, Inc., Sarasota, Fla.	Same Company	Acct Executive, New Orleans
E. H. James	Dartnell Corp., Chicago	Lambert & Feasley, Inc., New York	Copy
W. C. Fall	Wm. H. Rankin Co., Chicago	Williams & Cunningham, Inc., Chicago	Art Dir.
A. B. Carson	Potts-Turnbull Co., Inc., Chicago	Williams & Cunningham, Inc., Chicago	Copy
Ralph W. Knox	George Batten Co., Inc., New York, Sales Service Market Analysis	J. D. Bates Adv. Agcy., Springfield, Mass.	Member of Staff
A. V. Ingham	Elbert Hubbard's Roycroft Shop, East Aurora, N. Y., Mgr.	Florida Grower Press, Tampa, Fla.	Sales & Prod. Mgr.

CHANGES IN PERSONNEL—(Media, etc.)

Name	Former Company and Position	Now Associated With	Position
I. R. Parsons	New York Telegram, Adv. Dir.	Resigned	
Hal J. Fletcher	Scripps-Howard Newspapers, New York, Representative	Same Company for the New York Telegram	Adv. Mgr.
J. C. Blackmore	Milwaukee Journal	Herald, Syracuse, N. Y.	Adv. Mgr.
Paul W. Pennock	Powers-House Co., Cleveland	McGraw-Hill Pub. Co., New York	Copy
B. P. Bartlett	"The Household Magazine," New York, Eastern Adv. Mgr.	Resigned	
M. L. Peck	"The Household Magazine," New York, Sales Staff	Same Company	Eastern Adv. Mgr.
F. O. Bohon	The Meredith Publications, Des Moines, Iowa, Adv. Mgr.	Same Company	Gen. Mgr.
J. B. Heth, Jr.	"The New Yorker," New York, Western Mgr.	"Harper's Bazar," Chicago	Western Adv. Staff
John Bennett	Alling & Cory Paper Co., New York	Harry Lee Pub. Co., Inc., Riverhead, N. Y.	Sales Mgr.
H. T. Madden	Brooklyn Daily Eagle, Brooklyn, N. Y.	Same Company	Adv. Mgr.
W. H. Dalian	Furniture Gazette Pub. Co., St. Louis, Adv. Mgr.	Same Company	Sec.-Treas.

Advertising
& Selling

The NEWS DIGEST

Issue of
Feb. 23, 1927

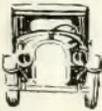
CHANGES IN PERSONNEL—(Media, etc., continued)

Name	Former Company and Position	Now Associated With	Position
G. M. S. Armstrong	Edwin Bird Wilson, Inc., New York	Polk's Bankers Review, New York	Eastern Rep.
H. J. Lowe	National Hotel Review, New York, Representative	Same Company	Western Mgr.
G. E. Conkling	McGraw-Hill Pub. Co., Inc., New York, Mgr. Marketing Counselors Staff	Same Company	Mgr. Service Div.
M. A. Williamson	McGraw-Hill Pub. Co., Inc., New York, District Rep.	Same Company	Mgr. Marketing Counselors Staff
Howard J. Martin	New York American, Adv. Staff	The Sportsman, New York	Eastern Adv. Staff
A. C. G. Hammesfahr	Success Magazine, New York, Vice-Pres.	Same Company	Pres.
Owen Stalson	The Improvement Bulletin, Minneapolis, Adv. Staff	Same Company	Adv. Mgr.
G. L. Schofield	Bridgeton Evening News, Bridgeton, N. J.	Same Company	Pres. & Gen. Mgr.
Harry P. Madden	Brooklyn Daily Eagle, Brooklyn, N. Y., in Charge of Manhattan Territory	Same Company	Adv. Mgr.
W. W. Blanchfield	New York Daily News, Merchandising Staff	G. Logan Payne Co., New York	Solicitor
B. J. Reynolds	Capper Farm Press, Chicago Mgr.	Liberty, Chicago	Adv. Staff
Howard Baldwin	The New Yorker, New York	Same Company	Western Mgr.

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
Williamson Candy Co.	Chicago	Oh Henry Candy Bars	John H. Dunham Co., Chicago
The Husky Wrench Co.	Milwaukee	Wrench Sets	The Koch Co., Milwaukee
O. A. Miller Treeing Machine Co.	Brockton, Mass.	Shoe Trees	O'Connell-Ingalls Adv. Agcy., Boston
Elliott Addressing Machine Co.	Cambridge, Mass.	Addressing Machines	O'Connell-Ingalls Adv. Agcy., Boston
The Vulcanized Rubber Co.	New York	"Ajax" Hard Rubber Combs	Platt-Forbes Service, Inc., New York
Fiolet	New York	Perfumes	Barton, Durstine & Osborn, Inc., New York
*General Electric Co. (Icing Unit)	Schenectady, N. Y.	Icing Unit	Barton, Durstine & Osborn, Inc., New York
P. A. Newmark & Co.	Los Angeles, Cal.	Men's Shirts	Stutzman & Mummert, Los Angeles
The General Motors Export Co.	New York	General Motors Products in Europe and the Near East	J. Walter Thompson Co., Inc., London, England
Rigaud	Paris	Perfumes	Sheridan, Shawhan & Sheridan, Inc., New York
The Paramount Ink Co., Inc.	Shreveport, La.	Inks	Potts & Booth, Shreveport, La.
The Robbond Co.	Van Wert, Ohio	Exterior and Interior Stucco	McAdam-Knapp Adv. Corp., Wheeling, W. Va.
Geuder, Paeschke and Frey Co.	Milwaukee	Metal Stampings	Geo. J. Kirkgasser & Co., Chicago
Caswell Mfg. Co.	Milwaukee	Portable Phonographs	Freeze & Vogel, Inc., Milwaukee
Wasmuth-Goodrich Co.	Peru, Ind.	Phonographs	Freeze & Vogel, Inc., Milwaukee
Sparklets, Inc.	New York	"Sparklet" Syphons	The Sachs Co., Inc., New York
Macy-Masius	New York	Books	The Arthur Hirshon Co., Inc., New York
Nazel Engineering & Machine Works	Philadelphia	Air-Driven Forging Hammers	R. E. Lovekin Corp., Phila.
Metals Coaring Co. of America	Philadelphia	MetaLayeR	R. E. Lovekin Corp., Phila.
Kimble Glass Co.	Vineland, N. J.	Glassware	R. E. Lovekin Corp., Phila.
The Saf-De-Lite Corp.	Connerville, Ind.	Automobile Lights	The Koch Co., Milwaukee
Capital Trust Co.	Chicago	Trusts and Estates	Hurja-Johnson-Huwen, Inc., Chicago
Lens Lamp Co.	Newark, N. J.	Automobile Lights	Pickus-Weiss, Inc., Chicago
Gibraltar Lacquer Co.	Brooklyn	Gibraltar Lacquer	Hazard Adv. Corp., New York
The Cities Service Co.	New York	Investments and Securities	Lord & Thomas and Logan, Inc., New York
H. F. McCandless & Co.	San Francisco	Securities	N. F. D'Evelyn, San Francisco
Little, Page, Sheehy & Co.	San Francisco	Securities	N. F. D'Evelyn, San Francisco

*General Electric Refrigerators will be placed through Lord & Thomas and Logan.

Buick  Dodge
 General Motors 
 Pontiac  Nash  Hudson-Essex
 Willys Overland  Hupmobile
 Chevrolet   Reo  Chrysler
 Cadillac  Velie  Oakland
 Studebaker   General Tires
 Tydol  Indian Motorcycles 
 Hayes Wheels  Fisk Tires
 Simoniz  Whiz  Socony
 International Trucks  

are some of the Automobile and Accessory manufacturers who used The New York News in 1926

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

Advertising
& Selling

The NEWS DIGEST

Issue of
Feb. 23, 1927

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (Continued)

Name	Address	Product	Now Advertising Through
The Warren Leather Goods Co.	Worcester, Mass.	Hand Bags and Luggage	William B. Remington, Springfield, Mass.
The Lauter Co.	Newark, N. J.	Pianos	Joseph E. Hanson Co., Newark
The Hesson Co.	New York and College Point, L. I.	Hesson Pipe	Alfred J. Silberstein, Inc., New York
Camfield Radio Mfg. Co.	Chicago	Radio Laboratory Equipment	Hurja-Johnson-Huwen, Inc., Chicago
Protex-A-Motor Mfg. Co.	Pittston, Pa.	Gasoline Filters	McLain Simperts Organization, Phila.
The Grand Rapids Store Equipment Corp.	Grand Rapids, Mich.	Store Equipment	The Green Fulton, Cunningham Co., Chicago
I. Applebaum & Co.	New York	Dresses	Foote & Morgan, Inc., New York
The Alox Manufacturing Co.	St. Louis	Shoe Laces	Nelson Chesman & Co., St. Louis
Peerless Mattress Co.	Lexington, N. C.	Mattresses	Charles W. Hoyt Co., Inc., Winston-Salem, N. C.
United Bank & Trust Co.	San Francisco, Cal.	Finance	Lord & Thomas and Logan, San Francisco
Pacific Coast Canners, Inc.	Oakland, Cal.	Canned Goods	Lord & Thomas and Logan, San Francisco

NEW PUBLICATIONS

Name	Published by	Address	First Issue	Issuance	Page	Type	Size
Feminine Lore	The Feminine Lore Publishing Co.	4 Union Square, New York	February	Monthly	7½	10	10½
The New South	The New South Publishing Co., Inc.	Provident Bldg., Chattanooga, Tenn.	March	Monthly	7	10	10

NEW ADVERTISING AGENCIES AND SERVICES, ETC.

Le Roy P. Wight, Inc.	25 West 43d St., New York	Advertising	Le Roy P. Wight, Pres. & Gen. Mgr. J. B. Phillips, Vice-Pres. & Treas. Sven Rasmussen, Sec. & Art Dir.
Husband & Thomas Co., Inc.	67 West 44th St., New York	Advertising	D. C. Thomas, Pres. J. Husband, Vice-Pres.
Jackson-Webber Studios	Chicago	Art Studio	P. Wayne Jackson and R. A. Webber

PUBLICATION CHANGES AND APPOINTMENTS

Tribune and Post, Jefferson City, Mo.	Have consolidated.
The Des Moines Capital	Has been consolidated with the evening edition of The Des Moines Register and Tribune, to be known as the Des Moines Register and Tribune-Capital.
New York Evening Telegram	Has been sold by William T. Dewart to the Scripps-Howard newspaper organization.
The Minneapolis Tribune	Announces that it will change from a seven column to an eight column page size, effective March 7. The type pages will be 16½ x 22.
News-Bee, Toledo, Ohio	Has been elected to membership in the American Newspaper Publishers Association, New York.
Times, Ashland, Ky.	Has appointed the Geo. B. David Co., New York and Chicago, as its National Advertising Representative.
Gazette, Charleston, W. Va.	Has appointed the Geo. B. David Co., New York and Chicago, its National Advertising Representative. Effective March 1.

MISCELLANEOUS

Bankers Home Magazine, Detroit and New York	Name changed to Polk's Bankers Review.
The Chicago Tribune	Has opened an advertising office at Atlanta, Ga. G. C. Blohm is manager.
Havens-Blair-Cartlich, Kansas City advertising service	Will open a New York office. G. L. Cartlich will be in charge.
Clinical Medicine, Chicago	Name changed to Clinical Medicine & Surgery.

CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

Name	Business	From	To
The Charles W. Hoyt Co. (About March 15)	Advertising	116 West 32d St., New York	11 East 36th St., New York

You can place your Outdoor Advertising through your Advertising Agency if a member of the National Outdoor Advertising Bureau — and secure complete coverage of any community (such as illustrated) or any group of communities at a moderate and profitable cost.



Under the Roofs We Find That—

People of all classes, religions and nationalities make up a typical community. **OUTDOOR ADVERTISING** is the only economical means of reaching this entire market.

THE National Outdoor Advertising Bureau is an organization of Advertising Agencies which offer a complete service in Outdoor Advertising.

Placing your Outdoor Advertising through your Advertising Agency assures you a harmonious, complete and coordinated Advertising Campaign. Ask your Agency for complete information.

Outdoor Advertising through Advertising Agencies
National Outdoor Advertising Bureau

1 Park Avenue, New York

General Motors Building, Detroit

14 East Jackson Boulevard, Chicago

The Harvard Graduate School of Business Administration has announced that the Jury of Awards has selected for the

EDWARD W. BOK

HARVARD ADVERTISING AWARD 1926

the Advertising Campaign prepared for the
Kreider-Rotzel Realty Company
Youngstown, Ohio

by

CAMPBELL-EWALD COMPANY

“ as the campaign most conspicuous for the excellence of its planning and execution which seeks publicity in a relatively limited territory or in a single locality for products or an institution. ”

AMONG THE ADVERTISERS, both national and local, whom Campbell-Ewald is privileged to serve, are the following: Acme Chair Company
Amrad Corp. Apex Electrical Mfg. Co. Ashley Dustin Steamship Line Bank of Detroit Brown Lipe Chapin Co. Buick
Motor Co. Buttroughs Adding Machine Co. Capper's Farm Press Chevrolet Motor Co. Consolidated Paper Co.
Copeland Products, Inc. Crosley Radio Corp. Crowe Manufacturing Corp. Delco-Remy Corp. Detroit & Cleveland Nav.
Co. Detroit & Port Huron Steamship Line Detroit School of Trades De Vry Corp., The Detroit & Windsor Ferry
Co. Everkeen Corp. Otto Eisenlohr & Bros. Fireside Industries Gregory Mayer & Thom Co. Harrison
Radiator Co. Hercules Corp. Holley Carburetor Co. Hyatt Roller Bearing Co. Keystone Watch Case
Co. Klaxon Company Kreider-Rotzel Realty Company Kleiner Cigar Co. S. S. Kresge Company Lewis

THIS AWARD, of highest honors attainable in the advertising profession, is even more than a recognition of Campbell-Ewald ability.

It demonstrates that Campbell-Ewald ideals of service are not influenced by the extent of the advertising appropriation—that the same conscientious attention is paid to small accounts as to large.

CAMPBELL-EWALD COMPANY

H. T. EWALD, President

DETROIT, NEW YORK, CHICAGO, SAN FRANCISCO
LOS ANGELES, PORTLAND, SEATTLE, CINCINNATI
TORONTO, MONTREAL, PARIS



Fig. Co.	Link Belt Co.	Mason Tire & Rubber Co.	Michigan Bell Telephone Co.	Monroe Auto Equipment Mfg. Co.
Motor Products Corp.	National Ass'n of Mutual Casualty Co's.	National Ass'n of Real Estate Boards	National University	
Society, Inc.	Nation's Business	New Departure Mfg. Co.	Oakland Motor Car Co.	Olds Motor Works
Products Corp.	Premier Cushion Spring Co.	Quality Park Envelope Co.	Rex Manufacturing Co.	Savoy Hotel Co.
Sled Corp.	Stanwood Corp.	Union Title & Guarantee Co.	Union Trust Co.	United Motors Service, Inc.
igar Co.	Weldon Manufacturing Co.	White Star Navigation Co.	CLIENTS IN CANADA:—Belding Corticelli, Ltd.	
Canadian	General Electric Co., Ltd.	Canadian Industrial Alcohol, Ltd.	General Motors of Canada, Ltd.	Life Underwriters
ss'n.	Orange Crush Bottling Co., Ltd.	Westinghouse Union Battery Co.	Wolsey, Ltd.	Ontario Tractor Co



Letters that Sell

Can you write them?
Want to know how?

These days everybody has to write letters and all letters aim to sell something—goods, services, good-will. And letters that sell have to be good letters. "Drool" won't do, nor "pap." Letters today have to be the kind that walk right up to folks and make them say "Yes, indeed!"

S. Roland Hall has a reputation for expertness in writing such letters. In his four meaty volumes he shows you how he has learned to get results. And he has the teaching knack, too. He can teach you a good deal of what he knows. Illustrations: actual experiences. The genuine article by a man who has been through the mill.

S. ROLAND HALL'S LIBRARY OF PRACTICAL Business Writing

Four volumes, 1272 pages, 5 x 8, fully illustrated, library binding. \$1.00 in ten days and \$2.00 monthly for five months.

In addition, these helpful books deal with writing business items for newspapers, articles for magazines, the editing of house organs, writing effective advertisements, making surveys, preparing reports, etc.—information that every business and professional man needs.

Examine it free—Send no money

Judge the value of this dollars and cents set of books for yourself. The coupon below will put them on your desk.

McGraw-Hill Free Examination Coupon

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

You may send me the S. ROLAND HALL PRACTICAL BUSINESS WRITING LIBRARY for ten days' free examination.

If the books are satisfactory, I will send \$1 in ten days and \$2 a month until your special price of \$11 has been paid. If not wanted, I will write you for shipping instructions.

Name
Address
Position
Company

Selling? Or Helping People to Buy?

(CONTINUED FROM PAGE 36)

much more to a salesman's ultimate success than the best theories he may have acquired regarding the "approach" or answering objections. Selfishness, in selling as in any other phase of life, never serves its purpose and, like murder, will out.

It is true that the salesman who is living from day to day under the dread shadow of a sales quota can hardly be expected to devote any time to the educational and goodwill-building work which must be done, if sales resistance is to be reduced so that greater turnover will be secured more easily in the future. The present system of judging a salesman's ability solely by his sales total would need to be modified somewhat in order to provide means of judging his ability to increase the efficiency of his trade, or otherwise build on a permanent basis for larger sales volume. After all, salesmanship is largely education, and the education that enables dealers to make the most money with our line, or our customers to use our products to their greatest advantage, is the education that will produce the biggest results for the longest period of time.

It would seem that, in selling, the longer way around is frequently the shorter way to the order—next year's orders as well as today's—and that in the long run it is more resultful and much less discouraging to sell for instead of to the dealer. Why follow the path of resistance more than is necessary? Any effort devoted to making the dealer a larger "faucet" will pay bigger dividends over a longer period than effort that is only concerned with applying more pressure to the "pipeline."

Iowa Papers Merge

The *Des Moines Capital* and the *Des Moines Evening Tribune*, two of the leading evening papers in Iowa, have been merged, effective Feb. 14, and will be published thenceforth as a unit under the title of *The Tribune-Capital*, according to a news release dated Feb. 12.

This combination brings together the oldest and youngest of the Des Moines newspapers and is looked upon as one of the most important changes in the Mississippi-Missouri Valley region. It was effected between John Cowles, associate publisher of the *Des Moines Register and Tribune-News*, and Lafayette Young, Jr., owner of the *Capital*. The price of Mr. Young's ownership shares in the latter paper is said to have been more than \$550,000.

The consolidation, according to the announcement, will retain the best features of the two papers. The staffs will be joined and the mechanical equipment of the *Capital* will be brought over and added to the equipment of the *Tribune*. Further enlargement will be undertaken as necessary.

Planned Advertising

Asking an Attorney for Advice

IF a man has some sort of a problem which involves losses, equity, taxes, organization, he goes to an attorney and requests an opinion. As a rule the attorney does not give an answer "off the top of his head." Even if he does, he later confirms his judgment by a written opinion. Often when he sends the written opinion he accompanies it with various references. He is not dogmatic. By quoting these references he tries to have his client see why he has formed these opinions. The lawyer sends a bill for this opinion.

So it is that "Planned Advertising" works. A man has a marketing problem. Problems constantly come up because conditions are constantly changing. If he patronizes "Planned Advertising" he buys an opinion. The opinion will be equally valuable whether the product is an old or new one.

When a man goes to a lawyer or when a man comes to us and asks for an opinion, in neither case is there need for embarrassment or obligation whether or not he employs the lawyer or us to go further. In both cases at the time he asks for the opinion he can know exactly what it will cost him.

Advice given by the doctor, lawyer, engineer or advertising agent, if dispensed on the golf links, in the smoking car or on the street, is apt to be expensive although it costs nothing.

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 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

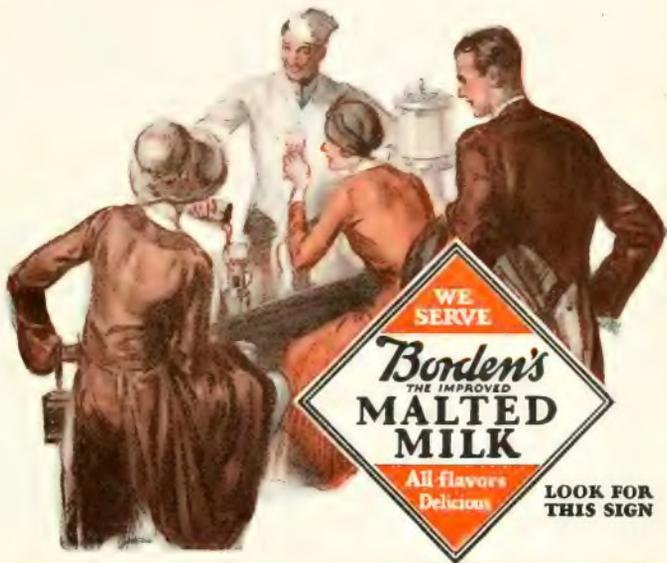
116 West 32d St., New York
Boston and Springfield, Mass.
Winston-Salem, N. C.

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

They all say -- "It's a WOW"

**So is the
LARGEST
ADVERTISING
CAMPAIGN
on
Malted
Milk
ever placed
in any
magazine!**

*It will appear
exclusively
in*



It Was a Wise Decision

for The Borden Co. to select LIBERTY as the only medium to carry its huge campaign which starts this month. This campaign will amount to \$62,500 for 1927. It was influenced by the results which the firm can trace to a test campaign which was run in LIBERTY last year. The Borden Co. secured through

this advertising many new dealers in every large city of the country, in addition to large increases in actual sales.

This important food advertiser is only one of the many discriminating advertisers who appreciate a publication with an editorial content planned to interest all members of the family.

Liberty

A Weekly for Everybody

247 Park Avenue
New York

General Motors Building
Detroit

10 High Street
Boston

705 Union Bank Building
Los Angeles

Tribune Square
Chicago

The OPEN FORUM

Individual Views Frankly Expressed

Another Prize Follow-Up

MAY I comply with the request of Mr. W. C. Platt in a recent issue of ADVERTISING & SELLING and "tell him one" on the subject of "follow-up"?

A typical Chicago live-wire engaged in the cleaning business told this one on himself.

He had been trying to break in with a certain concern which had a very large amount of business to give out in his line. All ordinary and "legitimate" methods having failed to win a hearing, he worked out the following idea to meet an unusual situation:

He wrote a letter to the company which started this way:

"Replying to your request of recent date for prices on cleaning, we quote you as follows," etc., etc.

This letter, he says, was taken to the manager of every department by the president's secretary, in an effort to locate the one who had written for prices. "When the circuit was completed," said the ambitious letter writer, "my firm's name and line of business were known throughout the plant."

C. W. PAGE,
Richmond, Va.

Old Fashioned Stores

I THINK every reader of ADVERTISING & SELLING can vouch for one store in his neighborhood that still adheres to the old-fashioned methods of many years ago. It may be the little candy store where as you open the door a sonorous bell rings out the message that someone's in the store and wants to be waited on. Or the hardware store, where the proprietor does a "sitting" business—with a few new things to sell (he does have a radio that he keeps going all day), but many drawers with screws, nails, hinges, etc., haven't been opened in many a day.

What a shock I had the other day when I took my collars to the Chinese laundry. Overnight, it seemed, the store had assumed an up-to-date front, well painted and appointed. And the change continued when I went inside. All shelves freshly painted and varnished, machinery out of sight, and the Chinese proprietor rubbing his hands with just pride as he shuffled up in his mules to serve me. And then another shock. The old brown laundry check with characters imprinted with a camel-hair brush—those old hieroglyphics that we puzzled over and tried to make

something of. Gone—to be no more; and in its place a perforated coupon, each half bearing the same number. One half was given to me, the other stayed with the collars. Gone, too, the atmosphere.

We stand for progress—always will—and yet I wonder how many of us will sigh for just such old-fashioned stores as I have described when we nonchalantly read ten or fifteen years from now of the latest inventions that will revolutionize the habits of a nation.

RUSSELL M. BUCKLEY,
The Belber Trunk & Bag Co.,
Philadelphia, Pa.

New Yorkers Are So Unrefined

MAY I suggest that the tobacco folk may not be so dumb as they appear to those solicitous friends who cannot comprehend why the cigarette makers do not advertise to women.

Your facetious heading, "Even in Tennessee," over one of the s. f. contributions in your Feb. 9 issue, prompts me to point out that all of this hullabaloo over "why don't you cigarette people wake up" originates in one small provincial group, New Yorkers, who have the happy faculty of never being able to realize that there is anyone else in America but themselves. Your "New American Tempo" is an illustration in point. The rest of the country may not harmonize with that tempo, for all your calling it American.

In this case of cigarette advertising directed to women, there is still a feeling, "even in Tennessee," and her forty sister States outside the metropolitan area, that the blatant pull on a cigarette, harmless though it be, is not compatible with the highest refinement and culture of womanhood which the people of those un-metropolitan States have come to appreciate. Could we liken it to what a New Yorker might feel if his mother walked into the drawing room and bit off a chew of plug tobacco? Or does this illustration fail to arouse the New York sensibilities? We are provincial, too, and don't know our New York; but we have the advantage of knowing we don't know.

R. G. FIELDS,
Caldwell & Company,
Nashville, Tenn.

Experience versus Red Blood

I HAVE just finished an article in the January 26 issue of your publication written by W. R. Hotchkin entitled "Past Fifty."

While I am what is generally called a young man (namely, thirty-four), I can readily see the logic of such an article as presented by the writer. I have reached the age when a man becomes afraid of the word "forty" and I don't know why.

Generally speaking, a man spends his first twenty-five years in study or preparation work to fit him for the world of business. The next fifteen or twenty are spent in accumulating experience. Theory alone would wreck any institution and a survey of business will indicate that the largest proportion of successful concerns are headed by men of mature years.

It is time that business men were giving more attention to the possibilities of thinking men than to the possibilities of youth or red blood.

R. P. ALLEN,
Smackover, Ark.

Questioning Questionnaires

I HAVE read, naturally with a great deal of interest, your editorial in the last issue, "More Common Sense—Less Curiosity," and from a long experience with questioners and questionnaires I agree heartily with what you say, when you remark: "The questionnaire in many cases has been carried to a ridiculous point. . . . 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 skillful questioner if it is to uncover the truth. Unless it does uncover the truth, it is money, time and energy wasted."

I think that few if any of the prolific users of mail questionnaires have any sense of their inherent limitations. Usually it is more important to find out the facts regarding that part of the market which is not *spontaneously responsive* than from that class which is. It is strange to me that the users of mail questionnaires do not recognize the very apparent fact that a mail questionnaire can only elicit its information from the responsive class. Therefore, the information is bound to be distorted, overweighted in some respects and underweighted in others.

R. O. EASTMAN,
Cleveland, Ohio.

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 eleven 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. Beers

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

Devoted to the Power Problems
of All Industries

"I have been a reader of POWER for a number of years as far back as the time when this paper was called 'Steam.'

"Its advertising section has always been a directory for me and is today. I have bought a lot of goods in the last 30 years that were advertised in POWER."

CHIEF ENGINEER,
Big Eastern Manufacturer

"We receive copies of POWER at this plant regularly. Copies are not only read by myself, but are gone over by my engineers as well.

"Photostats are made of interesting subjects and advertising part gone over thoroughly for new material listed, then copies are filed.

"When ordering powerplant and plant maintenance material, copies of POWER are invariably taken from file and advertising section looked through for material in question."

CHIEF ENGINEER,
Leading Detroit Motor Plant

More evidence to show that POWER readers read POWER advertisements and use them to help select equipment and supplies.

A.B.P.

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

Let's Look At It As a Matter of Dollars and Cents!

THE black and white page rate in The Shrine Magazine is \$1,350. The advertiser, therefore, reaches 449 subscribers for each dollar invested.

And here are the number of subscribers per dollar reached through The Shrine Magazine and seven other weekly and monthly publications of importance.

THE SHRINE MAGAZINE	449
Publication No. 2	297
" " 3	305
" " 4	340
" " 5	374
" " 6	397
" " 7	422
" " 8	426

The net paid circulation of The Shrine Magazine is 607,112 copies monthly. A distribution statement, by states, will be mailed upon request

THE SHRINE MAGAZINE

1440 Broadway · New York
Phone: Pennsylvania 7827

CHICAGO
122 So. Michigan Blvd.
Telephone: Wabash 6944-5

BOSTON
Little Building
Telephone: Hancock 8086

The Business "White Plague"

[CONTINUED FROM PAGE 21]

of the banks were entirely cold to the hapless 335,217 out of 417,421. Their average balance in the bank could not be more than five hundred to several thousand dollars, and their line of credit must have been exceedingly narrow.

Why does lack of capital persist in the face of a plenitude of money? Why in a prosperous country must three-quarters of our corporations stay so small and unprofitable? After you discount something for the smaller mental caliber of the men who run them (not altogether a fair assumption at that) you run directly into the fact that the price of larger tools is not available. Tools include men, advertising, sales organizations, automatic machinery. It is absolutely incredible that only one out of four businesses in the United States is worthy—or has a future. It is in fact preposterous. Nor is the idea tenable that there are not enough able business men to man more than one out of four corporations. Finally, the facts are against the idea that there is not enough capital available to capitalize properly more than one in four.

No! There is something else wrong, and that something else begins to emerge. There is not competitive elbow room for all these small corporations, unless they are content to remain "shoe strings," which naturally they are not. Consequently cautious capital passes them by. These smaller corporations are what might be called one-legged creatures, and bankers favor structures standing solidly on four legs (management, size, earning record, future sales prospects). The one-legged often have only future sales prospects; and they are dumb-founded when bankers do not consider that sufficient.

What then is in store for the submerged 335,217? They do not seem to get capital; their overhead is outrageously high in ratio to their volume; and they can not get much attention from bankers, business advisers or publications. The thing seems to be a vicious circle and a lost cause. If an individual becomes ill, there are many well organized institutions, private, municipal, and national, to reduce the likelihood of mortality. But the white plague of business goes right on, practically unmolested.

PREVENTIVE measures are important. Why do corporations start without adequate capital? Because they are so eager to begin that they do not stop to calculate. Calculation and analysis are vinegar to the average man, and poison to the average inventor. The truth is that today new business should be brought into the world not by the old midwifery processes of slap-dash or hunch, but under the expert care of business analysts. True, many famous businesses were brought to huge success—in other days—on the shoe string principle. Some are today. It really was once the "American" way of doing it. But the "American" way of today is entirely dif-

J. George Frederick

has probably served a longer continuous period as a free lance sales counselor on a fee basis than any other man; 19 years. And his books on sales are standard textbooks in universities.

What is your problem? Write us.

The Business Bourse

J. GEORGE FREDERICK, PRES.
15 W. 37th St. (Wisconsin 5967) New York
In London, Business Research Services, Ltd.

ATTRACT!! SELL!!

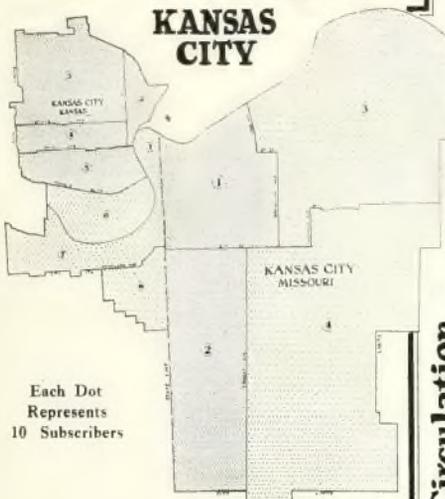
With distinctive,
dignified, artistic

MECHANICAL ADVERTISING DISPLAYS

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

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

a startling comparison!



Each Dot Represents 10 Subscribers

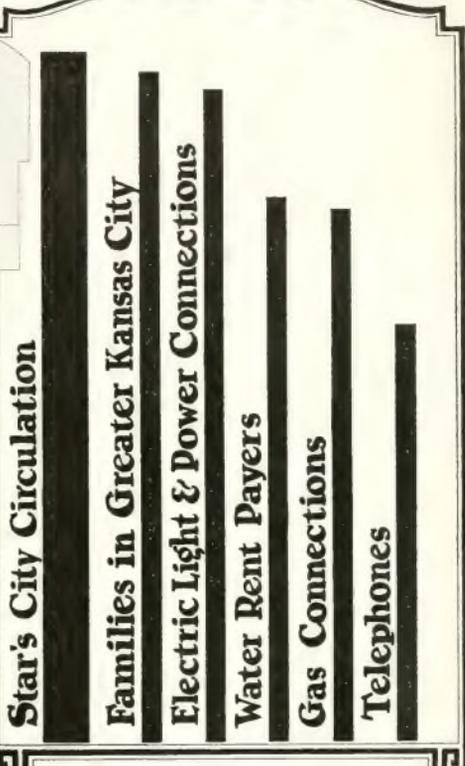
THE chart and map on this page tell a story of circulation coverage which reflects an unusual condition.

The Kansas City Star possesses the quality of appealing to the masses as well as to the classes.

So broad is The Star's scope of service, so manifold are its uses to the business men of Kansas City and its territory that The Star is an integral part of the city's social and commercial life.

The excess of The Star's circulation over the number of families in Greater Kansas City is due to the fact that downtown sales by newsboys and stands are included in the circulation count and also to the fact that some households, because of their size, require more than one copy of The Star.

In this comparison of The Star's city circulation with patrons of public utilities, the city circulation only of the evening edition only has been considered.



Star's City Circulation.....	148,907
Families in Greater Kansas City.....	145,547
Electric Light Connections.....	141,467
Water Rent Payers.....	117,961
Gas Connections	114,256
Telephones	90,040

Figures and Circulation as of January, 1927

TOTAL Circulation More Than Half a Million a Day

THE KANSAS CITY STAR

New York Office,
15 East 40th St.

Chicago Office,
1418 Century Bldg.

New England's Second Largest Market

Four Out of Every Five Homes

In Rhode Island Use ELECTRICITY

THERE are 121,323 residence electric meters and 21,790 commercial meters in use in Rhode Island.

In this same territory there are 150,134 families (1925 State Census) which means that four out of every five homes in the State are prospective purchasers of electrical appliances.

The live dealers and jobbers operating as the Electrical League of Rhode Island are doing constructive work to educate the public in the advantages of electricity.

The Providence Journal *and* The Evening Bulletin

with a net paid circulation of 108,809 offer manufacturers and distributors of electrical appliances the most effective and economical means of reaching this prosperous market at a minimum cost.

In 1926 these newspapers carried 72.28%
of all advertising carried by Providence newspapers.

PROVIDENCE JOURNAL COMPANY
PROVIDENCE, RHODE ISLAND

Representatives

Chas. H. Eddy Company
Boston New York
Chicago

R. J. Bidwell Company
Los Angeles San Francisco
Seattle

ferent. It is the *engineering* way; the way the U. S. Steel Corporation was started, as against the way Henry Ford started: "on all fours"—with all four of the vital elements present at the beginning.

IN other words, the soundest way to build a business now is not to start in a backyard shed somewhere and "toil early and late" à la Henry Ford or Charles W. Post, but to build up a unit out of present businesses or to start completely fresh with enough capital to buy all the tools necessary. I repeat that the modern tools necessary include men, advertising, research, high-speed automatic machinery and distributive organization. Under the old "backyard shed" conception of a business start, you made your goods by hand yourself, and then went out and sold them yourself; or you did something almost as primitive. The emphasis was largely on making something. Hershey, of Hershey's Chocolate, used to make caramels and then peddle them in a wagon. Fuller, of Fuller Brush Co., I believe, did more or less the same thing. But for every Hershey or Fuller there were thousands of failures. In fact, Hershey himself failed; not once but twice. He succeeded brilliantly when he finally sold his caramel business and started afresh with chocolate bars, with a completely new and adequately capitalized enterprise.

The interesting thing is that when you use the shoe string or backyard shed method you slow your success, whereas when you use adequate capital you annihilate time; you greatly accelerate success.

But all this does not tell a small corporation how to lift itself from the under-capitalized class.

There is of course no cut-and-dried or even reliable method that can be suggested. Most of the financial mistakes made by corporations rise *at the start*. Not enough capital is put in before operations are begun; that is Fatal Error No. 1. It immediately destroys the company's good record by putting it into the struggling, inadequately financed class before it should be there. A new corporation, like a new baby, has a right to a clean, sound start in life. A company not yet in operation, existing on paper, is much better off and more attractive than a company already started, struggling against fatal odds.

But the Fatal Error No. 2 is failure to make adequate banking connections. I have known many a struggling, but sound, company that never sent anybody to its bank but the bookkeeper. A small corporation should do its banking with a local trust company, which by law has greater latitude for lending. That trust company can and will supply sound credit. A local banker should be able to aid further capital needs if the record has been right. Fatal Error No. 3 is too much promotion and too great dissipation of capital on unproductive expenditures, if not on promotion activities. There is too little appreciation of the value of a sound record for bankers to scan.

Fatal Error No. 4 is to sell stock to keep going; to sell it for operating expense rather than for capital investment. Fatal Error No. 5 is juggling of finances. One man I know suddenly went bankrupt because his bank discovered that he was holding demand

The Lillibridge Viewpoint

Number Ten

Issued by Ray D. Lillibridge Incorporated

New York

The Sentiment of the Occasion

MITCHELL of the *Sun* tells a story, which he thinks he read in Samuel Roger's *Table Talk*, about a British poet who took a visiting friend to ride around the neighboring country. They paused on a hillside overlooking a lovely vale in the centre of which was the spire of a little church standing in its tree-embowered churchyard.

"How beautiful!" exclaimed the visitor. "The scene would be nothing without that ideal church and graveyard."

"Yes," said the poet, the tears coming into his eyes, "and how much more beautiful to me because I know that in that churchyard are buried my grandfather, my mother, and two dear sisters."

The stranger afterward told of the incident and the impression it made on him to somebody well acquainted with the region and with the poet who wept on the hillside.

"Nonsense," said the other, "He was lying to you. Not one of his family is there. They are all buried over in Sussex."

"The poet was not lying," said Swinton with great animation. "It was necessary for the sentiment of the occasion that his grandfather and his mother and sisters should be buried there. He was right to put them there."

§ § §

Which is all right for sentiment, perhaps, but isn't there too much of this kind of "sentiment" creeping into advertising? Isn't it getting too easy to make the sales story picturesque at the expense of ordinary business veracity?

Honest facts, grubbed out of experience and service, ought to be inspiration enough for the preparation of forceful advertising messages,

nor need they lack in drama. Let the imagination be applied to their serving, not to their substance.

Lincoln Said—

IN HIS famous "House Divided" speech: "If we could first know where we are and whither we are going, we could better judge what to do, and how to do it."

The Lillibridge "Objective Method" of laying out an advertising program concerns itself first with the "where" and "whither," that there may be no waste of appropriation or loss of time in connection with the "what" and "how."

More about this "Objective Method" if you are interested. Write.

—

NEVER mind the other man," said Marshall Field. "Competition is the life of trade. It makes no difference how they tread on your heels,"—he smiled in his slow, pleasant way—"so long as you keep them on your heels."

—

A Living Fire

A YELLOWED newspaper clipping found way back in a drawer of the desk of one of the members of our staff tells of a fire on the hearthstone of a humble home in Livingston County, Missouri, that has not been out for eighty years.

When the builder of that home, with his girl bride, left Kentucky to settle in the Missouri wilderness in 1836, he took along coals from the home fireplace, carrying them in an iron pot slung from the wagon axle.

Matches were unknown, and the method of

getting sparks from flint and steel on dry punk was very uncertain while traveling into a new country. He kept alive the coals in the iron pot through the long journey and then transferred the fire to the hearth of the rude cabin. There his children and his children's children grew up and studied and loved and died in the warmth and light of the transferred, ever-living fire.

§ § §

There are manufacturers who have the spirit of this Missouri settler and his descendants: years ago they lighted the fire of advertising to draw people's attention to their wares, and they have never let it go out. Through good times and bad, in season and out, they have let this light shine, and they have prospered. They do not think of advertising as something they can do or not, as they choose, but as the natural glow of their business.

And that glow draws people to them and creates a feeling of warmth and friendship that is known in business circles as good-will.

"Let the People Know"

IT IS NOT enough that a business institution be honestly conducted and sincere in its desire to serve the public well; the public must be made to realize all this. As one of our modern business leaders has so aptly expressed it, "Next to doing the right thing, the most important thing is to let the people know you are doing the right thing."

"Letting the people know" can be a very costly process, and sometimes there is no other way. But frequently the costly way is used needlessly. Much depends upon whether the thinking and planning begin in terms of white space and words, or in terms of individuals and influence.

All's Grist to the Copyman's Milne

THE king called the cook,
And the cook came a-running.
"Take an old shoe,
And a loaf of stale bread,
My second-best crown,
And some ten-penny nails,
And make a fine pudding
For dinner," he said.

The chief called the copyman,
And he came trotting.
"Take quantities of atmosphere
And pecks of social grace,
Tell all about the factory,
And all about the product,
And put all our branch addresses
In a sixty-word space!"

—Sarah H. Birrell

Of Interest to Advertisers

WE have a series of bulletins describing the various features of the Lillibridge way of advertising, some of them showing how it applies to different kinds of advertising problems.

Following are the titles:

To the Man Who is Advertising from Habit.

The Story of an Advertising Agency that was Ahead of its Time.

To the Head of Any Business "Too Small to Advertise."

Concerning the Use of Sledge-Hammers in Advertising.

To the Head of Any Business "Too Technical to Advertise."

If Your Product Could Talk.

Copies of any or all of these bulletins will be mailed to interested executives on request.

RAY D. LILLIBRIDGE INCORPORATED

Advertising

NO. 8 WEST 40TH STREET • NEW YORK

Telephone: Longacre 4000

Established in 1899

notes of his corporation for large amounts, while at the same time he was asking for loans from the bank. He was trying to make the bank "hold the bag" to which he held the string.

The very best way for a concern with some real assets—whether they consist of one or four of the "legs" previously referred to—to develop adequate capital is to consolidate. In past years such a move was usually resisted because men had too personal a feeling about their businesses. It was their baby. They could not nurse it, perhaps, and it wasted away in their arms, but it was their baby nevertheless and they would not give it up. Nowadays men feel differently. The other day Remington Typewriter, Dalton Adding Machine, Baker-Vawter loose leaf goods and Rand-Kardex merged. These companies had very strong separate individualities, but they were not afraid of consolidation. There ought to be 10,000 or more consolidations in America. It is a splendid way to achieve greater economy and fully adequate capital. There are now six or seven different ways to consolidate, to fit various conditions.

Selling stock to the public, on your own account, is possible, but it is a very difficult and not always a successful arrangement. And as bankers will not do it for small concerns, there really remain only two alternatives: to sell stock to a few individuals or to attempt consolidation. To go on operating a shoe string business may fit your temperament; and you may, if you can command a high grade sales, advertising and administrative ability, lift yourself by your bootstraps. That is what the 335,217 are attempting, and there is always a certain number who succeed, thanks to the energy and ingenuity that reside in the American temperament. But it is a poor reed to lean upon, a mere gambling chance. Money is power, and its absence all but stalemates a good program and a good product. To paraphrase ex-Vice-President Marshall's famous epigram, "What this country needs is a better appreciation of adequate capital"—and a better knowledge of how to spend it if you get it.

The Business of Being an Advertising Manager

[CONTINUED FROM PAGE 34]

when there were no railroads, no steamships, no airplanes, no telephones, and when everybody, or nearly everybody, lived on the land. But railroads and steamships and telephones and machines that do the work of a thousand men are here; and it is no longer possible for the great majority of people to make a living by cultivating the soil or by serving as herdsmen or flockmasters. The social machine which civilization has built is extremely complicated. It functions only because the majority of us want it to do so; and because each of us who is a part of it has his own special task. The task of the advertising manager is to do what he can to make the industrial unit with which he is identified function with minimum



THE Commercial Photograph rarely has the qualities of beauty of the "Photo-Portrait." But rarely does an Apeda Commercial Photograph LACK them. As witness... the above.

Apeda Studio
INC.
PHOTOGRAPHERS

CHickering 3960

NEW YORK

212 West 48th Street

Free! Ponton's
Mailing List Catalog

List o' Trades and HOW to
Reach 'em.

R. G. DUN Statistics

108 PAGES. 8500 DIFFERENT LISTS

Write for your copy today.

THE W. S. PONTON CO., Inc.
307 SIXTH AVENUE NEW YORK

LIKE many other customers, you will not judge Diamant typography by the amount of the bill. The quality of the craftsmanship speaks for itself—and it costs no more!

Write for booklet

E. M.

Diamant
Typographic Service

195 Lex. Ave. CALedonia 6741

The ARCHITECTURAL RECORD begs to replace its previous figure of 6,635 architect and engineer subscribers—(constituting a lead of 28% over its nearest competitor)—with the new high mark of 7,160.

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.

(Average net paid 6 months ending December, 1926, 11,436)

The ARCHITECTURAL RECORD
119 West Fortieth Street, New York, N. Y.

Member A. B. C.

Member A. B. P., Inc.

With a forward looking agency, this man will appreciate

Twenty-seven years old, Christian, university trained; has a newspaper past, a copy present, an advertising future; no oral salesman but persuasive with a pen; few ideals but a marching host of ideas.

Fledged in an organization where good advertising is defied; has put pen to dealer, retail and mailing copy, resultfully; can put pulse and picture into a selling message; knows Cheltenham from Bodoni, offset from letterpress and makes capable layouts. He contacts well.

New York agency preferred.

BOX No. 444

Advertising & Selling

9 East 38th Street., New York City



The Only Denne in Canadian Advertising
The Canadian Market demands specialized advertising counsel and service—which is our job. Let us tell you how we can help.
A. J. DENNE & Company Ltd.
Reford Bldg. TORONTO.

ADVERTISING DIGEST

Selling Aid Advertising Digest, issued monthly, keeps you abreast of new ideas, indexes all articles in current issues of advertising publications. Classified under subjects and lines of business, etc. Clearing house of profit-making data, plans, etc. Send 10c with your letterhead, for sample, plan, cost, etc. **SELLING AID, 622 No. Michigan Avenue, Chicago**



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

friction. For that reason, it is highly important that the man who is in the business of being an advertising manager should believe, not only in advertising, not only in his own business, but also in the general scheme of things as they are. If he lacks that belief, he cannot succeed.

Not for a moment would I have the reader think that I regard business and business methods as beyond criticism. I know better. But I also know that life on this globe could not continue were it not for "Business." I also know that the good in it outweighs the bad and that the proportion of good will increase and that of bad decrease. This thing that we have built is, momentarily, greater than its builders. That will not always be the case. Some day we shall learn to control it.

So much for what might be called the mental preparation for the business of being an advertising manager. Next comes educational preparation—the utilization of books and other publications which every man who is engaged in advertising should have.

I am not prepared to say which of the various books on advertising is best. I can, however, unhesitatingly recommend:

"Business of Advertising," by Earnest Elmo Calkins.
"Making Advertisements and Making Them Pay," by Roy S. Durstine.
"The Advertising Handbook," by S. Roland Hall.
"Advertising As a Business Force," by Paul T. Cherington.
"Advertising: Its Principles and Practice," by Harry Tipper, G. F. Hotchkiss, H. L. Hollingworth and Frank Alvah Parsons.
"Elements of Marketing," by Paul T. Cherington.
"Writing Advertising," by James Davis Woolf.

It is only fair to say that from none of these books, nor from any other book, can one gain practical knowledge of the business of advertising. Nevertheless, one should own and read the books listed. They are worth more than their cost.

The five books which are the nucleus of every advertising manager's library are:

A good dictionary, "Roget's Thesaurus," "A Dictionary of Modern English Usage" (Fowler), "Crabb's English Synonymis," "Bartlett's Familiar Quotations."

These books are tools. No man who hopes to succeed as an advertising manager should try to get along without them.

Another book which one should possess is Herbert Spencer's "Synopsis of Style." The benefit one gets from it will depend upon the care with which one reads it. Half a dozen pages at a sitting are enough.

THERE can be no difference of opinion as to the desirability of familiarizing oneself with the writings of the masters of the English language. But, it seems to me, one should read Shakespeare, Addison, Stevenson, Conrad and Galsworthy for the pleasure they give and not with the idea of modeling one's own style of writing on them. The fact that advertising is not literature should not be forgotten; nor should one fail to remember that the essence of advertising copy is *condensation*—the ability to tell vividly, in fifty words what the novelist tells in five hundred.

Among the present-day periodicals which appeal to me, because of the



Follow Through On This Vast Basic Market

INDUSTRIAL advertising appropriations oftentimes seem to have vagabond habits. They go here and there and everywhere—concentration is notably lacking. Incidentally, so are the desired results.

Get under the surface where under-surface digging is profitable. It is in the textile industry. Here you have the second largest industry of the land—the tremendous buying power of more than \$6,000,000,000 invested capital.

This great market is easily accessible. No other industry offers

such concentration for a strong sales approach. 95% of its output is confined to large units. Executives are fewer per thousand workers than in any other industry.

Textile World reaches through net paid subscribers, firms and individuals controlling 90% of the machinery of the textile industry. This is equivalent to 90% of the industry's buying power.

Let us interpret the textile market for your product and how to reach it.

Member
Audit Bureau of
Circulations

Textile World

Largest net paid circulation and at the highest subscription price in the textile field

Member
Associated Business
Papers, Inc.

334 FOURTH AVE.,



NEW YORK



One of advertising's most important functions is to create brand familiarity. When the article in the store is remembered as the one seen advertised, much sales resistance is reduced.

It is necessary that the advertising be addressed to the same person who enters the store. Medium is as vital as copy.

Farm women do ninety per cent of the family buying. Successful advertising must reach these farm women,—through a medium you are sure they read.

THE FARMER'S WIFE is the only magazine edited exclusively for farm women. Concentrated attention. No divided interest. America's unique publication. THE FARMER'S WIFE is regularly read by more than 800,000 farm women who make family buying a normal part of their lives.

Have they been introduced to your brand?

THE FARMER'S WIFE

A Magazine for Farm Women

WEBB PUBLISHING COMPANY, PUBLISHERS
St. Paul, Minnesota

Western Representatives

Standard Farm Papers, Inc.
307 North Michigan Ave.
Chicago, Illinois

Eastern Representatives

Wallace C. Richardson, Inc.
250 Park Avenue
New York City

Member Audit Bureau of Circulations

quality of the English in them, are: the *Atlantic Monthly*, the *American Mercury* and the *New Republic*. Of the first-named, it is not necessary to say more than that it upholds the best traditions of the time when, outside of New England, the United States was a literary wilderness. The *American Mercury* calls itself "A Monthly Review." It is brilliant, sardonic, a bit "naughty" now and then, one finds in it much that amuses and, not seldom, something that makes one think.

I READ the *New Republic*, not because I agree with everything it says but in spite of the fact that I disagree with almost everything it says. Which, if you stop to consider, is not a bad reason for subscribing to a publication.

Let us return to the matter of the advertising manager's library. In it should be every worthwhile book which has to do with the industry of which the advertising manager's business is a part. And those books should not be merely for reference. They should be read. One of the most frequently made criticisms of American business men is that they are ill-informed on matters outside their own business. They do not have, critics say, a "world viewpoint."

An hour or two a week, devoted to reading of the right kind should remedy that. It should give one a better conception than one has of the possibilities of foreign trade. What is more important, it should inform one as to the possibilities of trade at home.

College professors and others who write books such as "The Food Resources of the World" and "The Education of the Consumer" may not have the daring, the initiative and the love of power which the captain of industry has. But they have something which he has not—a willingness to spend years in uncovering and assembling facts. And facts count in business.

I do not see how anyone can make a success of the business of being an advertising manager if he has not a clear understanding of what his company is trying to do and how it proposes to do it. A good many executives, I imagine, have rather hazy ideas on that subject—so much so that I believe that if I were to ask the head of this, that, or the other company to tell me what he is trying to accomplish, he could not give me a satisfactory answer. He knows, of course, what he does not want to do. Assuredly, he does not want to have to go to his directors, at the end of the year, and tell them that their company has lost money. But, outside of a desire to make money, most men at the head of business enterprises are, it seems to me, more or less in the dark as to what they are striving to accomplish. As a matter of fact, most of us are in that position. We think only in terms of the present. We see only the things that are before our eyes. We do only the things that are within reach of our hands.

If these statements are true, it follows that the man who wishes to succeed in the business of being an advertising manager will do well to give thought to the suggestion that he put into words his ideas as to the sales and advertising policies his company should adopt. It would, of course, be a mistake to act on this suggestion unless and until one is thoroughly familiar with a business. But is there any good

reason why one should not do so, then? The time one gives to the preparation of a "brief" of this kind will be well spent. And even if, as very probably will be the case, it develops that the advertising manager's ideas do not appeal to his superiors, he will have "started something."

I do not feel free to go into details as to the form these suggestions should take. Everything depends upon circumstances. But I am sure of this: In every big business there are all sorts of problems which clamor for solution. The man who solves them will be rewarded.

Again, I do not see how a man can make a success of the business of being an advertising manager if he does not keep in constant touch with his company's sales statistics.

The statistical department of many a business is regarded as a necessary evil. And that is precisely what it is—in those businesses. But that same department can be made enormously valuable if its findings are used as the basis for constructive action.

The statistical department, for example, shows where sales have fallen off, or increased. The sales manager's job is to find out why that has happened. The advertising manager's job is to apply the remedy, if one is needed. But, it seems to me, it is desirable that the advertising manager go to the sales manager and say, "Sales in Texas are slipping. What do you think of _____?" rather than that the sales manager should carry news of that kind to the advertising manager and ask him what he has to suggest.

[This is the first of two articles. The second will appear in an early issue.—Editor.]

Research Men Organize

The Market Research Council, composed of about twenty-five executives of various organizations in the agency, university and publishing fields, has been established on a permanent basis after more than a year of informal meetings. This body is and will continue to be quite separate and distinct from the Marketing and Distribution Council recently formed at Washington. Meetings will be held monthly.

Percival White, New York marketing counselor, was elected the first president of the body, and Stanley I. Clark of the Joseph Richards Company will serve as secretary-treasurer.

Obituary

FRANK TOUSEY WILLIAMS, vice-president and general manager and a director of the Union News Company, New York, died in East Orange, N. J., on Feb. 11 following a brief illness. He is survived by his brother, Henry Williams, president of the same company, and by one sister, Mrs. B. N. Jones of Glen Ridge, N. J.

Mr. Williams was forty-four years old at the time of his death. During his long connection with the Union News Company he had become well known and respected in the newspaper and advertising fields in several parts of the country.

ARE YOU REACHING THE CONSUMER IN THE NAME OF YOUR DEALER?

Signs, window displays, counter cards, wall hangers—Good advertising to attract the man who approaches or enters your retailer's store.

But how about the man in the next block—the man headed another way—possibly to a competitive dealer's store?

There is the biggest part of the public—the biggest potential business. How are you reaching it?

Direct Mail is the logical medium. In many lines it is the ONLY practical, economical medium for the retailer.

Electrograph plan of dealer-to-consumer Direct Mail offers a tested, workable system. It stimulates consumer interest in your product. It enlists the retailer's good will and co-operation.

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

May we explain the plan to you? No obligation.

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

Electrograph

Created **DIRECT-MAIL** Localized
Individualized
Distributed

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

Persistence

ONE of the reasons why I have continued to struggle on in this column for these now more than two years past is the fact that I get such frequent friendly and helpful aid from my good friend, Justin F. Barbour who, as you all should know, is the Chicago representative of ADVERTISING & SELLING.

Just about the time when I begin to think I have impinged upon all the known phases of advertising as practiced in magazines and, hence, have nothing remaining about which to write and, being too proud or dumb or something to change my plan of copy, Mons. Barbour comes barb, barb, barbing along, and slips me a new or, at the very least a renovated slant.

His dry-cleaned garment for clothing this otherwise naked column of white space in this issue is:

"A field worth going after is worth keeping after."

Yes, of course, it's an old thought.

But, how often is it forgotten!

I know we, around here, forget it now and then, to our loss. And I know that the hereinabove mentioned J. Barbour doesn't forget it, to his gain.

As I look over the list of advertisers in a certain up-and-coming, attractive and handy pocket-size monthly magazine circulated on the modern scientific "controlled" plan, which here shall be nameless* I am impressed with the fact that, without exception, all of its old advertisers are substantial people.

They are living exemplifications of the fact that "A field worth going after is worth keeping after."

A. R. Maujer.

for
INDUSTRIAL POWER
608 S. Dearborn St.
Chicago, Ill.

*The name of the magazine to which Mr. Maujer alludes will be sent upon request.



The Losses Are Very Small

Believers in installment selling will find a good deal of comfort in the summary of the operations of the General Motors Acceptance Corporation, recently issued by one of the largest of New York's trust companies. Because of space-limitations, it is not possible to reproduce the circular in full, but that part of it which has to do with Volume of Business and Credit Losses, since the company was organized in 1919, is as follows:

Year	Volume	Number of Items	Net Credit Losses	Ratio of Net Credit Losses to Volume
1919	\$20,880,988	19,088	\$57,301	.2744
1920	104,102,634	82,962	569,795	.5473
1921	77,457,029	78,800	302,276	.3902
1922	135,256,702	164,473	89,514	.0662
1923	218,516,114	249,354	75,103	.0343
1924	263,649,316	276,556	183,094	.0722
1925	281,426,773	392,286	151,184	.0537
1926	631,543,573	968,045	233,630	.0369
Total	\$1,722,933,128	2,220,663	\$1,661,897	.0965

There is no question—there can be none—as to whether the General Motors Acceptance Corporation has profited through installment selling. The point which still has to be decided is—Has the public, as a whole, benefitted?

"Jimmy"

'Way back in the Middle Ages, I had an office boy who was usually referred to by his associates as "Mouthy Jim." He was, I really believe, the most exasperating youngster who ever licked a postage stamp or answered a telephone—stubborn, cantankerous, opinionated beyond belief. Lacking education and totally devoid of tact, he gave no promise of ever rising higher than a poorly-paid clerkship.

Somehow or other, Jimmy attracted the attention of a wealthy old man who saw—or thought he saw—in him the "makings" of a clergyman. He offered to send Jimmy to college. Jimmy jumped at the opportunity. Today he's a bishop—a real, live bishop! When he comes to New York, which he does every year or two, he preaches in one of the city's largest churches and to one of its wealthiest congregations. I at-

tend—always. You couldn't keep me away. I can't explain my attitude, even to myself. But it is a fact that I get a lot of satisfaction out of the circumstance that "Jimmy," who, in my opinion, ranked —10 as an office boy, should be classed as +100 as a cleric. As G. B. S. says, you never can tell.

Time Is a Factor

Twelve or thirteen years ago I bought a hundred shares of the common stock of a corporation, the name of which is known to every advertising man. The price at which the stock was then selling seemed to me to be attractively low; and the yield was satisfactory. But, to be entirely frank, my main reason for purchasing the stock was that I believed it would advance, considerably, in the course of a year or two. It did. In less than a year it went up twenty points. I sold the stock and, by so doing, profited to the extent of about \$2,000.

Of course, I patted myself on the back. Of course, I told myself that John D. had nothing on me. To buy something for \$11,800 and sell it twelve months later for \$13,700—"that," said I to myself, "that shows that you know how to make money."

A couple of years ago, the company in which I held a hundred shares of stock in 1914 or 1915 readjusted its financial structure. A stock and cash dividend was declared. Little by little the new stock climbed upward—so much so that the present value of the shares which I was glad to sell for less than \$14,000 is around \$75,000.

Now, fourteen thousand dollars is not an awful lot of money; but seventy-five thousand dollars is a good-sized fortune. And it would have been mine if I had just sat tight.

Time is a factor, not only in speculation, but in everything else.

The "Secret Spring"

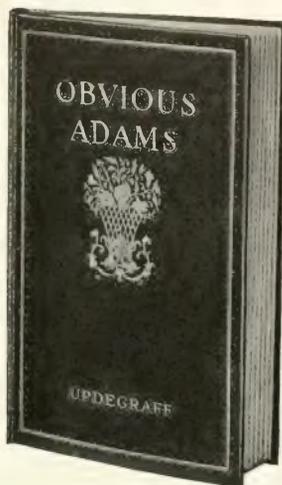
A favorite theory of mine—that a great many men have a hobby of which they are fonder than of their business or profession—seems to be supported by something I learned recently.

Among my acquaintances is a surgeon whose home is in the Middle West. He is, I should say, much more than ordinarily successful. Yet, last summer, he turned his patients over to an assistant and traveled with a circus for three months! This is not the first, or the second, or even the third time he has done this. "I've got to have a change, once in a while," he told me. "And I know of no other way that is as satisfactory. It's cheaper than playing the stock-market, which is what a great many doctors do; and it is a lot healthier." JAMOC.

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.

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.

Dealer's Cash Is Depleted by Installment Selling

[CONTINUED FROM PAGE 22]

50 x \$10 = \$500. You are out this much—on fifty sales.

\$3,000 Present capital.
500 Out—one month's business

\$2,500 Capital at end of one month.
2,000 + \$500 = 6. In six months: busted.

An extreme case this would be, of course. The cashier intended it to be such, his purpose being that of sinking home a little known fundamental of installment selling. Yet the example does indicate how surely and overwhelmingly the dealer's cash is depleted by selling large volumes of goods "on time." The dealer's difficulties are augmented, too, by the fact that he is obliged to guarantee payment of all notes discounted through the finance companies. The total of these indorsements must be shown on financial statements as "contingent liabilities" and, as such, they cut seriously into his credit standing either for direct borrowings of local banks or for extended credit from wholesalers.

The installment-seller encounters a further disability from the losses which are concealed under that innocent-sounding word "re-possession," but that these are a real "grief" to be reckoned with may be gathered from Mr. Henry Ford's published statement that:

"Of the total 1926 production of automobiles of all makes, ten per cent or more were re-possessed by the sales agencies for non-payment." To this disconcerting fact Mr. Ford adds this significant opinion:

"Under installment selling, the seller doesn't get the money and the buyer doesn't own the goods."

Whatever be the merchandise and whatever be the down-payment, we understand installment selling to mean that the purchaser buys a thing to be paid for out of future earnings. Also we understand that the manufacturer, or the dealer, "does a piece of business" months or years sooner than otherwise he would; his sales volume is quickly augmented.

INASMUCH, however, as the seller's profits are tied up until the final installments, we have not so definitely understood that this long deferring of the cash for those profits results in a depletion of the seller's cash capital. Meanwhile, of course, his books show the net profits. They are, however, purely "paper profits." In particular they are so involved by the discount of the installment notes, all of which bear the seller's indorsement, that the prospective profits are hardly "liquid" even in the eyes of the local banker.

If the reader has ever been in the real estate business he hardly needs argument to bring forcibly home the condition. For he, out of abundant experience, knows the results. Real estate promotions, that first example of installment selling, teem with examples

of the evils of depleted cash capital.

The allotment in a new section of the city, or the "houses built on your own plans," or the sidewalks and sewers and other "modern improvements" have a most uncomfortable way of swallowing up all the capital of the real estate operator or the fancifully-named "improvement company."

Not that there is no profit in this business. There is. The difficulty is that it takes "forever" to cash in on that profit.

THE home purchaser makes such a down-payment as he can afford. Thereafter he pays each month "the same as rent" toward the principal of his mortgage. But, in the meantime, the realty operator has been obliged to lay out his cash for the unimproved land, the grading and clearing, the underground piping and overhead wiring, the building materials and labor, with the expenses of making the sale. Salesmen's commissions must be paid in cash at the time of closing the contract, this item often absorbing the major portion of the buyer's down-payment. The operator's profits, while large and pleasing, are long deferred.

The operator, like the installment seller of merchandise, discounts the purchaser's notes. He also resorts to blanket mortgages on unsold lots. With all these devices, nonetheless, prudent banking requires that the operator shall risk some of his own capital. That capital, with extension of "operations" and growing volume, become absorbed in the deferred profits of past sales.

For this reason, among banks, it is a maxim that "real estate enterprises are risky loans." Real estate undertakings entail a woeful proportion of bankruptcies—and for precisely the same reason. The real estate operator is, to use a slang phrase, "always broke, or close to it." In every community the seasoned and experienced real estate operator is likely to be wealthy; but, during all the years when he was building up his business, only too frequently he was "owing everybody in town," although he was making good profits all the time. His cash, plus all the borrowings his credit justifies, is depleted through the very size of his business. He owns a tin-box of "paper" which will, in the end, make him rich enough to live in warmer climes, but at the present time he is "short of ready money."

Exactly similar are the workings of installment selling of merchandise. Unless the manufacturer, or the seller, has ample reserves, installment selling, with all the lure of quick volume, may bring disaster through depletion of capital.

A manufacturing concern, whose stock is listed on the New York exchanges, reported last year a profit of \$2,000,000. Every day, however, their lobbies were thronged with men trying

Don't *Step* On the Baby

EVEN the healthiest baby requires a certain amount of tender nursing.

Even the sturdiest advertising idea requires delicate and sympathetic handling at its birth and during infancy.

More brilliant advertising themes have probably been kidded or gloomed to death than have died of their own ineptitude.

Consider, for instance, the advertising of Fleischmann's Yeast. It took courage on somebody's part — at least courage enough to keep hands off—when it was decided to present yeast as a food that everyone might use rather than

as an ingredient for the infrequent loaf of home-baked bread.

The idea probably would not have lived to see the light of publication if a few members of the Fleischmann organization had waxed flippant over it—or gravely pointed out the forbidding dangers and pitfalls that beset its path.

A new-born babe must first fill its lungs. A good rule to follow in regard to new advertising is to stand back and let it breathe.

The advertising that we produced during 1925 doesn't look quite so polished as the advertising we produced in the year

just ended. The material we have in preparation today seems better than either.

Nor is that so strange. A talking movie of ourselves taken two years ago would now look and sound a little behind the times. The same thing goes for you, too.

When your agency brings you a basic selling and advertising idea, give it a long, hard look—then clasp your hands behind you.

It may not be perfect at the moment. But there are no records of mature strength at birth since the day Hercules leaned out of his bassinet and strangled a pair of serpents.

GEORGE BATTEN COMPANY, INC.

Advertising



GEORGE BATTEN COMPANY, INC.

NEW YORK
383 Madison Avenue

CHICAGO
McCormick Building

BOSTON
10 State Street



THE year 1926 brought the largest annual increase in manufactured gas sales ever recorded in the history of the gas industry. The total sales for the year amounted to nearly \$492,000,000, representing an increase of 40% in the last five years. Approximately 460,000,000,000 cubic feet of gas were manufactured and sold—38,000,000,000 cubic feet more than in 1925. Such a phenomenal increase in production has necessitated a sweeping extension of plant and distribution facilities, and the gas industry has become a market of more tremendous buying power than ever before.

Manufacturers whose products have utility in the manufacture, distribution and use of gas have experienced a growth of business in direct proportion to the growth of the industry which they serve. If your product has such utility, its sale will be limited only by your own selling efforts.

In any selection of advertising media through which to introduce your product, Gas Age-Record, with its 99.47% coverage of the gas industry, merits your first consideration.

We will be glad to advise you concerning the possibilities for your product in this field. 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.

to collect accounts for supplies; the concern, even with such a fine showing, was unable to pay its bills. The president himself related to me:

"We made more than two millions, and we made a half million the year before. It's all where we can't get at it. The banks are scared of us, and they've grabbed every bit of paper for security. Of course, we've rediscounted all the notes for goods we've sold. . . . If I can weather through another year, we'll be rich; but we're existing on the ragged edge of nothing until we get beyond the peak months of the installment payments that are due us."

How to Raise Funds for an Association Campaign

[CONTINUED FROM PAGE 26]

means of fixing membership dues than of raising money for cooperative advertising.

The Wallpaper Manufacturers' Association has followed the plan of assessing members \$500 yearly for each printing machine that they use.

The percentage-of-sales method is a plan widely used at present, although, as we have already pointed out, it is giving way to the unit-of-output method. The Toy Manufacturers of the United States, the American Walnut Manufacturers' Association, the Associated Knit Underwear Manufacturers of America are a few of the many groups that use this plan. The funds for the exceptionally successful Greeting Card Association are accumulated in this manner. A yearly subscription is received from each member based on a percentage of his sales for the preceding year.

The Save The Surface Campaign is financed in at least two ways, but principally by an assessment of one-eighth of one per cent of gross domestic sales of contributing members. In case a company in the industry does not care to disclose its sales, the committee has arranged a classification plan for the benefit of such members. In this plan there are nine classifications. Class Number Two, for example, consists of houses that do from ten to fifteen million dollars worth of business. Their dues are \$15,000. By using this plan a contributor can select his classification without declaring exactly what his sales are.

The Glove Industry also has used this classification method. Here is the schedule it has used:

- \$2,500 annually if gross sales volume exceeds \$1,500,000
- \$2,000 annually if gross sales total is between \$800,000 and \$1,500,000
- \$1,500 annually if gross sales total is between \$600,000 and \$800,000
- \$1,000 annually if gross sales total is between \$400,000 and \$600,000
- \$ 500 annually if gross sales total is between \$250,000 and \$400,000
- \$ 250 annually if gross sales total is between \$150,000 and \$250,000
- \$ 100 annually if gross sales total is less than \$150,000.

The budget plan is not used extensively. It is seldom followed except in the case of a very small association

*Editorial from the
New York Herald-Tribune
February 12, 1927*

toats and glaring headlines, these are far too numerous as it is.

"The New York Telegram"

The arrival of the Scripps-Howard organization in the New York newspaper field through the purchase of "The New York Telegram" is an interesting and welcome event. Few changes affect the current of a community's life more pervasively than changes in its press. The rash that has broken out in the form of the new daily magazines, the tabloids, is plainly the symptom of a local epidemic calling for attention and cure. Fortunately, the transfer of "The Telegram" counts on the side of health and decency. The standards of clean journalism which Mr. Munsey and Mr. Dewart have scrupulously followed will be maintained by the new owners of "The Telegram" as part of the established practice of their organization. The purchase marks the climax of the new policy of the Scripps-Howard interests, which has spread their newspapers across the country and under the impetus of Mr. Howard's youth and enterprise won for them an outstanding position among newspaper properties. We welcome this new and vigorous influence in New York journalism and wish "The Telegram" all success.

Tanner

The New York Telegram

A Scripps-Howard Newspaper

Represented by { Dan A. Carroll and
Allied Newspapers, Inc.



Vernon Room
MARCH MUSICALES

EVERY SATURDAY EVENING

February 26th to March 26th

— FIFTH YEAR —

Beniamino Gigli — Mabel Ratch — Paul De Marley
 John Charles Thomas — Rosa Low — Benno Rabinoff
 Alberto Salvi — Irma Swift — Giuseppe Danise
 Lucille Chalfant — Armand Tokatyan — Oscar Nicastro
 Moriz Rosenthal — Dorothea Flexer — Curtiss Grove

CHALFONTE-HADDON HALL
 ATLANTIC CITY

Details of these Musicales together with hotel folder
 and rates on request.

LEEDS AND LIPPINCOTT COMPANY

**D
E
P
T
H** We can
 add depth
 to your
 displays!
 May we?

Send for monograph.

OLD KING COLE,
 Canton, Ohio.

**T
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Hundreds of specimens
 of the West's Food, Travel
 and other advertising

are reproduced in the 8th annual Review Number (February). Also art section, with color reproductions, directories listing 2000 advertisers, 400 agencies, 250 house organs, artists, etc.; authoritative articles on community and cooperative advertising; a wealth of other data, news, features, etc., included in strikingly beautiful 260 page issue that will be included while supply lasts as part of 6 months trial subscription, \$1; or full year \$2.

**WESTERN
 ADVERTISING**

564 Market St. - San Francisco

Every monthly issue worth while.
 Money back if disappointed.

consisting of a few powerful members. The reason this method is not popular is because ordinarily the general funds of an association are not large enough to permit advertising. Among the well-known organizations that have used this plan, are the National Electric Light Association and the Gypsum Industries.

THE Save The Surface Campaign is probably the best example of an organization that acquires its money through a variety of ways, and by getting everyone who is likely to profit from the advertising, to contribute to the funds. Here are the different groups that are asked to contribute to this promotion effort in addition to the Paint and Varnish Manufacturers who, of course, are the principal factors:

Lead, Zinc, and Raw Material Producers.

Color Manufacturers.

Can Manufacturers.

Spray and Mechanical Painting Machine Manufacturers.

Brush Manufacturers.

Naval Stores Producers.

Linseed Oil Crushers.

Wholesale Distributors.

Brokers, Manufacturers' Agents and Importers.

Salesmen.

Master Painters.

Dealers.

Naturally, all of these groups do not have to contribute on the same basis as the Paint and Varnish Manufacturers, and the producers of lead, zinc and other raw materials. For instance, the Naval Stores Producers are asked to contribute only one-twentieth of one per cent of their total domestic sales. Wholesale Distributors are asked to give twenty-five cents for each thousand dollars gross sales. Salesmen can become members of the National Association of Save The Surface Salesmen, by paying one dollar a year. Master Painters can acquire an interest in the campaign by investing a dollar a year, although they are privileged to make larger contributions if they wish. The object of getting all of these numerous factors to contribute to the campaign, is to arouse their interest in the work and to assure their wholehearted support of the movement.

There are many ways in which associations collect the money after it is assessed. Perhaps the most common method is to have a member turn over his assessment annually, quarterly or monthly to the treasurer of the organization. In some cases, the money is paid to a bonded trustee, who is pledged to secrecy as to the amounts coming from specific members. In other instances, it is paid directly to a bank. In at least two instances, with which we are familiar, the collections are handled by the advertising agency that has the account.

In his book, "Cooperative Advertising by Competitors," Hugh E. Agnew lays down three principles that should be followed by associations with respect to their financial undertakings. They are:

"The funds must be adequate for the undertaking.

"The length of time must be ample to make results possible.

"The end sought must be sufficiently important, both to the industry and to

the public, so that manufacturers can afford to appropriate money for its accomplishment."

These admonitions of Dr. Agnew are most important. It is vital that an association continue its promotion efforts long enough to assure results. Many of the associations that we have mentioned have provided funds to assure either a three-year or five-year campaign. This is a point that many co-operative groups overlook. They accumulate enough money to run a campaign for a few months, or for a year or two, and then, concluding that the job has been accomplished, they quit. There are cases, of course, where these short-lived campaigns have done some good, but generally speaking an association, just as an individual advertiser, must keep its publicity going over a number of years if it expects to get anywhere. Advertising may pay an association the first or second year that it is run, but as a rule, it does not begin to reap real results until it has been appearing for a number of years.

London and New York

[CONTINUED FROM PAGE 30]

Some of this prestige of London is probably due to habit. More of it is due to the fact that for centuries the headquarters of the King meant the headquarters for business concessions, and such is still the case.

But there are other reasons. Just as New York and its trading area offers the most congested consuming market in the States, so the trading area of London—and here I am limiting it to the stock fifty-mile radius—can make a business great if its trade never goes beyond that limit, for London spreads out in a solid mass for almost unbelievable miles.

While Manhattan Island is considerably larger than what is known as the "City," in London, yet London as it exists for all practical trading purposes could accommodate Manhattan Island without much inconvenience other than a disruption of its skyline.

WHERE New York has great rivers, bays and open marsh lands surrounding it, London has endless ranks of dwellings. Consequently London has consuming power that is London, that thinks itself London, calls itself London, and is not the approximations of Newark, Paterson, Elizabeth or any of the other surrounding but free and independent cities such as encircle a portion of New York.

Add to this the fact that London daily papers hold a position in the advertising operations of this country such as no other papers of any other considerable country hold and the comparison between New York and London becomes notable for its difference.

The important point for anyone in the States, or from the States, trying to visualize the British market, is to use New York and New England as a sort of measuring rod. The Briton will do well to reverse this plan, but in his case that is only a starting point.

In This Month's Magazines

America has turned the spotlight of approval upon a sincere publisher, a great state and brilliant commercial opportunity.

area) are the subjects of another major article.

* * *

The Nation's Business, The Country Gentleman and Lloyd's Magazine swell the list of February numbers that feature Texas and Dallas.

* * *

In the February *Century* Frederick Simpich writes about Texas. "The greatest economic growth, not only in the United States but in the world's history," is the way he describes this New Southwest.

The rise of this new American empire of wealth holds tremendous significance for those who sell and advertise.

Before the eyes of all the nation the star of the Greatest State ascends.

* * *

In the February *American Magazine* George W. Gray tells the story of Texas' premier publishing institution, its president and its policies, under the title, "Forty-two Pictures of David Crockett Help to Run *The Dallas News*."

The News and The Journal are preferred by national advertisers in this field—*The News* overwhelmingly favored, *The Journal* gaining by leaps and bounds.

Use them in combination for greatest efficiency — save time, trouble, cost.

In the February *Bankers' Magazine* Texas (and its richest market, the Dallas

The Dallas Morning News The Dallas Journal

An Optional Advertising Combination

WITH OUR COMPLIMENTS

The discussion of the cash discount on newspaper advertising aroused a great deal of interest. In fact letters were being received two months after the first editorial appeared in Advertising and Selling. A reprint embodying a review of opinions has been made. Copies will be sent without charge to all who request.

ADVERTISING AND SELLING

9 East 38th Street

New York, N. Y.

Join my club of 200



In the systematic study of Advertising, Selling and Business Writing for the next twenty months.

I have combined several high-grade business courses in one broad treatment that aids the subscriber in qualifying for planning, preparing and managing both sales and advertising activities. The usual drudgery of correspondence courses has been reduced. The reading is of the live sort. Textbooks of college standard used. Loose-leaf Supplementary Helps. Tests are on major topics. The coaching reflects the varied practice of the modern advertising agent and my experience of more than twenty-five years in sales-planning, advertising, writing and teaching. My present group of keen men and women are doing fine work. I can help others.

S. Roland Hall 119 Pierce Street
Easton Pennsylvania

Tie-up
Your Consumer Campaign with Trade Publicity
for Simple Copies address:
KNIT GOODS PUBLISHING CORP.
93 Worth Street New York City

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor Displays
THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

FREE A SALES AID
Book on
Your salesman should show original prospect the testimonial letters and orders received from satisfied customers—they supply proof and get the orders. Don't leave testimonial letters lying idle in your file—give them to your men and increase sales.
AJAX PHOTO-PRINT CO., 31 W. Adams Street, Chicago.

Bakers Weekly A.B.C.—A.B.P.
New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.
Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

Pseudo Science and Advertising

[CONTINUED FROM PAGE 28]

and wiser, the goose talk reacts and confidence is lost.

Soap is soap—made of oils and soda. These ingredients are designed to cleanse, and not to cure. Some soap is pure and wholesome; some is not. The more perfume and medicaments it contains, the farther it gets from the true soap ideal of being pure and having for its function the cleansing of the human skin. When advertisers talk about ordinary toilet soap curing skin diseases, eczema, pimples, etc., are they not getting far ahead—so far ahead of the poor doctors and skin specialists that the latter can only gasp at the simplicity of it?

The prima donna of them all is the alluring appeal to middle-aged women to "keep that schoolgirl complexion." *Sancta Simplicitas!* The fountain of youth was a remote possibility compared with the ease and trifling cost of the soapy road to youthful charm.

Undoubtedly, soap and water are an aid to personal appearance. Every small boy learns that lesson at some stage of his education. But a woman's complexion, the color and lustre of youth, have deeper roots than the absence of grime. They are physiological. Age, exercise, diet, fresh air, skin texture and climate are more potent factors—which the soap magicians are inclined to overlook.

Pure soap and clean water have an important part to play in the care of one's skin. And many people are ignorant about their proper use. Soap advertising can render a real service by informing the public. Skin specialists and medical authorities know all about it and have published books and pamphlets on the subject. That information is available and can be told in simple, practical form in soap advertising. In fact, one soap maker is doing it now.

IN the advertising of tooth paste, science has again been paraded as an expert witness. At one time as a chemist, in support of the acid theory of tooth decay and tooth protection; at another time as a physiologist, in explanation of saliva and its effect upon the teeth. Now, the acid theory is scientifically correct, I believe. It takes a mild acid to break up and remove the adhesive mucin plaque which seals fermenting food debris against the tooth surface, ultimately causing decay; but unfortunately, dental authorities tell me, saliva and other mouth secretions are alkaline in character and immediately neutralize the acid in tooth paste unless it is initially so strong as to injure both tissue and enamel. The mild acid in the paste gets no chance to operate on the mucin plaque before it is neutralized in the mouth by these secretions.

A widely-advertised tooth paste bases its therapeutic claims upon the removal of "film," and now we learn

from authorities like Messrs. McCollum and Simmonds of Johns Hopkins University, as reported in a recent publication, that film on the teeth is Nature's protective covering and should not be removed. These inconvenient professors!

PSEUDO science always makes the mistake of not having its test conditions reliable. It treats the oral cavity, for instance, like a test tube—a test tube with a hole in the bottom through which the contents are continually draining while a variety of fluids are pouring in through the top, to say nothing about a conglomerate mass of stuff being dumped into it three or more times a day. Chemical reactions under such conditions are certainly not scientific.

After all, is science not a dangerous jade for advertising to flirt with? If there is to be a union between them, should it not be lawful wedlock, so that the offspring can be supported by both parents? Science is such a relentless enemy of half truths. It works so hard and so long before it talks; and advertising wants so much to say things.

Unless science can be invoked in a thorough and non-partisan manner, should advertising, to serve its best interests, use it at all?

In 1919 the evil became so bad in the tooth paste field that a group of medical and biochemical experts formed an investigating committee and carefully analyzed various tooth pastes in the light of their advertised claims. The report made by this committee was damaging, indeed. It was published in the *Journal of Dental Research* under the title of "Highfalutin' Dupery," in December, 1919. Most claims tested were found to be unsound, and in some cases very injurious. The scientific evidence offered by the advertising was laughed to scorn; it was a travesty of science.

There is another aspect of this matter which perhaps should be mentioned in a discussion like this, and that is, aside from any misuse of science, should the tooth paste advertiser not take broader ground in his advertising than just advocating his product? Should he not take some interest in preserving and improving teeth? Brushing with tooth paste is desirable, but it is only a minor part of the problem we all face of having and keeping our teeth sound. Feeding the tissues is far more important.

Most important of all is the diet of the expectant mother. During the months in which the unborn child is being carried, the future of its teeth is being settled. If adequate phosphorus and calcium (lime) are being supplied by the mother, strong and vigorous bone and tooth structure will be built up. How important that mothers be told this simple fact! Who has a better right to do so than the denti-

price advertiser, and how could he build up for himself a more solid good will than by rendering that service in his advertising? In talking about the value of brushing the teeth every day and of using a dentifrice like his own, he should remind his readers that surface treatment can never take the place of the physiological factors.

This would prove good business in the long run. It might even serve to protect the future market for tooth paste and tooth brushes. There is already some reaction against brushing the teeth. One dental authority thinks it does more harm than good. With teeth and gums in as unsound a condition as they are in most mouths, brushing them with bacteria-saturated bristles may inject more bugs into pockets and crevices than are removed with the brush. In other words, a sound mouth is needed, and dentifrice advertisers, in their own interest, should do their bit for well-nurtured teeth.

There is another side to this question.

WE advertising men must be practical as well as truthful. Advertising will not pay unless it is directed at the grade of intelligence of the reading public. To tell the naked truth might make no appeal. It may be necessary to fool people for their own good. Doctors, and even preachers, know that and practise it. Average intelligence is surprisingly low. It is so much more effectively guided by its subconscious impulses and instincts than by its reason.

The copywriter is thus up against a real problem in finding a meritorious appeal which will arouse interest and win acceptance. In an age as scientific in its temper as this, scientific or quasi-scientific evidence appeals to all classes. People like to think that they have scientific reasons for what they do.

To some extent, advertising may be of service to the consumer along pseudo-scientific lines, by inducing him to use a product which is meritorious, but the less there is of this kind of appeal, the better for advertising and the confidence it inspires.

To Extend Institutional Campaign

At its recent meeting in Atlantic City the Lithographers National Association approved officially the plan to extend on a greatly enlarged scale its cooperative campaign to advertise lithography. It was decided that a plan shall be worked out whereby the necessary funds will be obtained by personal solicitation among the members of the association, but that non-members will also be invited to join in the work inasmuch as they will likewise benefit from the results. Several have already expressed their desire to contribute, and it is expected that many others will do so.

C. K. Monro, of the Monro & Harford Company, is chairman of the association's advertising committee, on which he is associated with H. H. Platt of Sackett & Wilhelms Corporation, Col. William Ottman of the U. S. Printing & Lithograph Company, and Carl R. Schmidt of the Schmidt Lithograph Company.

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 March 9 issue must reach us not later than Feb. 26. Classified advertisements will be accepted up to Saturday, March 5.

The Whole World Is Your Market

—if you know how to advertise successfully!

ANALYZE the success of leading American concerns. What one thing has boosted their sales so tremendously—and built up their profits on so remarkable a scale? Of course, you agree that right merchandising did it, and that this market-wide acceptance of their advertised products was the logical result of advertising that paid. Today, Wrigley's gum, Ivory soap, Eastman Kodaks, have won world-wide reputations. Right advertising "put them over" in the far-flung markets of the world.

In What Are You Most Interested?

National, Retail, Mail Advertising; Copy, Color, Size?—You will find all the facts you need in this surprising desk-partner.



AS you turn over the pages of this *Encyclopedia of Advertising* you will find right ways of advertising—how to gauge the size and power of your market; actual percentages of gross income to spend on publicity. Sales appeals, the advertising problems of investment houses, manufacturing concerns, wholesale houses, chain stores, department stores—all are fully analyzed and made clear. Layouts, type faces, language, the factors in belief and conviction—the facts you need to understand the

"science" of human nature—are plainly shown. Special sections tell how to select mediums, plan campaigns, write copy that sells—copy for magazines, newspapers; mail sales; billboards, trade, and class publications. With advertising strategy such as this, by such men as Starch, Herrold, Peffenberger, and Brantner, you don't need to try costly experiments. They have been made—2434 pages, 322 tables, 335 successful advertisements analyzed.

-----Examine this Encyclopedia—FREE!-----

Keep this Encyclopedia within reach. You will find it a real guide to more business. Examine it—FREE!

A. W. Shaw Company
Cass, Huron and Erie Streets,
CHICAGO

A. W. SHAW COMPANY,
Cass, Huron and Erie Streets, CHICAGO
Please send me for five days' free examination the new four-volume *Advertisers' Encyclopedia*, buckram binding, gold stamped. I'll look over these volumes and if entirely satisfied, within five days after their receipt, I'll send you \$3, plus a few cents for postage and packing, and \$5 a month for four months, \$23 in all. Otherwise I'll return the books and that will end the matter. AS29
Name
Street and No.
City and State,
(Canada and Foreign, 10% additional; Foreign, cash with order.)

The STANDARD ADVERTISING REGISTER

Gives You This Service:

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

Write or Phone

National Register Publishing Co. Inc.
R. W. Ferrel, Mgr.
15 Moore St. New York City
Tel. Bowling Green 7966

14%

more paid advertising

this February than last—chiefly through voluntary increases by old advertisers.

ORAL HYGIENE

Every dentist every month

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

CHICAGO—W. R. Conant, Promies Gas Bldg., Baring 8446.
NEW YORK—Stuart M. Stanley, 62 West 45th St., Vanderbilt 3758.
ST. LOUIS—A. D. McKinley, Syndicate Trust Bldg., Olive 43.
SAN FRANCISCO—Roger A. Johnstone, 155 Montgomery St., Kearny 8886.

When the Order Isn't Breaking

[CONTINUED FROM PAGE 32]

are human. But it takes only the proverbial straw to break the camel's back. The men keep plugging because this company employs only salesmen of that type, but an exceptional run of hard luck, topped by a bawling out from a headquarters which is far behind the lines is enough to arouse resentment and kill initiative in nearly anyone with normal intelligence and sensibilities. On the other hand, a word of encouragement at such a time may have effects that are priceless.

Take Smith's case again, for instance. A week before the day of his seven orders one of his large accounts had gone over to a competitor, lock, stock and barrel. The reason for the change might easily be traced to the recent marriage of the daughter of the customer's third vice-president to the nephew of the competitor's chairman of the board. That was tough on Smith, but it would require quite a stretch of the imagination to connect him in any way with the transaction. Nevertheless, the sales manager saw fit to mention the defunct account in a tone of voice which was not particularly pleasant one rainy morning when Smith had forgotten his umbrella. He mentioned also that it had been more than a month since Smith had turned in anything calculated to make up in any degree for this loss. He conveniently forgot for the moment that Smith had set a new sales record for the previous year and that his record over a period of five years excelled the combined records of any other two men on the force. He forgot, in fact, a number of things which Smith recalled quite vividly when he had calmed down sufficiently to recall anything.

THEN came Smith's big day. He made seven calls. He had made those same calls before. In fact, he had made them so often that he knew several of the information girls by their first names and could have found his way blindfolded to the offices of the purchasing agents. Yet on this particular day five of those orders broke. And Smith, being an exceptionally level-headed fellow, realized right then the fact that his chief quite overlooked; that the whole thing was merely a large sized coincidence. The breaking of most of those orders was the consummation of months of the hardest sort of work beside which the actual taking of the order was the easiest kind of play. In short, Smith's biggest day of business had been his easiest day of work and certainly the least discouraging. And that was the day when the management, as is the nature of managements, saw fit to break into hallelujahs.

There are very few products which require one particular standardized temperament in their salesmen, so nearly all sales forces contain men of many types. All of the salesmen of the company we are discussing were not of the caliber of Smith—which is probably one of the reasons why Smith held all existing sales records. There was Dugan, for instance, who had the Chicago territory. Dugan was a hard

Eureka
Baby Bath

Indian
CANDIES & BOATS

**Every Child!
A Booster!**

GET the kids, old and young, boosting for you. Every child loves balloons—they bring their parents to your dealer's store to get them.

National advertisers are using millions every month—reaching to their dealers 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 dealer.

PERFECT RUBBER CO.
62 Wayne St., Mansfield, O.

Instead of paying 1 1/2 cents for each two-ounce piece of literature you address to Cleveland folk, why not employ Shopping News carrier system to deliver them direct to the addressees? Accurate, speedy and a lot less costly. Moreover, your messages will be delivered when you specify—and to just as many or just as few persons in Greater Cleveland as you have names and addresses for. The cost will not exceed \$10 per thousand.

SHOPPING NEWS
5509 Hamilton Ave.
CLEVELAND

BAKERS' HELPER Published Twice-a-month
A.B.P. and A.B.C.

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 to combined total circulation of all Jewish newspapers published. A leader in every Jewish community throughout the United States. A Home paper of distinction. A result producer of unduplicated merit. Carries the largest volume of local and national advertising. Renders effective merchandising service. Rates on request.

worker, too; he had to be. But every so often it was necessary to administer a well placed boot to a certain section of his anatomy in order to get the best results. The sales manager knew this and he did not believe in coddling. Over a period of time it worked out so that Dugan could foretell almost to the hour when this treatment was to be expected.

But again the chief was at least partly wrong. He had sized up his man correctly enough, but he underrated the discouraging effect of these outbursts during the lean times. If Dugan had ever brought in five orders simultaneously and received Smith's ovation, he would have had a rush of fat to the head that would have made him a total loss in less than a month. There could be no doubt that Dugan needed the boot occasionally, but it should be applied mainly as a means of keeping him to earth when too much success threatened to turn his head. To bully him indiscriminately during the slack weeks of plugging could not but have the same effect as the bullying of Smith who needed no such treatment at any time. Here were two different temperaments, and the sales manager treated them differently to some extent. But Dugan was more understandable than Smith, and the Dugan treatment was allowed more or less to dominate the home relations with the entire force.

There is another fundamental fact that was rarely taken into consideration in this particular company, as it that was rarely taken into consideration elsewhere. That is, that salesmen—real high-caliber salesmen who are more than mere drummers or peddlers—are men of character and intelligence. If they are fairly remunerated for their efforts, fairly treated by their employers, and thoroughly sold on their product, an order means even more to them than it does to the company. It represents the fruit of a sustained, many-sided personal effort, and the triumph of it is more than merely financial. Many of them know quite as much about the business as their chief, and a few of them know more. Such men are comparatively rare, of course, and fortunate indeed is the company that has one or more of them. And more fortunate still is the company which has a sales manager who can recognize such men for what they are and assume toward them the attitude of sympathetic ally rather than hard-boiled boss.

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



The Johnson, Stephens & Shinkle Shoe Co., St. Louis, is an outstanding success as makers of fine novelty shoes. Its annual business growth is paralleled by advertising to merchants in the Boot and Shoe Recorder.

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



Chicago New York Philadelphia BOSTON Rochester Cincinnati St. Louis

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 9-11—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.

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 Maiden Lane New York City

American Lumberman

Published in CHICAGO

Member
A. B. C.

READ wherever
Lumber
is cut or sold.



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



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.

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 R SERVICE Telephone Barclay 3355
Multigraphing Mimeographing Addressing BUREAU
19 Park Place, New York City
JOHN F. FITZPATRICK, Proprietor

Press Clippings

BUFFALO CLIPPING BUREAU

offer reliable National or regional newspaper reading service. Branch Bureaus Everywhere. General offices, One Terrace, Buffalo, N. Y.

Position Wanted

EXECUTIVE, ACCOUNTANT, OFFICE MANAGER

Of character, ability and integrity; broad-
visioned and energetic, versed in the theory and
experienced in the practice of corporate and inter-
corporate accounting, office management, and
thereby well equipped to assume responsibility.
Magazine or book publishing business preferred.
Box 449, Advertising and Selling, 9 E. 38th St.,
New York City.

ADVERTISING COPY

A meritorious opportunity to capitalize on an
advertising campaign! Backed by sixteen years'
advertising and sales experience, I am starting a
zig-zag automobile tour of the United States and
will consider handling an advertising proposition
entire. What have you to offer? If your
business isn't worth advertising, advertise it for
sale. Box No. 447, Advertising & Selling,
9 East 38th St., New York City.

DIRECT MAIL EXECUTIVE

Seasoned experience in direct mail problems fits
me, nicely, to the position of executive in com-
plete charge of direct mail operations. I know
enveloping, photography, typography, paper and
printing, as an organizer or systematizer I have
made my mark. I'm young enough to be flexible
in thought and action. Married. Available
March 1st, 1927. Address Box 451, Advertising
& Selling, 9 East 38th St., New York City.

ADVERTISING ASSISTANT

My nine years' experience with agency, pub-
lisher, and advertising department, backed up by
a college education and courses in advertising,
has fitted me to assist busy executive. Thoroughly
familiar with buying of engravings, electro-
types, lithography, paper and printing. Also
copywriting and layouts. Familiar with adver-
tising department routine. Age 28. Christian.
Address Box 450, Advertising and Selling, 9 East
38th St., New York City.

Advertising Illustrator and Cartoonist. Young
man, would like position with advertising firm,
magazine, newspaper, or any place where they
can use a talented man. Prefer East. Address
Box 445, Advertising and Selling, 9 East 38th
St., New York City.

Position Wanted

Woman with experience as Editor of house pub-
lication making an appeal to women, wishes posi-
tion as Editor of house-organ or sales publication.
National reputation as writer for women's mag-
azines. Especially qualified on subjects allied with
housekeeping, interior decoration and home
economics. Will work in own suburban studio
or in a New York office. Address Box 446, Ad-
vertising & Selling, 9 East 38th St., New York
City.

SALES executive who has successfully organized
and trained numerous selling forces desires con-
genial, permanent connection; thoroughly experi-
enced in high grade specialty selling using the
one-call method, merchandising and advertising;
age 36. Christian, married; bank, car and bus-
ness references. W. S., care, McKenna-
Muller, 44 Court St., Brooklyn, N. Y.

Our attention has been called to a man with a
rather broad and varied experience as organizer,
sales manager and business executive. He has
a pleasing personality and the ability and qualifi-
cations required for a worthwhile executive
position. He could jump into a sales manager's
or general manager's job and do well with it or
he would make a fine assistant for a busy man
who wants an understudy of big enough calibre
to act for him. This man wants a job with
plenty of responsibility and real authority that
will enable him to get results. His services will
be available in April. For full particulars about
him, write to De Rouville Advertising Agency,
652 Broadway, Albany, N. Y.

Advertising Solicitor—Young woman desires con-
nection with publication or advertising agency
in New York City. Several years' experience.
Pleasant personality, energetic, result producer.
Further details can be given in an interview.
Box 452, Advertising and Selling, 9 East 38th
St., New York City.

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.

NEW YORK AND THE EAST

Publishers' representative with established New
York office for seven years now ready and free
to take on another publication. Box 448, Ad-
vertising & Selling, 9 E. 38th St., New York
City.

Advertising Service

PUT THIS ADVERTISING MAN WITH
proven record on your payroll for just \$1.25 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.

I WRITE JINGLES that put pep into ads;
exclusive stuff; \$1 each; six for \$5; Samples on
receipt of data; No pay if not available. H. M.
Caldwell, 399 Canondelet, New Orleans.

Scripps-Howard Buys New York Telegram

WITH its purchase of the *New York Telegram*, as announced in the newspapers of Feb. 12, the Scripps-Howard organization invades for the first time the metropolitan area and forges another important link in its coast-to-coast chain of daily newspapers. The *Telegram* makes the twenty-sixth of the Scripps-Howard units.

The formation and growth of this great chain of dailies makes a story of far-sighted journalistic achievement unique in the history of the press. Starting some fifty years ago with an idea and little capital, E. W. Scripps formed the nucleus of the present organization with a single paper, the *Cleveland Press*. Gradual expansion brought into being the Scripps-McRae League, forerunner of the present organization.

Roy W. Howard, now chairman of the board of Scripps-Howard, came up through the ranks of the old organization in the steps of a career that reads like a romance by Horatio Alger, Jr. Starting as a newsboy in Indianapolis, Mr. Howard soon went into reportorial work and thence up through the editorial departments of several papers in a number of mid-western cities. In 1906 he came to New York as correspondent for the Scripps-McRae League and the same year became New York manager of the Publishers' Press Association. When the United Press came into being not long after this, he took an active part in its formation, becoming its president and general manager in 1912 after it had absorbed the Publishers' Press Association. This position he held until 1919 when he resigned to become business director of the Scripps-McRae League, which shortly thereafter became the Scripps-Howard organization.

The *New York Telegram* boasts a record quite as substantial if less spectacular. Founded in 1867 by James Gordon Bennett as an unofficial evening edition of the *New York Herald*, it continued a more or less steady and uneventful career until 1920, when it was purchased from the Bennett estate by the late Frank Munsey. Four years later the famous Munsey policy of consolidation brought into his fold the old *Evening Mail*, which was consolidated with the *Telegram*, the two being published thenceforth as a unit under the name of the *New York Telegram and Evening Mail*, which title was shortly simplified to the name which the paper enjoys today. Its relation with the *Herald* was definitely severed at that time, when Mr. Munsey sold the latter to the *New York Tribune*.

Under the terms of Mr. Munsey's will, the *Telegram* passed at his death together with considerable other property to the Metropolitan Museum of Art, from which organization William T. Dewart, owner of *The Sun*, purchased it last September and continued its publication until its purchase by Scripps-Howard.

An interesting feature of the recent transaction is the announcement by Mr. Dewart that the paper was not

sold to the highest bidder, but that Mr. Howard's organization was favored for reasons affecting the immediate future of the paper. There will be little change in editorial or advertising policy under the new ownership, according to Mr. Howard. A plan for stock ownership by employees, such as prevails in the other units of the Scripps-Howard chain, will be put into effect on the *Telegram* as soon as practical, and the present staff will be taken over en masse. Believing that, with a circulation of approximately 200,000 the paper is pretty well established as it is, the status quo will be retained for the present, new features being added as the occasion will seem to warrant.

The one important change announced will be the discontinuance of the *Telegram's* Associated Press membership. All the other members of the chain use the United Press, Mr. Howard's old organization, and this policy will be extended to include the new unit. A compromise measure was offered the A. P. but this was declined, so the affiliation was severed within a few days of the new ownership's advent.

Harn and Thomson Honored at Luncheon

O. C. HARN, newly-elected managing director of the Audit Bureau of Circulations, and Philip L. Thomson, publicity manager of the Western Electric Co. and successor to Mr. Harn as A. B. C. president, were the guests of honor at a complimentary luncheon given by the New York Advertising Club at the Hotel Astor on Feb. 17.

The occasion was notable as one of the most whole-hearted and spontaneous tributes ever paid an advertising man by his contemporaries. Everything was done to make the affair a memorable one, and the climax was reached with the presentation of a platinum watch to Mr. Harn as a gift from one thousand friends in appreciation of his untiring energy and clear-sighted initiative in the cause of advertising. Short addresses were delivered by Hector Fuller, publicity director, American Car & Foundry Co.; James O'Shaughnessy, executive secretary, American Association of Advertising Agencies; G. Lynn Sumner, president, G. Lynn Sumner Co.; S. E. Conybeare, president, Association of National Advertisers; Edward J. Cornish, president, National Lead Co.; William H. Johns, president, George Batten Co., and Gilbert T. Hodges, executive staff, Munsey Publications. Mr. Thomson and Mr. Harn each spoke a few words of appreciation. Richard H. Waldo, advertising manager of Wanamaker's, acted as toastmaster.

To Mr. Harn, this affair came as the culmination of a long series of well-earned honors, which included his recent appointment by the A. B. C. and his receipt of the gold medal Harvard Award for distinguished personal service to advertising. His long and eventful career wherein were sowed the seeds which here brought forth their crop of public recognition is dealt with in another part of this issue.

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In the heart
of America the
big parade of
progress is only
beginning

Here prosperity
is at home

WHEN business is only fair throughout the nation, it is good in Zone 7. When business is good throughout the nation, here it is exceptionally good. That's because Zone 7's wealth is not boomed wealth. Adverse conditions elsewhere can't rock Zone 7's boat. With such well-balanced prosperity further enrichment is certain.

During the last ten years The Tribune, in serving this great trading zone, has more than doubled its circulation and advertising volume.

Tribune advertisers who shattered sales records last year are going into 1927 with the conviction that even greater things are ahead. Right here at home is the

wealthiest of all America's great trading zones. During 1926 its net income was more than eight BILLION dollars.

These billions are being spent now! More billions will be earned during 1927. They, too, will be turned into sales. Whether or not you get your share depends on how you go after it!

The Tribune offers an opportunity to sway purchasers in the 1,200,000 families who earn the major part of Zone 7's eight billion dollar net income. It provides far greater coverage of the City of Chicago than any other newspaper, plus a reading by 60% of the families in 1,151 prosperous cities and towns in Zone 7.

Zone 7's net income is Eight BILLION.

1926 found prosperity
ity concentrated
here!

1927 IS BOUND
TO BE GOOD!

THIS will be a prosperous year in the Chicago Territory because its wealth is founded solidly in the definite prosperity of its people, the products of its soil and factories, the wages of its well-paid labor, indisputable prosperity demonstrated by its bank and savings deposits. Conservative analysis points to a figure in excess of eight billion dollars as the net income of the Chicago Territory for 1926—in wages, in crops, in the sale of raw and manufactured products.

WAGES, SALARIES, BONUSES AND COMMISSIONS PAID, CONSERVATIVELY ESTIMATED AS \$3,000,000,000

DIVIDENDS PAID TO STOCKHOLDERS \$750,000,000

CROPS—CORN, WHEAT, OATS AND OTHER FARM PRODUCTS \$1,500,000,000

MANUFACTURED PRODUCTS \$25,000,000,000

AUTOMOBILES—ZONE 7 SPENT ON CARS \$750,000,000

BUILDING CONSTRUCTION \$1,500,000,000

BANKS—BANK CLEARINGS FOR CHICAGO ALONE \$35,068,000,000

PROFITS—TO CORPORATIONS IN ILLINOIS, INDIANA, IOWA, MICHIGAN AND WISCONSIN \$2,000,000,000

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER



Full Speed
ahead in
1927!



Should a Newspaper "Bob Its Hair?"

PEOPLE generally have moved along fairly well in their ideas from the days when "the boys" greeted each other with "how's your corporosity sagaciating," through "don't take in any rubber nickels" to "applesauce," "so's your old man" and "be yourself."

Apparently the world is broadcasting change so rapidly that to tune in on

today's melange of fad, twenty-four hours of daily effort are quite insufficient.

Newspaper publishers are looking at this blah of Babbitry and wondering whether they too shall become inoculated with the virus of modern flapdoodle—whether they shall "right about" from traditional and accepted standards of journalism and produce merchandise that appeals only to people who think in giblets. They are wondering if legs shall take precedence over literature or nudes over news in order to produce sizeable circulation (assets?) by which the space buyer may become impressed.

The Detroit Free Press expects to stick to the "last" it has been whacking away at for ninety-six years. Today it is numbered among the few great newspapers of America, not alone through its influence in a great market, but in its position as a highly successful commercial institution paying dividends to the people who own it by virtue of giving service to the people who read it.

It is qualified by reputation, by experience, by actual performance and by its coverage of better than one out of every two of the 538,828 homes in this Detroit-Michigan market, to make an agate line of advertising worth just a little more than the advertiser, pays for it.

The Detroit Free Press

VERREE &
National



CONKLIN, Inc.
Representatives

New York

Chicago

Detroit

San Francisco



It Keeps Its Executives on Their Toes

FEW industries compel their executives to keep so closely, constantly and unfailingly in touch with every new development as does the Oil Industry. Intensive study of the latest news is imperative to sound management.

To meet the reading demands of Oil Industry executives, *National Petroleum News* maintains the largest staff of editors in oil publishing and sees to it that these men go in person to the places where news is breaking to get the exact facts and pertinent photographs at first hand. In every issue there are stories sent in by telegraph.

The result is a paper that is *first in reader-interest*, as well as *first in circulation*, and *first in dollar-volume of advertising*. Sample copy for easy-chair inspection gladly mailed to your home on request.

Edited from
World Building
TULSA, OKLA.
160 North Michigan Ave.
CHICAGO
342 Madison Ave.
NEW YORK
608 West Building
HOUSTON, TEXAS
628 Petroleum Securities
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