

124

Advertising & Selling

PUBLISHED FORTNIGHTLY



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Kansas O

Copyright, Singer Sewing Machine Co. Painted by W. G. Ratterman.

MARCH 9, 1927

15 CENTS A COPY

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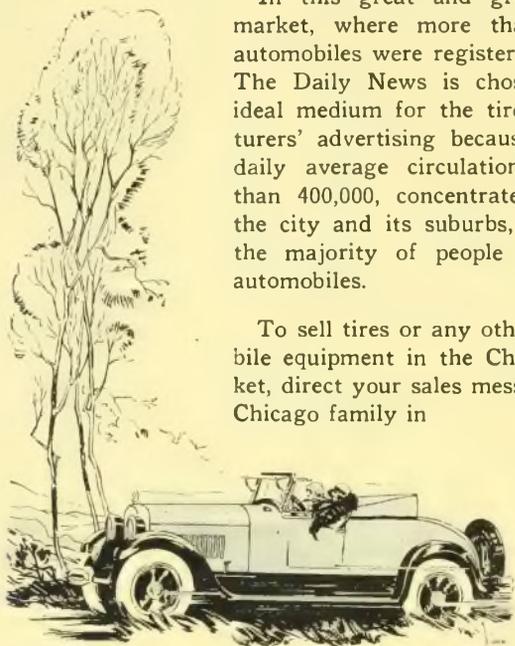
"Sales Promotion Hints for the Declining Product" By RAY GILES; "Is the Radio Industry Committing Suicide?" By E. H. FELIX; "An Inquiry Into Combination Newspaper Rates" By C. A. BATES; "A Bird's Eye View of the Small-Tool Market" By J. A. MURPHY; "The News Digest" on Page 52

FIRST in Tire Manufacturers' Advertising

AUTOMOBILE tire manufacturers place more advertising in The Daily News than in any other Chicago paper. In 1926 they placed 44,742 agate lines of display advertising in The Daily News, which was 38% more than the next daily paper carried and 19% more than the total carried by the highest seven-day paper.

In this great and growing tire market, where more than 368,000 automobiles were registered in 1926, The Daily News is chosen as the ideal medium for the tire manufacturers' advertising because with its daily average circulation of more than 400,000, concentrated 94% in the city and its suburbs, it reaches the majority of people who have automobiles.

To sell tires or any other automobile equipment in the Chicago market, direct your sales message to the Chicago family in



THE CHICAGO DAILY NEWS

FIRST IN CHICAGO

Member of The 100,000 Group of American Cities

Advertising
Representatives:

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

CHICAGO
Woodward & Kelly
360 N. Michigan Ave.

DETROIT
Woodward & Kelly
Fine Arts Building

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

Average Daily Net Paid Circulation for January, 1927, 446,941

Not for just an Hour Not for just a Day

But automatic, never-failing radio power
that gets the most from your set—

ALWAYS

YES, ALWAYS! ... each radio "A" power that is automatic ... that flows never-fadingly from light socket to set ... that never requires stronger and not hushsome attention ... that improves for all time the best quality of your program.

Unipower will bring just that kind of "A" power to your set, in less than 3 minutes! Hook two wires to the plug in on the light socket and Unipower is connected. Three simple motions in at most a minute. Yet the results are immediate and permanent.

Your reception is no longer subject to failure from dead, worn-out "A" batteries ... you need never again be without the use of your set for days—weeks, months at a time ... for you, the dealer, periodic cost of "A" battery re-charge, or removal, is completely eliminated ... and obviously, with exactly the right "A" power, in exactly the amount required, your set will produce the maximum results expected of it.

*Expertly designed—
economically operated.*

Yet Unipower is not expensive—its first cost is practically the last. A slight monthly addition to the electric light bill gives you this never-failing power with its finer, clearer results.

Unipower is a miniature power plant, carefully designed to furnish radio "A" power from the light socket. Incorporated



in it is the tickle-charge principle which changes electric light current into satisfactory radio power.

In addition, however, it contains the extra, rapid-charge rate so necessary to keep your set at full power always—even under unusual conditions caused by over-work or neglect.

Time and performance have proven Unipower totally fault proof! It is constructed without breakable parts or tubes—it cannot fail. Radio engineers and manufacturers everywhere gladly endorse its obvious merit.

Unipower, radio's power "A" power unit, was designed by the same experts who, for 20 years, have been responsible for the renowned quality of all Gould products.

Your dealer will show you Unipower. Have him demonstrate it for you. Or we shall gladly mail you, free, complete descriptions. Soon you'll be experiencing the relief of unflinching power—and another triumph of engineering. The Gould Storage Battery Company, Inc., 255 Park Ave., New York.

Exporters—wholesale countries

Australia	France	Sweden
Canada	Germany	Switzerland
Czechoslovakia	Great Britain	Spain
Danish	India	Thailand
Denmark	Italy	U.S.A.
Finland	Japan	U.S.A.
France	Netherlands	U.S.A.



Unipower supplies "A" voltage "F" power and controls "B" power automatically in proportion to light socket "A" current. It has no moving parts and is of solid design.

Automatic "A" Power
—that cannot fail

Unipower

A GOULD PRODUCT

One of a series of advertisements prepared for the Gould Storage Battery Co., Inc.

Facts need never be dull

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

Yet this organization does not, nor has it ever, confused "soundness" with "dullness." It accepts the challenge that successful advertising must compete in interest, not only with other

advertising, but with the absorbing reading matter which fills our present-day publications.

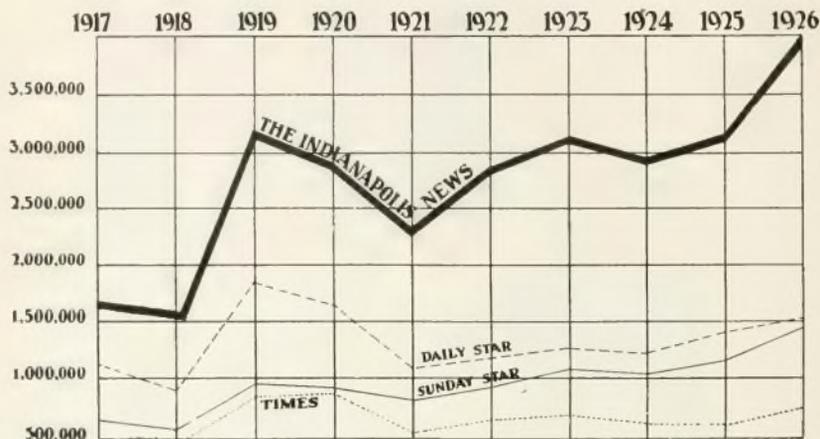
We shall be glad to send interested executives several notable examples of advertising that has lifted difficult subjects out of the welter of mediocrity.

JOSEPH RICHARDS COMPANY, INC.
255 Park Avenue, New York City

JOSEPH RICHARDS COMPANY

FACTS FIRST - - - THEN ADVERTISING

Not just a chart. . . .
 A picture of the combined
 judgment of national advertisers
 for ten years, on one of America's
 outstanding newspapers



The figures from which the chart was drawn are not ours. We simply record them.

They are a picture of a vast and growing good will, a picture of the combined judgment of national advertisers.

What we think or say of The Indianapolis News is relatively unimportant. What national advertisers think of it is tremendously important. Their judgment is expressed in dollars invested—and profits returned.

To have come from a national advertising volume of a million and a half lines a year, ten years ago, to the third largest national volume in America for a six-day newspaper, is proof and to spare of the supremacy of this medium in its field and in the national company of great newspapers.

Such unanimity of judgment by national advertisers is eloquent testimony of the unsurpassed value of News space.

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

THE greatest force sustaining business today is the spirit of caution that has pervaded practically every field of activity in the United States during the last three or four years. Never before have we had such an organized system of distributing the current facts and figures of industry and commerce. Never before have our corporation executives been so fearful of the recurring business cycle. At no time in the past have our leaders of finance had so many irons in the fire, making it necessary for them to do everything possible to keep the average level of security prices free of wide fluctuations.

Can we hope to see this situation continue? Will we be able to keep control of

the actions of those who are always inclined to enter into speculative excesses? Herbert Hoover believes we have entered such a new day in practices that the future cannot be measured by the yardsticks of the past. Truly the facts are mystifying when one tries to interpret their meaning.

While population has increased eight per cent, the acreage of farm land has decreased three per cent. We have eight per cent less cattle, ten per cent fewer cows and thirteen per cent less hogs than we had seven years ago. Notwithstanding this, and many other equally astonishing developments, prosperity is persistent and the use of luxuries has become almost universal. Poverty was never so nearly eliminated. Workmen ride to work in their own automobiles and labor-saving devices have cut manual effort to a fraction of what it was. Great leaders like Judge Gary and George F. Baker, who have passed the fourscore mark in years, have not hesitated to distribute stock dividends totaling hundreds of millions of dollars. One company selling only five and ten-cent articles has given its stockholders \$165,000,000. Certainly our big men must be sure of the future.

Searching for an answer we are told that the Federal Reserve Act, enacted thirteen years ago, is the most important piece of legislation in the world. It keeps us solidly on a gold standard and eliminates the possibility of worthless paper money such as gave us the phrase, "Not worth a Continental," during our War for Independence. Gone forever are "Black Fridays," and other panics resulting from frenzied speculation and unsound finance.

But money panics are not everything. There is no convincing evidence that we are finished with business crises. Not all of the weaknesses of human nature are amenable to legislation. New and unproved economic plans continue to appear. One example is installment buying. The Federal Reserve Bank Act was in force



© Herbert Photos., Inc.

in 1921, and yet we were obliged to go through a severe industrial readjustment. The people of the United States owe one and one-half billion dollars for automobiles, and half as much for furniture and clothes.

The finance companies created to handle this condition are untried factors. It now costs the purchaser as much more to buy on the installment plan as it would if he borrowed the money at an interest rate of from eleven to forty per cent and paid cash. It is quite possible that this great public debt may come up to obstruct the efforts of the Federal Reserve Banks to stabilize credit in time of emergency. There is also the disturbing truth that our great automobile industry

cannot now turn its back upon this new system of buying no matter what the future holds. All of which is written merely to perpetuate caution, not to build pessimism. It would be the essence of folly for us to close our eyes to the fact that an overexpansion of credit on the parts of buyers is no less an evil than the unwise extension of credit on the parts of producers.

The way to prevent the coming of dull days in business is to prepare for them. When we refuse to meet an emergency we are almost sure to be overtaken by it. Thousands of managements give practically all of their attention to their factories while their offices are neglected. While the quill pen has disappeared and blotting paper has taken the place of black sand in a pepper-shaker for drying ink, the average business office is still an old-fashioned workshop.

It may be news to some that we now have typing machines that will write not only letters but also musical notes and the words needed to accompany them. Some busy men carry dictaphones in their automobiles and one corporation president has a remarkable equipment of office machinery in the airplane that carries him from his factory in Michigan to important meetings in New York and Chicago. A German has invented a sealing wax that will not break or split, because it is as pliable as a rubber eraser, and an American company is now marketing a check-signing mechanism that will write 7500 signatures an hour.

Office machines free the executive who has become tied up helplessly in the details of a mass of "small stuff." They prevent the highly-paid boss from becoming an over-paid clerk. They give him an opportunity to spend thought upon constructive planning instead of becoming deskbound.

While spring house-cleaning make the office as automatic as you have made the factory. Look around and discover some of the dozens of places where mechanical devices can be substituted for human hands.

Among the greatest strides made in advertising has been the improvement in the art of illustrations. We have been advertising for forty years and, therefore, have been alert to each new development. Except for the excellence of photo-engraving, there could be no

real art in modern advertising illustrations. Each advertiser has its own particular reason for using illustrations. Ours is to present an appetite appeal—something well-nigh impossible to present in words, but easily told with photo-engraving at hand."

THE COCA-COLA COMPANY, ATLANTA, GEORGIA



Photo-Engraving Provokes a National Thirst

... an observation by JAMES WALLEN

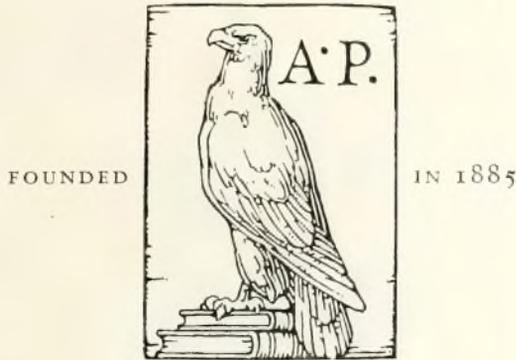


The makers of beverages have tested and proved the slogan of the American Photo-Engravers Association. "Your Story in Pictures Leaves Nothing Untold." Pictures provoke thirst. No matter how subtle the suggestion, how delicate the lure, photo-engraving will reproduce every phase of the picture.

James Wallen

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES ♦ 863 MONADNOCK BLOCK ♦ CHICAGO

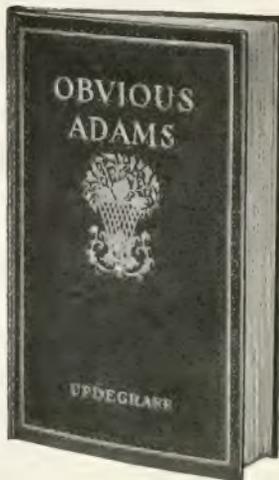


☛ THE AMERICAN PRINTER
*New York, has been purchased by
M. C. Robbins and his associates
from the estate of the late Matthew
J. O'Neill ☛ Mr. Robbins is also
publisher of Advertising & Selling*

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.

Buffalo the Wonder City of America

Calling on the Trade

In selling goods there is no substitute for calling on the trade. The more calls made the more orders taken, the more business done.

So it is with your advertisements your printed salesmen carrying your sales story to the trade to dealers and consumers.

Calling on only a part of the trade brings only a partial response in orders.

But calling on all of the buying market, or practically all of it, through a newspaper which not only carries your sales message but has reader influence as well, brings the largest possible returns in orders and in dealer and consumer acceptance.

The Buffalo Evening News calls on all the trade every day. It is a welcome visitor, an effective medium for your selling message in the Buffalo market.

Cover the Buffalo Market with the

BUFFALO EVENING NEWS

A. B. C. Sept. 30, 1926,
145,647

EDWARD H. BUTLER
Editor and Publisher

*Present Average
Over 150,000*

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

KELLY-SMITH CO.
National Representatives

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



Reproduction of Louis Carré's Etching of La Porte St. Louis, Paris

MON CHER PARIS

Let the romance of France open the windows of life and illumine the soul

FROM the moment you board a French Liner, France is reincarnated . . . quaint, picturesque, old . . . with echoes of the winding streets and little cafés of Paris. And . . . at the other end of "the longest gangplank in the world" . . . the real France awaits you . . . with the carnival spirit ever alive . . . from Paris, the iridescent, to the tiniest village of enchanting beauty.

These weekly de luxe French liners . . . charming noblesse of the high seas . . . French to their mast-tips . . . their joyous nation and country crystallized . . . French . . . the grace and splendour of the decora-

tions . . . the luxury of the cabins . . . the service with a courteous air. French, too . . . the marvels to tempt the appetite . . . At Le Harve de Paris . . . no long drawn-out train ride . . . a dash through lovely, mellow Normandy . . . Rouen, of the spires and Jeanne d'Arc legends . . . three swift hours . . . then Paris . . . la Ville Lumière of incomparable beauties and gayeties . . . and the terminus to all capitals and playgrounds of Europe.

Four one-class cabin liners direct to Havre . . . The Riviera overnight . . . The New York-Vigo-Bordeaux Service, three liners, to southern France and Spain.

French Line

ILLUSTRATED BOOKLETS FROM ANY FRENCH LINE AGENT OR TOURIST OFFICE, OR WRITE TO
19 STATE STREET, NEW YORK

Boston Circulation-Strategy

Is it a bit of circulation-strategy for Boston papers with morning and evening editions

- to compel you to buy both editions as a unit
- for each paper to compare its combined morning and evening circulation with that of the leading individual morning or the leading individual evening paper?

You can meet the strategy of the *compulsory* combinations by comparing combinations with combinations rather than with individual papers—by forming *optional* combinations of the leading morning and the leading evening papers.

Note how the *optional* combinations stand out in comparison with the *compulsory* combinations:

Combination	Circulation	Milline
1st combination (optional) American and Post	655,300	1.68
2nd combination (optional) American and Advertiser	415,584	1.68
3rd combination (compulsory) Globe, Evening and Morning	273,240	1.83
4th combination (compulsory) Traveler and Herald	250,998	1.99

Boston-American—Boston Advertiser

The JOURNAL led
in National Advertising
gains for the year 1926

460,054
LINES

... which is **126,966** lines
more than the gain made
by the second paper.

(These figures include totals for daily and Sunday)

The **JOURNAL**
Portland-Oregon

BENJAMIN & KENTNOR COMPANY, Special Representatives

CHICAGO
900 Mallers Bldg.

NEW YORK
2 West 45th Street

LOS ANGELES
401 Van Nuys Bldg.

SAN FRANCISCO
58 Sutter Street

PHILADELPHIA
1524 Chestnut Street



THEY'S RABBITS IN THERE

A member of the House from Southern Illinois was showing an elderly farmer constituent around Washington. The old gentleman was visibly tired and apathetic, but he looked obediently at the White House, the Capitol, the Treasury, the wonders of the Smithsonian Institution, and so forth.

Finally, as they passed a vacant, weed-grown lot on the way to the railroad station, the old gentleman regarded it attentively and expanded with his first sign of real interest.

"I'll bet they's rabbits in there," he observed with enthusiasm.

People being what they are, live active rabbits will always be more interesting than the things statesmen or manufacturers may think they ought to care about. The advertiser who knows this and gets it expressed in his advertising builds solidly and well, for he will address himself to people in terms of the interests which really move them.



For low selling cost, select concentrated markets

Where advertising sells because it saturates!

The value of a concentrated market over a scattered market has greater significance to the advertiser than to the non-advertiser—because when an advertiser is selling in a concentrated market, the tremendous advantage of concentrated newspaper circulation becomes most profitable.

In considering the advantages of selling and advertising in concentrated metropolitan markets as compared with scattered small town and rural

markets, there is this general fact to bear in mind:—There is no magazine or metropolitan newspaper in any market that reaches more than an average of 1 to 10% of the people outside of the city and suburbs in the territory where it circulates.

Quite obviously then, only the heavily concentrated circulation of a newspaper in the concentrated metropolitan market becomes **a Selling Force that Moves Merchandise.**

The Billionarea is one of America's greatest market opportunities for advertisers, because it combines to an unusual degree the four most important factors for volume sales at low cost:—



(1) In size, The Billionarea is one of the six greatest volume consuming markets in America.

(2) In purchasing power, The Billionarea offers one of the highest average family purchasing powers of any market.

(3) In compactness, The Billionarea concentrates in an area of only 16 by 21 miles more than a million people who earn and spend more than a billion dollars a year.

(4) In newspaper coverage, The Billionarea is one of only two or three major markets in America that offers in one newspaper alone

A Complete Coverage in Its Market

—reaching practically every home of buying consequence.

That newspaper is the St. Louis Post-Dispatch—reaching 30,000 more families daily, 80,000 more Sunday, in The Billionarea, than any other St. Louis newspaper.

Advertisers know that advertising in the Post-Dispatch sells The Billionarea because it saturates this market with its circulation coverage. Because of this, they place more advertising—local, national and classified, combined—in the St. Louis Post-Dispatch alone than in the second and third St. Louis newspapers added together.

The P+D+C Manual and the Book of Information about The Billionarea—the Greater St. Louis Market—will be mailed free to anyone interested in this market.

The BILLIONAREA

—the GREATER ST. LOUIS MARKET

The Billionarea is the Greater St. Louis Market as it actually exists and as officially designated by the Audit Bureau of Circulations. Its boundary is simply the physical limits of metropolitan St. Louis on both the Missouri and Illinois sides of the Mississippi. It includes all (and only) that area where concentration of People, Dollars and Coverage (P+D+C) offers a volume market at low cost for advertisers.

ST. LOUIS POST-DISPATCH

The highest ranking P+D+C newspaper of The BILLIONAREA—the Greater St. Louis Market

NEW YORK CHICAGO DETROIT KANSAS CITY SAN FRANCISCO LOS ANGELES SEATTLE
 220 N. Broadway Tribune Tower General Motors Bldg. Coca Cola Bldg. 694 Market St. Title Insurance Bldg. Union Record Bldg.



We're sure we can show you only the living room — the other rooms are equally charming.

Enter, with us, into *this* *very charming* Home!

SOMETHING like a bungalow built upon the top of a skyscraper is the home of Delineator Home Institute, on the 15th floor of the Butterick Building. Here is a complete dwelling placed far above the turmoil of New York's streets. So complete are its furnishings that a fair-sized family could move in tomorrow and live in perfect ease.

We showed you the kitchen. Now come into the living room! It *is* charming, isn't it? It adapts the simplicity and comfort of Provincial France to a modern American interior.

If the way to a man's heart is through the kitchen, the way to his soul is through the liv-

ing room. For it is here that his aesthetic appetites are catered to—in tasteful decorations, inviting chairs, kind lights, a cozy fire and thought-provoking books.

Delineator Home Institute considers it of equal importance to show the latest modes in interior decoration and furnishings, to demonstrate the newest methods of scientific housekeeping, to test and offer delightful new recipes for breakfasts, luncheons, dinners, formal and informal.

For that is the purpose of Delineator Home Institute—to help hundreds of thousands of alert American women in their own unswerving purpose—

To further the Art of Gracious Living.

© 1927

Delineator

Established 1868

THE BUTTERICK PUBLISHING COMPANY

Advertising & Selling

VOLUME EIGHT—NUMBER TEN

March 9, 1927

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(C) Brown Bros

THE abandoned factory is the casualty of modern industrial competition, and the death's head at every business feast. No matter how apparently assured the standing of any product may be, its future always retains an element of chance not untouched by sinister possibilities. The effects of prohibition, bobbed hair, and radio bear obvious witness to the point. Ray Giles in this issue offers, however, some hope to the worried, and in his article, "Sales Promotion Hints for the Declining Product," indicates a number of methods whose adoption may stave off—and in some notable cases has—what would seem to be serious changes in the public demand and need for a product.

M. C. ROBBINS, PRESIDENT

J. H. MOORE, General Manager

OFFICES: 9 EAST 38TH STREET, NEW YORK

Telephone: Caledonia 9770

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

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

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

NEW ORLEANS:
H. H. MAIRISH
Mandeville, Louisiana

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

Subscription Prices: U. S. A. \$3.00 a year. Canada \$3.50 a year. Foreign \$4.00 a year. 15 cents a copy
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The American Public Appreciates Excellence

Cosmopolitan has *proved* it. Not once, but twelve times each year by selling in the face of the keenest competition well over a million and a half copies, for which the American public pays nearly a half million dollars monthly.

Because of Cosmopolitan's superior literary excellence it commands a retail price several times that of ordinary magazines.

These same families appreciate superior merit in other merchandise,—and will pay a higher price for it if that price represents honest value.

For any advertiser of such a product Cosmopolitan selects a remarkable audience,—over a million and a half families of quality buyers.

And these families are concentrated, a full 90% of them in the group of important marketing centers where 80% of the nation's business is done, where it is easiest to sell them and where most of the best stores are located.

Cosmopolitan merits a place at the top of the list of many magazine advertisers.

It is the *one class magazine* in the field offering an adequate national coverage.



Let a Cosmopolitan representative give you further proof.

Advertising Offices

326 West Madison Street
CHICAGO, ILLINOIS

119 West 40th Street
NEW YORK CITY

5 Winthrop Square
BOSTON, MASS.

General Motors Building
DETROIT, MICHIGAN

625 Market Street
SAN FRANCISCO, CAL.

MARCH 9, 1927

Advertising & Selling

FREDERICK C. KENDALL, *Editor*

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

Sales Promotion Hints for the Declining Product

By Ray Giles

IN a private dining room of an uptown club six men sat talking. Thirteen years previously four of them had embarked in a business of promise. Success had come early and abundantly; no clouds could be seen in the skies stretched about them. As they went forward two younger men also were given an interest in the business. For three years more they sailed serenely over smooth seas.

Then, one day, one of the younger men descended from the lookout post. He had seen the "little cloud" so often described as being "no bigger than a man's hand."

And now, in the January of 1927 the cloud had assumed the proportions of a threat of extinction. The black squall of better and cheaper substitutes was all about them.

Their salesmen were already suffering from the morale of the licked. Wholesalers were telling

their boys to put their drive on something else. Retailers were asking for smaller quantities which they no longer put on top of the showcase but tucked away on the

upper shelves and in the corners. This, or something like it, is what happens sooner or later to almost every business: sometimes only once in a decade; sometimes only after half a century. But ebb succeeds flow; the tide that came in with such a rush goes out.

In some cases the per capita consumption of a type of commodity suffers a general decline. Two examples are pianos and cigars. In other cases the individual business fails to keep pace with competitors in its own field. They bring out an improved product at the old price or lower the price for the existing goods.

Then there is the unexpected competitor as, for instance, the automobile and the shoe. The shoe business suffers from our growing tendency to ride more and walk less. Iron foundries of the old days stayed at the iron mine. They gave



© International Newsreel

ONE does not think of bicycles when one thinks of transportation. Yet in all colleges and in most villages they still bring terror into the daily walks of astigmatic old maids. The manufacturers even report gains in their sales. Inventions, discoveries, the unpredictable vagaries of public taste have killed some businesses; they have produced new ones and revived decaying ones. The weak have collapsed, but the strong have—like the bicycle builders—successfully sat tight or—like the yeast makers—have evolved some new uses for their products

place to the iron business that was located closer to coal. The shoe business of New England now gets a clubbing from the shoe business of the West, where the hides are plucked from steers in one's own back yard.

So there are many reasons for declines in either the individual business or in an industry as a whole. The question is: What shall we do about it?

* * *

A new type of eating place has sprung up in New York, particularly in the theatrical section. In the window stands a supernumerary sort of a person more or less successfully disguised as a "chef." In

front of him repose such properties as a Virginia ham perforated with cloves; a fresh ham, in blond contrast; a roast of beef; its humble cousin, corned beef; and, on occasion, a huge roast turkey. But let's step inside. Here we find an old-time bar on which are being served hot meat sandwiches delivered direct from the window.

Well, gentlemen, there's our little pointer Number 1, in this problem of helping a declining industry. Someone has evidently tackled the problem: What shall we do with our old bar fixtures? You will find as many as four of these barlike eating places to the block. New uses for declining products! There is one way out.

When the yeast went out of brewing, a new and bigger consumption market was found with which we are all familiar. And as grapes were not legally convertible into wine, a rather successful attempt was made to turn a five cent box of raisins into a competitor of "Oh Henry!" and the omnipresent milk chocolate bar.

The father of a friend of mine was left with a stock of beer mugs on hand when prohibition came in. He got rid of it by displaying them in his store window accompanied by a sign which urged the passerby to come in and see "the latest in Cider Mugs."

So it is very often possible to find
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High Advertising in an Humble Place

By Earnest Elmo Calkins

EVERY once in so often one receives from some unexpected source an advertisement in modest form equal to anything that high-paid copy writers produce for the pages of the *Saturday Evening Post*. Around the corner from my house there is a French bakery which supplies us with rolls, and which sent us a little folder of such unusual character as to make one wonder whether it is the amateur performance that it appears to be, or an unusually skillful piece of professional copy writing. This is the folder:

THE ORIGIN OF THE CROISSANT

During the siege of Vienna by the Turks in 1683, bakers' apprentices were at work one night in underground bakehouses. The boys heard a rhythmic thump, thump, thump, and were puzzled by it. Two of the apprentices guessed that the Turks were driving a mine, and ran to the commandant of Vienna with the news. They saw the engineer officer and told him of their discovery. He went to the underground bakehouse, and decided that the boys were right. The Austrians got the direction from the sound and drove a second tunnel. Then they exploded a powerful countermine. Great numbers of Turks were killed, and the siege was temporarily raised. On Sept. 12 of the same year John Sobieski, King of Poland, utterly routed the Turks and drove them back into their own country. As a reward for their intelligence, the baker boys were granted the privilege of making and selling a rich roll in the shape of the Turkish emblem, the crescent. The rolls became very popular with the Viennese, who called them *kipfeln*. When Marie Antoinette married Louis XVI of France, she missed her *kipfeln* and sent to Vienna for an Austrian baker, who should teach his Paris

confreers the art of making them. The rolls—known as *croissants*—retained their original shape and became as popular in Paris as they were in Vienna. And this is why one of the rolls that is brought with the morning coffee in Paris will be baked in the form of a crescent.

The Croissant is not merely a roll, nor is it in a class with any pastry. It is twenty-four hours in the making—a process requiring perfect conditions and equipment. The dough is frozen in refrigerators and after numerous treatments is baked in a temperature of six hundred degrees Fahrenheit (600). The expensive ingredients must necessarily be of an irreproachable quality. This, with the skill and artistry used in their making serve to give them their distinction.

Heat them in the oven and serve hot with coffee, tea or milk—or nibble them cold as you would cake or cookies, for, the Croissant, hot or cold, is Phantom Deliciousness.

DUVERNOY & SONS,

French Bakers,

732 Madison Avenue, New York City.

I leave it to the entire college of advertisement writers if this is not a human and interesting piece of advertising measuring 100 per cent at all points: the legitimate use of the historical background, the origin of the name, the description of the product itself, with exceptionally good arguments as to its quality, together with the comment on how to use it best, all told so simply and so engagingly as to be practically complete. What we need is more copy in high-priced media written with such genuine interest and such convincing simplicity.

Is the Radio Industry Committing Suicide?

By Edgar H. Felix

BORN with a silver spoon of public enthusiasm in its mouth, the radio industry has flourished and profited. It is an opportunist industry, so busy with the problems of today that it gives little or no heed to its tomorrows. It is an aggressive merchandiser and a liberal advertiser.

Its products have improved technically at a rate far more rapid than did the automobile in its most progressive days.

Yet, with aggressive selling and high quality products, radio has hardly scratched the surface of its market. A survey conducted by *Radio Retailing* shows that there are 20,300,000 American homes without radio, that there are three times as many pleasure automobiles in service as radio sets. Radio is inexpensive in its first cost and maintenance, and therefore its market should be at least as large as that of the motor car.

Despite its high pressure merchandising and intensive advertising, and its great unsold market, every summer huge quantities of radio sets are marketed at forty, fifty and sixty per cent below list prices. How can there be overproduction in an industry which has sold less than a fourth of its normal market and which uses intelligent selling methods? Certainly there is something wrong with radio, something of paramount importance to every sales manager and advertiser of radio products.

Two factors have contributed to



From an advertisement of the Radio Corporation of America

prevent radio from finding its true market. The first has been incompetent retailing, now being corrected, and the second has been the lethargy of the industry in assuming its responsibility for good broadcasting conditions. It has permitted the entertainment value of radio to fall off fifty per cent in one short season without noticeable protest. The only remedy which has occurred to it is to rush to Washington and demand that Congress legislate it out of trouble. It has permitted retailers to pursue merchandising policies destructive to its growth.

THE weaknesses in retailing are largely matters which can be and are being cured by education and experience. A servicing organization in New York handling department-store customers, and repairs for individual set owners, with more than four thousand customers on its books, informed the writer that sixty-five per cent of their repair work is the result of careless merchandising on the part of retail dealers. Fifty per cent of the service calls are the direct result of unsuitable and inadequate accessories or their improper installation.

Fifteen per cent arise from lack of instruction of the customer on how to use and maintain his receiver, while another twenty per cent result from abuse by the user, at least partly preventable by proper instruction when the sale is made. Only fifteen per cent of complaints can be laid to unpreventable

breakdowns which are the outcome of mechanical or electrical failures.

It is no wonder that there is a large class of potential buyers who are waiting for radio to "be perfected." Reliability in the receiving set itself has already been attained and there are accessories adequate to meet the requirements of any receiver on the market. But dealers, as a rule, concentrate on selling the prospect the highest priced receiver he can be led to buy, and then they try to keep the total outlay down by equipping the receiver with second rate tubes and power supply. No automobile dealer would think of selling an expensive chassis and delivering it with a soap box for a body and second hand tires so as to keep the cost within the limitations of the customer's pocket-book. But fifty per cent of the radio receivers sold in New York are marketed with just that policy. The receiving set is no better than its tubes, power supply and loudspeaker. The sooner the dealer learns to sell radio reception and not radio receivers, the sooner will radio's reputation for reliability and satisfaction rise.

Most of the "misunderstandings",

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An Inquiry Into Combination Newspaper Rates

By Charles Austin Bates

Editor's Note—

THERE have been few important meetings of advertising organizations within the past year or more where the so-called forced combination newspaper rate has not been one of the subjects most provocative of heated debate. The tendency of publishers toward this system has been pronounced and seems to be becoming more so. That the subject is of vital interest to advertising men is attested by its prominence at these meetings, but unfortunately the discussion aroused has been for the most part one-sided, the side taken depending on the attitude of the body holding the meeting. There has been altogether too little consideration of the other fellow's point of view.

As is the case with every controversial issue which attains to any importance, there is much to be said both for and against the "forced" combination. Our object here is to bring these two opposing factions together in the same place, and to carry the matter through as nearly as possible to its logical conclusion in the hope that in this way the air may be cleared to a certain extent and the way paved toward a satisfactory mutual understanding. In the accompanying article Mr. Bates has endeavored to bring the matter into the open by presenting both sides as he sees them. He has no personal axe to grind. Subsequent articles taking up the various phases of the subject *will* have axes to grind, as will the individual contributions which we hereby cordially invite. But we ask our readers to bear in mind that this article and the ones following reflect the opinions of individuals or organizations, not the editorial opinions of this publication.

WITH regard to the inquiry or beneficence of the combination rate for newspaper space, my position is somewhat similar to that of the man who, upon his first view of Niagara Falls, inquired: "How long has this thing been going on?" and I approach the seemingly super-heated subject in the spirit of inquiry rather than as one holding convictions.

In his address before the Association of National Advertisers last November, Mr. John H. Fahey, of the *Worcester Post*, used some language reminiscent of a speech delivered by Col. Robert Ingersoll in 1876, in which he said: "I wish that I had a language of pure hate, with words like snakes, that would writhe and hiss, and in that language I would express my opinion of Northern sympathizers with Southern Democrats."

Mr. Fahey said: "One development growing out of the struggle for numbers, which has begun to attract considerable attention, is the so-called combination newspaper. * * * It represents, as it is usually operated, one of the most inexcusable methods of getting money out of the advertiser without value received, which has appeared in the publishing field in the last twenty years. * * * It is frequently the result of a fight for circulation, the cost of which out-runs the increased revenue which can be gouged out of the advertiser." To which the publisher of one combination rejoins with what might be classified as the Countercheck Quarrelsome. He suggested that Mr. Fahey, as publisher of a single newspaper, in competition with a combination, in Worcester, finds the success of the combination irksome—not to say irritating.

Inquiry addressed to Mr. Stuart

S. Schuyler, president of the Allied Newspapers, Inc. (Scripps-Howard), brought forth a copy of the resolutions adopted unanimously by "three hundred and forty-five of the largest national advertisers, at their annual convention in November, 1925," the gist of which was that these advertisers are "unalterably opposed to the practice of newspaper publishers of both evening and morning newspapers of selling these two separate and distinct publications to national advertisers, only as one

unit." These advertisers also objected to the sale to "local advertisers either unit of their combination separately, while refusing to so sell them to national advertisers."

Mr. Schuyler explains the existence of combination rates as follows: "A strong evening newspaper, let us say, vigorously competes with a comparatively weak morning paper (or vice versa), and then buys the morning newspaper, instituting a forced combination rate. One day the evening newspaper, through its advertising representatives, declares that the evening newspaper alone covers the field and that the morning newspapers should not be used. The following day, the evening newspaper eats its own words and not only recommends the use of the morning newspaper, but compels its use through a combination rate. A peculiar angle to this question is that nearly all of the combinations are in the national field only. Locally it is usually the case that the combination newspapers may be purchased separately by local merchants. * * * There would be no more forced combinations in the national field, if national advertisers were to exhibit the backbone that local advertisers do. * * * Passing resolutions does not seem effective.

When a hold-up is in progress, the only way to break it up is to disarm the hold-up man. If you drove your automobile to a filling station and requested some gasoline, what would you think of the proposition if you were told you could buy no gasoline unless you also bought oats? You do not own a horse and you have no need for oats. Wouldn't you say: "What is this—a hold-up?"

As evidence of the sincerity of his position, Mr. Schuyler recites the fact that "the Scripps-Howard or-

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A Bird's Eye View of the Small-Tool Market

With Some Recommendations as to How More Tools Can Be Sold

By John Allen Murphy

IN laying out a sales plan for any product about the first move made is to find out the situation and probable size of its market.

It is not only necessary to determine its geographical location; it is even more important to determine of what the market consists: Who buys the product? Is it bought by industries, by institutions, or by individual consumers?

Once this question is answered the next step is to locate the channels through which the product is distributed. From whom do the users of the product buy it? Do they buy direct, or from wholesalers, retailers, or special supply houses?

Next in order is to figure out how much of the product is used, how large is the total volume of the industry in question. How much of the product, either in dollars or units, is used by all classes of buyers? These steps in formulating a sales plan are so logical that one would assume every manufacturer would follow them in marketing his product. But such is not the case. Frequently an industry will attain considerable age before any company in it makes an attempt to define its market.

There is, for example, an industry that has lately been modernized. It was found that its annual turnover is about twenty-five million dollars. Sixty per cent of this volume is sold to one hundred large users, who are located in less than a dozen industries. Ninety per cent of the volume is taken by five hundred concerns. The other ten per cent is distributed in very small quantities by a few thousand retailers.

None of these facts was known until recently. Strange as it may seem



Courtesy Western Electric Company

THE electrician is the central figure in one of the merchandising problems peculiar to the small-tool industry. The increasingly prevalent custom of having the company supply him with certain of his tools has lessened his value as an over-the-counter purchaser at hardware stores. In this article Mr. Murphy discusses also the conditions surrounding the home-tool market and he offers several suggestions of ways in which the industry can increase its business

the industry had been concentrating its major selling effort on a hundred thousand retail outlets, and those outlets did only ten per cent of the volume! An occasional large company in the industry knew that the hundred large users were buying direct from the manufacturers and that the four hundred good-sized users were getting their supplies mainly from wholesalers. But no one in the business had a picture of the industry as a whole, for the good reason that no picture was available.

The facts, which we have just mentioned, came out when the industry formed an association and began

to clear volume statistics through its secretary. As a result of the revelation, the industry has radically changed its selling methods. It has formed an industrial sales organization to work the big users systematically. Most of the companies have abandoned their retail sales forces. Hereafter they will let the jobber take care of the retailer. The jobber's salesmen will be supported by business paper advertising.

It is not always so easy, however, to define a market. The market for many products is so complex that its size, geographical direction, or character cannot be fixed definitely or exactly. The market for small tools is of this nature. I have been taken behind the scenes of this industry and have been given the privilege of watching its intricate wheels revolve.

The tool industry is one of endless ramifications. There are tens of thousands of different kinds of tools. In this article, however, I am dealing specifically with what are known as mechanics' and machinists' tools, including cutting and measuring tools, hammers, wrenches, and hand tools of every kind.

No one knows how large this industry is. There is no association in the field that clears statistics. There are no Government figures that specifically cover this industry. The business is so constituted that it is difficult to appraise it statistically. While there are many houses, both large and small, in the industry, these houses compete on only parts of their lines. For example, let us say that six large companies make precision tools. All these companies compete directly on

these precision instruments, but the rest of their lines may vary to such an extent that there is little competition among them on other items.

Then, too, there are numerous specialists in the business. For instance, a company may specialize in vises. Thus, the large line manufacturer may have a specialist competing with him on every article that he makes. Let us assume that levels compose one of the hundreds of lines which the large manufacturer produces. On levels he may have only five or six real competitors; but he has another five or six competitors on screw drivers, a few more on drills, twenty or thirty on hack-saw blades. Altogether he may have several hundred competitors, but per-

haps no more than five or six may compete on any considerable portion of his line. Thus we see that competition in the tool business is a puzzling factor.

Nor is it possible to make a clear cut analysis of the tool market, as it was in the case of the twenty-five million dollar industry already mentioned. Tools are used not only by every business and trade, but by practically every individual as well. It would be difficult to find a household where there are not at least a few tools, such as a saw, hammer, axe, hatchet, screw driver, wrench and pliers. Therefore, it might be said that the market for a few staple tools parallels the country's population. But these few staple tools are

only a very small part of the tool industry's line. The principal end of the line cannot be sold to the consumer. It is sold to the industrial market.

The consumer tool market has been disappointing in recent years. Although there have been several advertising campaigns on tools addressed to the consumer, the results, as a whole, have not been up to expectations. Retailers throughout the United States report that their tool sales to the household are not so good as they were a few years ago.

One reason for this is the competition of the five-and-ten-cent store. Since the average householder uses a tool only a few times a year, he

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Must We Say It Quick And Yell It Loud?

By R. M. Blankenbaker

WHAT a relief it must be for the harried reader to slip into the quiet doorway of an advertisement that does *not* endeavor to attract attention, arouse interest, bring conviction and induce action all in one full-to-bursting sentence.

Wouldn't you like to go on into the Jell-O page which opens: "It's a brave woman who can look her family in the eye and say: 'There isn't any dessert!'"

Or the Chipso advertisement which begins like this: "It was about eleven o'clock on a Monday morning in a New Jersey suburb—*wash day!*" Nothing hurley burley there. You slip into the copy as comfortably as you slip into a pair of old shoes.

Here's another first sentence that extends a friendly hand: "You will notice among your friends that the women who take especial pride in their cooking are apt to be the ones most wedded to Snowdrift."

A second Snowdrift advertisement also displays smiling ease in this pleasant beginning: "Maybe you enjoy making a cake and maybe you don't. But, anyway, you enjoy having it admired, even though its admirers devour it in much less time than it took to make it."

And there is no frozen-faced for-

FOR
PANCAKES
and
WAFFLES

When you are in a hurry to have a piping hot pancake ready every time a plate gets empty—then's when you begin to appreciate the convenience of a can of Wesson Oil.

With Wesson Oil it's no trouble to keep the griddle at that right degree of hot slickness which prevents the batter from sticking and gives it a crunchy brown crust.

Wesson Oil is already in liquid form. Therefore you don't have the petty bother of scooping out a hard, solid fat, and then waiting interminable seconds while it melts in the pan. Just a free, easy pour from the Wesson Oil can, a quick pouring of the proper amount or so to heat, and a piping of batter.

Wesson Oil's simplicity about the lead on an Ever ready Flash-light page which starts out like this: "Remember the fire at Mountain View last summer? You

must have seen it in the papers."

The makers of Ball-Band Rubbers waste no time in getting to the point, yet they escape both breathless hurry and uncomfortable crowding, the two stumbling blocks which make so many advertising entrances difficult.

"Some people think they can get along without rubbers," the copy begins. "They live where streets and sidewalks are paved, and closed cars take them where they want to go."

Notice, too, how easily Wesson Oil does it. One advertisement, which is all type, begins like this: "When you are in a hurry to have a piping hot pancake ready every time a plate gets empty—then's when you begin to appreciate the convenience of a can of Wesson Oil."

Hunt around and see how many more you can find—advertisements that begin with a friendly talk.

I sometimes wonder if advertising men are not over worried about the much-discussed quickened living tempo of today with its consequent reduction in time available for reading. Isn't that worry likely to bring over-anxiousness to sell and over-emphasis of virtue into too much of our copy?

Say it quick and yell it loud is one way to do it, but I would rather be the man who says it sincerely and says it often.

High Pressure Advertising

By Ralph Borsodi

Editor's Note

MR. BORSODI is the author of an interesting volume entitled "The Distribution Age," recently published by D. Appleton & Company, New York. This book, of which the accompanying article comprises a chapter, deals with the broad phases of the subject implied by its title, taking up in detail its various subdivisions but never losing sight of the whole picture.

This chapter was selected for publication in these pages because the editors believe that it should prove of great interest to advertising men. Mr. Borsodi is a writer of some prominence on general business subjects, and his angle here is quite foreign to that of the average advertising man. Discussion of distribution is certainly of interest to everyone connected with advertising, but too much of such discussion is carried on entirely among actual members of the advertising business and hence is inclined to be narrow in viewpoint if not actually biased. Certainly it can do no harm occasionally to expose some of our pet illusions to the axe of the heretic, for if such illusions be founded entirely on fallacy it is better that they be dispensed with.

It should not, however, be assumed that ADVERTISING & SELLING in any way subscribes to the tenets here put forward by Mr. Borsodi. Believing that it does no one any harm to get an occasional glimpse of himself as he is seen by others, we submit this outside viewpoint in the hope that it may stimulate a certain amount of thought along lines generally ignored.

THERE may be too much advertising today. There may be too much advertising by retailers, too much advertising by bankers, too much advertising by manufacturers. Anyone, however, can say that there is too much merely because it is large in quantity. We have, unfortunately, no standard by which to determine the amount of advertising which might be done usefully and in excess of which advertising represents waste. It is idle, therefore, merely to rail against volume of advertising. It is necessary for us to study the objectives of the various kinds of advertising in order to determine whether advertising in whole or in part serves a useful purpose.

Now, the economic consequence of national advertising, of what is here called high pressure advertising, differs from the economic consequences of retail advertising, of financial advertising, of industrial and of trade advertising.

High pressure advertising does not answer to the definition of advertising to be found in the dictionary: "To inform or apprise; to make known through the press."

The immediate objective of national advertising is to secure brand specification—to create consumer demand or consumer acceptance of the advertisers' brand. The definition of national advertising should be: to create brand specification by consumers through the medium of printed statements.

That advertising served a useful purpose when a merchant printed the fact that he was in receipt of a shipment of New Orleans molasses or of Scotch gingham, no one can possibly question. This was information of value to the public a hundred years ago and similar information is of value to the public today. Advertisements which describe the goods which a retailer has on sale and the prices

at which he is selling perform a useful service. The retailer's advertisements, it is true, are probably not performing that service at maximum efficiency, and he may for that reason spend more for advertising than is really necessary. But if he makes that mistake, he pays for it, since competition with other stores prevents him from raising prices on his merchandise to cover his inefficient advertising.

The situation as to the national advertising of manufacturers is very different.

The purpose for which the manufacturer advertises is not primarily to "inform or apprise." "Such a conception of advertising is now not only inadequate, but false and misleading," says George French.

"It is now one of the minor functions of advertising to announce or give notice. Its major function is to persuade."

Selling merchandise to the consumer by the use of national advertising is selling merchandise in a very different way from that which prevailed in less strenuous times. Then merchants used to assemble goods and await the demands of the public. Both the makers and the storekeepers supplied the necessities of the public, but permitted the public itself to develop its own needs and propensities to purchase. Customers went to the stores because necessities, rather than artificially created desires, had developed in their lives. They bought goods when their pantry shelves were emptied or their clothes were worn out. The new things they bought were needed principally to replace those which had been consumed.

The end sought through national advertising is the reverse of that which the dictionary describes and that which still forms the theme of most of the national advertising of merchants today. The object of national advertising is to create desire. It ignores the question of the necessity for the goods and tries only to succeed in persuading the public to buy what the advertiser offers. At the best, the needs of the people form but one of the smaller considerations in the plans of the manufacturer who advertises. He bends his energies to the task of persuading people to buy his trademarked goods, and he has no occasion to concern himself about their utility in economic life. Often he not only manufactures the goods, but through his advertising manufactures the demand for them. He creates, as George French says, a necessity in the lives of the people that has no economic or moral basis in fact.

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An Old-Time Credit Man Talks About Installment Selling

By James M. Campbell

INSTALLMENT selling does not appeal to me. My belief is that the further away we get from an all-cash basis, the more trouble we are storing up for ourselves. And I can easily conceive of a condition, brought about by the over-extension of installment selling, which may mean the loss of more money than will ever be made by installment selling.

Nevertheless, the subject is too big to be settled by "belief" or "opinion." Experience—and nothing else—will throw light on this matter of installment selling, just as it has on a thousand other things which have perplexed mankind. Some day, we shall know. Now, most of us merely think we know.

All of which is merely introductory to the statement that I spent an evening, recently, with a man who has spent a lifetime in a business which, from the day it opened its doors, fifty years ago, has done business on credit—on the installment plan, if you please. It was one of the first, if not the very first, to say to the buying public, "Your credit is good here." If any man should know anything about installment selling, Mr. Blank is that man; for he has been in it for half a century.

"Installment selling is only in its infancy," he told me. "In five years—yes, in less than that—every department store in the United States will be operating on the 'deferred payment' plan. Almost every transaction amounting to a hundred dollars or more will be handled on the basis of paying so much down and so much a month thereafter. Rich and poor will buy that way."

"But," said I, "isn't that going to lead to all sorts of extravagance?"

"Yes," was his reply, "but only for a time. Eventually, this whole business of installment selling will be put on a sound basis. In self-defence, merchants will establish a central bureau—a sort of clearing-house of credit information—to which they will look for guidance in regard to the responsibility of those

who wish to buy on 'time.' There are, of course, credit bureaus now. But the information they give is not extensive enough for the purpose I have in mind. As now organized, these bureaus can only say: 'John Smith has accounts with So and So and Such and Such and has always paid promptly.' The credit bureaus of the future, made necessary by changed conditions, will be in a position to say 'John Smith's income is \$60 a week. He has a son of eighteen and a daughter of twenty, both of whom are employed, the son at \$20, the daughter at \$18 a week. They own their own home, valued at \$8,000, on which there is a mortgage of \$5,000, of which \$3,700 remains. Smith has an account with the Citizens Savings Bank; and, July 1, had a balance of \$368. Habits, excellent. Age, 54. An industrious and law-abiding citizen, etc., etc.' Then, as a part of John Smith's record, will follow a list of his commitments. It will show that he is purchasing, on the deferred payment plan, a radio (\$110), a vacuum cleaner (\$65), and a set of dining room furniture (\$190). Total, \$365. His 'limit' will be established, we'll say, as \$600; and every member of the bureau will feel safe in granting him credit for an amount which, with his present debts, does not exceed that total.

THE advantage, from the seller's standpoint, of this new kind of credit bureau is that it can make a much more searching investigation of a buyer's financial standing than any individual merchant would dare make. Moreover, it will know not only how much John Smith still owes on the radio he is buying on time, but also how much he owes on everything else he is purchasing that way. And this information will be at the disposal of every member of the credit bureau. The advantage, from the buyer's standpoint, is that, his credit having been established, he need have no hesitation in buying, on the installment plan, whatever he

believes he should have. Another advantage to the buyer is that he will not be allowed to buy more than he can pay for."

"**B**UT suppose we have a slump in business?" I said. "Suppose building construction slows down? Suppose that long-threatened saturation-point in the automobile industry is reached? Suppose we have widespread unemployment? Suppose——"

"We are not going to have unemployment. I'll tell you why. As long as we keep up the bars against immigration, we shall have a shortage, not a surplus, of labor. And as long as we have a shortage of labor, just so long will we have high wages. And as long as we have high wages, just so long will it be safe to sell on the installment plan. All that is necessary is to surround installment selling with proper safeguards—for everybody's protection; buyer as well as seller. Banks protect themselves when they lend money to business men. Why should not business men do the same thing when they lend money—for that is what installment selling really is—to their customers?"

"But isn't all this going to tend toward higher prices?" I asked. "Won't it mean that a lot of people who pay cash will pay more for pretty nearly everything they buy?"

"Perhaps. But, eventually, we'll probably go back to a two-price basis—one price for people like you who insist on paying cash and another for those who wish to buy on 'time.'"

All this, I'll admit, impresses me as pretty sound argument. And it may be that it is because of my Scotch ancestry that I am unable to accept it *in toto*. But I cannot. On the other hand, I do not care to go on record as believing that installment selling is wholly bad. As I said at the beginning of this article, experience—and nothing else—will throw light on this matter, just as it has on a thousand others which have perplexed mankind.

Snow Stuff

The Growing Popularity of Winter Is Opening New Sources of Revenue to the Forward-Looking Advertiser

By Charles W. Stokes

THE editor of the Sunday rotogravure section had a photograph in each hand. "Well," he said, "it certainly takes all kinds of people to make the world." One picture was of Mrs. Whooziz, well-known society woman, basking on the sands of Palm Beach; the other was of Mrs. Gerumph, well-known society woman, going off the deep end at the toboggan slide at Lake Frozen. "We've got six or seven other snow stuff pictures this week already," ruminated the rotogravure editor, "so I guess we gotta use more Florida stuff".

This is not a sporting article, interesting as winter sports are, but merely a study in comparative desire. There is never much doubt about the summer, for when the dog days roll around there is only one thing that nearly everybody wants to be, and that is cooler; but when the wind roars down from the pine forests, and Mother Carey (as the old story has it) plucks her chickens and sends the feathers fluttering down from the sky, there are one of two things you can be—hot or cold. In other words, such is the extraor-

dinary climatic range of this North American continent, that you can either go south to escape the cold, or go north to enjoy it. "You pays your money and you takes your choice."

In an article which I wrote for ADVERTISING & SELLING last summer, I endeavored to suggest that holiday travel is an increasingly important factor in our economic life because it liberates a huge and almost incalculable volume of money, supports a certain percentage of our population, disturbs the channels of distribution of both staple and luxury goods, and possibly rearranges expenditure. Nothing so affirms this theory as the development during the last few years of the winter-holiday habit. Where we all formerly took but one holiday a year, and that somewhere in or near July and August, a very considerable number of us now take two, either north or south—and are not ashamed of it. We have ceased to think of a Florida holiday or a California or Ber-

muda holiday as the monopoly of the idle rich.

North and South have become rivals for a new and fairly fertile field for merchandising.

Of the two, the North is perhaps the most interesting merchandising study, for it reveals the existence of two different markets—not only the man or woman who would prefer to go south, but, being unable to afford it, goes or stays north and tries to make the best of it; but also the man or woman who prefers to go north. It is worthy of notice in passing that the latter is a younger market. Red-blooded youth brought up in a northern or temperate climate would probably, if left to itself, choose the snow rather than the palm.

Until fairly recently the hotel and
[CONTINUED ON PAGE 48]



THE South has had somewhat greater publicity, but the North has nevertheless grown in popularity, and through its winter sports offers the manufacturer and the dealer a field for cultivation that so far has not had the attention as a market that it deserves

THE · EDITORIAL · PAGE

Cold-Turkey Selling Does Not Pay

A COMPANY that has been spending \$250,000 a year to pave the way for its salesmen recently discontinued all promotional effort of this kind. "If a salesman is any good, he ought to be able to find his own prospects," is the only excuse the organization gave for its change in policy.

The company took this action despite the fact that it has been proved in thousands of cases that it does not pay to have salesmen make cold-turkey solicitations. The salesman who goes out to sell, without having his way prepared for him by some form of advance work, exerts so much effort in breaking down resistance and so much time in explaining who he is and what he has that he has neither time nor energy left to do much selling.

Many organizations make a mistake in deciding this question because they confuse the working of leads with the working of prospects. In many lines of business it has been found inadvisable to have salesmen concentrate too much on leads. A "lead" is a prospect who has indicated interest in the product. Because it is known that he is interested, a "lead" is a valuable prospect and should be given immediate attention. But if a selling organization gave all of its time to "leads" it would be overlooking many other excellent prospects who had not expressed interest in the product. Only a small percentage of the prospects for an article ever become "leads." They are interested, but do not demonstrate it.

The National Cash Register Company has a rule that its salesmen must call on every retail store. It regards every retailer as a prospect, no matter what kind of business he is in or whether or not he already has a cash register. If the National salesmen spent all their time calling on those retailers who are definitely known to be in the market for a register, they would miss ninety per cent of their prospects.

The Remington Typewriter Company formerly had its salesmen pay most of their attention to known prospects. Then, a few years ago, it tried having its salesmen call at every place of business. In this way they unearthed many live prospects who were not on the lists before.

But neither the National nor the Remington would think of letting the salesmen do all the work. They do what they can to make it easy for their salesmen by advertising and by engaging in other promotional activity which tends to remove the resistance the salesmen would otherwise meet.

That is the only sound policy. It is the job of the salesmen to sell, but they will be severely handicapped in their attempts unless their companies do something to make the prospect list responsive.

B. B. B. Never "Endorses"

THE Better Business Bureau of the San Francisco Advertising Club sounds a timely note of warning in its current bulletin when it calls attention to the fact that the Better Business Bureau never "endorses" anything.

It seems that some promoters are claiming the "endorsement" of their projects by the Bureau simply because they have not come under its ban. "Such representation is obviously contrary to the fact," says the San Francisco Bureau. "for the Better Business Bureau never 'endorses' anything. The Bureau is a fact-finding and fact-giving organization, and always deals in facts, not opinions."

The same is true of all Better Business Bureaus. Business men should realize this clearly, lest they be misled by this endorsement claim, or lest they inadvertently use the claim themselves.



When the Right Thing Becomes the Wrong Thing

A RECENT clip sheet sent out by Ivy Lee and Associates devotes itself to the suggestion of an English writer, J. Murray Allison, that \$10,000,000 be invested in an advertising campaign to promote the League of Nations.

If a third of that sum had been spent in America at the right time, the United States would be in the League of Nations today, whether for better or for worse.

Mr. Allison states in his article in *The Spectator* that he has excluded the United States from his suggestion for advertising the League of Nations because the launching of a campaign for the League in this country would be regarded as propaganda pure and simple and would arouse resentment. This recalls Bernard M. Baruch's observation during the war: That it was better to do the wrong thing sometimes than to wait so long before doing the right thing that it had become the wrong thing.

There are groups of men in America today who are making this mistake. They have in their minds cooperative or associational promotion plans involving advertising, which if put to work would accomplish important results. But they keep pushing them off because they are not quite sure—yet. The result will be that one of these days the right thing will turn out to be the wrong thing because they will have waited until their advertising will be defensive instead of offensive.



Fair Play and Accuracy

THE publishers of the Des Moines *Register* and *Tribune-Capital* has taken a step in journalism which ADVERTISING & SELLING would commend to the consideration of all newspaper publishers.

A former editor of the Des Moines *Capital* has been appointed to head a Bureau of Accuracy and Fair Play to watch the columns of these two Iowa newspapers and "keep them as fair and accurate as it is humanly possible to make them," and to correct errors and injustice promptly.

This is enlightened journalism. If one paper in every community in America were to take up this idea and conduct it in the spirit of a crusade it would bring on a competition for accuracy and fair play that would greatly increase public confidence in our newspapers.



Courtesy Fagan's Farms

Can Farms Be Run Like Factories?

By S. R. McKelvie

Publisher, *The Nebraska Farmer*

THE first and most important step toward bringing agriculture into line with industry is to factoryize the farm. This means greater efficiency of production and distribution plus the control of output.

This is not to say that the American farmer is not efficient. In terms of horsepower he has increased his efficiency from four to five times in fifty years. He is two and one-half times as efficient as any other agricultural worker in the world. At that he is only half as efficient as industry, measured by the same yardstick. From this it would seem that the American farmer must work twice as long as the American factory in order to produce the same results, and that is about what he does.

Mass production—that is, maximum production per unit—is the shibboleth of industry. It has wrought wonders, bringing unusual profits to factory owners and the highest scale of wages labor ever has known. The more efficient and general use of machinery and electricity has made it possible.

Portions of an address delivered before a recent meeting of manufacturers and advertising agents at a lunch given by Mr. McKelvie in New York.

Mass production on the farm is not a fanciful dream; it is a fact, demonstrated daily by farmers in every line of endeavor. Illustrative of its possibilities, I submit the following:

During the years 1925 and 1926, eighty-eight farmers in eastern Nebraska secured average yields of 60½ bushels per acre in ten acre corn growing contests. The ten year average for that region was 33 bushels. The average cost of production per bushel was 39 cents for the contestants compared with 58 cents for all farmers. The average profit per acre at 60 cents per bushel was \$7.76 for the contestants, and 45 cents per acre for all farmers. These figures were arrived at by the Agricultural Experiment Station of the Nebraska State University.

IT may be argued that it is impractical for all farmers to hope to obtain the results secured by the eighty-eight farmers in the corn growing contests or to maintain herds of cows that produce average yields of 400 pounds per cow per year. The answer is that it has been and is being done under ordinary farm conditions plus good management. There are two herds

of cows in Lancaster County now that have better than 400 pound records to their credit. They are farm herds.

One might produce almost limitless illustrations to prove the practicability of mass production on the farm.

Increased production in the factory has been accomplished by more efficient methods of marketing. The factory has found new markets and new uses for its products, and has invoked the most aggressive methods of salesmanship. This can be done for the products of the farm—indeed it is being done.

About eighty-one per cent of the corn grown on American farms never moves out of the county in which it is grown. Of the balance, only two per cent is exported, and a part is fed, but there are over 100 articles manufactured from corn which find a ready demand, not only in this country, but abroad. Indicating the extent to which this manufacture might grow, the United States imports between seven and eight billion pounds of sugar per year. One hundred million bushels of corn will produce two and one-half billion pounds of sugar—and it is good sugar, capable of being used

[CONTINUED ON PAGE 94]

BRUCE BARTON

ROY S. DURSTINE

ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

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

Mary L. Alexander
Joseph Alger
John D. Anderson
Kenneth Andrews
J. A. Archbald, jr.
R. P. Bagg
W. R. Baker, jr.
F. T. Baldwin
Bruce Barton
Robert Barton
Carl Burger
H. G. Canda
A. D. Chiquoine, jr.
Margaret Crane
Thoreau Cronyn
J. Davis Danforth
Webster David
C. L. Davis
Rowland Davis
Ernest Donohue
B. C. Duffy
Roy S. Durstine
Harriet Elias
George O. Everett
G. G. Flory
K. D. Frankenstein
R. C. Gellert
B. E. Giffen
Geo. F. Gouge
Louis F. Grant
Gilson B. Gray
E. Dorothy Greig
Girard Hammond

Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Boynton Hayward
Roland Hintermeister
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
Gustave E. Hult
S. P. Irvin
Charles D. Kaiser
R. N. King
D. P. Kingston
Wm. C. Magee
Carolyn T. March
Elmer Mason
Frank J. McCullough
Frank W. McGuirk
Allyn B. McIntire
Walter G. Miller
Alex F. Osborn
Leslie S. Pearl
T. Arnold Rau
Paul J. Senft
Irene Smith
J. Burton Stevens
William M. Strong
A. A. Trenchard
Charles Wadsworth
D. B. Wheeler
George W. Winter
C. S. Woolley
J. H. Wright



NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

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

Why Hand-to-Mouth Buying Is a Natural Development

By Wheeler Sammons

More than two hundred business executives from the Middle West attended the recent conference on Hand-to-Mouth Buying at the Congress Hotel, Chicago, held under the auspices of the Policyholders' Service Bureau of the Metropolitan Life Insurance Company. The accompanying article is made up of portions of the address delivered before the conference by Mr. Sammons, president of the A. W. Shaw Company, Chicago.

I MAGINE we have all encountered a tendency to look upon hand-to-mouth buying, or buying according to need, as a development of the moment. As a matter of fact, controlled buying is a natural outgrowth of our shift over from a predominantly agricultural nation. Less than ninety years ago an observer from overseas said to us: "The possession of land is the aim of all action, generally speaking, among men in the United States. An artisan works that he may die on land of his own. He is frugal that he may enable his son to be a landowner." And one of our greatest statesmen at about the same period wrote: "While we have land to labour, let us never wish to see our citizens occupied at a workbench. Let our workshops remain in Europe. It is better to carry provisions and material to workmen there than to bring them to the provisions and materials, and with them their manners and principles."

Just for a moment consider the change in the short interval of nine decades. Less than a century has elapsed. Yet last year the net profits of American corporations are estimated to have exceeded the total value of all crops by \$1,000,000,000. The contents of the pay envelopes of our factory workers now exceed the cash income of our farmers by nearly \$1,000,000 a day! In 1850 the agricultural industry contributed over 33 per cent of the country's income; today its share is nearer 15 per cent. Then over 60 per cent of the gainfully employed in this country were on the farms; today the percentage would figure out at not greatly in excess of twenty-five per cent.

Seasonal buying is a characteristic of an agricultural community. And production and merchandising synchronized to such a seasonal set-up is a slow rate-of-turnover operation, with seasonal settlements and long margins on a few turns; with large stocks of goods on the shelves rather looked upon as sound evidences of wealth.

That is just the sort of set-up we have been growing away from as the country developed into the greatest industrial factor the world has ever known. In contrast, the characteristic of an ideally favored industrial set-up—and we have enjoyed almost that—is volume, mass production, narrow margins, high output per man through the use of machinery, constant output, rather than seasonal variation, in order to keep the immense investment in plant and machinery operative.

It is, therefore, my contention that hand-to-mouth buying, so called, is a natural factor in our industrial growth, and one that has been developing over a period of years.

AROUND 1914 rising costs of doing business were being discussed on every hand, and the idea of controlled buying was being aggressively used by many far-seeing retailers, wholesalers, and jobbers as a means of combating them. As a matter of fact, Professor Copeland of the Harvard Graduate School of Business Administration is quite correct when he says "For a period of twenty-five years or more we have been working toward the practice of hand-to-mouth or current buying in numerous industries." In reality we have been working toward it ever since we began working away from the situation observed by that foreign visitor eighty years ago—the predominantly agricultural situation during which the ownership of a piece of farm land was the worker's ambition.

And that I believe answers a question which is frequently asked: "Is this policy of current buying just an outgrowth of the post-war eco-

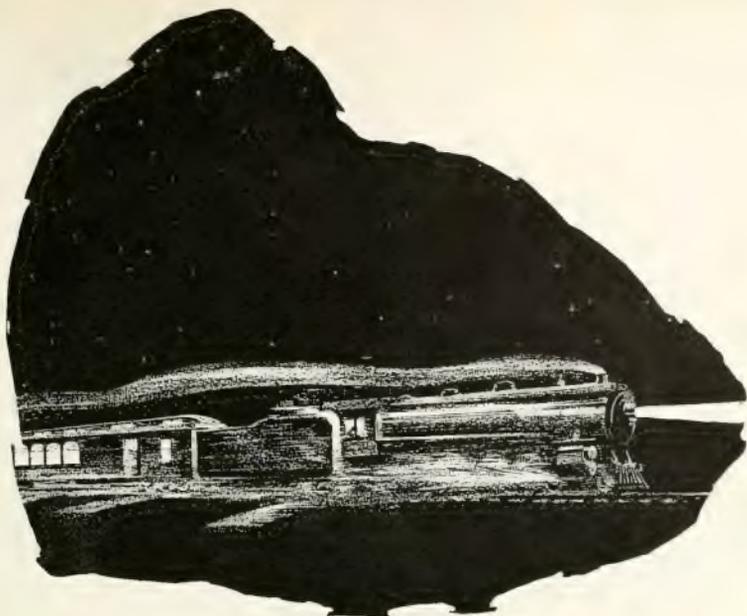
nomie adjustment?" Its roots go back far beyond the war. It is part and parcel of an industrial nation able to support a standard of living unparalleled in the history of the world; and therefore, able to introduce a new type of civilization, a wonderful civilization with machines instead of slaves providing luxuries, providing them for a heavy percentage of the people instead of for an insignificant few. Here we see a smaller percentage gainfully employed each year, yet production increasing, and hand-to-mouth buying is one phase of that seeming paradox, not merely a post-war symptom.

A SECOND question which I find being asked is: "Will hand-to-mouth buying continue, particularly on a rising price curve?" Just for a moment examine some of the results it has accomplished, and I believe in them we will find an answer to that question. I select almost at random from among figures I have been collecting since 1912. Apparently retail stocks have been so handled through controlled buying as to release, since 1915, over one billion dollars for growth or other purposes, and evidently there is still another billion that can be released as controlled buying spreads on down through the retail structure. It was in retailing, among the larger and progressive department stores, by the way, that controlled buying scored some of its first successes.

The Bethlehem Steel Corporation built a \$35,000,000 plant addition from an inventory cut. Three railroads slashed their inventories \$120,000,000, one of them, the Pennsylvania, stepping up the rate of turnover from about 1 to 2½. A hotel man picked \$350,000 from his inventories. Of two specialty manufacturing concerns of which I know one turned its inventories 17 times, the other 4 times—the former made twice as much net as the latter, and on a smaller volume.

Controlled buying is allied with simplification, and simplification has saved hundreds of millions of dollars

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The Railway Market

THE steam railways, next to agriculture, represent the largest industry in this country. Their expenditures for materials and equipment chargeable to both capital and operating accounts exceed, by a large margin, the two billion dollar mark annually.

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



Simmons-Boardman Publishing Company

"The House of Transportation"

30 Church Street

New York, N. Y.

608 So. Dearborn St., Chicago
Mandeville, La.

6007 Euclid Avenue, Cleveland
Washington, D. C. London

The Railway Service Unit

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

Snowdrift

It's Pure

Snowdrift is a rich white cooking fat of exceptional purity. It is pure because it is made of the finest vegetable oil, refined until every impurity is removed. When this pure, light colored oil is hardened and whipped into the creamy consistency that is most convenient to cook with, we call it Snowdrift.

Snowdrift

Waffles piping hot. Waffles with syrup. Waffles with butter and sugar. Waffles any way you like them. Waffles—and then, of course, more waffles. For they're as wholesome and digestible as they are delicious when they're made with Snowdrift—a rich, creamy shortening so pure and fresh that it's

Good To Eat

Snowdrift

It's Fresh

Freshness is one of the best qualities a fat can have. Snowdrift comes in an airtight can that keeps it just as good as the hour it was made. It's a pleasure to cook with a shortening as fresh and sweet as Snowdrift.

Three specimen advertisements from a series given the Harvard Advertising Award for typography

Typography in Advertising

By Joseph M. Bowles

IN the great mass of periodical advertisements, typography seems to be the step-child.

The greatest care is given to selecting the media and to obtaining the best positions in them, and much thought is given to the general plan of the advertisements.

Consultations are held by the heads of departments in the agencies, and then by representatives of the agencies with representatives of the advertisers. The plans are cussed and discussed, and the campaign is born.

The art work comes in and receives serious consideration from all concerned. The artists who supply the elaborate illustrations and designs are well paid for their efforts, and justly so.

But when we come to the typography of the average advertisement, even of some of the most successful ones, financially speaking, I feel the procedure very often has been as follows:

The artist takes a rule and draws, in the blank space he has left in his design, one or more columns of short straight lines. Can it be that occasionally his idea is mainly to fill the blank spaces that he has left? You have all seen these rows of pen and pencil lines in artists' sketches or in their finished drawings.

Now, this is not a type design from

Portions of an address delivered at the dinner given in honor of the winners of the Harvard Advertising Awards at Cambridge, Mass.

which much good can result. In the first place, the man who draws the little lines seldom knows what the wording is that is to go in the space he has left.

In the second place, if he did know he would rarely be competent to select the right kind of type to go in the space in order to support or harmonize with the art work; for typographic design is a separate and complicated art.

Then the next thing that happens is that the copy man writes too much copy for the space. After being O.K'd by the "boss," the whole matter goes direct to the printer, who is obliged to use type too small and too "thin" in order to get all the copy into the space left for it. The result very often, when the advertisement is printed, is that a good strong design (the art work) is printed with a hole in the middle of it—a hole with a film, or scum, of pale gray type on its surface.

NOT only the shapes of the masses of type but its size, the cut of the separate letters, the weight of the type, the thickness of the line with which each letter is drawn (upon this the color of a mass of type depends) should be carefully considered. These are all as much a part of the whole as a tree or a face in the illustration of the advertisement, or a section of the decorative border about a page. If the typography is wrong, the type on

the page and the art work will fall apart, and the advertisement will be a jumble of unrelated fragments.

The "color," as we term it, of a mass of type is perhaps the most important element to be considered. I refer to type printed in black.

According to the type used a mass of type at a little distance can be either a pale gray, a gray, a dark gray, a very dark gray, or almost black, if a very heavy type is used, in a small size, set close.

IN the design of a successful page advertisement, or even of a small advertisement (column width and two or three inches high) art and typography is one thing. Everything inside the rule which incloses the advertisement, large or small, is a component part of one design. If any of these component parts drop out, to the trained eye the advertisement is a failure. The art work of many an advertisement has grounds for a suit for non-support against the type used with it.

The ideal thing would be for one man to do the whole thing, art and typography, as Richard Wagner did his operas. He wrote the librettos as well as the music.

I might say that to the artist interested in advertising the ideal advertisements are to be seen in the best work of Ludwig Hohlwein, the great German poster designer; he is also a master of lettering. In these

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THE NEWS

New York's Picture Newspaper

ANNOUNCES THE ADDITION OF *THE Associated Press* SERVICE

EFFECTIVE January 28th, The News was admitted to membership in the Associated Press, and on that date began to use the news service of the Associated Press. This membership was secured after some years of effort and at a considerable expense.

The Associated Press is a world-wide news-gathering agency, co-operative in its ownership and maintenance. It has at least one member paper in every sizable city and town in the United States and Canada as well as a number of papers abroad. All members share their news. Each paper's news is forwarded to a local Associated Press bureau, which in turn transmits the news to other bureaus, which serve local papers. All Associated Press stories are copyrighted and may be recognized by the line at the head of the story—"By the Associated Press" or the initials (AP) in the date line.

In addition to the Associated Press, The News

is also served by the United Press, the Standard News, the Chicago-Tribune cable and wire service, and hundreds of exclusive correspondents. The Associated Press membership is, however, an additional protection and extra precaution to keep our news department thoroughly informed at all times. The acquisition of this service is just another indication of the policy of The News to improve continually and to extend its usefulness to its several million readers.

The addition of the Associated Press Service, by the way, does not mean that we are going to increase the paper's page size. The News will go on as the pioneer exponent of tabloid—or, to use a more expressive word—compact journalism. Our circulation convinces us that the size suits our readers. We will leave the production of larger and fewer papers to our contemporaries.



AND THE OPENING OF A NEW *Brooklyn Branch Plant*

ON January 12th, The News began operation of a Brooklyn branch plant on Pacific Street near Carlton Avenue, Brooklyn. The purpose of this branch plant is to relieve congestion in the press room of the main plant at 25 Park Place, Manhattan, and to enable us to serve Brooklyn and Queens with later editions and better deliveries.

This new branch plant will print

approximately 500,000 copies daily and Sunday, supplying Brooklyn and Queens. Its press capacity can ultimately be extended to produce more than a million copies a day if required. The cost of this plant and the ground on which it was built will exceed \$2,250,000—another substantial indication of the effort of the publishers to better the product and increase its service to the public.

INDUSTRIAL

ADVERTISING and SELLING

This department is devoted to discussions and news of particular interest to industrial advertisers. Other articles that apply to both industry-to-industry and manufacturer-to-consumer marketing will be found elsewhere in the issue.

EFFECTIVE Marketing to Industry" is the tentative theme for the Sixth Annual Convention of the National Industrial Advertisers' Association, to be held in Cleveland on June 13, 14 and 15. It is becoming increasingly important for industrial advertising and sales managers to give more attention to a careful study of their markets and potential markets. Therefore, this general theme will be divided into two parts, the first being "Know Your Markets" and the second "Sales Promotion Objectives." In the first part will be discussed the theory and method of conducting intelligent industrial market studies; while the second part will be devoted to concrete applications of both theory and method. Round table meetings for both active and associate members will be an important feature of the three-day program.

George H. Corey, Cleveland Twist Drill Co., is general chairman of the Convention Committee. The other committee chairmen are as follows: Program, W. S. Hays, National Slate Association, Philadelphia; Exhibits, Paul Teas, of Paul Teas, Inc., Cleveland; Hotels and Registration, Joseph C. Bowman, of Joseph C. Bowman Co., Cleveland; Transportation, Howard D. Kerr, The Bayless-Kerr Co., Cleveland; Entertainment, Herbert P. Bailey, Warner & Swasey Co., Cleveland.

Ohio Associations Meet

Ohio's two active industrial bodies continued their season's activities with their regular monthly meetings. The Industrial Division of the Cleveland Advertising Club convened on Feb. 4 for the discussion of direct mail as applied to the needs of industrial advertisers. The first speaker of the evening was C. C. Andrews of the Willard Storage Battery Co., Cleveland, who discussed the recent campaign put on by his company. He was followed on the program by A. G. Hoperaft, purchasing agent of the Ferro Machine & Foundry Co., and George L. Erwin, sales manager of Kearney & Trecker Corporation, Milwaukee.

The Cincinnati Association of Industrial Advertisers met on Feb. 9. Franklin Johnston, publisher of *The American Exporter*, recently returned from a tour of South America, spoke of "Industrial South America." W. S. Wolff, advertising manager of the Western Electric Co. and president of the N. I. A. A., was a guest of honor of the Association and made a short address. It was announced that the next meeting would be held on March



A timely and well done front cover advertisement of the Sangamo Electric Company

9 for the discussion of direct mail advertising. E. J. Heimer of the Barrett-Cravens Co., will be the principal speaker.

E. A. A. Has Eighth Birthday

On Feb. 14, the Engineering Advertisers' Association rounded out its eighth year with a Valentine Party, which, naturally enough, took the form of a program on "Direct Mail." Professor C. H. Fernald of the Department of Commerce at the University of Illinois, made a plea for individualizing direct mail matter. He also described the work done in the advertising courses, of which he is the head.

Addresses were also delivered by S. T. Scofield, advertising manager, Fairbanks, Morse & Company, and Whipple Jacobs, purchasing agent of the Belden Manufacturing Company. An honored guest was F. R. Lowe, veteran editor of "Power."

Clark Chairman of New Committee

In addition to officially endorsing the educational activities of various groups

in the National Industrial Advertisers' Association, the National Advertising Committee has appointed a special committee to formulate a more comprehensive program than has yet been attempted.

The purpose of this committee is to coordinate all educational work pertaining to advertising initiated by universities, colleges, correspondence schools, high schools, business schools and advertising clubs throughout the country. The chairman of this new committee is Ezra Clark of the Clark Tractor Co., Buchanan, Mich., who is also vice-president of the National Industrial Advertisers' Association, and has been for the past year chairman of its College Relations Committee. Mr. Clark is formulating a plan which, if approved by the National Commission, will be presented in printed form at the annual convention of the International Advertising Association in Denver next June.

P. T. A. Will Award Prize

The executive committee of the Power Transmission Association announce they will make an award of \$250, to be announced at the National Industrial Advertisers' Association Convention in Cleveland, for the best slogan-emblem designed for the Association. Entries should be addressed to the Association headquarters, 644 Drexel Building, Philadelphia. The contest closes on June 5.

The wording should typify the objective of the Association in briefest possible words, with a striking action design, showing some phase of mechanical power transmission. It is hoped that an emblem or slogan insignia will be obtained which can be used on all advertising of the Association and of any concern making appliances or materials used in the mechanical transmission of power.

Samuel Bowles King



SAMUEL BOWLES KING, advertising manager of the Sullivan Machinery Company, and president of the Engineering Advertisers Association of Chicago, comes of journalistic forbears. His mother's family conducted the *Spring-*

mother's family conducted the *Spring-*

How's Business in Des Moines?

—there's no better indicator of business conditions than a city's postal receipts.

Receipts Des Moines Post Office

1926
\$3,293,527.93

1925
\$3,009,073.29

1924
\$2,807,396.31

1923
\$2,664,196.63

1922
\$2,422,886.50



Des Moines Register and Tribune-Capital

Daily circulation is now considerably in excess of Two Hundred Thousand

field *Republican* since its founding in 1824.

Mr. King admits that he started his earthly career in 1879, and that he took his parents to Chicago in 1883. He later returned to the Connecticut valley for an education at Amherst, where he was editor of the *Student* and graduated with Phi Beta Kappa rank in 1902, during a lull halfway between Calvin Coolidge and Bruce Barton. Three weeks later he went to work for the Sullivan Machinery Company, which then had no separate advertising department. He is completing his 25th year of service on the same job.

King is a bachelor, lives at Winnetka, is a member of the Congregational Church, a governor of municipality House, a past member of the Public Library Board and a Director of the *Springfield Republican*. He plays golf industriously, but, according to his own testimony, not well, at the Indian Hill Club. In addition to golf his favorite pastimes are sailing and photography.

On a certain much-discussed subject he is "very dry." Politically he is hard to classify for he voted for Taft, for Woodrow Wilson (twice) and for Coolidge.

Training Welders

By W. L. Warner

Industrial Engineering Dept., General Electric Co.

DURING the latter part of the war, when the Emergency Fleet Corporation was studying the application of welding to ship construction, the lack of trained operators was very keenly felt. Electric welding was then in its infancy and no suitable data were available at that time.

In order to assist the Emergency Fleet Corporation in extending the art, a welding school was organized by the General Electric Company at its Schenectady plant. Since that time this school has been training men in the art of welding and is still operating to that end. Facilities are now available to accommodate approximately 16 student welders at one time.

There are no charges for tuition and the company does not pay any wages. Welding accessories such as electrodes, holders, and hand shields are furnished, but the student must provide the gloves, goggles, apron and necessary working clothes.

The training course itself consists of a series of lessons which train the student to understand how different types and kinds of welds are made, from the simplest operation of putting beads on plates to the more complicated "T" welds, angle welds, and building up operations. Some thirty-four lessons are included in the regular course, and from six to eight weeks are usually required to complete them, depending upon the ability of the student. A competent instructor is in charge and each lesson must be completed in a satisfactory manner before the next one is started. Should time permit and the student be sufficiently interested,



Student welders in training at General Electric Company plant

he is given a short course of instruction in automatic welding.

The advantages of this Welding School are somewhat difficult to determine, but we do know from occasional letters received from students who have taken the welding course, that a certain volume of sales can be definitely traced to the familiarity with General Electric equipment which these students secured while taking the course. There is, however, a further and larger but intangible benefit resulting from training men to be good welders; namely, the broadening of the electric welding field, and the greater and more reliable use of electric welding equipment.

Industrial Advertising Needs

By D. W. Henderson

Vice-Pres., H. E. Lesan Adv. Agency

WHAT is the matter with much of the industrial advertising in trade papers? The answer is—those who are doing it won't pay for a good job. There is no reason why trade paper advertising should not be as dramatic and packed with human interest as is the successful consumer advertising. This kind of copy stands out with even greater force in the average somber, heavy educational trade publication.

After all, you don't expect your message to do much actual selling. Its purpose is to pound home an impression of your product's name and function, and of your standing and reliability. It paves the way for selling, it builds prestige and unconscious good will; it is a handshake with your market. It is not selling—but you can't



sell successfully without it. Make this handshake a pleasant one—not gloved with too obvious selling. Make it more of a friendly greeting, with something that you know will be of interest to the other fellow. Put a smile into it, and you will find the follow up and the sale will go over that much more easily.

Advertising agencies are—the reputable ones anyway—collections of specialists, paid good salaries, and worth all or more than they get. On general publication advertising the commissions pay the freight. Many trade publications pay no commissions, and even counting in those that do, there is seldom sufficient revenue to allow the agency to make a profit unless a service fee arrangement or additional commission of some kind is worked out. Here is where a part of the blame rests upon the reputable agency group. We have not educated industrial advertisers on the economic wisdom of paying for our services in connection with trade paper advertising.

Industrial advertising copy should be even more carefully written than merchandising copy. It requires more study, more research, and a better job altogether to appeal to the man of intelligence on a purchase of importance, than it does to induce the average citizen to try a new brand of shaving soap.

Harvard Disappointed in Industrial Entries

Only twenty-four industrial advertisers submitted material to the Harvard Awards Jury this year. This poor showing is very disappointing to those who at considerable effort prevailed upon the Awards Committee to establish a prize for the best exhibit of industrial advertising.

The blame can not be laid at the door of the Harvard publicity committee, for it started early and mailed often; the advertising journals published frequent advance notices, and many local industrial advertising groups throughout the country urged their members to participate. Perhaps W. A. Wolff, who came back from the presentation dinner at Cambridge, a somewhat downhearted President of the N. I. A. A. has hit upon the real reason for the debacle in his conclusion that "Industrial Advertisers are suffering from an inferiority complex."

Presumably the industrial award will be continued at least for another year but unless greater interest is shown next time, it will very likely be discontinued.

The Real Radio Situation in Northern Ohio

— minus all misleading statements

The RADIO Situation in Northern Ohio

- - minus the "static"

National Radio advertisers who have studied the habits, buying power and merchandising possibilities of Northern Ohio for Radio sets and Equipment, placed 367,778 lines of advertising in ALL Cleveland newspapers in 1926. It was distributed as follows—

Plain Dealer	196,660 lines
Press	104,205 lines
News	56,913 lines

From its inception Radio has been fostered in Northern Ohio by The Plain Dealer. Long before any other Cleveland newspaper foresaw the possibilities of Radio as an extremely popular form of entertainment. The Plain Dealer printed authoritative articles and information constantly. Certainly the pioneering was responsible in great part for the tremendous interest

and spectacular growth of Radio in Northern Ohio. Responsiveness by Plain Dealer readers has been commensurate with the promotion. Today the volume of radio advertising and volume and character of radio news carried in the Plain Dealer warrants a continuation of this leadership in this fertile field—made up of prosperous families who are thoroughly sold on Radio.

HERE is the best place in the United States to SELL Radio through ONE newspaper

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

1. B. WOODWARD, 100 E. Superior, Cleveland, Ohio
 H. B. WEAVER & SONS, 100 E. Superior, Cleveland, Ohio
 A. J. BOWWELL CO., 100 E. Superior, Cleveland, Ohio
 W. B. BROWN, 100 E. Superior, Cleveland, Ohio

Reduced facsimile of a full page advertisement appearing in the February 9th issue of "Advertising & Selling," according to Chicago Record Co. reports none of the figures given above are correct.

The radio lineage figures printed here are the totals for the 12 months of 1926, measured and certified by the Advertising Record Co., of Chicago, Ill., an independent advertising audit bureau to which all large Cleveland newspapers subscribe.

In this limited space we have tried to give you the *Real* story of Radio in Northern Ohio, but even more detailed figures than these—store totals, monthly totals, day-by-day reports, any radio lineage information you want may be secured either from The Press, or direct from the Advertising Record Co. of Chicago.

TOTAL RADIO LINEAGE

Press (6 days)	348,632
Daily Plain Dealer	66,241
Sunday Plain Dealer	285,064
Daily News	187,519
Sunday News	40,461

The Press, with no Sunday issue, published more radio advertising than the daily Plain Dealer, the daily News, and the Sunday News combined; more than five times as much as the daily Plain Dealer.

LOCAL RADIO LINEAGE

(Does not include Department Store Lineage)

Press	163,577
Daily Plain Dealer	9,061
Sunday Plain Dealer	91,683
Daily News	82,624
Sunday News	12,741

The Press, a 6-day evening newspaper, published more radio advertising for local merchants than the daily Plain Dealer, the Sunday Plain Dealer, and the Sunday News combined; eighteen times as much as the daily Plain Dealer, twice as much as the daily News.

DEPARTMENT STORE RADIO LINEAGE

Press	68,574
Daily Plain Dealer	7,925
Sunday Plain Dealer	18,889
Daily News	56,054
Sunday News	8,605

The Press—in 6 days—published more than twice as much as the daily and Sunday Plain Dealer combined, more than 8 times as much as the daily Plain Dealer, more than both other daily newspapers combined.

NATIONAL RADIO LINEAGE

Press	116,481
Daily Plain Dealer	49,255
Sunday Plain Dealer	174,492
Daily News	48,841
Sunday News	19,115

The Press, with no Sunday issue, published more radio lineage for National Advertisers than both other daily newspapers combined; more than twice as much as either other daily newspaper; more than the daily Plain Dealer, the Daily News and the Sunday News combined.

The Cleveland Press

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



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

How Much Is Experience Worth?

A Left-Handed Answer to Mr. Hotchkin

By R. F. McDonald

MUCH as any man of 45 or over—and I am one of them—felt “set up” by Mr. Hotchkin’s article—“Past Fifty” in *ADVERTISING & SELLING* for January 26—on the mistake of passing the older advertising man by, my gray matter, such as it is, rebels.

There is danger that some very important elements, which good business men instinctively rather than consciously know, will be slighted if you accept the argument for the older man.

Boiled down to its essentials, Mr. Hotchkin’s plea is that men of experience are being passed up for sheer youth; that the man with years of advertising work behind him has much more to offer than the youngster. It is a very simple and a very human equation to put forth, Mr. Hotchkin, but does it really hold water?

In the last twenty-five or thirty years business has been learning something very significant. Paul M. Mazur, banker-merchandising expert with Lehman Brothers, New York, gave voice to it the other day in a speech. “It is unsound to put too great a premium on experience,” he said.

He continued by extolling the engineering type of mind, even for department store operation; and it is, of course, the engineering type of mind (roughly speaking) which has brought about significant changes in business. What are these changes?

Well, first, a denial of the idea that because you have had a long, even a successful experience at a particular business, you are, therefore, better than a man with no experience at that business.

As a matter of fact this new business idea is more than a denial; it is a reversal of the old idea. Men are being picked to head businesses because they have no experience in that field. We know now that men develop mental grooves, prejudices and predilections which almost preclude them from advancing. Granted that not all do; granted that there

are many exceptions; nature certainly inclines that way. Who started the most interesting departure in watch making? Ingersoll—who was not a watch man. Who made the remarkable advance in biscuit and cracker-making? Green of the National Biscuit Company—who was not a baker. Bankers—as Mr. Mazur well knew—are constantly putting at the head of businesses men who know nothing of those lines of business. Why? Because their minds are supple and keen, and they are trained executives rather than merely experienced paint or automobile men.

Even in the selling field we have today little hesitation in hiring—one might rather say we have preference for—the salesmanagers or salesmen who do not know anything about the line.

It comes to this: *Experience is not trustworthy.* Years of activity at a line of work, no matter how successful, is no augury of ability to meet the demands of today. It often pains me, irritates and moves me to see men I know, of middle age, who, I am very certain, have wonderful stores of experience and ability. I quite often try to fit them into positions for clients of mine, and I confess that sometimes I am annoyed at my clients’ hesitation in hiring them.

But later I realize that my feelings have warped my judgment; those men would really not fit.

AND why, precisely? Largely because of their habits of mind. Experience in plenty is theirs, but often not the mentality to digest it, to generalize from it soundly, and to adapt it to the new conditions of today.

Often the trouble is precisely that there has been *too much experience*, bringing with it a certain impatience with plowing over old ground, a certain vanity with regard to judgment, so readily formed in the old way on questions familiar to them.

This is quite well known to any

man who hires people for important positions, and explains why they often turn to the malleable younger man. They don’t want to have to train an old dog out of his old tricks. ‘T is easier to train a young one.

But I must make myself perfectly clear. I do not believe that because he is older a man should be turned down.

I do not believe years have, necessarily, anything to do with it. But I also know that in far too many cases years *have* made the fatal difference, closed the mind, grooved the habits and made the temperament difficult to adjust to our bewildering new conditions, which often have no point of reference to old experience.

I WISH men of middle age would more often completely forget their experience, at least consciously, and tackle things with all the freshness of youth. I think Thomas Edison, Henry Ford, Cyrus Curtis, August Heckscher and other men past seventy do. Why can’t others who are around fifty? It is absurd—and their own fault. They are mere whiners if they kick at fate for side-tracking them; these are not as good sports as are the old men of the African tribes who, when they feel out of the race, calmly ask the younger men to crack them on the head with a club. If there is a useless thing on earth it is a fussy, opinionated older man who is constantly harping on his experience, which he measures solely by years and not by brain work. Experience doesn’t mean a thing.

A marble quarry is full of rock which has had millions of years of experience, but it is useless until a sculptor with a dream works on it and gives it form.

The young inherit the earth; but youth is a habit of mind, not a verbose diary of experience that is yellow with dust and corrosion. Be young at fifty and upward, start the learning process all over again every day, and the world will not think of doing without you.

“Oh, yes, the American Machinist is all right, but it wouldn't do me any good to advertise in it, because its readers are mostly machine tool builders.”

That's a remark we run into now and then.

That remark is just as logical as would be the statement that the readers of the Saturday Evening Post are mostly automobile manufacturers because automobile advertising is an important factor in the Post.

Would automobile manufacturers buy space to advertise to each other? Not on your life! No more would machine tool builders buy space to advertise to each other.

Machine tool builders do advertise in the American Machinist. They do so because the Machinist is the machine *builders'* paper—the paper which the men who design and build the machinery of American civilization use as a source of ideas and a buying guide.

But machine tools are only one factor in shop equipment.

Small tools, transmission systems, conveyor systems, lighting systems, sanitary systems, flooring, steels, industrial ovens, motors, electric control systems, and so on, are all factors in the shop. And shop executives look to American Machinist each week for the news and the sales-stories of *all* these things.

If you manufacture any element for the metal working shop, American Machinist can widen your market and simplify your selling. Let us give you details.

American Machinist
A McGraw-Hill
Publication-ABC-ABP
Tenth Avenue at Thirty-
Sixth Street - New York

The 8 pt. Page

by
Odds Bodkins



MISS LOUISE BACHE, director of the Bureau of Health Service, of Syracuse, is a shrewd student of human nature. She made an address last week at the New York Tuberculosis and Health Conference in which she advocated that health advertising be patterned after patent medicine advertising.

Said she: "We have had great success with newspaper advertisements that were almost identical typographically with the ads of patent medicine houses. There is a class of readers which never misses a patent medicine ad, and they recognize them by the heavy black type invariably used. When we want to reach these people we use the same kind of type, and the results are surprising."

One is reluctant to admit it, but one must face the fact that Miss Bache is probably right in her prescription for reaching the masses with messages about health.

Anyway, I sometimes wonder if we don't use too much typography and too little psychology in our type-setting these days.

—8-pt—

Advertising agency account executives who have to do a good deal of hard traveling to keep in touch with their accounts should find a crumb of comfort in the realization that this traveling helps them to be better advertising men. This thought came to me last night as I read Frank Wilson Nye's life of Bill Nye (Century Company) and came across this paragraph:

"Nye did not want to go stale. Rural life at Buck Shoals provided much good copy, but there was danger of monotony. Lecturing with its hardships provided change, stimulated new thoughts."

The account executive gets not only change and stimulus and new thoughts in traveling, but the contact with life in various sections helps him to keep a clear mental picture of the ultimate consumer which unquestionably influences all his work and thinking.

Returning to Bill Nye, I found the story of his life not only entertaining reading but interesting as giving a picture of the American life of yesterday—and full of shrewd understanding of human nature, which hasn't changed much since yesterday.

—8-pt—

Modern merchandising en route: News butcher on 8 a. m. train, Springfield, Massachusetts, to New York:

"N'Yoik papers—Times, Herald, World, 'Merican, crossword puzzles an' silver pencils."

—8-pt—

I have begun to furnish my London office. Last Saturday afternoon I picked up a small goblet-shaped Egyptian urn about five inches high, which I shall put on the long refectory table for an ash receiver: an attractive piece with color and atmosphere.

Also, I have come into possession of a small cedar box on the top of which is a section of an old map of Sicilia, in which I shall keep—well, whatever the spirit moves me to keep when I am in London.

This isn't the alley off which my London office opens, but it is not unlike it:



The committee which planned the Harn luncheon at the Astor—and a memorable luncheon it was—certainly had the speaking under control. In the center of the dining room was a Stop-and-Go signal. When a speaker was introduced the sign flashed green for Go. A minute before his time was up the light changed to red, and a minute later a bell rang and the speaker was through. Very effective. Rotary, Kiwanis and Lions Club publications please copy!

—8-pt—

I have a fellow feeling for Eugene Field, as will many readers of this page, I suspect. Field found it hard to get down to writing. Indeed, he stretched it out into a sort of ceremony, according to Charles H. Dennis, author of "Eugene Field's Creative Years."

Dennis says that when Field had to get down to business, he first took off his coat and relieved his shoulders of the weight of his suspenders. If the weather was cold and the office chilly he donned a shapeless old baggy garment, but usually he wrote in his shirt sleeves. He took off his shoes and put on a pair of disreputable slippers which dangled from his toes when he elevated his feet—as he invariably did—to the top of his desk. His trousers he rolled high above his ankles. Then he seated himself sideways and threw his legs over the corner of his desk so that he sat on his spine.

Taking an oblong of stiff cardboard, he placed upon it a sheet of paper with ruled black lines and a blank sheet of paper over that. These he sometimes held on his knees while he wrote, and sometimes he rested them upon the edge of his desk. He kept at hand a collection of colored inks and generally he would begin his work by constructing an elaborate initial letter, all red and blue and gold, or otherwise strikingly illuminated.

I can't draw elaborate initial letters, but I have almost as effective a device for postponing the moment of starting. I write the word "Soap," making a large, fancy "S," getting larger and fancier with each repetition.

What's yours?

This happens to be the Old Watch House of St. Clement Danes Parish, Strand Lane, London.



NO STATIC — — !

IN

THE HOUSE BEAUTIFUL

EDITORIAL PROGRAM

But a perfect reception in over 80,000 homes whose readers are interested first in building, decorating, furnishing—and, of course, a colorful garden.

READER INTEREST?

Well, for instance 2000 letters per month asking our Home Builder Service Department for helpful advice.

**CIRCULATION 80,000 NET PAID (ABC) REBATE-BACKED,
GUARANTEED—ACTUAL DISTRIBUTION 90,000 COPIES**

BUY ON A RISING TIDE

THE HOUSE BEAUTIFUL PUBLISHING CORPORATION

A Member of the Class Group

8 ARLINGTON STREET

BOSTON, MASS.

Sales Promotion Hints for the Declining Product

[CONTINUED FROM PAGE 20]

new uses for old products—uses which the manufacturer never thought of until he found himself with his back to the wall.

HERE is a second possibility. In a slowly declining industry those who stick it out may go on increasing their individual businesses from year to year. A case in point is the cigar industry. Says one cigar man, "Every time a cigar smoker dies a cigarette smoker is born." It is not quite as bad as that, but there are no more cigars smoked today than there were a good many years ago.

What happened when the industry originally stopped short? Well, first of all the little companies, the badly managed companies and the poor-product manufacturers naturally quit. In the last twenty years hundreds of cigar manufacturers have gone out of business. So although there was a lower per capita consumption of cigars there were far fewer manufacturers in the field to whack up the business.

Incidentally, the more thoughtful cigar men were willing to admit that cigarette advertising had been as much their undoing as the cigarette itself. So cigar advertising grew commoner. Standards of quality were boosted here and there.

And out of the field emerged new giants such as the General Cigar Company with its Robt. Burns and White Owl, the Congress Cigar Company and its spectacular La Palina, the G. H. P. Cigar Co. and its El Producto, recently absorbed by the Consolidated Cigar Co. At least a half a dozen good ten to fifteen cent cigars are now enjoying individual sales volumes which twenty years ago were unheard of.

When an industry declines it may pay to sit tight. Certainly that has proved to be the case with the better cigars. It is even true, more or less, of snuff. It is hard to believe that one pound of snuff is still sold to every ten pounds of pipe and chewing tobaccos, but that is what the figures show. Only the other day a newspaper carried this item:

The American Snuff Company for 1926 shows net income of \$1,672,449, after charges and Federal taxes, equivalent after preferred dividends, to \$13.05 a share earned on \$11,000,000 common stock. This compares with \$11,640,157, or \$12.75 a share, in 1925.

And bicycles? Not so dead. Not so dead. In 1914, 299,029 bicycles were manufactured. In 1923, 486,177.

In face of declining business the first to quit are usually the weaker sisters. As they are the majority in any line of endeavor, the desertions may be numerous indeed. So those who remain find that their seemingly heroic determination to keep on turns out to

be simple common sense. Business on the whole may decline fifty per cent, but with only twenty-five per cent of the old manufacturers to share it, some new individual volumes are reached.

In the third place, a decline may seem impending when there still remains a vast market for the product which has never been developed. Thus electric refrigerators seem to threaten the plain ones. But the plain refrigerator manufacturers discover that about forty per cent of the homes have no refrigerators at all! So the crepe is rolled up and put away in the trunk with a smile.

The ice manufacturers see the electric refrigerator as a menace until they discover that few of the "ice-box" owners use any ice during half of the year or so. Investigation shows that an ice-filled plain refrigerator in winter months will keep food in better condition than back stoops, cellar shelves or pantries. So there's hope in the ice business yet.

The heating business is in a similar situation. Hot air furnaces have been replaced increasingly in recent years by steam and hot water systems. But thousands—perhaps millions—of houses were still worrying along with stoves. Their next step was in the direction of a hot air furnace. The appearance of the pipeless furnace opened up a new market.

SOMETIMES the manufacturer is left with goods which are unsalable because of a change in style. In this case he may find purchasers in an entirely different group either within or without the United States.

The housewives of the Pennsylvania Dutch section held to scrubbing brushes for dirty floors long after mops had replaced brushes just across the York State line.

When a freak style of derby hats fell flat in New York City some years ago, the remainders were exported to the west coast of South America where they were easily sold.

Many farm homes were buying organs up to a few years ago—*our humana* stop and everything. It has been only during the past ten minutes, relatively speaking, that the mail order houses found that organs were no longer worth listing.

A chain of small department stores has its home store in a big city. The next branch is in a smaller city about fifteen miles away. Five miles farther away is another store in a still smaller village. Seven miles north stands the fourth store in a little rural community. When merchandise goes dead in Store No. 1, it is often transferred to Store No. 2, where it can be sold at a normal profit. Sometimes it travels

to Store No. 3 or 4 before it is sold, but each successive step away from the big city seems to make the declining goods more salable.

After years of almost complete retirement, the derby is reappearing in noticeable numbers. The opera hat is staging a comeback. It is predicted that even the stately Inverness has prospects of a bright future. A cable dispatch from London notes beards on youths and a growing trend toward moustaches.

Here we have what McDougall calls "contra-imitation"—a force which in some cases has come to the rescue of the manufacturer in a declining industry. When a certain make or definite type of commodity wins almost universal acceptance, growing numbers of consumers who "want to be different" turn to less known or unknown makes or to commodities of an entirely different type. Most of us can recall cases where this force of contra-imitation came into our own lives. Even loyal advertising men have been known to bring home goods which have never been advertised "just to have something a little different, my dear."

One manufacturer whose sales were declining got sage counsel from a young advertising agency man who wears military spectacles. He said something like this: "We have talked freely about the success and popularity of this product. It has been one factor in getting you the leadership. Now that sales are slipping, I think we had better stop talking success. We want to get over rather a feeling of exclusiveness. I think that many women now feel that your goods are too common. Let's not foster that feeling by talking about our popularity."

The product then dropped its popular type of advertising and adopted instead an exclusive type of advertising. Evidently the reasoning was correct, for the sales line of this item again resumed its upward swing.

So while most people want to follow the crowd, they do so only up to a certain point. Then comes the desire to be different. The man with the declining commodity can sometimes capitalize on this very thing.

It is frequently possible to marry a rising type of product to a declining one, just as an infusion of peasant blood can throw new life into an earl's family that has for too many generations inbred on other blue blood.

So we see the phonograph married to the radio. That did not work very well at first. The old-style phonograph made too poor a musical showing when contrasted with the realism of radio reception. So the next step was to adapt certain principles of ra-



WOODROW WILSON, we believe, was one of the greatest exponents of clear, concise English. Like other men of intellect he enjoyed good fiction. In fact, J. S. Fletcher, author of "The Thief and the Duchess" which appears in the March McClure's, was his favorite writer of mystery tales.

You'll also find in this same issue a powerful short story, "The Magdalene," by the famous and popular Nina Wilcox Putnam.

In combining natural reader interest, which such editorial features create, with a fast growing circulation built through newspaper advertisements reaching more than 20,000,000 readers every month, McClure's produces a very satisfactory volume of sales for advertisers. Keen buyers of space, having found that it pays, always—

include McClure's!

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

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

believe it or not



JUST EMASHUN!

A single advertisement in January DRUG TOPICS on a new drug store item pulled 832 inquiries from drug stores, while a Saturday Evening Post advertisement on the same product was bringing in 24 drug store inquiries, and Liberty exactly 18.

The figures from all sources were:—
DRUG TOPICS 836—SATURDAY
EVENING POST 83—LIBERTY
... 99.

Of course, we have permission to mention the advertiser's name to responsible parties. And, we will be glad to tell those parties precisely what we told him when his advertising was first discussed: That DRUG TOPICS space is not sold on an inquiry producing basis.

Analysis of these returns show DRUG TOPICS pulls from all types and sizes of drug stores—from the largest down town city store to the picturesque country drug emporium.

This result of a single advertisement in DRUG TOPICS (which is not at all unusual) throws a piercing light on DRUG TOPICS coverage, DRUG TOPICS reader-responsiveness and the additional DRUG TOPICS accomplishments that assure DRUG TOPICS leadership!

INVENTORY

The lipsticks that I sold to Widow Snow—
The powder, rouge and all the so-and-so,
Made her appeal so great to rich old Kline
He married her—with three kids under nine!

HELP, HELP!

As we are whipping this into shape, the pitter-patter of bids for assistance falling on our desk include:

Finding a window display expert for the San Antonio Chamber of Commerce—

Locating a lucrative opportunity for an Edinboro (Scotland) pharmacist whose doctor has advised him to seek outdoor work—

Deciding whether or not cigarette companies will be indelicate in openly soliciting the trade of female faggists through the medium of the corner drug store—

Telling a national magazine publisher a whole lot about small town tooth paste preferences—

And bringing together an ex-major of

the Prussian Guard and an American manufacturer on the look-out for increased business in the Rhineland.

Nor is that all, although it is sufficient to show that on the drug trade highway all signs point to DRUG TOPICS as headquarters for drug trade information.

IRREDUCIBLE MINIMUM

"Mark my words" howled the old time pharmacist at the Don Juan soda jerker—"If your brains get any smaller you will be able to use a nipple for a bathing cap."

MUCH OBLIGED

A prominent New York agency says some nice things about a survey on the talcum powder situation recently conducted by us. They found it most useful in connection with one of their accounts.

Always glad to help provided the product is in the drug trade—or really is deserving of a place in the drug trade.

FROM A DRUGGIST'S DIARY

Stealing some of my own stuff, when I told her I could not get off to take her to the dance she had her hair all frizzed to go to, she came back at me this way: "Say, you're as unreliable as a cut-rate drug store."

AIN'T GOIN' RAIN, ETC.

In his merchandising story in September DRUG TOPICS, Ned Mitchell of the Liggert chain mentioned a new kind of ukulele which was selling fast in their stores.

Recently an Indiana druggist wrote to ask us the name of the manufacturer of the instrument—

Which is proof number 1,596,291 that druggists read DRUG TOPICS from cover to cover and file their copies for future reference.

And, in addition, another tile in the Mosaic of evidence that the immediate returns from DRUG TOPICS advertising are only a partial indication of the value of that advertising.

Drug Topics

The National Magazine of the Drug Trade
TOPICS PUBLISHING CO., Inc.

Also Publishers of
WHOLESALE DRUGGIST,
DISPLAY TOPICS,
DRUG TRADE NEWS

291 Broadway, New York
Atlanta Cleveland St. Louis
Boston San Francisco

dio sound reproduction to the phonograph. This resulted in instruments of the Victor Orthophonic type. The method of recording was revolutionized. The members of the band or orchestra could arrange themselves just as they do in real life. The whole pianoforte keyboard could now be reproduced. The prima-donna could sing more as she did on the concert or opera stage.

The grandmotherly coal stove was married to the gas stove. Perhaps the next step will be to marry an electric stove to a gas stove.

Today's desire for quick action may in certain cases offer a key to increasing the sales of a declining commodity. Oatmeal, in the good old days of delirium and relaxation, used to be left on the stove all night. It required at least two and a half hours of cooking before it was digestible. Then came the steam-cooked H-O Oatmeal which was partly cooked at the factory. Twenty minutes on the stove was sufficient for this newer type of oatmeal. More recently oat breakfast foods have appeared which are thoroughly cooked after only three minutes rest on the stove. If this greater speed had not been designed into oatmeal, it is easy to imagine that this celebrated food for Scots might by now have been declining to the point of extinction.

Entirely new factors may bring back the dying. Thus the old iron waffle iron was not gaining in popularity, but the new electric waffle irons are. With them you are almost sure to get a perfect waffle every time. You make your waffles on the dining room table instead of over the hot kitchen stove.

THE advertising of declining commodities presents certain difficulties which at times call almost for the ministrations of supermen.

It is not strange if the manufacturer is restless. It is not odd if he rushes from one experiment to another in his attempts to stem the tide. But that way lies danger.

One wise veteran executive who had weathered many a business storm was shown some advertising copy for his approval. He read it over slowly and passed it back. "No," he said, "It is written in the wrong vein. It protests too much. Between the lines I can sense a certain degree of desperation. It has too much selling punch.

"No," he repeated again, "We're losing. We cannot afford to give the fact away in our advertising. Our best chance in advertising lies in talking just as though our expectations were greater than ever. Be powerful—but in a relaxed way. Put a bright and even happy face on your advertisement. Don't let that panicky feeling show. Keep out any reference to the competition that is bothering us."

This is pretty good advice to almost any one manufacturer advertising a declining product. He needs the most experienced help he can get. And sometimes it takes the highest kind of skill to keep from showing anxiety in advertising. One advertising agent I know seldom tells the copy writer when things are going poorly with the advertiser. He justifies his attitude by saying that he withholds the bad news in the interest of his client. He says that this is the one sure way to keep the worried feeling out of copy.

A group of cigar men got together.



Special Articles Must Be Accurate and Complete for General Manager Detail

When he reads about a new plant, he wants to know all the details. He wants an article teeming with facts—not figures of speech. Needless to say, this is the kind of article that is hard to prepare.

Information must be obtained from headquarters; in many cases where headquarters are not entirely convinced that the information should

be given out. Drawings, photographs, special data on equipment must be obtained under the same handicap—all of which take the time of specially trained men who through their integrity and long service in the field have entrée to important plants. The result is that Mr. Detail gets, in few words, the outstanding authentic facts.

That's why he reads **THE IRON AGE**

His experience is duplicated throughout the metal trades field. And it is undoubtedly true that these men who have learned to put con-

fidence in the editorial sections think of the advertising pages under the same auspices and consider them just as trustworthy. Accordingly some 1300 manufacturers have found it important to tell their story regularly in these pages.



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

Our audited circulation report of the A. B. C. for the year April 1, 1925, to March 31, 1926, tells the story of Brooklyn supremacy. And 80% of this circulation is delivered right into the heart of the home.

Our increase in advertising linage or 32% or 1,727,054 lines for 1926 must have come from satisfied advertisers.

The population of Brooklyn is larger than four of the new England States. It is a market easily cultivated.

USE THE
Brooklyn
Daily Times

LORENZEN & THOMPSON, Inc.
19 West 44th St., New York, N. Y.
122 S. Michigan Blvd., Chicago
Kobl Bldg., San Francisco, Cal.

They worked out a slogan which as I recall it, read "Be a man—smoke cigars." Some of them were convinced that the sentence was a winner. It would make the cigarette smokers self-conscious. But their slogan was a fine example of desperate selling language which betrayed the fact that the originator was on the losing side.

Similarly, the biggest manufacturer of Turkish cigarettes let his anxiety show too much when some years ago the blended cigarette dramatically passed the Turkish type in popularity. The blended cigarettes came in what the tobacco man calls "paper cups": a cheaper type of package than the trim pasteboard boxes which held and still hold the all-Turkish cigarette. This manufacturer spent thousands of dollars on advertising that tried to make buyers of paper-cup cigarettes feel like cheap skates.

Needless to say the advertising got nowhere. That kind of advertising doesn't. The public cannot be clubbed into running back to the product it is deserting. And next to a winner the public's warmest feeling goes to the good loser.

Declining products are often helped by youthful advertising. The container may carry an old fashioned trademark. The advertising may be done in the spirit of '93. The product may have the same possibilities today that it had years ago, but its old-fashioned setting holds it back. One toilet preparation has recently been wonderfully revived through the use of ultra-modern advertising.

Remember Uncle Archie's Lesson on Advertising, No. 68A: The task of advertising years ago was to convince the public that the product was *reliable*. In the age of *caveat emptor* all goods were under suspicion. Hence it was valuable to utter such solemn assurances as: "The standard of quality for half a century."

Uncle Archie continues: Those days are past. The public now realizes that it is, generally speaking, unprofitable to advertise sub-standard merchandise. So quality assurances and boasts of long experience are less valuable. The new is more interesting than the old. So the declining old product has the advertising problem of looking and acting as young as it can.

The youthful technique in many cases is furnishing just the gland extracts that the old timers need!

Snow Stuff

[CONTINUED FROM PAGE 28]

transportation interests rather ignored the winter. The summer resorts merely closed at the end of October until the following May. Some places, in fact, tended to soft-pedal on winter and pretended they had none, the supposition being that their patronage hibernated all winter and pulled the hole in after them, and that if anybody really wanted a winter holiday, well, let him go to Switzerland or some place like that. The American public, generally, was not yet "sold on the idea" of two holidays *per annum*, and certainly not on winter sports; and the few brave pioneers of winter sports, such as the Chateau Frontenac at Quebec and the Lake Placid Club, had to keep pounding away on a hard, hard board before



A New Detroit Hotel With A Definite Purpose!

Equipped in the finest and most modern manner—designed by a firm of world-famous hotel architects—directed by a man thoroughly versed in every phase of hotel management, the function of the new Savoy in Detroit will be to supply first-class hotel accommodation at moderate rates.

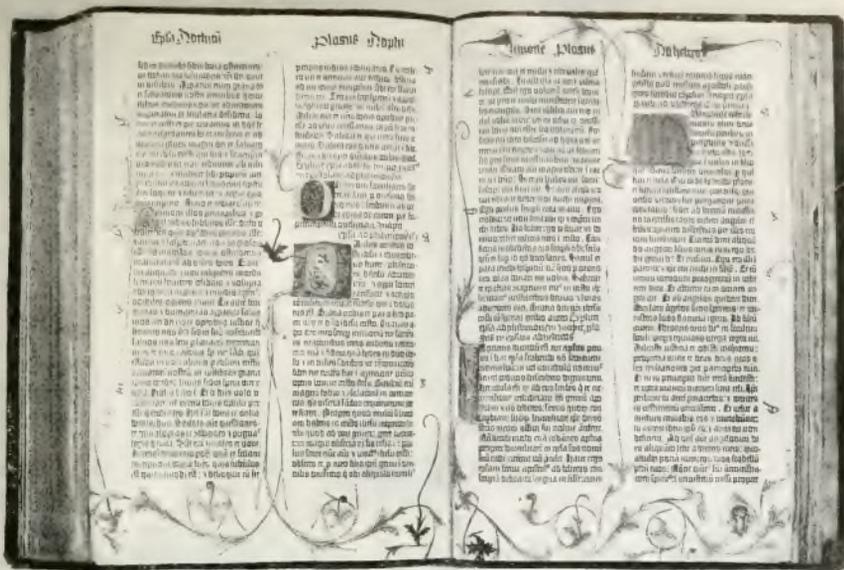
The Savoy has 750 rooms with baths, and is situated just six short blocks north of Grand Circus Park, on Woodward Avenue at Adelaide Street.

It was designed by Louis and Paul L. Kamper (architects of the Detroit Book-Cadillac Hotel) and has as its managing director, A. B. Riley, formerly manager of the Bancroft Hotel, Saginaw, Mich. The Savoy's rates are \$2.50, \$3.00 and \$3.50, with suites and sample rooms ranging in price from \$5.00 to \$12.00.

The cuisine of the Savoy is unsurpassed. Outstanding features of the Hotel are the Bohemian Room, the Coffee Shop and the Food Shop—the walled-in Garden Court—the International Suites (each decorated in the national style of some foreign country)—the 20-chair barber-shop and the 18-booth beauty parlor—the Emergency Hospital, with a nurse in constant attendance—the Valet and Checking service—the Florist's Shop—the Humidor—and the Gift Shop. The Savoy opens for business on September 15.

A. B. RILEY, *Managing Director*

SAVOY
Hotel
Detroit



THE FAMOUS GUTENBERG BIBLE SOLD TO MRS. E. S. HARKNESS FOR \$120,000 WHO PRESENTED IT TO YALE UNIVERSITY LIBRARY

for Collectors and
Connoisseurs



INTERNATIONAL
STUDIO

119 WEST 40TH STREET
NEW YORK

IN the America of today, fine and applied arts in all their wide range of interest are adequately represented by one publication only—International Studio.

IN keeping with its character, International Studio aims to exemplify the standards of the connoisseur—in its typography, in its printing and in its illustrations.

HERE is a clientele composed of men and women who have made the United States, during the past few years, the greatest market in the world for paintings and porcelains, tapestries, rare furniture and other works of art—collectors who are spending literally fortunes in pursuit of art treasures.

INTERNATIONAL Studio is authoritative and individual. There is no other publication like it or comparable, among class publications. Forward-looking advertisers and agents see its worth in that they are buying a new kind of circulation that is not worn out nor overworked.



picture readers ~all!

THE plumber, the garage man, the carpenter, the man who works with tools of any kind. In the aggregate he is the consuming public for many a substantial business. In many ways he's a better educated man than you or I—and his only possible way of learning the vast number of things he does learn about new tools, new uses, is by *pictures*.

Time is too short, memory too fleeting, to retain the story of type, but he *does* see and remember the story of pictures. And the beauty of a picture is that it's all there in one glance.

For three generations we have helped advertisers, publishers and printers to make their pictures TALK. The best picture in the world is no better than the photo engraving that reproduces it.

Gatchel & Manning, INC.

C. A. STINSON, President

[Member of the American Photo Engravers Association]

Photo Engravers

West Washington Square ~ 230 South 7th St.
P H I L A D E L P H I A

they found much result. But now there is a great change of heart; and we can here quote C. B. Foster, passenger traffic manager of the Canadian Pacific Railway, whose words, while primarily spoken of Canada, can be applied to the whole North of this continent.

"Capitalize the winter and make two tourists come where one or more came before," he said in a recent interview. "It is mere head-in-the-sand foolishness to ignore the fact that Canada, like every other temperate zone country, has four seasons. Why should we not tell the world that the Canadian winter is what it is—a season of the keenest exhilaration and the fullest life-giving qualities if it is put to its most complete use?"

And some erstwhile summer resorts are capitalizing the winter! In a recent issue of the *Boston Transcript*—that paper whose admirable Travel Section is one of the finest things of its kind—I find advertised eighteen winter resorts in New Hampshire, two in Maine, four in Massachusetts, three in Vermont and three in Quebec. Then there are certain places in the Northwest—such as St. Paul and Banff—which have recognized winter sports carnivals that draw (although from a more restricted clientele) large crowds. Here is one typical advertisement:

A WEEK END ROMP

With all the outdoor fun at the.....
Every outdoor sport—ski-ing, skating, hockey, toboggan chutes and ski-jumps. Then the indoor amusements, with open fires, cards, dancing!

The copy concludes with the phrase: "Only 3½ hours from Boston," which to some extent is significant.

Winter sports do not have a very strong long-distance appeal. Winter vacationists will willingly go thousands of miles to a warmer place, but not to a colder one. To succeed as a winter resort, it must be close to a center of large population. That, of course, can be inverted; big stores of the big cities are missing a bet if they overlook the business that can be developed in winter sport equipment, right at home.

RECENTLY, for example, I rode up north from Montreal to the Laurentian Mountains on the Sunday morning "Ski Special" train, dropping passengers off at a score of little villages. Believe it or not, we had close to 500 people on that train, mostly young people—"found money" for the railroads, for those little villages, for the sporting-goods dealers. This skiing business, which during the last four or five years has found so phenomenal a following as to have eclipsed almost all other winter sports and to have outdistanced even golfing in the rapidity of its popularity, has created a tremendous demand for a certain type of equipment—not high-priced, as in golf, but nevertheless specialized and not adaptable to any other use. An advertisement by a retail sporting-goods store, lying before me, includes not only skis, at prices ranging from \$5 to \$12, but also ski-poles, ski-boots, ski-mitts, ski-pants, ski-caps, ski-gauntlets, heavy wool sweaters, wind-break sweaters, and leather coats.

And, as in other sports, the day of nondescript costume is passing. Just as no one now plays golf in the bicycle-knickers and everyday coat that Vardon, Braid and the champions of yes-

tery year wore, even in their photographs, but in a special and jaunty costume that would never be mistaken for anything else, so for skiing one does not wear "any old thing," nor even the things that one would go tobogganing or skating in. Here for example, are the young chaps, very trim and workmanlike in their deep blue ski uniform, the trousers tightened up like a jockey's as they enter the top of the big ski-boots, their coats tucked, shirt-like, into the tops of their pants, their little visor-like big-peaked caps stuck saucily on the side of their heads—every superfluous item, such as a flapping jacket, discarded, but warmth conserved. No wonder that they can soar so easily, bird-like, through the air!

And then the girls! Another advertisement tells me that the *de rigueur* wear for the ski-girl this winter is a belted suit, built upon Scandinavian models, of blue suede leather, trimmed with a squirrel collar and crowned by a tambaret hat. *Vogue* and the other women's magazines have published the plates.

And so with tobogganing, skating, bob-sleighting, snow-shoeing and other forms of winter sports. Take this game of hockey. When Tex Rickard went north and discovered hockey, and particularly its spectacular features, and returned to introduce it to Madison Square Garden a couple of seasons ago, no one was probably more astonished than he at its sudden popularity.

Big league professional hockey, two or three nights a week, at once became a regular feature of the life of several eastern cities of the United States—and almost a society function. Magnificent new rinks were built or old ones built-over to accommodate the crowds it attracted; the Canadiens, the Maroons, the Cougars, the Pirates, the Rangers and so on, broke over night into the big city sporting columns. Simultaneously amateur and college hockey felt a great impetus and are carrying on more intensively than ever in their past history.

What are the effects of this new winter spectacle upon other night amusements, such as theatres and movies. I cannot speculate; but I can say that in the city where I happen to live, which is hockey-mad, the organizers of banquets, dances, committees and political rallies try to avoid Tuesday, Thursday and Saturday evenings because those are the hockey nights, and the effect upon their attendance would be discouraging to say the least.

**Naturally it
is hard for many
people *outside*
Detroit to realize
that in five
years the Detroit
Times has attained
to practically *equal*
division of the
evening field and
has far outrun
an old-established
Sunday newspaper
in circulation.**

Convention Calendar

MARCH 10-12—Mid-Year Conference of the Financial Advertiser Association, New Orleans, La.

MARCH 11-12—Conference of Advertising Club Presidents and District Chairmen, International Adv. Ass'n, Hotel Statler, Detroit.

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.

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
H. M. Coale	The Autocar Co., Ardmore, Pa.	Same Company	Gen. Sales Mgr.
George L. Sargent	Sargent & Co., New Haven, Conn., Vice-Pres.	Same Company	Pres.
Ziegler Sargent	Sargent & Co., New Haven, Conn., Treasurer	Same Company	Vice-Pres. & Treas.
H. R. Eicher	Duro Pump Co., Dayton, Ohio, Sales Pro. and Adv. Mgr.	Same Company	Ass't Gen. Sales Mgr.
H. O. Meister	Hyatt Roller Bearing Co., Newark, N. J., Ass't Sales Mgr.	Same Company	Gen. Sales Mgr.
B. Morley	Kelsey Wheel Co., Detroit, Sales Mgr.	Same Company	Vice-Pres. & Gen. Mgr.
C. K. Woodbridge	Dictaphone Corp., New York, Pres.	Electric Refrigeration Corp., Detroit	Executive Vice-Pres. & Gen. Mgr.
L. C. Stowell	Dictaphone Corp., New York, Vice-Pres. in Charge of Sales	Same Company	Pres.
William A. Gellerson	Libby, McNeil & Libby, Chicago, Mgr. Cal. Fruit Div.	Same Company	Vice-Pres.
Roy L. James	Libby, McNeil & Libby, Chicago, Gen. Sales Mgr.	Same Company	Vice-Pres.
J. J. Ruch	Modern Appliance Co., Kansas City, Mo.	Coffield Washer Co., Kansas City, Mo.	Adv. Mgr.
M. B. Sands	The Erickson Co., Inc., New York	Dictaphone Corp., New York	Gen. Sales Mgr.
Fred G. Bell	Zobell Electric Motor Corp., Garwood, N. J., Pres. and Gen. Mgr.	The Shepard Electric Crane & Hoist Co., Montour Falls, N. Y.	Executive Dir.
E. Bromley	Wayposyet Mfg. Co., Pawtucket, R. I.	Dartmouth Mfg. Corp., New Bedford, Mass.	Gen. Mgr.
Beatty Stevens	The Shepard Stores, Boston, Sales Mgr.	Abraham & Straus, Inc., Brooklyn	Adv. Mgr.
Roy A. Fryer	Joseph & Feiss Co., Cleveland, Mgr. of New Business Div.	Electric Vacuum Cleaner Co., Inc.	Adv. Mgr.
M. C. Morrow	Westinghouse Electric & Mfg. Co., East Pittsburgh, Pa., Ass't to Gen. Mgr. Merchandising Dept.	Same Company	Ass't Sales Mgr. Merchandising Dept.
H. M. Kinne	F. F. Schmidt Printing Co., Milwaukee, Dir. Mail Adv. Director	Same Company	Vice-Pres.
D. Wanamaker	Talking Machine Journal, New York, Western Mgr.	Grigsby-Grunow-Hinds Co., Chicago	Dir. of Adv. & Sales Pro.

CHANGES IN PERSONNEL—(Agencies, etc.)

Name	Former Company and Position	Now Associated With	Position
P. R. Hume	The Tauber Adv. Agency, Washington, D. C.	The Keelor & Stites Co., Cincinnati, Ohio	Acc't Executive
Philip A. Lukin	Charles Austin Bats, New York, Copy	Same Company	Business Mgr.
F. Odone	Bissell & Land, Inc., Pittsburgh	Spector & Goldensky Phila.	Copy Chief
Maxwell Swain	Penton Publishing Co., Cleveland, Adv. Dept.	McClure & Wilder, Warren, Ohio	Acc't Executive
Herbert B. Benjamin	National Cloak & Suit Co., New York, Adv. Mgr.	The Benjamin Service, New York	Pres.

The paper selected by your dealers in Detroit is the home newspaper

WHETHER you advertise banjos or bananas you rely on the local outlet and the moulding of local opinion to sell your goods. Why not analyze the local merchants' use of the advertising dollar? In the Detroit market, The Detroit News—the home newspaper—carried 21,028,742 lines of local advertising while the other two papers carried about 8,000,000 lines each—which indicates how Detroiters, who know whence come their customers, rely on The News. Likewise The Detroit News led the other two newspapers in practically every selling classification of advertising and in national advertising. And altogether it led all other American newspapers in advertising in 1926.

In these classifications The News led all other Detroit newspapers. In most of them it carried more lineage than all other newspapers combined.

- | | |
|----------------------------------|---------------------------|
| Automotive Department Stores | Jewelry, Watches, etc. |
| Drug Stores | Musical Instruments |
| Educational | Radio |
| Electrical | Rotogravure |
| Footwear | Tobacco |
| Furniture | Toilet Articles and Shops |
| Grocery and Food | Men's Wear |
| Household Articles and Equipment | Women's Wear |
| Hardware, Sport Goods | |

The Detroit News

Now 365,000 Sunday Circulation

The HOME newspaper

Now 330,000 Weekday Circulation



Advertising
& Selling

The NEWS DIGEST

Issue of
Mar. 9, 1927



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

Name	Former Company and Position	Now Associated With	Position
A. A. Levenseller	Austin F. Bement, Inc., Chicago	Grenell Adv. Agency, Detroit	Copy
E. M. Cameron	H. A. Selmer, Inc., New York	William Green, A Corp., New York	Acc't Executive
J. W. Goldstein	John Ring, Jr. Adv. Co., St. Louis	Same Company	Vice-Pres.
C. F. Pietch	H. W. Kastor Sons, Chicago	The John H. Dunham Co., Chicago	Acc't Executive
H. D. Leopold	Brunswick-Balke-Collender Co., Chicago, Adv. Mgr.	Dearborn Adv. Agency, Chicago	Vice-Pres.
Alexander Slavitt	Wales Adv. Co., New York, Copy Chief	The Lawrence Fertig Co., Inc., New York	In Charge of Service
Charles L. Barnum	American Radiator Co., New York, Comptroller	Cowan, Dempsey & Dengler, Inc., New York	Research
Ross S. Llewellyn	Ludlow Typograph Co., Chicago, In Charge of Direct Mail Dept.	Superior Adv. Service, Inc., Chicago	Prod. Mgr.
Harold I. Orwig	Roche Adv. Co., Chicago, Copy	The Buchen Co., Chicago	Copy
F. G. Brownell	Aetna Life Insurance Co., Hartford, Conn., Adv. Dept.	The Moss-Chase Co., Buf- falo	Member of Staff
E. R. Stempel	The Matthews-Northrup Works, Buffalo	Niagara Lithograph Co., New York	Sales Staff

CHANGES IN PERSONNEL—(Media, etc.)

Name	Former Company and Position	Now Associated With	Position
Albert E. Winger	Alco-Gravure, Inc., New York	Same Company	Pres.
C. S. Heminway	Judge, New York	Same Company	Eastern Adv. Mgr.
R. L. Cary	Judge, New York	Same Company, Chicago	Western Adv. Mgr.
V. G. Iden	New York Journal of Commerce, Mgr. Editor	United States Daily, Washington, D. C.	News Research Dir.
H. Hursh	Guy S. Osborn, Inc., Detroit	Nation's Business, Wash- ington, D. C.	Adv. Staff
A. G. Carlson	John C. Bragdon, Pittsburgh, Pa.	James McMillin Printing Co., Pittsburgh	Sales and Service Dept.
Hall Linton	Consolidated Press, Ltd., Toronto, Can., Mgr. Chicago Office	Same Company	Circulation Pro. Mgr.
R. M. Fairbairn	Consolidated Press, Ltd., Toronto, Rep.	Same Company	Chicago Mgr., Chicago Office
E. W. Parsons	Chicago Tribune, Adv. Mgr.	Resigned	
W. E. Macfarlane	Chicago Tribune, Classified Adv. Mgr.	Same Company	Adv. Mgr.
F. O. Price	Boston News Bureau, Boston, In Charge of Nat'l Adv.	Boston Evening Tran- script	Nat'l Adv. Dept.
Frank Speidell	George L. Dyer Co., New York	The McNaught Syndicate, Inc., New York	Sales Staff
A. R. Koehler	Chicago Tribune, Ass't Mgr. Classified Adv.	Same Company	Classified Adv. Mgr.
Walter J. Parker	Chicago American, Ass't Circulation Mgr.	Same Company	Circulation Mgr.
C. R. Deuel	Chicago American, City Circulation Mgr.	Same Company	Ass't Circulation Mgr.
Peter Hamilton	Fort Worth Press, Fort Worth, Tex., Business Mgr.	Oklahoma News, Okla- homa City	Business Mgr.
Ralph Henderson	Houston Press, Houston, Tex., Adv. Mgr.	Fort Worth Press, Fort Worth, Tex.	Business Mgr.
Leslie L. Rood	Oklahoma News, Oklahoma City, Business Mgr.	Resigned	
Ralph Nicholson	New York Evening Post, Production Mgr.	The Advertiser, Tokio, Japan	Ass't to the Editor and Publisher
Maynard L. Durham	Implement & Hardware Trade Journal, Kansas City, Mo., Adv. Mgr.	The Sample Case, Colum- bus, Ohio	Adv. Dir.

K N O W N M E R I T



I D A M.
T A R B E L L

Special Features



Advertising
& Selling

The NEWS DIGEST

Issue of
Mar. 9, 1927

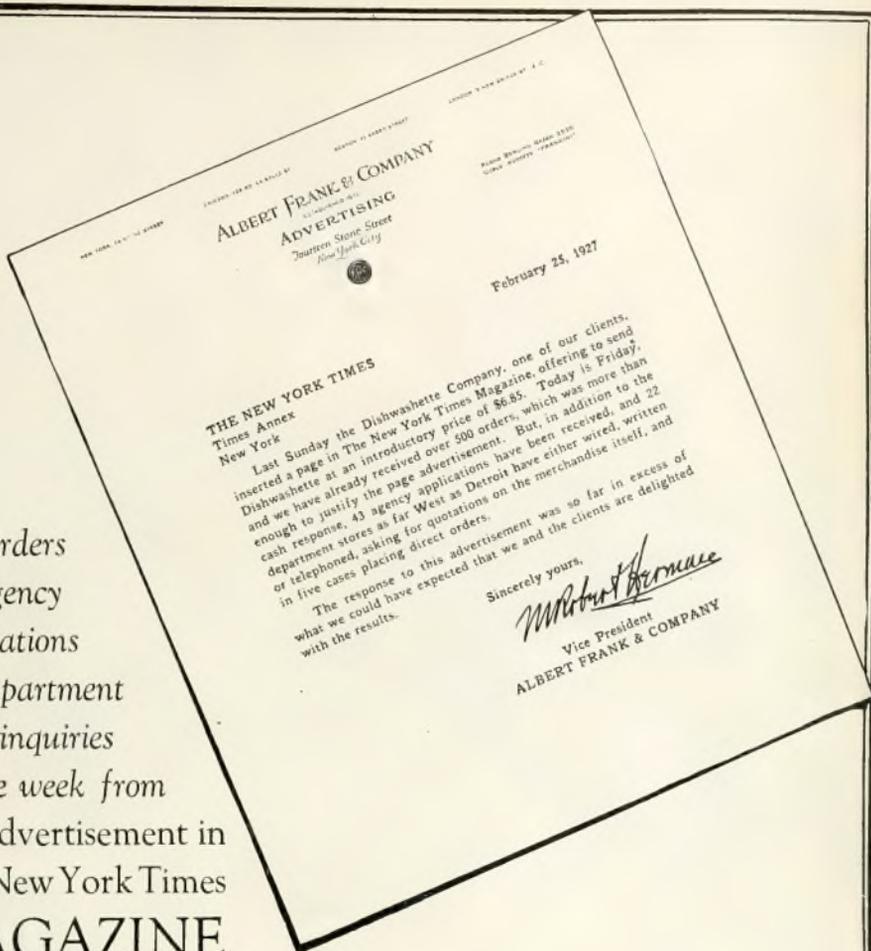
CHANGES IN PERSONNEL—(Media, etc., continued)

Name	Former Company and Position	Now Associated With	Position
C. L. Foote	U. S. Fastener Co., Boston, Adv. Mgr. & Asst Sales Mgr.	Hunting & Fishing & the National Sportsman, Boston	Dir. of Adv.

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
*Northam Warren Corp.	New York	Cream Elcaya	Pedlar & Ryan, Inc., New York
Buffalo, Niagara & Eastern Power Corp.	Buffalo, N. Y.	Electric Power	Barton, Durstine & Osborn, Inc., Buffalo
Browning, King & Co.	New York	Men's Clothing	Frank Presbrey Co., Inc., New York
Roman Stripe Mills, Inc.	Bangor, Pa.	Roman Stripe Hosiery	The Paul Cornell Co., Inc., New York
The Cleveland Tent Co.	Cleveland	Tents	The Bayless-Kerr Co., Cleveland
The Murray-Ohio Mfg. Co.	Cleveland	Juvenile Autos and Toys	The Bayless-Kerr Co., Cleveland
The Franklin Railway Oil Co.	Franklin, Pa.	Lubricants	The Bayless-Kerr Co., Cleveland
The Crystal Chemical Co.	New York	Z. B. T. Talcum Powder and Thyma Tussin	United Adv. Agency, Inc., New York
The Greenfield Tap & Die Corp.	Greenfield, Mass.	Machinery	William B. Remington, Springfield, Mass.
I. T. S. Co.	Elyria, Ohio	I. T. S. Rubber Heels	The Krichbaum-Liggett Co., Cleveland
The New York Mausoleum Ass'n, Inc.	New York	Cemetery	Evans, Kip & Hackett, Inc., New York
The Ransome Concrete Machinery Co.	Dunellen, N. J.	Machinery	Wilson & Bristol, New York
Walter Baker & Co., Ltd.	Dorchester, Mass.	Cocoa and Chocolate	Barton, Durstine & Osborn, Inc., New York
Continental Corp.	Chicago	Shielded Radio Tubes	Hurja-Johnson-Huwen, Inc., Chicago
The Yomanco Production Co.	Saco, Me.	Textile Novelties	Frank Presbrey Co., Inc., New York
American Brake Materials Corp.	Detroit	American Brakebloks	Groesbeck-Hearn, Inc., New York
F. P. H. Bacon	New York	Building Engineers	Groesbeck, Hearn, Inc., New York
Grand Hotel	Brunnen, Switzerland	Resort	Groesbeck, Hearn, Inc., New York
Hipp-Didisheim Co., Inc., (Winstonton Watch Div.)	New York	Watches	Percival K. Frowert Co., Inc., New York
Union National Bank	Knoxville, Tenn.	Finance	Edwin Bird Wilson, Inc., Detroit
Delman Shoe Salon, Inc.	New York	Shoes	The Biow Co., Inc., New York
H. & S. Sonn, Inc.	New York	Real Estate	Michaels & Heath, Inc., New York
First Mortgage Bond Co.	San Francisco	Real Estate Financing	Norman F. D'Evelyn, San Francisco
Haan's Restaurant	New York	Restaurant	The Hazard Adv. Corp., New York
The Cake Cone Co.	St. Louis	Crispo Cake Cones and Wafers	John Ring, Jr. Adv. Co., St. Louis
The Eagle Pencil Co.	New York	Mikado Pencils	Albert Frank & Co., New York
The Dishwashette Co.	New York	Dishwashette	Albert Frank & Co., New York
The Dayton Safety Ladder Co.	Cincinnati	Ladders	The Keelor & Stites Co., Cincinnati
The Dry Ice Corp.	New York	Dry Ice	George Batten Co., Inc., New York
The Spear Carbon Co.	St. Marys, Pa.	Motor Brushes	O. S. Tyson & Co., Inc., New York
Capital Mortgage Co.	Chicago	Investment Banking	Hurja-Johnson-Huwen, Inc., Chicago
Lane Bryant, Inc.	New York	Wearing Apparel	W. L. Brann, Inc., New York
J. P. Smith Shoe Co.	Chicago	Shoes	Erwin Wasey & Co., Chicago
The Standard Varnish Works	New York	Koverflor and other Paint and Varnish Products	The Paul Cornell Co., Inc., New York
The Winthrop Furniture Co.	Boston	Furniture	Glazer & Marks, Boston
The Priscilla Turner Hooked Rug Co.	Turner Village, Me.	Hooked Rugs	Frank Seaman, Inc., New York
A. O. Smith Corp.	Milwaukee	Automobile Frames, Pressure Tanks, Etc.	The Buchen Co., Chicago
Champion Chemical Co.	Springfield, Ohio	Automobiles Frames, Sundries	The Geyer Co., Dayton, Ohio
Richard Hudnut	New York	Toilet Requisites	Calkins & Holden, Inc., New York
Biberman Bros.	Philadelphia	Dresses	The Aitkin-Kynett Co., Philadelphia
A. B. Kirschbaum Co.	Philadelphia	Men's Clothing	The Aitkin-Kynett Co., Philadelphia
Sylvania Products Co.	Emporium, Pa.	Radio Apparatus	The Aitkin-Kynett Co., Philadelphia
King Mfg. Co.	Buffalo, N. Y.	King Radio & Automotive Replacement Parts	The Griswold-Eshelman Co., Cleveland
Adams Bros. Mfg. Co.	Pittsburgh, Pa.	Gas and Electric Heaters	Frank Presbrey Co., Inc., Pittsburgh

500 orders
43 agency
applications
22 department
store inquiries
in one week from
one advertisement in
The New York Times
MAGAZINE



The letter above cites the experience of one advertiser in The New York Times Magazine, a part of the Sunday edition. Other advertisers obtain satisfactory, traceable returns.

The lowest rotogravure milline rate purchaseable anywhere—for circulation of The New York Times high quality—for space in a medium strong in the confidence of readers.

Net Paid Sale Over 650,000 Copies

The New York Times

The Times has issued a 32-page booklet on rotogravure in connection with its exhibit of rotogravure printing now open to the public in the Times Annex, 229 West 43rd Street. A copy will be mailed to those interested on request to The Times Advertising Department.


 Advertising
& Selling

The NEWS DIGEST

 Issue of
Mar. 9, 1927
 

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (Continued)

Name	Address	Product	Now Advertising Through
The C. A. Shimm Co.	Cleveland	Automobile Accessories	Oliver M. Byerly, Cleveland
J. P. Johnson Engineering Co.	Cleveland	Engine Head for Automobiles	Oliver M. Byerly, Cleveland
The Domestic Stoker Co.	New York	Automatic Stokers	Tuthill Adv. Agency, Inc., New York
Strahan & Co., Inc.	Philadelphia	Silk Stockings	Julien Elfenbein, Inc., New York

*The J. Walter Thompson Co., New York, will continue to handle the Cutex account

NEW ADVERTISING AGENCIES AND SERVICES, ETC.

The Benjamin Service 10 East 14th St., New York Advertising Herbert B. Benjamin

PUBLICATION CHANGES AND APPOINTMENTS

The American Printer, New York	Has been purchased by M. C. Robbins and his associates from the estate of the late Mathew J. O'Neill. Mr. Robbins is also publisher of Advertising & Selling, Gas Age-Record, Industrial Gas, Brown's Directory of American Gas Companies and Gas Engineering and Appliance Catalogue.
The Review of Reviews Corporation, New York	Announces that all of the western advertising of The Review of Reviews and The Golden Book will be handled by the office of The Quality Group, 30 North Michigan Ave., Chicago.
The Architectural Record, New York	Has announced that effective with the January, 1928, issue its type page size will be 7 x 10.
Marine Journal, New York	Has been purchased by Packing & Transportation Publications, Inc., New York, and will be issued semi-monthly beginning March 15.
The World, Bloomington, Ind.	Has appointed A. E. Clayden, Inc., Chicago and New York, as its National Advertising Representative.
The Sun, East Stroudsburg, Pa.	Has appointed Lindenstein-Kimball, Inc., New York, as its National Advertising Representative.
The Times, Cleveland, Ohio.	Has suspended publication with the issue of March 3. The Plain Dealer, Cleveland, has purchased the good will and circulation lists of that publication, but no other assets of the Times are involved in the transaction.
Morning Journal and the Evening News, Daytona Beach, Fla.	Have been merged into the Daytona Beach News-Journal.
The Guard, Eugene, Oregon.	Has been sold by Paul & Eugene Kelty to Alton H. Baker.
The Bowman Publishing Co., Evanston, Ill., publishers of the News-Index	Has been purchased by Allen D. Albert, who becomes editor and publisher.
The Farm Electric Dealer, New York	Name changed to The Rural Electric Dealer.

MISCELLANEOUS

The Western Agency, Inc., Seattle advertising agency	Has opened a Portland, Oregon, office with M. Williams in charge.
McClure, Carter & Wilder, Warren Ohio, Advertising	Name changed to McClure & Wilder.
Sweeney & Price, Boston, publishers' representatives	Name changed to The John M. Sweeney Company.
The Kant-Shore Piston Co., Cincinnati	Name changed to the Aluminum Industries, Inc.
Own Your Own Home, New York	Name changed to Your Home.
The G. B. Kent & Sons, Ltd., Brush Manufacturers	Will distribute its brushes in the United States through the Prophylactic Brush Co., Florence, Mass.

CHANGES IN ADDRESSES

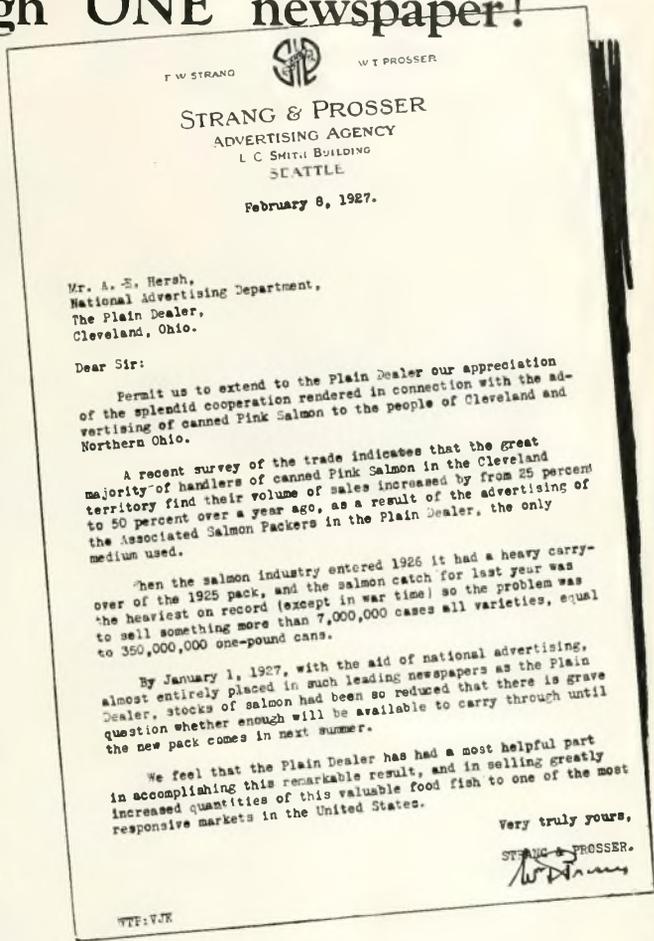
Advertising Agencies and Services, Publications, etc.

Name	Business	From	To
Martin Adv. Agency	Advertising	37 West 39th St., New York	276 West 43d St., New York
Experimenter Publishing Co., Publishers		53 Park Place, New York	230 Fifth Ave., New York
Trade Division, The Butterick Publishing Co.	Publishers	912 Broadway, New York	79 Madison Avenue, New York
Eastern Adv. Sales Dept., The Butterick Publishing Co.	Publishers	709 Sixth Avenue, New York	79 Madison Avenue, New York
Smith, Schreiner & Smith, Inc. Advertising Agency	Advertising	Park Bldg., Pittsburgh, Pa.	Union Trust Bldg., Pittsburgh
The Henry P. Boynton Adv. Agency	Advertising	703 Union Mortgage Building, Cleveland, Ohio	1370 Ontario Street, Cleveland

HERE is the Best place in the United States to sell Merchandise through ONE newspaper!

Mr. Prosser has simply said it in his own way. What The Cleveland Plain Dealer is doing for the Associated Salmon Packers it is doing for hundreds of others and will do for you.

The Plain Dealer now has the largest circulation in its history - both Daily and Sunday.



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

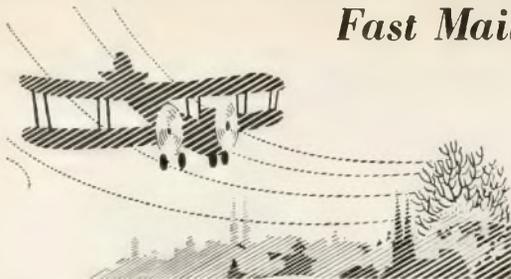
J. B. WOODWARD
 110 E. 42nd St.
 New York

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

R. J. BIDWELL CO.
 Times Building
 Los Angeles, Cal.

R. J. BIDWELL CO.
 742 Market Street
 San Francisco, Cal.

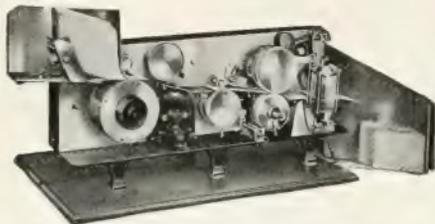
Fast Mail!



A BIG FACTOR FOR SPEED

To keep pace with the development of the air mail and other modern mail time-saving methods; for closing the space between the mailer and the receiver—if your daily mail is over 300 pieces—you certainly need a

Standard Postal Permit Machine



Automatically prints in color post mark, stamp mark and cancellation mark. Eliminates lost postage and simplifies postage accounting.

Imprints, seals, counts and stacks mail at the rate of 10,000 pieces per hour. No rental or royalty charges.

Other Standard Cost-Cutting Mailing Machines

Standard Envelope Sealers are the most widely distributed sealing machines in the world. They are used by all government departments, prominent banks, public utilities and large and small concerns in every line of industry.

Standard Stamp Affixers—A portable safe for your postage, and a convenient and sanitary time and labor saver. Affix postage stamps, precancelled stamps or labels, five times as speedily as by hand. Light—speedy—efficient—durable—inexpensive. Write for folder "Reducing Costs by Modern Mailing Methods." Try any STANDARD in competition with any or all other makes.

If your mail averages 300 or more pieces daily write for free copy of "STANDARD POSTAGE ACCOUNT BOOK" and booklet "HOW TO REDUCE THE COST OF MAILING."

STANDARD MAILING MACHINE CO.

Agencies in Principal Cities—Service Extended Everywhere

BOULEVARD

EVERETT, MASS.

Do You Believe in the Hotchkinean Theory

that the man past fifty with the right experience is a "good bet" as a copywriter?

Can you utilize the services of a Builder of More Interesting Copy—a man in the past fifty class—true, but it is also true that he is a past master in producing copy that grips the buying interest on a large range of subjects for publications, catalogues, folders, sales letters and direct mail pieces. An expert not an experiment. A dependable worker with a record of achievement in writing text on subjects that range from a milk bottle protector to an entire

tropical island. Skilful in lay-out and display and who knows type values and all details from the creation of idea and plan to the finished presentation. Experienced house organ editor and writer of special articles. Now doing free lance work, but desires a chance at a moderate salary to prove that the Hotchkinean Theory is correct. High class references as to ability, industry and character. Address Box 453, c/o Advertising & Selling, 9 E. 38th St., New York City.

Don Quixote Gathers Brick Bats

By R. M. Blankenbaker

IT'S like this. W. R. Hotchkin wrote an article for the January 12 issue of ADVERTISING & SELLING in which he said that the average price of a piece of copy is \$4 (four dollars), and therefore it isn't any good; and I replied in the January 26 issue and said three hundred times three (300 x 3) isn't fifteen hundred (1500) and therefore Mr. Hotchkin isn't any good; and Mr. Hotchkin replied in the February 9 issue and said my name should be Don Quixote Goldenbaker, and that I'm an optimist, and that I ought to be more like Mr. Groundhog, and that when he threw tennis balls at the puppies he surely didn't hit me, and that I had better wear rubbers on April 1.

I don't think that's nice, particularly that last crack. I never called him no names. I didn't know until now that the editor would print them.

All I meant to say in my piece was that Mr. H. (why shouldn't I call him Mr. H.? He called me Mr. B. among other things)—all I meant was that Mr. H. was eating hay when he said that three hundred times three equals fifteen hundred (300 x 3 = 1500); that he was eating hay when he said that the artist and the typographer are always given *carte blanche*; that he was eating hay when he said that the drawing and lay-out are always made first and then the copy writer is told how few, if any, words he dare use; that he was eating hay when he said that copy is always smothered under a crushing modernist smear; that he was eating hay when he said that the time may come when something more than a beautiful drawing around the word "hoopla" may be necessary to get the goods sold; that he was eating hay when he said that the cost of copy is covered by the writer's salary.

Mr. H. drags out another advertisement and nails its hide to his barn door to prove that copy isn't any good. I told him about seventy-five good ones. Now he talks about one that he thinks is bad. He deplores the impressionism of the illustration, calls the artist a young "he, she or it," sneers at the "learned words of adulation, set in quite small italics in four square inches.

"Who," whos Mr. H., "who shall be the Daniel who will volunteer to be town crier and let the lady readers into the teasing secret of what it is all about? How much of the commodity advertised will that copy sell?"

I, Mr. H., I, Don Quixote Goldenbaker, will give my extra special unexpurgated impersonation of Daniel and tell you the secret of what it's all about. It's about an idea and it isn't intended or expected to sell any merchandise and I know some arithmetic concerning sales that I suspect prove it's a good advertisement of a good series. This particular advertisement, hopeless from Mr. H.'s point of view, brought into camp a very important retailer who had been off for several years.

And the artist. Believe me it's a he and an old hairy one, too. His name is Van Dongen, and, as any man who knows something about art will tell you, he has bushy red whiskers all over his face and smokes a smelly clay pipe.

What about the G. C. O. M.?

The Great Central Ohio Market



WITH the scientific study of marketing has come the idea of zone selling . . . of applying sales pressure over logical territorial units rather than throughout indefinite areas of unknown and untried potentialities.

One of the most important of these territorial units is the G. C. O. M., the Great Central Ohio Market . . . The territory of The Columbus Dispatch. Its population is more than a million, its total wealth is more than 2½ billion. Its purchasing power is conservatively estimated at \$350,000,000.00 annually. The G. C. O. M., or "Columbus Market," comprises 29 centrally located counties interlaced with good roads and electric lines, interspersed with thriving cities. Seventy-eight towns of a thousand population or more spot this territory.

Throughout the G. C. O. M. agriculture and industry are evenly balanced, the one contributing to the growth and sustenance of the other.

Forty per cent of the wealth of the Great Central Ohio Market is invested in agriculture, thirty-eight and one-half per cent in industry and twenty-one and one-half per cent is invested in banking and loan institutions.

Columbus, with more than 300,000 population, is located at the center of this tremendously important sales area. Nearly

ninety-five per cent of the Columbus population is American born. The few foreigners here are skilled workers with good incomes. The interest and dividends paid to depositors and members by Columbus building and loan associations during 1926 is said to have been approximately \$5,000,000.

Here, then, is a great unified territory, the G. C. O. M. . . . More than a

million people buying everything under the sun, looking to one great city as their metropolis, dominated by one great newspaper, which guides buying habits, moulds tastes in merchandise and directs purchases.

Jobbers and dealers throughout Columbus and the G. C. O. M. know this sales influence of Ohio's Greatest Home Daily. . . . They feel it themselves. Nearly eleven thousand retailers throughout this Great Central Ohio Market see the tremendous power of Dispatch advertising daily as it aids them in making sales and helps them to select new stocks.

Sales and advertising managers have studied the potentialities of the G. C. O. M. . . . and proved them. This fact is evidenced by the steady growth of Dispatch advertising. . . . By the fact that during 1926 The Columbus Dispatch carried more agate lines of advertising than any other Ohio newspaper.

Representatives of The Columbus Dispatch are in constant touch with retailers and jobbers throughout this territory. The Dispatch Marketing and Research Bureau is at the service of national advertisers who are planning sales campaigns in the Central Ohio Market.

The Columbus Dispatch.

OHIO'S GREATEST HOME DAILY

The OPEN FORUM

Individual Views Frankly Expressed

Hammer Home the Truth

MR. CALKINS as usual hits the nail on the head in his short article entitled "Truth Is A Mighty Advertising Technique" (February 9.)

On every side we hear the public saying they do not believe advertising. The reason for this lack of belief in the printed word is due to the use of unbelievable statements—the misuse of comparatives and superlatives.

It is my belief that if Mr. Calkins' article was printed in large type—hung on the wall in front of advertising writers who would read it three times before writing an advertisement and then live up to it literally—the pulling power of advertisements would increase at least fifty per cent.

Ask Mr. Calkins to hammer away on this subject. It is the best contribution to the business in which he has spent his life and for the betterment of which in my humble opinion no man has done more.

LEON P. DUTCH,
Boston, Mass.

"Super-Publicity Men"

MR. EDWARD L. BERNAYS, in his article in your issue of Jan. 26, spoke of the members of his own calling as "the super-publicity men," which, of course, justifies one in assuming that there is a definite significance in every detail that he puts into print. I am not a super-publicity man and therefore I cannot figure out the reasons which caused Mr. Bernays, when he was writing his article for your issue of January 26, to omit all reference to Earnest Elmo Calkins by name, referring to him simply as "an advertising man," although he wished to comment somewhat extensively on Mr. Calkins' recently article in the *Atlantic Monthly*; nor can I now analyze the reason which causes Mr. Bernays, in the latest issue of his "Contact," to lift several hundred words from the same article by Mr. Calkins, and in this instance give him full credit, except that he makes the mistake of an ordinary publicity man and misspells Mr. Calkins' first name.

My principal purpose in writing this communication, however, is to express the resentment, which I think is shared by all thoughtful advertising men, at Mr. Bernays' offhand characterization of Mr. Calkins as one "who does not understand the broad basis of news and

public information." Any such statement as that is, of course, absurd on the face of it.

ROBERT F. WOOD, *Advertising Mgr.*
The Autocar Company
Ardmore, Pa.

The Soundness of Mr. Parsons

I DO not think it desirable on the whole to attempt to cover the general business field in a publication avowedly devoted to the narrower fields of sales and advertising, but I cannot refrain from commenting on the refreshing quality of Floyd W. Parsons' page five articles entitled "Everybody's Business." I do not always agree with Mr. Parsons, but invariably I find that what he has to say is interesting. At least his articles serve to bring home to many of us who are too close to our jobs to see much beyond the rather surprising fact that, after all, our own little field is only a minute part of the business structure.

I was particularly interested in his discussion of science and invention in your February 23 issue. Many of the instances he speaks of are positively amazing to one who gets most of his scientific news from isolated reports in the daily press. In fact, I was inclined to discount a large part of what he said until, only yesterday, I came across an advertisement in the March issue of *The Country Gentleman* which makes good one of his predictions almost to the letter.

The insertion in question is a mail order piece, full page, by Turner Brothers, manufacturers of Glass Cloth. This material is used for the windows and roofs of chicken houses and hotbeds, and the big sales point brought out is that it admits the ultraviolet rays of the sun where ordinary window glass shuts them out. The health-giving effect of these rays is brought out as a feature of paramount importance and is made to sell goods, even as Mr. Parsons predicted it would be eventually.

There is no particular moral to be drawn from this. It is merely another evidence of the thorough soundness of Mr. Parsons' amiable abstractions. Here is one writer who hopes that he will keep up the good work indefinitely.

GEORGE MCG. SQUIER,
New Bedford, Mass.

Borsodi's New Book

KNOWING your willingness to look at a problem from both sides, may I call to your attention Ralph Borsodi's new book which was released last week? It is written in the same style as his "National Advertising Versus Prosperity." Like his first, it contains some thought-provoking ideas which, I feel, the advertising fraternity could ponder with value. There are too few such books, and if you can review it or get Borsodi to write for publication, I feel that you would be continuing your service to the field.

W. L. WHITE, *Instructor,*
Harvard Business School
Cambridge, Mass.

A chapter from the book in question, "The Distribution Age," D. Appleton & Company, New York, appears on page 25 of this issue.—EDITOR.

The Salvation of Cotton

I SHOULD like you to read the following points in regard to the cotton situation and think them over.

A good many suggestions have been made as to how to stabilize the price of cotton, some of them good and some bad, very little has been said however, about educating the public to using more cotton.

I recently noted an article in the *Dallas News* regarding the order of The Imperial Sugar Company, of Sugarland, Texas, for cotton sugar bags. This order will require 2500 bales. For years most of the sugar has been packed in burlap imported from India. The packing of the entire output of the Imperial Sugar Company in cotton bags, would require six or seven thousand bales of cotton annually.

If educational work were done to cut down the use of silk to one-half, this would utilize a large quantity of cotton. I recently read where the society ladies of Boston, Mass., and the people of Ennis, Texas, were using and recommending the wearing of cotton dresses instead of silk. Educational work along this line should be done to encourage others to do the same thing.

If others would do the same as the Imperial Sugar Company, the Boston ladies, and the people of Ennis, it would only be a short time until the price of cotton would be back to where it belongs with the increased consumption.

ROBERT NICHOLSON, *President,*
Robert Nicholson Seed Co.,
Dallas, Texas.

BRITISH ADVERTISING'S GREATEST REFERENCE WORK



**100,000 QUERIES CONCERNING
BRITISH ADVERTISING AN-
SWERED IN ONE BIG VOLUME**

November 30th, 1925, was the date of publication of the first Great Reference Work covering every branch of British Advertising—the **BRITISH ADVERTISERS' ANNUAL AND CONVENTION YEAR BOOK 1925-26**.

This volume gives for the first time information and data needed by all advertising interests concerning British advertising, British markets and British Empire Trade. You can turn to its pages with your thousand and one advertising questions concerning any phase of British advertising, media and methods—and know that you will find accurate and up-to-date answers.

You will see from the brief outline of contents adjoining that this **ANNUAL** is really *four books in one*. It contains: a Series of Directories and complete Reference Data covering every section of British advertising—a Market Survey and Research Tables—a complete Advertising Textbook covering the latest developments in British advertising—and the Official and Full Report of the First All-British Advertising Convention held this year at Harrogate.

The 12 Directory Sections and the many pages of Market Data and Research Tables will alone be worth many times the cost of the book to those American Advertising Agents, international advertisers, newspapers and magazines, who are interested in advertising in Great Britain, in British and Colonial markets, or in securing advertising from Great Britain.

For instance, here are given the 1,100 leading newspapers, magazines and periodicals in Great Britain and the Empire—with not only their addresses and the names of their advertising managers, but with a *complete schedule of all advertising rates*, page and column sizes, publishing and closing dates, circulation, etc. Nothing so complete, comprehensive and exhaustive as this has ever before been produced in any country. In the Market Survey Section likewise there are thousands of facts, figures and statistics given in the various Tables and Analyses.

The working tools of any American advertising man who is in any way interested in British markets or in British advertising cannot be complete without this great work of reference. It answers any one of 100,000 specific advertising queries at a moment's notice; it gives to advertisers and advertising men a book of service that they can use and profit by every day of the year. Nearly 500 pages—59 separate features—more than 3,600 entries in the directory section alone, each entry containing between 5 and 25 facts—1,700 individual pieces of market data—full reports of all events and official resolutions and addresses at the Harrogate Convention—and finally, altogether 100 articles and papers, each by a recognized advertising and selling expert, giving a complete picture of British advertising methods, media and men up to the minute. A year's labor on the part of a staff of able editors—the result of more than 14,000 separate and individually prepared questionnaires—the combined efforts of a score of experts—the help of more than 3,000 advertising men in collecting the data—all these have brought together in this volume every item of information you can need.

And withal, the price of this work is a mere trifle compared with its utility value. To secure the volume by return, postpaid, ready for your immediate use, you need merely fill in the coupon alongside, attach your cheque or money order for \$4.00 and the British Advertiser's Annual and Convention Year Book 1925-26, will be in your hands by return.

CONTENTS—In Brief

Nearly 500 pages, large size, crammed with data, facts, ideas.

First—A Complete Advertising Text-book on the Advertising Developments of the Year: Methods, Media, Men, Events. 22 chapters, 25,000 words—a complete Business Book in itself.

Second—Market Survey and Data and Research Tables—as complete a presentation as has yet been given in Great Britain of how to analyse your market, how to conduct research, how to find the facts you want, how and where to launch your campaign and push your goods—together with actual detailed facts and statistics on markets, districts, population, occupation, etc., etc.

Third—The Official, Full and Authoritative Report of the First All-British Advertising Convention at Harrogate. Another complete book in itself—60,000 words, 76 Addresses and Papers—constituting the most elaborate survey of the best and latest advertising methods, selling plans and policies, and distribution schemes, ever issued in this country, touching on every phase of publicity and selling work.

Fourth—A Complete List and Data-Reference and Series of Directories, covering every section of British Advertising: Fourteen Sections, 5,600 Separate Entries with all relevant facts about each, more than 250,000 words, embracing distinct Sections with complete Lists and Data on British Publications, Advertising Agents, Overseas Publications, Overseas Agents, Billposters, Outdoor Publicity, Bus, Van, Tram and Railway Advertising, Signs, Window Dressing, Display-Publicity, Novelty Advertising, Aerial Publicity, Containers, Commercial Art, Postal Publicity, Printing, Engraving, Catalogue and Fancy Papers, etc., and a complete Section on British Advertising Clubs.

Really Four Works in One—A Hundred Thousand Facts—The All-in Advertising Compendium.

Sign this Coupon and Post it To-day—

To The Publishers of British Advertiser's Annual and Convention Year Book, 1925-26, Bangor House, 66 & 67 Shoe Lane, London, E. C. 4

Please send me one copy of the **BRITISH ADVERTISERS' ANNUAL AND CONVENTION YEAR BOOK 1925-26** postpaid by return. I enclose herewith \$4.00 in full payment.

Name

Address

JAMES F. NEWCOMB & Co. INC.

330 SEVENTH AVENUE

NEW YORK CITY

A marketing agency, rendering expert service in all forms of merchandising and sales promotion, particularly those involving the use of direct advertising.

History

James F. Newcomb & Co. Inc. was founded in 1916. The Company has been operating as a marketing agency since 1921. Originally comprising three people, the marketing staff has grown steadily until it now numbers 46 people—supported by an organization of 144 men and women engaged in detail work and mechanical production incident to the serving of our clients. Since 1921 the creative staff has outgrown two offices and now occupies the entire 14th floor of The Gross Building, representing a floor space of 8,500 square feet.

Plan of Operation

The function of this organization is to analyze marketing methods and solve marketing problems; to plan sales and advertising campaigns; and to handle in complete detail the creation, production and distribution of direct advertising. The business is

divided into four independent, but closely correlated, departments: (1) Department of Analysis and Plan; (2) Copy Department; (3) Art Department; (4) Department of Mechanical Production and Distribution. The services of these departments may be bought individually or as a unit.

The Staff

Heading each department of James F. Newcomb & Co. Inc. is a man of broad merchandising experience and special training in those phases of selling and advertising not generally provided for in the organization of general advertising agencies.

Supporting each of these men is an adequate staff of specially selected and carefully trained specialists, each with a background of broad experience and a long record of success in serving large advertisers and advertising organizations. The record of the entire staff is open to inspection by adver-

tisers who are considering Newcomb service. It is impressive and represents what is probably the largest combination of mature merchandising and advertising talent ever assembled by an organization of this type.

The basic idea in building this staff was to provide business houses with an organization as adequately equipped to furnish special forms of advertising service as the larger agencies are equipped to supply general advertising.

Prominent among the numerous types of special advertising service rendered by this organization are the following: (1) Increasing dealer distribution in weak territories, (2) Paving the way for salesmen in new territory, (3) Protecting rich markets against attack of competition, (4) Increasing the efficiency of retail outlets, (5) Securing greater cooperation from jobbers and sales agents, (6) Locating and developing new types of distributors, (7) Doing a complete advertising job in markets too limited or scattered to permit the use of magazines or newspapers on an economical basis, (8) Getting across personalized messages to groups that will not respond to a general appeal, (9) Cultivating territory that salesmen cannot work, or which they work infrequently, (10) Checking up on existing sales and advertising plans to determine

whether they are properly balanced and efficiently coordinated.

Record of Achievement

At the present time James F. Newcomb & Co. Inc. is serving over 75 advertisers, among which are some of the largest and most prominent business institutions of the country. It is contrary to our policy to broadcast the names of our clients. But, where permission has been granted by the client, names and records of achievement are available for confidential consideration by those desiring to measure the value of our service by the yardstick of actual experience.

Financial Responsibility

Advertisers with large and important marketing programs—involving large appropriations—rightfully desire full information as to the financial structure and credit record of the organization to be intrusted with the responsibility of handling that appropriation, producing all material according to schedule and acting as the advertiser's representative in many important transactions.

For information on the financial standing of James F. Newcomb & Co. Inc. we refer those interested in our service to any bank or commercial agency.



Typography in Advertising

[CONTINUED FROM PAGE 34]

posters just the right shape and mass of text, in just the right form of letter, is placed in just the right place in the design in just the right color.

In the absence of a race of Hohlweins—of men who can do both—the typographic designer has arisen to supplement and complete the work of the artist—and he should work with him like a brother.

The typographic designer is or should be a compound creature—an artist-craftsman; artist enough to be able to complete the artist's design, to complete by the use of another medium the part of the design the artist has left vacant. He must do this with sympathy, so he must understand art. He has to be a craftsman because he must know enough about the mechanical side of printing to understand how to get the effects he sees in his mind's eye, effects needed to complete the design as a whole.

I admit that competent typographic designers are not yet to be found as easily as good copy men or good artists, but if they can be discovered, they should be used in order to produce advertising that is thoroughly good from every angle. Surely nothing less should be employed in advertising space, which seems extremely expensive to the outsider. Art work is now carefully considered and well paid for. I recall that in the old days a firm would pay \$10,000, or some such sum, for a page in a national publication and then scrimp on the art work to be used in the space to the extent of using a \$100 man for the purpose, instead of a \$500 man or even a \$250 man. Happily those bad old days are over.

Hand-to-Mouth Buying

[CONTINUED FROM PAGE 32]

already—\$200,000,000 in the lumber industry to mention an example. And where controlled buying replaces seasonal buying, it leads to a reduction in labor turnover, and surely steadier employment is an immense factor in national business stability. Bethlehem Steel, for example, reports a payroll fluctuation of 7000 instead of 50,000. From this viewpoint, hand-to-mouth buying becomes a factor in that new community of interest today recognized among industries, that realization that when the textile industry is hurt, there will be fewer customers for automobiles, and therefore less work in Detroit, and in Gary as well. And surely that constructive conception underlies much of our current progress.

Is it logical to suppose that a practice so fundamentally embedded in the essentials of our progress will only continue until prices spurt upward again? It hardly seems so. On the other hand, human nature has not changed withal, and whenever the fear that there will not be goods enough to go around grips us again, as it did in



Are You Getting your Share?

Of Brideport prosperity where business is always good — where people find steady employment at high wages and who earn an annual pay roll of \$84,000,000.

Most of these people live in their own homes, or two-family homes. They live well, spend freely and manage to save considerable, as shown by the \$123,000,000 deposited in the banks. They represent a tremendous purchasing power.

The POST-TELEGRAM enters the homes that constitute Brideport's buying force and can be profitably employed by advertisers of the every day commodities.

For complete coverage at one cost, the

Bridgeport Connecticut Post Telegram

with a combined circulation of 44,446 copies daily, represents the advertiser's best investment.

National Representatives
GILMAN, NICOLL & RUFFMAN
New York, Boston, Chicago, San Francisco

FREE to you

Hall's new book with Hall's great Library



Are you breaking into advertising?

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

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

S. Roland Hall's LIBRARY OF ADVERTISING AND SELLING

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

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

\$20 worth of books for \$17.50

Only 7 cents a day

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

Examined for 10 days FREE

No money down

Small monthly payments

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

Prove it for yourself Mail the coupon now



FREE EXAMINATION COUPON

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

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

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

Name
Address
Position
Company

A. F. 3-3-27



It's the same
D & C Black and White

DILL & COLLINS CO'S.
Distributors

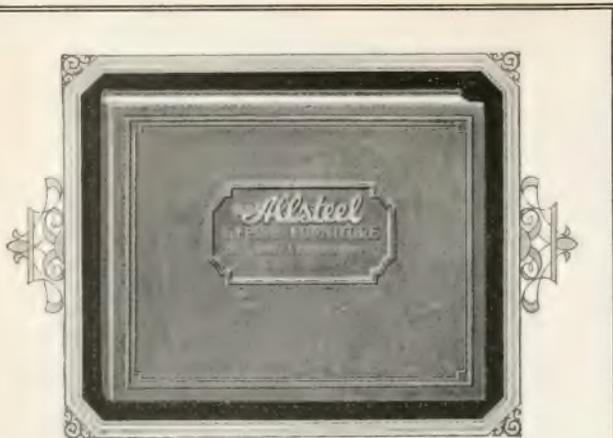
- ATLANTA—The Chatfield & Woods Company
- BALTIMORE—The Baxter Paper Company
- BOSTON—John Carter & Co., Inc.
- BUFFALO—The Union Paper & Twine Co.
- CHICAGO—The Paper Mills Company
- CHICAGO—Swigart Paper Company
- CINCINNATI—The Chatfield & Woods Company
- CLEVELAND—The Union Paper & Twine Co.
- COLUMBUS, OHIO—Scioto Paper Co.
- CONCORD, N. H.—John Carter & Co., Inc.
- DES MOINES—Carpenter Paper Company
- DETROIT—The Union Paper & Twine Co.
- GREENSBORO, N. C.—Dillard Paper Co., Inc.
- HARTFORD—John Carter & Co., Inc.
- INDIANAPOLIS—C. P. Leeb Paper Company
- JACKSONVILLE—Knight Bros. Paper Co.
- KANSAS CITY—Birmingham & Prosser Co.
- LOS ANGELES—Blake, Moffitt & Towne
- MILWAUKEE—The E. A. Bauer Company
- MINNEAPOLIS—Minneapolis Paper Co.
- NEW YORK CITY—Marquardt, Blake & Decker, Inc.
- NEW YORK CITY—Miller & Wright Paper Co.
- NEW YORK CITY—M. & F. Schlosser
- OKLAHOMA—Carpenter Paper Co.
- PHILADELPHIA—The Thomas W. Price Co.
- PHILADELPHIA—Raymond & McNutt Co.
- PHILADELPHIA—Riegel & Co., Inc.
- PITTSBURGH—The Chatfield & Woods Company
- PORTLAND, ORE.—Carter, Rice & Co.
- PROVIDENCE—John Carter & Co., Inc.
- RICHMOND—Virginia Paper Co.
- ROCHESTER, N. Y.—Geo. E. Doyle Company
- SEATTLE, WASH.—Carter, Rice & Co.
- ST. LOUIS—Acme Paper Company
- ST. PAUL—E. J. Sullivan Paper Co.
- SALT LAKE CITY—Carpenter Paper Co.
- SAN FRANCISCO—Blake, Moffitt & Towne
- SAN FRANCISCO—General Paper Co.
- SPRINGFIELD, MASS.—John Carter & Co., Inc.
- TACOMA—Tacoma Paper & Stationery Co.
- TAMPA—Knight Brothers Paper Co.
- WASHINGTON, D. C.—Virginia Paper Co.

TWELVE years ago the outstanding printing job in that field was the catalog of the Standard Sanitary Manufacturing Co. An equally monumental one today is Crane Company's book of Plumbing Fixtures. Both selected Black and White as the paper to do justice to their fine products.

Just as both houses have always maintained the highest standards of workmanship in their products, they also insisted on equally high quality in their printed representatives. Paper of substantial and proven merit is a good foundation on which to build any important piece of printing.

D & C papers have stood the hardest test of all—the test of time. And there is a D & C paper available today for every modern printing need. Ask your paper distributor which D & C papers best meet your requirements. He is able and willing to help you.

DILL & COLLINS
Master Makers  *of Printing Papers*
P H I L A D E L P H I A



They Say:—

"The Molloy Covers you furnished us a year or two ago were very satisfactory and helped materially to prolong the life of our expensive catalogs in the hands of our salesmen. Reports received indicate that the usual life of a catalog as used by a salesman on the street every day was three weeks while your covers prolonged the life of that particular catalog to six months."

Molloy Made Covers do much to reduce the high mortality rate among manufacturers' catalogs—not only in the hands of salesmen, but in the offices of prospective customers—for nobody ever throws away a Molloy Covered Book! And no matter how much your customer uses your catalog, a Molloy Made Cover will hold it intact. Durability—beauty—distinctive individuality—these qualities win attention and build sales. The cost is moderate.

Write us about covers for your forthcoming book.

MOLLOY MADE

THE DAVID J. MOLLOY COMPANY
Commercial Covers for Every Purpose

2863 N. Western Ave.
Chicago



Branch Offices
in Principal Cities

1919, doubtless there will be periods of uncontrolled buying. But they will in my opinion be in the nature of interruptions to the development of controlled, or hand-to-mouth buying, rather than permanent abandonments of it.

It is also true that certain specific factors have hastened the spread of controlled buying since the war. An example is furnished by the railroads. Our railroaders took over a chaotic situation from the Government, and now offer us the most wonderful transportation set-up the world has ever known.

Of course, buying according to need requires an efficient transportation system. Some of the outstanding results of controlled buying come as a result of the efficiency with which our railroads are today operating. There is reason to believe, indeed, that at least a billion dollars have been released as the fruits of this very effective combination. Some businesses with confidence arrange their schedules so tightly that a day's delay in freight would embarrass them.

It does not appear likely that the railroads are going to fall back into chaos, so it seems to me that controlled buying is a permanent development, barring interruptions now and again.

International Advertising Association Appoints Committees for Denver Convention

PRESIDENT WOODBRIDGE has announced the appointment of E. D. Gibbs, advertising director of the National Cash Register Company, Dayton, Ohio, as chairman of the General Program Committee.

Mr. Gibbs will be supported by the following committee: W. Frank McClure, vice-president of Albert Frank & Co., Chicago, and chairman of the Advertising Commission, and Frederick W. Hume, director of public relations of New York, as vice-chairmen; Walter K. Tower, Detroit; W. B. Tingle, Montreal, Canada; Frank A. Black, Boston; Mrs. Bernice Blackwood, Chicago; James P. Simpson, Dallas; Don Gilman, San Francisco; Raymond P. Kelley, Spokane; Harold J. Stonier, Los Angeles; Ralph H. Faxon, Denver; H. H. Charles, New York; Percy C. Burton, London, England and M. Etienne Damour, Paris, France.

Gilbert T. Hodges of the Frank A. Munsey Company, New York, is the chairman of the On-to-Denver Committee for the entire Association. Other members of Mr. Hodges' committee are the following: Major P. F. O'Keefe, Boston; Fred J. Meyers, New Orleans; Lloyd Spencer, Seattle; C. C. Younggreen, Milwaukee; John F. Greenawalt, Denver; Miss Leatha C. McGee and Dr. Marcel Knecht, Paris, France.

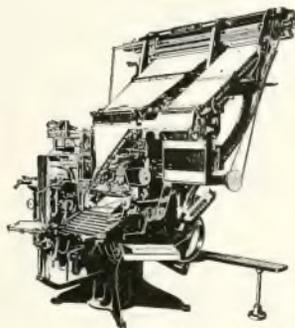
The General Convention Committee at Denver, headed by Joseph Moorhead of the Rocky Mountain States Telephone and Telegraph Company, announces the appointment of Ralph H. Faxon of Denver as executive secretary of the Denver Convention Committee.

TYPOGRAPHY

• TRADE MARK •

STANDARDS OF TYPOGRAPHY

are much higher today than ever before, largely because the Linotype has made it possible to produce good composition economically



MERGENTHALER LINOTYPE COMPANY

Brooklyn, New York

CHICAGO SAN FRANCISCO NEW ORLEANS : CANADIAN LINOTYPE LIMITED, TORONTO

REPRESENTATIVES IN THE PRINCIPAL CITIES OF THE WORLD

LINOTYPED IN THE GARAMOND SERIES AND ORNAMENTS

620 273 A

Attention

YOU have undoubtedly observed the variation in the ability of people to impress you. Some register big right away; others never get across with you at all.

Even in my grammar school days I was impressed with the wide variation in the ability of my teachers to get and hold the attention of the class.

Miss Smith was a lovable old dear and there wasn't a thing in the world she wouldn't do for her class. She was not without good looks and personality either. Yet, try as she would, she could not get us children to hold still at all. And she did try everything—threats, promises, or what have you.

On the other hand, little Miss Jones was a most unprepossessing shrimp; unassuming and with a distinct air of timidity. Yet, I'm telling you, she had our complete and undivided attention. It was easy to learn under Miss Jones' guidance.

A similar variation is to be noticed in publications.

Some magazines get and hold readers and move them to action, while the pages of other magazines see the light of day but rarely, because so few persons pay enough attention to these magazines to take them out of the wrappers.

A magazine, to get by with its readers, must deal with real ideas in a "grown-up" way. Fancy layouts, the liberal use of pictures, trick diagrams, ingenious headline arrangements, arrows, coated paper, etc.—all the physical and ocular dressings up—these may get your business magazine some passing attention. But, alone, by themselves, they will not get your magazine read regularly.

We know that like attracts like. Brains in the editorial innards of a magazine attract the brains of readers.

A. R. Maujer.

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

Meekness inhibits us from claiming a super adequacy of brains in the editorial department of INDUSTRIAL POWER. But, our advertisers will tell you for us that at least the ads get wide attention. And that's not lightly to be laughed off.



"Rememberability"

That, it seems to me, is the true test of creative work—do you remember it? Does it stick in your mind?

A play, a novel, a song, a piece of advertising copy—does it stick? If it does, it has virility. If it does not, it lacks that quality.

Let your mind turn to the work you did years ago. Of the great bulk of it, you have no recollection. But a few of the things you wrote are as rememberable as though you had penned them an hour ago. These are the things that justify us.

* * *

To Fame Unknown

Somewhere in the British Isles—if he is still living—is a comedian who is funnier than Charlie Chaplin, Harry Lauder, Harold Lloyd, and Harry Langdon combined. I do not know his name. I never knew it. But I remember, as though it were yesterday, a performance he gave at a music-hall in Southampton, England, on a certain evening in July, 1911. I had spent a week at Bournemouth and arrived in Southampton in the evening, so as to have a good night's sleep before sailing on the *Olympic* the next day. After dinner, I strolled along Southampton's streets. They weren't very interesting, and for want of something better to do, I entered a music-hall which seemed to promise relief from boredom.

It was one of those places of amusement the like of which one finds in almost every British city—not very large, not very clean, and catering to men and women who have very little money. (I paid, I remember, two shillings for my seat—and it was about the best in the house!) The performance was not particularly interesting until he appeared. Then—! For more than half an hour he held that audience in the hollow of his hand. He made it shriek with laughter; he made it cry; he did with it what he pleased.

How so extraordinarily competent an artist has escaped recognition is quite beyond me. I never saw his equal—and I have seen pretty much all the great ones of this generation. In my opinion, this unknown favorite of a cheap music-hall was king of them all.

* * *

Rule-of-Thumb Stuff

"When I was in active business," a retired business man told me recently, "I used the want ad columns of the New York newspapers as the best possible index of business conditions. As long as the Help Wanted advertisements far outnumbered the Situations Wanted advertisements, I felt safe. If and when the amount of Help Wanted advertising fell off, I'd take in sail. Efficiency experts would, of course, sniff at any such methods. 'Rule-of-thumb stuff,' they would call it. But it worked."

JAMOC.

Autocracy

Is mankind reverting to the idea of one-man rule? Are we beginning to believe that the committee system—not in governmental matters only, but in business, as well—is a failure? In other words, is democracy being scrapped in favor of autocracy?

Really, it would seem so. Just so long as things are going nicely, just so long are we content with the *status quo*. But at the first sign of trouble, the cry goes up, "We've got to have a dictator." With the result that, a few weeks later, somebody finds himself filling a job whose limitations and responsibilities are somewhat indefinite but whose salary is anything but that.

This sort of thing might be very much all right if the "dictator" actually dictated. In most cases, he does not. He is a compromiser, a fixer of fences; not a dictator. And he knows, as do the men who pay him his salary, that he is their servant, not their master. That fact may be pretty well covered up; but it is never forgotten. And so, it seems to me, we are having the form of autocracy, rather than autocracy itself.

* * *

Rhythm

Every writing man knows how important rhythm is and, consciously or unconsciously, tries to achieve it.

From that admirable hand-book, "A Dictionary of Modern English Usage" (H. W. Fowler, Oxford University Press), I quote as follows:

It is an instinct cultivable by those on whom nature has not bestowed it, but on one condition only—that they will make a practice of reading aloud. That test soon divides matter, even for a far from sensitive ear, into what reads well and what reads famely, haltingly, jerkily, lopsidedly, top-heavy, or otherwise badly; the first is the rhythmical, the other the rhythmless.

As an example of rhythmic English, this quotation from the Old Testament is given:

And the king was much moved, and went up to the chamber over the gate and wept: and as he went, thus he said: O my son Absalom, my son, my son Absalom! Would God I had died for thee, O Absalom, my son, my son!

Read this aloud; not once but two or three times. Then you will get the sweep of it, the gorgeous and splendid beauty of it.



First in the Homes of Chicago

THERE could be no finer tribute paid to the excellence of the Evening American as a newspaper than the fact that it goes into more HOMES in Chicago than any other daily paper.

Because it is clean and wholesome, and appeals to all the family, the Evening American enjoys the confidence of a reader audience that represents purchasing power sufficient to spell success for any advertiser cultivating it.

If you want to sell Chicagoans, sell them in the HOME thru the big HOME newspaper of this rich, responsive market.

Daily Average Net-Paid
Circulation for 1926—

528,626

which exceeded that of
the second evening paper
by 124,348 copies daily

CHICAGO EVENING AMERICAN

a good newspaper



The Meeting Place

*An Advertisement of
the American Telephone and Telegraph Company*



It is not so long ago since people met in town hall, store or at the village post-office, to talk over matters of importance to the community. Then came the telephone to enable men to discuss matters with one another without leaving their homes.

With the growing use of the telephone, new difficulties arose and improvements had to be sought. Many of the improvements concerned the physical telephone plant. Many of them had to do with the means of using the apparatus to speed the connection and enable people to talk more easily.

This need for improvement is continuous and, more than ever, is a problem today. Speed and accuracy in completing seventy million calls daily depends upon the efficiency of Bell System employees and equipment as well as upon the co-operation of persons calling and those called and numerous private operators.

It is not enough that the average connection is made in a fraction of a minute or that the number of errors has been reduced to a very small percentage.

The American Telephone and Telegraph Company and its associated Bell Telephone Laboratories have practically for their sole task the making of the telephone more serviceable and more satisfactory—as a means of conversing with anyone, anywhere, any time.

Is the Radio Industry Committing Suicide?

[CONTINUED FROM PAGE 21]

accounting for fifteen per cent of the service calls reported by this radio servicing concern, arise from the failure of the salesman to explain fully the functioning and care of the receiving set and its accessories. Many of these complaints are from customers who buy a set on a friend's recommendation, with the belief that it will perform in a certain way. For example, a customer may demand a certain receiver, "powered direct from the light socket." The salesman gives him the receiver demanded with an eliminator and trickle charger outfit to power it. After a month or two the receiver "goes dead," because its trickle charger needs distilled water or the storage battery has run down. The customer is surprised to find that his receiver needs attention and complains vigorously. Had the salesman taken the trouble to explain the maintenance precautions necessary and the distinction between true and pseudo-socket power, no misunderstanding would have occurred. A good part of the twenty per cent of failures resulting from abuse or misuse of the receiver are likewise preventable.

FIFTY dealers out of a hundred have learned the simple truth that good salesmanship requires more than the sale of a good receiver; it means suitable high grade accessories, careful installation and adequate instruction as to use and maintenance. Such dealers are gradually winning a reputation which is weakening the position of their short-sighted competitors. It is simply a question of truthful and intelligent selling with customer satisfaction as the prime objective. Radio is unique in that the buyer must beware and, like Diogenes, look for an honest dealer who tells the entire truth when he sells. The retailing problem will solve itself in time.

More important, perhaps, is the broadcasting problem, which the manufacturers must sooner or later tackle. Some day the industry will awake to the fact that radio receivers are bought for their entertainment service and that their technical qualities are merely means to secure the maximum enjoyment from them. No matter how good the set, its entertainment value is determined by the broadcasting that animates it. If that broadcasting is mediocre, the receiver's entertainment value cannot be more than mediocre, whether the receiver which interprets it cost fifty, a hundred, or five hundred dollars.

The automobile industry did not come into its own until about the only barrier to the sale of a car to almost every normal person is lack of the necessary down payment. The great unsold public of the radio industry is unsold because of the mediocre quality of broadcasting, and it will remain so until radio reception conditions are improved and intense rivalry for program superiority between stations is restored.

There are a few outstanding stations in every district rendering good ser-

**Letters Have Helped to Bring
\$84,000,000**

**Our Specialists Wrote Them
They Are Ready to Write Yours**

Address: FINE LINE ARTS
740 Rush Street, Suite 505-7-9, Chicago

**The Only Denne in
Canadian Advertising**

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

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

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

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

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.



"Lillian the Stenographer"

No "Loves of Lillian"—no "Temptations of Tessie"

WHAT mass-circulation newspaper appears without its Serial Story—heart-throbbing, sex-appealing? Lillian the stenographer and Tessie the "salesperson"* hesitate on the street corner with car-tickets clutched in their little hands. Will they go home with Virtue, typified by the Traction Company, or with Vice, enacted by a Wealthy Wastrel with a straight-eight and a sinister purpose? The urban population buys countless papers to find the answer.†

Serial after serial . . .

But TIME makes no appeal to those who become wide-eyed, lip-parted, over serial after serial. It avoids also that public which most responds to bathing-beauty contests, heart-advice columns, prizefighters' biographies and correspondents' diaries. Confining itself to new and to significant news, TIME goes to those who are adults in intelligence as well as in years.

Automatically selects . . .

Selecting its contents, TIME automatically selects its readers, barring the child-mind and inviting the mentally adult. And the TIME reader brings to TIME's advertising columns the same alert intelligence, the same responsive mind, that he brings to its editorial contents. Advertising's selling power depends upon its ability to move minds—advertisements in TIME strike smooth-running minds equipped with roller-bearings.

More than echoes . . .

There are other magazines through which you can talk to more people than you can talk to through TIME. But when you talk to TIME readers more than echoes answer.

ROBERT L. JOHNSON, *Advertising Manager*
25 W. 45th St., New York City
Main Office: Penton Bldg., Cleveland, O.

* "salesperson"—a dubious variation of the word "salesgirl."
† The serial ranks with the comic strip as a circulation getter.

TIME began in 1919 with 9,000 subscribers; now TIME passes the 130,000 mark and guarantees that its flight through 1927 will be at a plus 135,000 average. Ninety-four per cent of TIME's circulation is homes circulation—not news-stand purchases.

TIME

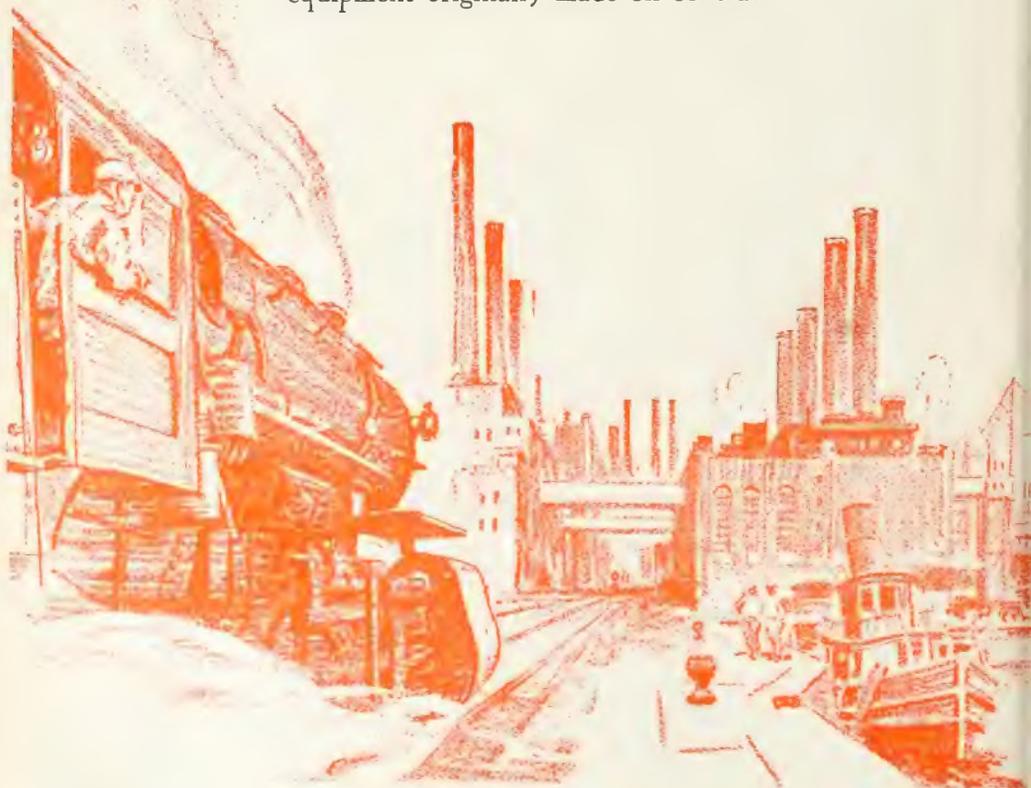
To Press Tuesday—THE WEEKLY NEWSMAGAZINE—To Readers Friday



Speeding Industrial

IT seems only yesterday that they were starting out—this engineering equipment corporation that today dominates the field.

Today 300 draftsmen cannot turn out the work that was easily done in 1914 by three; last year's sales were 200 times the volume of the first year's business and 55 times the volume of the second year. Several large company-owned plants now produce the equipment originally made on contract.



the Way to Prestige and Profits

STARTING from scratch—a new name, without prestige—to a position of absolute dominance within a single decade. This actual case is another of those examples of conspicuous achievement which color the pages of American industrial history.

How was it accomplished?

The answer is good products, good engineers and—a sound industrial marketing and advertising procedure in which, according to an officer of the corporation, McGraw-Hill Publications were a major factor.

This Industrial Advertising persistently campaigned for lower operating costs through use of the advertised equipment. Not for the day, but for three years—five years ahead the advertising aimed for business. The pace the advertising set 12 years ago was always increased—never slackened.

And now, having conquered the market, this Industrial Seller depends upon Industrial Advertising for a still more important purpose—to keep command of his leadership. His confidence in Industrial Advertising and his knowledge of Industry's trends are best evidenced by plans to handle a doubled volume of business in 1927.

The case cited shows how Industrial Advertising, based on marketing knowledge, is the direct and effective approach to the Industrial Buyer's interest.

Granting all honor to the leaders who attribute their standing to Age, no Industrial seller wants to wait for Time alone to ripen his prestige. What this manufacturer did is possible for other manufacturers to do, for the basic fundamentals of industrial recognition are charted in the McGraw-Hill Four Principles of Industrial Marketing.

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

IN either preliminary or advanced consideration of Industrial Marketing and Advertising problems and possibilities, the complete facilities of the McGraw-Hill organization are available to any Industrial Seller or his advertising agency. Each McGraw-Hill office is fully equipped to serve.

“Industrial Marketing at Work” is a new book soon to be published. It shows how to make a step-by-step application of the McGraw-Hill Four Principles of Industrial Marketing. If Industry is your customer this book will help establish your advertising and selling on a foundation of certainty. You may request the nearest McGraw-Hill office to deliver a copy as soon as it is off the press.

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

McGraw-Hill Publications

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

<p>CONSTRUCTION & CIVIL ENGINEERING ENGINEERING NEWS-RECORD SUCCESSFUL CONSTRUCTION METHODS</p>	<p>INDUSTRIAL AMERICAN MACHINIST INDUSTRIAL ENGINEER CHEMICAL & METALLURGICAL ENGINEERING POWER</p>	<p>MINING ENGINEERING & MINING JOURNAL SOME AGE</p>	<p>CATALOGS & DIRECTORIES ELECTRICAL TRADE CATALOG ELECTRIC & ENGINEERING SUPPLIES RAPID TRADE CATALOG REVISIONS LOCAL BUSINESS CATALOGS REVISIONS LOCAL BUSINESS CATALOGS REVISIONS LOCAL BUSINESS CATALOGS</p>
<p>ELECTRICAL ELECTRICAL WORLD ELECTRICAL WEST ELECTRICAL MERCHANDISING</p>	<p>TRANSPORTATION ELECTRIC RAILWAY JOURNAL BUS TRANSPORTATION</p>	<p>RADIO RADIO RETAILING</p>	<p>OVERSEAS GENERAL INTERNATIONAL AMERICAN MACHINIST ELECTRICAL SUPPLIES</p>

Help

in selling means more than
exhorting salesmen to
greater effort.

Dealers

especially, are becoming callous
to mahogany desk
sales strategy.

Make

your dealer organization really
enthusiastic by taking some
of the load yourself.

Sales

in greatly increased volume always
follow the use of Caxton a. d. a.
Ask us about it.



THE CAXTON COMPANY

CLEVELAND

vice; but most of them are hampered in their efforts by four or five surplus neighboring stations. These cause interference and heterodyne squeals, and each excludes one or more good stations within a few hundred miles of the listener's receiver. The listener is now given a choice of one or two high grade local stations which he can hear clearly, and twenty or thirty others; most of them local, some of them at a moderate distance, obscured and marred by exasperating interference whistles.

The ether will accommodate only so many broadcasters; to exceed its limitations is to destroy broadcasting for everybody not only for the excess stations but for pioneer stations and for the broadcast listener as well. Broadcasting serves too large a number with entertainment to be in danger of continued self-destruction, but the radio industry has already sacrificed at least \$200,000,000 in sales this season because of poor broadcasting conditions.

Some individual manufacturers have had larger sales in dollar volume this year than last because of higher cost per unit of sale, but the number of sets sold is probably twenty per cent less. This is in spite of the fact that ether conditions last year were relatively poor, while this year they are extraordinarily good. Had there been but one-fourth of the present number of stations on the air this fall, it would have been easy to double this year's sales figures. Any ordinary receiver would have picked up stations in every section of the country with reasonable clarity of reproduction. It is a marvelous year for distance, but senseless ether congestion has made it impossible to take advantage of this exceptional condition. Distance *sells* more receiving sets than tone; good quality of tone makes them enjoyable and keeps them sold. Long distance reception is a phase through which almost every listener passes; it is the lure that lends radio its fascination. If, in a half hour demonstration, a dealer can tune in clearly ten stations more than a thousand miles distant, a sale can be made to the most hardened prospect. Long distance reception has the same influence that a seventy mile an hour speed has in selling automobiles. Distance is of no practical use but it indicates reserve power, necessary to fine performance under ordinary conditions.

THE excess of broadcasting stations is the result of several months of total lack of regulatory power on the part of the Department of Commerce; a condition which was hastened by a radio manufacturer who coveted the wave length occupied by a pioneer station already serving a large audience. The chaotic conditions of today were freely predicted, but the industry took no steps to protect itself. It waited for Congress to rub the magic lamp and eliminate the extra stations. But it will discover, sooner or later, that government regulation will be of little help in bringing truly ideal broadcasting conditions.

The recently enacted Radio Act will, of course, help to alleviate these deplorable conditions. Results cannot be expected overnight; the problems with which the regulating commission are faced are of unbelievable delicacy. The radio industry is inclined to regard its problems as solved with the passing of the Radio Act; an optimistic view



An Audience of 102,000 Industrial Buyers

K EY men—major executives and the important individuals in operating personnel—the men who occupy the strategic positions in the World's largest industrial markets constitute the audience available to users of the Penton Publications.

Founded on the bed rock of service, seasoned by upwards of fifty years continuous publication, Penton Publications offer a channel of approach to manufacturers of industrial products or purveyors of industrial services leading right to the heart of the great metalworking, machinery, foundry, abrasive, and marine transportation activities of this country.

If you personally could address an audience of a hundred thousand leading men in American industry, you would consider it a great opportunity. Just such a group is available to you through the Penton Publications—papers in which your message will be *read* and *absorbed* by the men who control the purse strings and policies of the great fundamental, essential industries of this country.

The Penton Publishing Co.

Penton Building

Cleveland, Ohio

The Penton Press—Printers of newspapers, business papers, national magazines, books, catalogs, etc.

Member, Audit Bureau of Circulations.

Member, Associated Business Papers.



Let 9½ Million Families Speak for You

WORD-OF-MOUTH advertising is possible only where people know each other, where natural neighborliness is the paramount binding force.

There is true neighborliness in the small towns and on the farms. And a neighbor's favorable comment regarding an advertised product is bound to have effect on others.

The Country Newspaper—the ONE publication the small town and farm folks read regularly—gives impetus to word-of-mouth advertising.

For 100 percent reader interest and advertising that is heard use the Country Newspaper. It covers 60 percent of the buying power of the entire nation. It will take your advertising voice into the homes of nine and a half million families—prosperous, progressive, free-buying families—and make it heard.

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



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

AMERICAN PRESS ASSOCIATION

Represents 6,525 Country Newspapers—47½ Million Readers

Covers the COUNTRY Intensively

225 West 39th Street

New York City

122 So. Michigan Avenue
CHICAGO

68 West Adams Avenue
DETROIT



Take advantage of
the tremendous buy-
ing power behind
this emblem



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

merchandising problem of the radio industry. The Radio Commission can relieve congestion but it can hardly be expected to bring ideal conditions.

No one would lose by this proposed consolidation of stations; not even the four stations out of each five which would be eliminated. A one-fifth interest in a good station at one-fifth the cost would command not five, but probably ten times the audience now available to the single station. Larger audiences would greatly increase the value of individual microphones and that would, in turn, attract real program features. The listener would have a choice of twenty or thirty improved programs from stations within a distance of a few hundred miles, while now he is lucky if these are two or three stations which he can hear without interference.

The radio industry is badly in need of a leadership that would face the issue squarely. It must mobilize its resources and begin cleaning house. It must improve its commodity—broadcasting programs, not knobs, dials and gadgets—until it is raised to a point of entertainment and service value so irresistible that no one who could afford it would be without a high grade receiver.

High Pressure Advertising

[CONTINUED FROM PAGE 25]

Surely, if one of the ablest thinkers upon the subject of advertising characterizes consumer demand created by national advertising as having "no economic or moral basis in fact," we may term the business created by a manufacturer in this way as artificial demand.

During the year 1925 the probable expenditures of national advertisers for creating this artificial demand was around \$1,000,000,000.

Year by year the expenditure has been increasing.

It is difficult to estimate accurately the rate of increase, but if we assume it to be substantially the same as the rate of increase of the advertising inserted in leading magazines of the country, we shall probably come very near the actual rate.

In 1915, advertisers spent \$38,737,336 in 76 monthly and weekly magazines, women's publications and farm journals. In 1916 they spent \$51,867,803 in 77 publications; in 1917 in the same number of publications, \$57,793,628; in 1918, in 72 publications \$61,312,888; in 1919, it was \$97,208,791; in 1920, it was 132,414,799.

This would indicate that the expenditure was more than trebling itself every five years. As, however, the year 1921 (the year of deflation,) showed a reduction in advertising in these publications to \$95,439,236, this rate would be too high.

A very conservative estimate based upon these figures would be that the expenditure more than doubles itself every five years.

This means that if the expenditure for national advertising was \$1,000,000,000 in the year 1925, it will be \$2,000,000,000 in 1930; \$4,000,000,000 in 1935; \$8,000,000,000 in 1940 and so

ELECTRICAL
ANIMATED
AND
STILL

DISPLAYS

for
WINDOW,
COUNTER,
and EXHIBITS

Effective - Dignified
Planned Inexpensively

CONSULT WITH EXPERTS

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

Free! Ponton's
Mailing List Catalog
List o' Trades and HOW to
Reach 'em

R. C. DUN Statistician

108 PAGES. 8500 DIFFERENT LISTS

Write for your copy today.

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



*“They’re good
enough for
me—”*

NEW YORK
**EVENING
GRAPHIC**

Member A. B. C.

“**I**F I were back in public life again and running for public office, I would rather have my picture published on the front page of a tabloid than two columns of type in a regular-sized newspaper. I believe it would leave a greater impression on the mind of the reader.

“I read a great many newspapers every day and read them carefully and thoroughly. I get all the Chicago papers and all of the New York newspapers. I particularly enjoy the three New York tabloids, which I get every day principally for the pictures. There are ever so many things that one can see in a picture that can’t be gotten from a column of type and I enjoy looking at them.

“I think those who scoff at tabloids underestimate their value. The very fact that they have such large circulations should indicate that the big majority of readers patronizing them enjoy the change from the old-type newspapers.”—From an interview with Judge Landis by James M. Kahn of the GRAPHIC’S Sports Staff.

Arthur Henry Co., Inc.

Designers and Producers of
Distinctive Direct Advertising

1482 Broadway, New York

Telephone BRYANT 8078

Leaflets
Folders

Broadsides
Booklets

House Organs
Catalogues

Copy Writing
Illustrating

Engraving
Printing

Send for further information

on ad infinitum to the advertising millennium.

EVEN those who have carefully observed the growth of national advertising and who have noted from year to year the growth of the circulations of the national mediums, the increase in the amount of advertising in them, and the sizes of spaces used by individual advertisers, find it difficult to visualize the magnitude of the industry which may ultimately be devoted to national advertising. It is already an industry that has attracted thousands of the ablest minds of the country and diverted from other more productive industries great armies of workers in paper making, printing, engraving and allied fields. The raw materials used in the industry, the pulp wood, coal, lead, copper, zinc, represent great drafts upon the natural resources of the earth.

An excellent statement concerning the purposes for which all this money is spent is made in an advertising trade paper:

In the statement to its stockholders issued recently by The American Sugar Refining Company, we find this statement: "Formerly, as is well known, household sugar was largely of bulk packing. We have described the sale of package sugar and table syrup under the trade names of 'Domino' and 'Franklin' with such success that the volume of trade-mark packages now constitutes roundly one-half of our production that goes into households.

"This package development necessitated very large changes both in equipment and in refineries. The advantage of this business is its direct contact with the consumer."

There are two significant points in this brief statement. First, that the advertising and sales effort put behind this company's packaged sugars has resulted in selling approximately half of its volume in package form, whereas only a few years ago all sugar was sold in bulk. Second, that although the packaging operation involved a large outlay for equipment and changes in plant, this has been compensated for by the greater control the company has over its business through direct contact with the users of its product.

These facts should be of vital interest to any executive who faces the problem of marketing a staple product that is hard to control because it is sold in bulk.

Twenty years ago the sale of sugar in cardboard cartons under a brand name would have been unthinkable. Ten years hence this kind of history will have repeated itself in connection with many other staple commodities now sold in bulk, both to the householder and to the industrial consumer.

Perhaps the most authoritative brief statement of the manner in which brand specification has attained its present proportions is contained in the report of the Joint Commission of Agricultural Inquiry on Marketing and Distribution, and follows here:

Under liberal governmental laws, fostering education and opportunity, monthly and weekly magazines and papers of wide circulation came into existence about 1880 and increased rapidly in number until about 1910. These magazines offered an opportunity for wide exploitation of manufactured goods. However, to realize a profitable return on advertising, it was necessary for the makers of goods to identify their products and guarantee satisfaction.

This led to increased branding and trade marking of goods and packaging of food-stuffs. With the opportunity offered through widespread circulation of advertising mediums there developed broadcast distribution of goods and a competition between manufacturers of parallel articles for national markets. This competition reflected itself in a further effort on the part of manufacturers to improve methods of manufacture and secure economies of large volume production. Competition was not confined, however, to production, but extended to the purchase of more advertising space in a larger number of publications and an increased selling effort of most intensive character.

In addition to the usual selling organiza-

"—very
convenient for our
salesmen."

Acme White Lead



Three years of hard usage and still going strong. Acme White Lead & Color Works' men find the Pyramid Sales Portfolio very convenient and like the way they are built. Certainly must be giving satisfaction to stand the test of three years' time, and carry three different sales messages during that period. Read what Mr. Reiss, Manager of Sales Development, has to say:

We have used your Pyramid Portfolio for the past three years.

We find it very convenient for our salesmen to use and we also like the way it is built.

In our estimation, a portfolio of this kind is very valuable in getting and holding the prospect's attention and it is also quite easy for the salesman to use in presenting his proposition.

"Ask the Man Who Uses One"

Write for our 16 page illustrated book on both the single and double visual Pyramid Sales Portfolio.

Pyramid Sales
Portfolio

U. S. Patent No. 1577097



Superfinished covers are neat, sturdy and attractive as binders for special sales presentations.

**Michigan
Book Binding Company**

Schmidt Power Bldg. Detroit, Mich.



The Space Buyer's Value To His Client Is— *His Knowledge of Media*

THIS illustrated brochure is a complete analysis of the *financial* market and the leading publications in this important field.

It is made up in convenient form to fit snugly into your files, carrying the current issue of The Magazine of Wall Street for handy reference.

*We shall be glad to send
you a copy on request.*

The **MAGAZINE**
& **WALL STREET**

Member A.B.C.

VICTOR E. GRAHAM
Advertising Manager

42 BROADWAY

NEW YORK

The merit that attracts eyes to your printed advertisement is in the apt choice and arrangement of the types that make it. Here we constantly produce printed things that catch the eye, are supremely legible, do their duty. Some actual and potential buyers of printing, we believe are interested in such work. Those about New York who are will, on request, be put on our mailing list to receive the monthly calendars and other things we send out from time to time. All done with the hope of mutual profit.

THE MARCHBANKS PRESS

114 East 13th Street, New York

The newest, most luxuriously furnished and conveniently situated hotel in the metropolis. The town home of many distinguished authors, producers and stars of the stage & screen

The
BELVEDERE
New York

48th STREET WEST OF BROADWAY, (Near Times Square)
Large room, private bath for one - Four Dollars - For Two
Five Dollars (serving pantry optional) ~ ~ ~ Restaurant
CIGETS A. HALL. Morning (service) ~ ~ ~ BOOKLET FREE

EDWARD W. WOODS, INC.

tions calling upon the wholesalers, manufacturers organized specialty selling, in which they employed men to call upon retailers, distribute samples, and utilize such devices as would tend to compel retailers to purchase goods through the wholesaler. Each new selling device was adopted by competitive manufacturers, with the result that the distribution of manufactured goods became a competition of spending, until it developed a burden of distributive costs in excess of the value of the commodities distributed. However, consideration should be given to the fact that in the competition of identified goods there has developed a greater excellence, uniformity, convenience, hygienic protection of food-stuffs and a radical change in the living habits of the American people. It is apparent, however, that these advantages do not sufficiently compensate for the disproportionate cost of the distribution of necessities.

Brand specifications, as the term is used by advertising men, describes the habit of buying by specifying a brand. Standard specification, on the other hand, may be described as the specifying of established standards in buying. Brand specification is so easily confused with standardization and standard specification that it comes as somewhat of a shock to realize that they are really diametrically opposed.

There is a difference between the branding of a product and what advertising men call brand specification.

Brand specification is really an abuse of branding.

Branding itself is merely a means of making it possible to identify the maker of a product. When used on products manufactured to standard specifications, it makes it possible for the buyer to determine what makers conform or fail to conform to standard. But when branding is used primarily to make it possible for a manufacturer to create brand specification through national advertising, it serves fundamentally to enable the manufacturer to evade or lessen price competition.

AN excellent illustration of how brand specification lifts a product out of competition is furnished by one national advertiser of a basic material. In 1914 the American Rolling Mill Company started national advertising to persuade the users of a certain kind of iron to specify "Armco," as the iron to be used in their castings. An article describing this campaign was very suggestively entitled, "Advertising Lifts Armco Iron Out of Rut of Raw Materials." This article describes the reactions of dealers to this campaign, and among others, it quotes the remark of one buyer as follows: "We do not care a continental about your product, although it is all right no doubt, but we do care about your advertising." In other words, the campaign to bring about brand specification in this iron resulted in making this dealer ignore the intrinsic value of the merchandise and to buy it merely because the customers he served were specifying "Armco."

Quite without regard to whether this particular manufacturer took advantage of the opportunity to exploit the market for his product, in so far as price is concerned, it is necessary to recognize that such an opportunity existed. Human nature being what it is, few manufacturers refuse to take advantage of such opportunities. Hundreds of manufacturers who have succeeded in persuading the public to specify their brands have taken advantage of it. Higher prices have enabled them to meet the cost of the national advertising, the excess cost of

Published monthly, supplemented with bulletins and covers daily newspapers, farm papers, general magazines and business papers

To Select the Proper Advertising Mediums you need **STANDARD RATE & DATA SERVICE**

It gives up-to-the-minute information on rates, discounts, color and cover charges, special positions, classified advertising and reading notices, closing dates, page and column sizes—and circulations on publications in the United States and Canada.

The rate cards and circulation statements are practically duplicated and placed in one convenient volume.

USE THIS COUPON

Special 30-Day Approval Order

STANDARD RATE & DATA SERVICE,
536 Lake Shore Drive,192.....
Chicago, Illinois

GENTLEMEN: You may send to us, prepaid, a copy of the current number of Standard Rate & Data Service, together with all bulletins issued since it was published for "30 days" use. Unless we return it at the end of thirty days you may bill us for \$30.00, which is the cost of one year's subscription. The issue we receive is to be considered the initial number to be followed by a revised copy on the tenth of each month. The Service is to be maintained accurately by bulletins issued every other day.

Firm Name Street Address

City State

Individual Signing Order..... Official Position

ALLENTOWN PA.

Where Wages Are High
and
Everybody's Prosperous

90% of its 100,000
People
Read The
Allentown Morning
Call

Story, Brooks & Finley
National Representatives

"Ask Us About
Advertisers Cooperation"

STUDY Advertising at home

MASTER the fundamentals of advertising the Eastman way, in half the time, half the study, half the cost.

LEARN BY MAIL

Strong faculty of business men who know the essentials of success. The next best thing to personal instruction in the Eastman class rooms.

Entirely different from "book - course" methods. Simple. Direct. Moderate cost. WRITE today.

BOX 16

EASTMAN-ROUGHKEEPER'S A National Institution for over Half a Century

BAKERS HELPER Published Twice-a-month
A. R. P. and A. B. C.
Bakers' Helper is the oldest magazine in its field. It has given practical help to bakery owners for 40 years. The fact that over 75 per cent of its readers renew their subscriptions by mail shows they want it.
New York Office: 431 S. DEARBORN ST.
17 E. 42nd St. CHICAGO, ILL.

high pressure marketing as compared with ordinary marketing, and earn profits over and above those normal in the field in which they operate.

It is evident therefore that what distinguishes national advertising economically from retail advertising and from other kinds of advertising such as financial advertising, industrial advertising, and trade advertising, is the fact that by enabling the manufacturer to create an artificial demand for his particular brand, the manufacturer can secure higher prices than he could command if his product were sold purely and simply as merchandise at prices fixed by the fluctuations of supply and demand.

Combination Newspaper Rates

[CONTINUED FROM PAGE 22]

ganization recently purchased what was a forced combination—the Rocky Mountain News and Denver Times. Immediately after purchasing these newspapers we killed the forced combination and substituted an optional combination."

This, in brief, seems to be the case against the combination rate. It is supported, of course, by much corroborative detail and by reference to specific cities in which the system is thought to be quite flagrantly oppressive and iniquitous.

For instance, there is cited the case of Springfield, Mass., in which there are two morning and two evening papers in combination, under one ownership, and it is alleged that the advertiser must use all four newspapers or remain entirely out of the Springfield market.

In response to inquiry, Mr. Sherman H. Bowles of the Springfield combination, makes the following interesting reply:

"We do not sell our advertising on a take it or leave it basis. We are trying to make our rates to furnish a maximum circulation and minimum cost on as convenient a basis as possible for all classes of customers. We in Springfield are perfectly willing to sell our papers separately providing it would satisfy the greatest number of customers. We analyzed the situation quite fully, before we made a combination rate, and found that more than 50 per cent of our lineage was running in all Springfield papers and we thought we would be rendering the greatest service by making a lower rate for the advertiser, which we could do by having one standard uniform rate for all classes of business.

"There are a great many agencies and advertisers who have only themselves to blame for the combination rate (not in Springfield but all over the country as a whole). Morning and evening consolidations have come about because the morning paper is not sufficiently patronized to make a living for itself and it was taken over by the evening paper to which advertisers have turned the last few years. The publisher having such a combination, and knowing he must furnish morning newspaper service to his community, could continue to do it on the same

Where to Stay in New York ~



☐ In the center of business and theatrical New York—yet as quiet as a pastoral home, the New Forrest is a place "for rest" when rest is needed. Three hundred beautiful, inviting, homey rooms, all outside, all with baths, showers and running ice water, await discriminating guests. At \$3.00-4.50 single; \$4.50-\$6.00 double, you will find refinement, comfort and true economy.

Telephone—Chickering 7070
MANAGER—WILLIAM F. THOMAN

New FORREST HOTEL

49¹⁶ ST. Just West of Broadway
NEW YORK



Important information for your reference files in this big issue

The February Annual Review Number contains directories of Far West advertisers, 2000 names; advertising agencies, 400 names; House Organs, 250 listings; etc., etc.; over 300 reproductions; 12 page art section, including unusual specimens in full color; feature articles on cooperative marketing and community advertising, etc., etc., totaling 250 pages. This greatest of all issues included as part of six months trial subscription, \$1; or full year \$2.

WESTERN ADVERTISING

564 Market St - San Francisco

[Every monthly issue worth while]
[Money back if disappointed]

D E P T H We can add depth to your displays! May we? Send for monograph.

OLD KING COLE, Canton, Ohio.

Don't miss an issue of Advertising & Selling Send in your old and new address one week before the change is to take effect.



MOVING

THE THIRD DIMENSION

rates that had been charged in his city in the past or slightly higher. (His competitor would not have sold to him if he, the competitor, had been making a living in the morning field.) The publisher, however, usually finds it easier to sell a large volume of circulation at a lower rate because this is what he has heard talked about for a long time by the agencies.

"Agencies have been talking for the last few years about volume of circulation and evening paper circulation. Publishers as business men, simply try to furnish what their customers call for. You might say in answer to this that we, in Springfield, could discontinue our morning papers and let the territory be covered by Boston and New York papers. If we did this, in a few years we would listen to stories from agencies about how they were not going into Springfield, because it was well enough covered by Boston and New York papers. Consequently, we are not going to discontinue the morning papers. We are going to keep our field very intensively covered and get paid for the coverage that we sell. As the advertiser presents his message to every English newspaper reader in our territory, he certainly gets coverage.

"As you know there are three chief factors in the success of advertising campaigns.

1. Quality and distribution of goods
2. Copy which will create a demand for the goods.
3. Medium which will carry the copy message to all people in the market which the advertiser is trying to reach.

"The combination newspaper usually eliminates any uncertainty about Number 3 because it reaches for the advertiser all the people in its market. We know that the combination paper must have some value because there are every year more of them in the United States. We know that it has some value in the Springfield territory, because we are familiar with the large number of successful campaigns we have put over for advertisers in the year 1926. Our merchandising department is very much more successful and efficient for our advertisers than when there were two merchandising departments fighting each other in our territory."

LETTERS to three other combination newspapers elicited replies from which the following are excerpts:

Baltimore Sun: "The *Sun's* daily circulation in Baltimore is considerably in excess of the number of English reading families in this community and surroundings, so that the *Sun* papers alone cover the field whereas in other towns of the size of Baltimore it is necessary to use more than one paper to secure complete coverage.

"The fact that the *Baltimore Sun's* advertising lineage has grown to such tremendous volume seems to disprove the claim that it is unprofitable for an advertiser to buy morning and evening issues of a newspaper in combination. We have found very little objection on the part of our national advertisers to our policy of selling both of our daily editions, morning and evening, at the single combination rate."

The Kansas City Star: "The twice-a-day plan of publication, as originated and maintained by *The Kansas City Star*, represents the very utmost in all the qualities which make a news-

SELL IT WITH PICTURES



ADVERTISEMENTS that people have to SEE and READ

GRAFLEX pictures put life and action into ideas, make vivid the story told, and add real selling punch.

Because of the extra fast GRAFLEX lens which gathers more light and the GRAFLEX shutter curtain which admits more light you can snap pictures with amazing fidelity of life and detail. On dark mornings or cloudy afternoons, indoors or out, the GRAFLEX

will take splendid pictures of action, persons or still objects. These pictures can be turned over to artists or commercial photographers to work from.

With a GRAFLEX you do not have to describe your picture—you show it exactly as you want it to appear. It gives a keener expression to your conceptions; enables you to get unusual results. Buy a GRAFLEX out of your advertising appropriation—it will soon pay for itself in actual dollars saved and in greater selling force.



Revolving Back GRAFLEX Series B with Kodak Anastigmat Lens f 4.5. \$85.00. Other models up to \$260.

Look at one at your dealer's or write for booklet describing all GRAFLEX models.

Ask for GRAFLEX at your dealer's—write for our Booklet, "Sell It With Pictures"

Name _____

Address _____

City _____

THE FOLMER GRAFLEX CORPORATION
ROCHESTER, NEW YORK

Sold by Eastman Kodak Company Dealer.

Dominate a Growing Market

In the most prosperous districts of the agricultural South, there are over 180,000 farmers who look to one paper—the Southern Planter—for counsel in matters that concern them vitally.

These farmers lead in thrift, in the number of unmortgaged homes, and in diversified farming to the extent that the lands they cultivate have the highest crop value per acre in the country. They have steady incomes, but they produce 79% of what they use for living purposes, so that their ability to buy is far above the average. One random index to their buying habits is the fact that there are over 10,000 radios on the farms of Maryland, North Carolina and the two Virginias. Every year of the last five has seen an increase of 5,000 new farms.

The Southern Planter is a prime necessity in the lives of these farmers and their families, not only as a source of advice and information, but also as a buying guide. Every advertisement placed has full attention value, because every page is read—through.

The Southern Planter Richmond, Va.

JAMES M. RIDDLE CO.
Chicago New York Atlanta
Kansas City San Francisco

paper valuable to readers and advertisers. . . . Any newspaper which is right with its readers cannot fail to be right with its advertisers.

“THIS truth applies with especial force to *The Kansas City Star*. We have the testimony of many national advertisers that they have been able to capture the Kansas City market through *The Star* (morning and evening) with less resistance and at less expense than they have been able to enter other markets. The only ones who fight shy of the combination are those who have never tried it and who have fallen prey to the idea that somebody is trying to ‘force’ them to do something against their will. The expression ‘forced combinations’ is an insidious piece of propaganda. As far as *The Star* is concerned it is not trying to force anybody or anything. What it does do is offer a complete and adequate coverage of a rich market, and give to its advertisers the second lowest milline rate in America.

“We do not discriminate against national advertisers in permitting local advertisers to do something national advertisers would not be allowed to do. All advertising, local, as well as national, which is of an institutional or general character, runs through the complete daily issue, the morning edition and the evening edition. This applies to hotels, theaters, movies financial advertising, automobiles and the like. Even the want ads run through both editions. Department stores and other stores offering specific items at specific prices are permitted to change copy and this exception is made for the obvious reason that such merchandise would in most cases be sold out before the second edition appeared, and if we were to repeat the advertisement it would only result in disappointment on the part of the buying public.

“No, ours is not a ‘take it or leave it attitude.’ Rather, we say this—‘Here is a complete market which you can cover completely in our paper. You may use only one of our editions if you prefer (our rate is about right for that) but we should like to have you accept the extra edition with our compliments.’”

Waterbury Republican: “Virtually 80 per cent of the national advertisers and probably an even higher percentage of local advertisers, were using both the *Republican* and the *American*, and as the combination rate immediately established was one-half cent a line lower in the national field than the rate in both papers preceding the consolidation, and one and three-quarters cents per line lower in the local field, very little resistance was encountered. The new rate represented a substantial saving to the majority of both local and national advertisers. . . .

“Consolidation has proved to be a good thing for the reading public, too, as we have issued larger newspapers with greatly augmented features and more complete news reports than were ever given preceding the consolidation. As a result, the circulation of the *Republican* and *American* has increased 30 per cent since the consolidation, and the *Sunday Republican* has increased 36 per cent. We maintain separate news staffs, the editorial policies of our papers are as different as they were preceding the consolidation, and we

THEN YOU'LL Understand

INTERESTING as it is to any manufacturer whose products are used in mining, quarrying and construction, the A.B.C. Auditor's Report on The Explosives Engineer does not explain why advertisers find the readers of this publication so surprisingly responsive.*

THE EXPLOSIVES ENGINEER

WRITE for a sample copy of The Explosives Engineer and glance through it. Then you'll understand why important executives, in giving their opinion of this magazine on a questionnaire prepared by a large manufacturer of lubricating oils, used such expressions as “its arrival is eagerly looked forward to”; “extraordinarily well gotten up”; “absolutely

FORERUNNER OF PROGRESS

in a class by itself”; “should be in the office of every mine operator”; “a wonderful paper”; “exceptionally attractive”; “very readable”; “entertaining and valuable”; “very, very fine indeed”; “best trade magazine in the world, we think a lot of it.” The Explosives Engineer, 1000 Delaware Trust Building, Wilmington, Delaware.

IN MINING QUARRYING & CONSTRUCTION

*“WE have just completed a survey of the results of a campaign and I know that you will be interested to learn that The Explosives Engineer stood first and foremost in the number of returns”—writes one advertiser.



maintain separate staffs of editorial writers. . . .

"The consolidation of two papers has enabled us to devote our energies to the development of newspaper possibilities in our territory, rather than in ruinous competition, and result has been better newspaper service to our readers, greater circulation coverage and co-operation for our advertisers. If readers and advertisers are to be believed, the Waterbury combination has been a good thing for our trading territory regardless of what the effect has been in other cities where there are morning and evening combinations."

Several other combination newspapers from whom expressions were sought have maintained a reverberating and perhaps a discreet silence. It may be that combination publishers, other than those quoted above, may be less able to justify their positions, but even so, who shall say that any publisher is not entirely within his rights in fixing rates for his space and establishing rules for the regulation of his business, on whatever basis may seem right and equitable to him, or even on whatever basis will presumably bring him the greatest revenue? After all, no advertiser, either local or national, can be compelled to use any space that he does not want to use, and if he finds the rates higher than he thinks the space is worth, a very excellent way to register his protest is to refrain from buying the space. So far as the national advertiser is concerned, this really should be a very simple problem.

Take, for instance, Springfield, Mass., where the combination idea seems to have developed to an even 100 per cent of efficiency. The population of the city itself is approximately 150,000, divided into about 35,000 families. Including surrounding territory which is regarded as the Springfield market, the population is about 420,000—92,000 families.

IF a national advertiser should become incurably peeved about the compulsory four-paper combination, he might secure a small round biscuit cutter and delete, eliminate and cut out from the map of the United States, this little chunk of very rich territory—and spend the money saved in more thickly covering some other territory, without suffering any very painful loss of trade. Doubtless, he might find this inconvenient and unprofitable, but nevertheless, subtracting 420,000 people from a total of 110,000,000 leaves a trade field which is not adequately covered by more than a dozen advertisers.

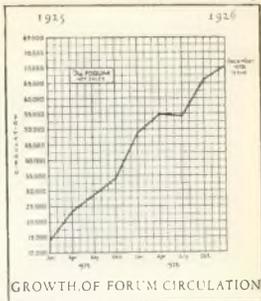
In the Worcester field, the combination *Gazette-Telegram* has a morning circulation of 50,858; evening, 41,729. The *Post* has 28,706. The flat rate for general advertising in the *Post* is 10c. per line; the 10,000-line rate in the *Gazette-Telegram* is 25c. per line. The *Post* city circulation is 21,988; *Gazette*, 30,261; *Telegram*, 22,922. The suburban circulation of each edition of the combination is approximately three times that of the *Post*, and the combination has about 5300 country circulation, against the *Post's* 200. (Figures taken from Standard Rate and Data Service, November, 1926.)

Under such conditions it would seem that the advertiser might, without very severe mental strain, compare the circulations, rates and the character of the papers and determine which it would be

15,000
X 5

75,000

THAT'S
RIGHT
isn't
it
?



TAKE that 15,000 and think of it as the circulation of the *Forum* in January, 1925. Take that 75,000 and think of it as the circulation of the *Forum* in January, 1927. 5 x 15,000 = 75,000. That is right!

The *Forum* is read by 75,000 of the best type of people in this country. They are alert, responsive and

interested. They've got their thinking caps on. And what is more they are telling their friends. The 15,000 in 1925 have told 60,000 in two years. Not a bad beginning.

When do you begin reaching this growing market through the advertising pages of the *Forum*? Why not begin now?

FORUM

A Magazine of Controversy

Edited by HENRY GODDARD LEACH
247 Park Avenue, New York

Bernhard Cursive

*This beautiful new Type face designed
by Lucian Bernhard is now available
on the American point body system*

The BAUER TYPE FOUNDRY inc.

New York · 239 W 43rd Street

ASK FOR OUR PORTFOLIO OF SPECIMENS AND INSPIRATIONAL PRINTS



The immediate present—

That is what counts with most of the human race—in high chairs or in business.

If you are seeking the best immediate market in central Illinois, the REVIEW calls your attention to these facts:

Decatur has 125 manufacturing plants with more than 11,000 employees, and an annual pay-roll of \$12,000,000.00.

Its trading territory includes 187,372 population with a total estimated income of \$243,494,000.00.

91.4% of the city's population is native born white.

* * *

As interpreter of today's interests to this market, the REVIEW is on top—

- in number of total paid subscriptions;
- in city home circulation;
- in advertising lineage, both national and local.

178 national accounts are represented by the REVIEW exclusively in this community.

DECATUR (ILLINOIS) REVIEW

In the
Lumber
Field



It's the
American Lumberman

Established 1873

Published Weekly CHICAGO, ILL.



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

better for him to do: to use the combination or the single paper, or both—or whether he might be able to skip Worcester altogether and spend the money in a city in which the newspaper rules are more nearly to his liking.

Having this freedom of choice, the advertiser need not be "gouged," nor need he be the victim of a "hold-up" unless he wants to. Also, while the daily newspaper unquestionably, in most cases, offers the most convenient and most economical method of covering a certain territory, it is possible, nevertheless, to develop a satisfactory business in any territory by the use of media other than daily newspapers. There is street-car space; there are billboards; there is house-to-house distribution, and there is the frequently highly satisfactory thing which is called direct-mail advertising.

Isn't it just possible that there is more excitement over this question than its real importance justifies? Will it not, after all, be a question of the survival of the fittest? If advertisers find that the cost of advertising in combination newspapers is greater than its value to them, they will desist from using it, or will at least cut down the amount of space. From my own personal standpoint, this would be a step in the right direction, because I am in complete agreement with Mr. W. R. Hotchkiss, who holds that almost all advertisers use too much space.

If the combination works to the disadvantage of the one-paper publisher, may not the latter be stimulated to give so much better service that the combination owner will be forced into a more reasonable attitude, if, indeed, his present attitude is not so?

A Bird's Eye View of the Small-Tool Market

[CONTINUED FROM PAGE 24]

feels that a ten-cent article serves his purpose. Even though a ten-cent tool does not last long, its user calculates that it will last long enough for him to get his money out of it. It is generally conceded that these ten-cent makeshifts have greatly cut in on the sale of quality tools.

Another reason for the decline of the household tool business is that people are every year becoming less inclined to do their own work. They have the community handy-man put up their screens and storm windows. They send for the plumber, carpenter, or electrician when something goes wrong.

Also, people are more prone to buy things ready-made. When the radio industry first started hundreds of thousands of persons bought parts and built their sets at home. During this period there was a big revival in the home-tool business. But now that radio sets are purchased ready-made, this market for tools has been swept away.

But probably the most potent influence of all in this direction has been the growth of the automobile business. There are now 22,330,000 motor vehicles registered in the United States. Every one of them contains a kit of tools. While these tools are furnished by the motor car manufacturers specifically

for automobile use, they are used by the car owner for every purpose for which he may need a tool. About the time that these tools are worn out, the user of them buys another car and thus gets a new set of tools.

At least two manufacturers have demonstrated that advertising is capable of selling tools to the home against these tendencies which I have outlined. One of these is the Walworth Manufacturing Company, which has been extraordinarily successful in getting the householder to buy Stillson wrenches. Fayette R. Plumb, Inc., has been just as successful in making advertising sell hammers and hatchets to the home. Also a number of special tool manufacturers have been able to get motor car owners to buy tools that are not furnished originally with the car.

Undoubtedly, there will always be enough household tool business to make this market worth cultivating. But, except possibly for a few staple articles such as hammers and axes, the household never was and never will be the most important outlet for tools.

The big market, to reiterate what has already been mentioned, is with the trades and industries. Retailers have been complaining that even this market is not so good as it used to be. This is hard to understand in view of the prosperity which industry has been enjoying for several years. Nevertheless it is a fact.

There are several possible explanations of it. There are in excess of about three million mechanics and machinists in this country who use tools. The two largest groups in this vast army of men are carpenters and machinists. Carpenters have always been regarded as the hardware merchant's best tool customers. But, the carpenter does not carry as large a kit of tools today as he did twenty years ago. The reason is that building has become more standardized. Doors, windows, sashes, panelling and much of the other fine work in a building that the carpenter formerly made by hand is now purchased from mills. As a result the carpenter does not need the tools today that he did before.

Nor does the hardware merchant get much tool business from plumbers, electricians and other mechanics who work out of retail shops. These mechanics get their tools through supply houses from which their bosses buy.

Another reason why retailers are not getting the tool business that they should is because they do not go out after it. I know of several hardware stores that are doing an extraordinarily fine tool business. In each case the store maintains outside salesmen who systematically work the machine shops and factories of the community. It is true that a hardware dealer can do a good tool business in his store, but he can do a vastly better business if he goes outside and sells.

An investigation was made some time ago, in the knife-using trades, in and around New York City. It was found that thirty-two trades use knives. Among these are florists, cigar makers, painters, hotel-kitchen workers, etc. In practically every one of these trades there is a special industry supply house catering to its needs. Each trade buys its knives from its own supply house.

But it was found that each trade

Don't Overlook

the Dope Book

There's a new thing going 'round, something you can't afford to miss. There's a man who's bored stiff with the furore about \$4 copy and mail-order art in advertising. By way of relief he is putting into a series of tabloid classics some concrete facts and how-to-do-it directions that are making his discoverers gurgle with approval.

We refer to Lynn Ellis and his Dope Sheets.

* * *

The first two weeks in February, 169 youngsters each got from Dope Sheet No. 21 specific directions as to how to make a personal inventory and frame up a respectable application for a job.

The same two weeks, 59 agencies got from Dope Sheet No. 30 an equally minute, tested outline for a worthwhile sales portfolio.

The same two weeks, more than a dozen of these agencies decided they'd better *keep* the dope coming and each sent \$33 to insure it for a year. Almost every one has had us predate the subscription to January 1 so as to include all back issues, and the general tone of their acknowledgments makes us want to sit up nights to turn out Dope Sheets all the faster.

* * *

We've hit upon something advertising men have been hungry for, which advertising trade paper editors not only say is hard to get but a *lectle*—yes,

just a *lectle*, sometimes—difficult to print when many masters must be served.

Not a trade paper—not propaganda—simply a very frank series of monographs on advertising management problems as we happen to see them. In February, for example, we put out these sheets—

32—"The Agency and the Trade Paper"—telling frankly why they don't get along so well and what may happen if business paper publishers don't do something about it. (The Treasurer of the A.B.P. writes to say he thinks the dope is good).

33—"Universal Agency Recognition"—something like No. 32, particularly addressed to the printing and other crafts. (Our own printer cheers and hopes we can put it over.)

34—"The Agency Manager's Time"—an eight-year analysis, from daily time sheets, in answer to the question, "Now will you give this account your *personal attention*?"

35—"Agency Costs"—showing costs split into most minute detail, clear down to the 28 cents it takes to send out an insertion order.

We have the dope! The Dope Book is one way we have of proving it. But more than that, it's a protest against theoretical twaddle, a symptom of the new order of brass tacks this advertising business is due to join.

Get These Four February Sheets Anyhow

The four February sheets will cost you \$4.50, bought separately—or \$2.50 as part of a pre-dated annual subscription at \$33, including binder—but a separate purchase doesn't get you the "bonuses" our year-round subscribers are so keen about.

Better investigate now, while the introductory price holds good. Here's something that *rings the bell* and you ought to know all about it.

LYNN ELLIS, Inc.
Room 346—Desk C-24
One Madison Avenue, New York

This is the
Dope Book



A New York Office—Personal Service

Trade Paper Publishers desiring *prompt, efficient service* of an *experienced high class salesman-executive* to secure maximum contracts, in response to actual inquiries for rates or space, or "*part time service*" with office facilities in Grand Central Terminal Building, New York City, should address

C. P. DAY, Room 1002
Grand Central Terminal, New York City



For Displaying Printed Samples

use this convenient method which thousands recommend

Printers, lithographers, engravers, artists, paper houses and scores of others all find the Multiplex Method the most satisfactory for displaying specimens of their work or merchandise. Mail coupon for descriptive literature.

Keeps Samples Clean

Maintained on Multiplex Fixtures, samples retain their freshness indefinitely—do not become dog-eared and soiled through frequent handling. Thus better displays are possible.

Afford Quick, Easy Reference

Multiplex Fixtures are like large, loose-leaf books. Samples are thumb-tack mounted on swinging wings. Reference to any particular sample or group requires only a touch of the finger. Simple. Compact. Convenient.

Used Everywhere

Because of their remarkable adaptability and flexibility, Multiplex Fixtures are used by thousands. A type is made for every display purpose.

Get Complete Information

Mail coupon below for descriptive literature. Without obligation, catalog and price lists will be furnished you. Investigate what Multiplex has to offer.



CLIP THIS COUPON

MULTIPLEX MULTIPLEX DISPLAY
FIXTURE COMPANY,
913-923 North Tenth Street, St. Louis, Mo

Please send me without obligation literature describing Multiplex Fixtures for displaying printed samples.

Name

Firm Name

Address

City State

also buys knives from Hammacher, Schlemmer & Co., the well-known New York hardware store. This famous store gets business from practically every industry because it solicits these industries, both through salesmen and advertising.

A retailer cannot do a satisfactory industrial business unless he employs outside salesmen. He is up against such strong competition from all sides that the only way he can survive it is to get outside of his store and sell to the big buyers, just as his competitors are doing.

Originally, all mechanics and artisans were obliged to own their tools. The probable reason for this custom is that mechanics always used to travel about from job to job. They did not work in their own shops. To a certain extent, this custom still prevails. Carpenters, plumbers, electricians, masons, painters and steamfitters still do most of their work on the properties of their customers. This being true, it is easy to see why a carpenter, for instance, should own the tools that he uses. His tools are as personal as his pipe, or even as his clothing.

With the development, however, of factory production there has come a gradual change in this old custom. It is hard to see why a factory worker should own his tools. When a mechanic is engaged at the same bench year after year, it is about as logical to ask him to furnish his tools as it would be for an office manager to ask his stenographer to furnish her note books and pencils.

Probably most factory mechanics and machinists do still furnish their own tools of a certain type, but the tendency is toward having the employer supply them. Some authorities estimate that as high as fifty per cent of all the tools produced in this country are now bought by employers. This estimate, however, is undoubtedly too high. The biggest percentage of all tools used in this country are still sold over the retail counter direct to the mechanic. But this percentage is declining each year.

This is the principal explanation as to why the sale of tools in so many hardware stores is falling off.

THERE are a number of reasons why employers are beginning to supply their workers with tools. For one thing manufacturers are anxious to maintain uniform standards in their factories. There cannot be any uniformity when each workman uses a different kind of tool. Where this is permitted many of the tools are of poor quality. Besides, many workmen do not have as many tools as they should. They try to get along with a minimum kit. Because of this situation a factory cannot turn out a uniform product, nor is it able to maintain safety standards. The use of cheap tools has often caused accidents.

On this account an increasing number of employers are seeing that their workmen use tools of a certain specified standard. Where they do not furnish the tools themselves, they are in many instances buying them wholesale and supplying them at cost to their workmen. In other cases the employer furnishes tools over a certain size, such as micrometers over two inches. In fact this seems to be becoming the

Does the BANKER belong in your Sales Picture?

YOU are familiar with the sales picture that includes the executives of the manufacturing company, the production men, the engineers

All of them belong in the picture

Does the banker belong there also?

He does—here's why.

Before major investments are made, involving the rehabilitation of old plants or the erection of new ones, the banker is sitting in, giving counsel and advice and helping to stabilize the program from the financial standpoint.

Perhaps he isn't as well informed on your proposition, as a sound investment of stockholders' money, as he ought to be.

Perhaps you should inform him

May we help you decide?

* * *

The American Bankers Association Journal is an unusual class magazine. Its covers are original four color paintings of incidents in the financial history of the United States. It is edited to interest—and it does interest—100,000 bank officers in the 22,000 member banks of the American Bankers Association. It offers a direct route to industry, the Bank Market and Bankers as Individuals. Write for a sample copy.

AMERICAN BANKERS ASSOCIATION JOURNAL

MEMBER A. B. C.

110 EAST 42nd STREET
NEW YORK CITY

Advertising Managers

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

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 23 issue must reach us not later than March 11. Classified advertisements will be accepted up to Saturday, March 19.

general practice. The employee has to provide only a part of the tools that he uses.

IN the telephone business, for example, it is estimated that a hundred dollars per thousand telephones is spent on small tools each year. It is the practice of the industry to supply its employees with all tools except "body tools." The telephone lineman, for instance, has to supply his own climbers, pliers, belts, and other tools that are carried on his person. Most of these are bought from special telephone supply houses.

Since there are seventeen million telephones in use, it can be figured that this industry alone uses \$1,700,000 worth of small tools. And, compared to other users of small tools, the telephone industry is a piker. Some of the motor car manufacturers, for example, use more tools annually than do the householders in half the States of the Union.

Since it is the tendency of these large concerns to supply their workmen with tools, or to buy their tools for them at wholesale, it may be seen that the retailer's chance at this business is getting slimmer all the time. These large users will invariably buy from wholesalers, mill supply houses, and direct from the manufacturer where they can.

The manufacturer who is depending on the retailer to get this business for him is destined to be disappointed. The manufacturer has to gear up his sales organization to sell to these large users through the channels from which they are willing to buy.

In the space at my disposal it has been possible to give only the barest outline of the subject. Nevertheless, this outline has been detailed enough to make it possible to draw from it a few suggestions as to the procedure a tool manufacturer should follow to get more business. These suggestions are:

1. It will pay any manufacturer who has a specialty that can be used by the general public to advertise it. He should not advertise on too extravagant a scale, as sales on the article advertised will not justify too much promotion. Advertising will benefit him in many ways aside from the direct sales that it affects. It will give prestige to his entire line. It will make his trademark better known. It will help him in the industrial market. It will cause his dealers to be more enthusiastic. It will be the means of getting retailers to stock his line. It will cause other retailers to start tool departments.

2. Tool manufacturers should cultivate special markets more. Some of them are doing this with astonishing success. There are thousands of men whose hobby is making furniture, ship models, etc. These enthusiasts can be reached economically in class publications.

3. Tool manufacturers are too neglectful of the farmer. The farmer has to have good tools. The kind that come with his automobile, or with his tractor or harvester will not do. Millions of dollars worth of small tools can be sold to the farmer in the next few years if the manufacturers will make a special drive for it.

4. Tool manufacturers should encourage their dealers to keep this line on display. Tools, like everything else, are usually bought on impulse; shop-

Dr. Sweetland's
Column

In which will
be told stories
of direct-mail
campaigns he
has created



210 Letters

207 Replies

MUCH has been said about Reaching the Big Boss by Direct Mail.

This writer, in an address before the D. M. A. A. Convention in Detroit, endeavored to prove by actual illustrations that with the proper type mailing pieces, the Big Boss would read and respond to Direct Mail Advertising.

A recent experiment conducted in connection with a yacht campaign has broken all records that we know of in the way of direct returns.

In November of last year, the firm of Henry J. Gielow, Inc., of New York—Yacht Designers and Brokers—launched a newly completed yacht "Vidor," which they had designed for a local yachtsman. 210 letters were mailed to multi-millionaires inviting them to take a two-hour sail on this vessel. 207 of them replied and 145 accepted the invitation. One of the guests placed a contract that afternoon for a boat costing \$125,000, and at present there are negotiations pending with many of the other guests for Gielow designed craft.

The Gielow organization can trace over \$11,000,000 worth of yacht business to Direct Mail Advertising during the past two years.

Our Direct-Mail experience covers a great many fields. We shall be glad to consult with you regarding your own problems.

SWEETLAND ADVERTISING
INCORPORATED
Direct-Mail Campaigns
25 WEST 44th STREET
NEW YORK



AN APEDA photograph appeals to the sixth commercial sense—the sense of sell! Let Apeda photo-sell it for you.

Apeda
Studio
INC.
PHOTOGRAPHERS

CHickering 3960

NEW YORK 212 West 48th Street

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.

pers are attracted by displays. Hardware merchants ought to learn a lesson from the five-and-ten-cent stores. These stores sell millions of tools every year because of the inviting way in which they display them.

5. Tool manufacturers ought to try to get their dealers to do more outside selling. It is true that they will not be able to get business from the large industrial buyers no matter how much selling they do. But they can get at least some of the business of the buyers, whose purchases of tools run up to a few hundred or even a few thousand dollars annually. By making outside calls they can also get business from industrial and mechanic schools, garages, taxicab companies, hotels, office buildings, apartment buildings and others whose purchases are worth going after.

6. Tool manufacturers should induce the makers of automobiles, tractors and farm machinery to put better tools in the kits that they furnish with their product. Motor car manufacturers find it to their advantage to use trade-marked bearings, bodies, motors, tires and other parts in building their cars. There is just as much reason why the tools they put in their kits should be of the trade-marked kind, whose manufacturers have established a reputation for them.

7. Since the biggest outlet for tools is the industrial market, it is obvious that the manufacturers of these products should direct most of their advertising and sales effort toward reaching it. This is something that most of them have not been doing. They have been depending too much on their dealers and jobbers to get industrial business for them. But experience has shown that they cannot get it unassisted. The manufacturers must use missionary salesmen and industrial scouts to help their distributors land the industrial business they desire.

Can Farms Be Run Like Factories?

[CONTINUED FROM PAGE 30]

for many practical uses in the household and the factory.

There are numerous uses to which the products and the by-products of corn are being put, and many better uses that could be made of these products, both on the farm and off. The same is true of other agricultural products.

The more economical and profitable distribution of agricultural products requires cooperation among producers. Thus volume of production is joined with grading, standardization, branding and enhanced selling force. The strides that are being made in this direction are almost unbelievable—yet little more than a beginning has been made.

A cooperative creamery in Western Nebraska, starting ten years ago with a capital of less than \$5,000, now has a net worth of over \$150,000, and has paid out nearly that amount in dividends. The net profit for 1926 was \$42,000.

In northwestern Nebraska, potato growers suffered heavy losses due to overproduction and the uneven quality

of their product. They discovered that there was a very fine market for these potatoes as seed in the Southern States if the quality could be assured. So they organized a certified seed potato growers association and more than doubled the price to the grower.

If the consumption of agricultural products will not keep pace with the increase in population as indicated by the figures of the Industrial Conference Board, the question of recurring surpluses is a most serious one. It may not be possible or practical to increase consumption in the ratio that mining and manufacturing have done, but certainly it is possible to create a far greater demand for agricultural products than thus far has been done. Present day competition is not confined to industries or classes. It is omnipresent among industries and classes, thus the industry that puts forth the greatest sales effort secures the bulk of the trade. That, in part, is what agriculture must do.

The question cannot be abandoned here, for mass production and more efficient distribution have not been wholly determining in factory success. A third element—and a very effective one—has been brought to bear. The factory limits its output to prospective demand.

Industry everywhere is controlling production as nearly as possible to the requirements of the market, thus maintaining the price at profitable levels and taking advantage of the American tariff.

I know that the opponents of this theory will say, "It cannot be done; the farm is not like the factory; it cannot be operated on that basis, and the proposal will fail for more than one reason; that uncontrollable elements—the weather for instance—will defeat it."

The answer to this objection already has been given in that corn yields have greatly increased in spite of unfavorable crop conditions and the same is true unvaryingly with reference to other crops. It is not the weather that does the damage so much as failure to take advantage of scientific facts.

In Western Nebraska and Kansas, there are farmers who never have had a failure in growing wheat, yet thousands of farmers do experience such failures all too frequently. Those who succeed year after year do so in spite of the weather. They provide against it by properly following their land.

The next common argument is that if all farmers were to practice these better methods, the surplus would grow and the price would be depressed so that even those who manage most efficiently would not be able to secure a profit. On this point, Professor Stewart points out that: "From a national standpoint, this is probably true, although with corn it must be remembered that since more than 80 per cent of the crop is fed to livestock, the price of cattle, hogs and sheep more nearly determines the returns from corn than does the market price of the corn itself.

"More corn per acre, however, does not necessarily mean a greater total production since if the land is to be rotated with legumes to produce the high yields, there will of necessity be fewer acres left for corn. Few, if any, corn belt States now have as great an acreage of alfalfa and clovers as might

"...the greatest force for good or evil in the business world."

A PROMINENT executive said recently, "I wish I could convince everybody in my offices that letters are the greatest force for good or evil in the business world."

"I know that warm, human, friendly letters build business, create good will—that cold, lifeless, thoughtless letters drive away business, destroy good-will. It is difficult, however, to get this over to my letter writers. They just don't appreciate what letters can be made to do when rightly composed and applied."

Because my long and varied experience has proved all this, I have worked out an effective method which makes it easy for anyone to realize the value of letters—to write letters that will bring more business—to help and satisfy more customers.

It is strictly individual, intensely practical and of greatest importance to any organization. It enables me to show you in a personal way how to make your letters more effective—to share with you the benefits of my extensive travels and unusual contacts.

The service will neither conflict with your policies nor disturb the individuality of any letter writer. It is planned to harmonize with these things—to afford the help that makes letters live and last.

The president of a prominent Philadelphia firm said this about the service after only a few months—"Your connection with our company has worked out beyond our fondest expectations. Your splendid advice and counsel have contributed materially to our success during the past year."

An opportunity to tell you more about it will be appreciated. May I also send you, without charge, one of my latest talks and a booklet entitled—"What I Think and Others Say About Charles R. Wiers,"
by HOMER J. BUCKLEY?

CHARLES R. WIERS

PARK SQUARE BUILDING, BOSTON, MASS.

For fifteen years
Chief Correspondent, Larkin Co., Buffalo
Subsequently
Vice Pres DeLong Hook & Eye Co., Philadelphia
Assistant Vice President National Shawmut Bank, Boston, Massachusetts
Author of several books and over one hundred articles on letter writing
President Direct Mail Advertising Association

Let me tell you about my course in letter writing, too. It is a practical, inexpensive course through which you will learn to write by writing. Just the course for any letter writer who wants to write better letters—to increase his worth to himself and his firm.

KEEP YOUR COPIES!

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

Get Your Story Over!



To make people stop, read and buy, use our Mechanical Advertising Books. Proven to be more interesting than any window display medium ever created. Highly endorsed by users. Write for full particulars.

CHESTER MECHANICAL ADVERTISING CO., Inc.
Specialists In Motion Display, 168 W. 4th St., N. Y. C.



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge \$1.80. Forms close Saturday noon before date of issue.

Position Wanted

EXECUTIVE, ACCOUNTANT, OFFICE MANAGER

Of character, ability and integrity; broad-
visioned and energetic; versed in the theory and
experience 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.

TWO DIRECT ADVERTISING SALESMEN WANTED

1. A seasoned man with a successful selling record who can produce sizeable and profitable business.
2. A Cub with character who is worth training. Both of these opportunities are with an established successful Direct Advertising concern with complete facilities, including printing in all processes. Localized Advertising Corporation, 2000 E. Atwater St., Detroit, Mich.

DIRECT MAIL EXECUTIVE

Seasoned experience in direct mail problems fits me nicely, to the position of executive in complete charge of direct mail operations. I know engraving, 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 and Selling, 9 East 38th St., New York City.

ADVERTISING ASSISTANT

My nine years' experience with agency, publisher, 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, electrotypes, lithography, paper and printing. Also copywriting and layouts. Familiar with advertising department routine. Age 28. Christian. Address Box 450, Advertising and Selling, 9 East 38th St., New York City.

Woman with experience as Editor of house publication making an appeal to women, wishes position as Editor of house-organ or sales publication. National reputation as writer for women's magazines. 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, Advertising & Selling, 9 East 38th St., New York City.

SALES executive who has successfully organized and trained numerous selling forces desires congenial, permanent connection; thoroughly experienced in high grade specialty selling using the one-call method, merchandising and advertising; age 36. Christian, married; bank, character and business references. W. V. S. care, McKenna-Kuller, 44 Court St., Brooklyn, N. Y.

Advertising Solicitor—Young woman desires connection 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.

Position Wanted

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 qualifications required for a worth-while 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, 452 Broadway, Albany, N. Y.

Press Clippings

BUFFALO CLIPPING BUREAUS

offer reliable National or regional newspaper reading service. Branch Bureaus Everywhere. General offices, One Terrace, Buffalo, N. Y.

Publishers' Representative

CALIFORNIA REPRESENTATION

Trade and business paper publishers desiring complete advertising and editorial service in San Francisco and vicinity may arrange personal interview by addressing Box 439, Advertising and Selling, 9 East 38th St., New York City.

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, Advertising & 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.

Multigraphing

FD SERVICE Telephone Barclay 3355

Multigraphing Mimeographing Addressing BUREAU

19 Park Place, New York City
JOHN F. FITZPATRICK, Proprietor

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

well be grown from the standpoint of diversification, soil maintenance and livestock production."

Farmers must be governed by the probable demand for their products as indicated by facts frequently published and disseminated by official agencies, such as the United States Department of Agriculture.

That it is practical to invoke this limiting process is indicated in the fact that surer yields result from crop rotation or fallowing. Last year, the corn acreage in Iowa was one-third the total acres in cultivation. If a four-year rotation were put into practice instead of the three year plan now generally observed, the acreage would be reduced by 8,250,000. If more scientific methods were practiced, the total production would not be too greatly reduced, the price would be favorably affected, and one-fourth of the land could be rotated with other crops, particularly grass, thus maintaining fertility, a thing of prime importance for today and the future.

To farm the land at full capacity while producing a surplus at a loss is exactly like running a factory full blast without regard for market requirements or the preservation of the machinery. In no small way, that is what is being done. If one would be impressed with what this means for the future of agriculture, it only is necessary to take into account that the population of the United States will increase by not less than 40,000,000 people within the next twenty-five years. When that time comes, the greater demands for food should mean a very much more profitable domestic market for farm products. Much of this profit will be absorbed in restoring fertility to the land unless extravagant methods of farm management are prevented.

It is not practical or possible to control farm production exactly to the requirements of the market. The best that may be hoped for is an approximation. Surpluses that arise from unusual weather conditions, or temporary declines in demand may be abated somewhat in their effect by pooling the interests of producers so as to carry unperishable surpluses against the time of need. This again emphasizes the importance of cooperation.

It requires no stretch of the imagination to realize that as these policies of factory management are invoked, the shorter day on the farm will follow. There is no telling how much the farm work day has been shortened in the last twenty-five years, but certainly some progress has been made in that line. It is a desirable end, thus giving farm people the hours of leisure for improvement of body and mind that urban dwellers now enjoy.

Press Association Elects

At its annual meeting, held recently in Des Moines, the Iowa Press Association elected the following officers for the coming year: President, John W. Carey, *Sioux City Journal*; vice-president, W. C. Jarnigan, *Storm Lake Pilot Tribune*; secretary, O. E. Hull, *Leon Reporter*; treasurer, Howard Rann, *Manchester Press*. M. L. Curtis, F. M. Abbott and Ralph E. Overholzer were elected to the board of directors.

"GIBBONS knows CANADA"

TORONTO MONTREAL WINNIPEG

Read by More Than Four Out of Five Milwaukee Families!

A Hundred Million Dollar Metal Trades Payroll!

METAL products manufactured by 428 prosperous firms constitute only one part of Milwaukee's highly diversified industrial output, annually valued at more than a billion dollars. Yet these metal products plants alone employ 60,000 workers who earned \$99,296,631 in 1926—\$11,500,000 more than in 1925.

Do You Sell Here?

Are you advertising to Milwaukee people? Are you getting your share of the added business created by this wage increase of \$11,500,000 in only one of Milwaukee's many divisions of industry? Milwaukee's national leadership in diversity of industry and Wisconsin's leadership in value of dairy products keeps the buying power of this market at a consistently high point. And here



A 48-ton section of a 40,000 H. P. hydraulic turbine built by Allis-Chalmers Mfg. Co., world's largest manufacturers of heavy machinery.

only one newspaper—The Milwaukee Journal—is needed for thorough coverage. Sell the Milwaukee-Wisconsin market in 1927 through The Journal!

FIRST American City in the Production of—

Dredges
Electrical Controls
Excavators
Gasoline Engines

Gasoline Locomotives
Herringbone Gears
Lubricating Machinery
Mine Hoists

Motorcycles
Rowboat Motors
Saw Mill Machinery
Street Car Air Brakes

Steam Turbines
Traveling Cranes
Temperature Regulators
Water Gushers

A LEADER in the Manufacture of—

Auto Accessories
Automobile Frames

Flour Mill Machinery
Malleable Iron

Pumping Machinery
Steel Castings

Refrigerating Machinery
Tinware and Enamelware

THE MILWAUKEE JOURNAL

FIRST BY MERIT

More Than a Half Million Readers Throughout Wisconsin!

WANTED:
\$1,000,000 Worth of Motor Trucks
Every Month

In the building supply field, there is a market for \$1,000,000 worth of new motor trucks every thirty days. More than \$12,000,000 is invested each year by building supply dealers in motor equipment. This demand includes all kinds of trucks, tractors, trailers and accessories for every purpose.

To truck manufacturers seeking profitable sales in a big field, in a growing field and in a field that is constantly in the market for trucks and equipment, we will give vital facts and tell how business can be secured.

INDUSTRIAL PUBLICATIONS, Inc.

407 South Dearborn Street

CHICAGO

New York

Cleveland

Members: A. B. P. and A. B. C.

BUILDING
SUPPLY NEWS

*"Edited for the Merchant
of the Building Industry"*

NEWS and comment about The Chicago Tribune, zone marketing and advertising, prepared by the Chicago Tribune Business Survey.



TRIBUNE TOWER
represents the prosperity of The Chicago Territory, which supports the Tribune. It is the sun-dial of a favored territory.
Busy millions read The Tribune, buy through it and through their well-being reward it with leaping power.

World's Greatest

Newspaper

DREADFUL STORY OF THE OSTRICH

A FEW days ago an agency space buyer phoned to ask us about the advertising of a certain toothpaste. "We've got some stuff from one of your competitors saying they carried this toothpaste exclusively," said the space buyer. "If I'm not crazy I've seen it in The Tribune."

"Not crazy at all," we replied. "That toothpaste company spent two and half times as much in The Tribune last year as it did in the only other newspaper it used in Chicago."

"How about this stuff, then?"

"Well," said we, "If you look closely you'll probably find a qualifying adjective tucked deftly away somewhere. Look for the word 'daily.' That means that the \$30,000 spent in our Sunday rotogravure section doesn't count. Their statistician has his fingers crossed whenever he sees a Sunday issue of The Tribune."

The space buyer found the "daily" and got the idea. Being on the subject, we continued:

"Maybe you've seen their ads in the trade papers about a well-known baking powder advertiser. You'd think this advertiser couldn't see any other newspaper. The fact is, however, The Tribune carried considerably more lineage on this product. The company spends twice as much money with us. But it's mostly in the Sunday issue."



"Do you let them get away with that?" asked the space buyer.

"Well," said we, "What's the sense of getting into an alley scrap? They can't kid many advertisers very long. You know

if they had any better testimonials, they'd use 'em, instead."

"Maybe you're right."

"If you ever catch us pointing with pride to successes where some other newspaper did most of the work—no matter on what day of the week they did it—you can be sure we're slipping fast. Incidentally our friends up the street claim supremacy in automobile advertising about this time every year. However we carried in 52 Sunday issues alone last year 1,139,098 lines of automobile advertising while they carried 668,253 lines in 309 issues."

"It must be comforting to them," remarked

the space buyer, "to annul that sort of competition."

"Sure," said we, "You know the story of the ostrich."

ONE OR A MILLION

IT isn't often that an advertiser pays for 750,000 circulation when he wants to reach one man. But a New York advertising agency did just that thing a few weeks ago.

The agency wanted to reach one automobile manufacturer—unknown to it—who might want what it had to offer. A full page in The Chicago Tribune was used to reach this man.

The agency was not throwing a couple of thousand dollars into this advertisement on a chance. It knew the man it wanted would be reading The Tribune because the whole automobile industry was in Chicago that week. The page was well conceived. Attention from the man it was aimed at was achieved. We have proof of it.

This agency ad carries a world of meaning to any advertiser, who, because of improper copy, wrong size or careless selection of media, believes advertising rates are high. Think of the opportunity of the manufacturer whose prospects include all of the 750,000 daily readers of The Tribune and the 1,190,000 on Sunday!

How Volume Is Increased

IT is interesting to note how the highly competitive industries, such as automobiles, tobacco, beverages, food products, etc., spend

The Ostrich One or A Million
Southern Headquarters How Volume
is Increased Personalia

most of their advertising appropriations in newspapers.

The following figures from the Fourth Estate include the advertisers listed last year by the bureau of advertising of the American Newspaper Publishers' Association, a group spending more than \$100,000,000 in magazines and newspapers.

	Percentage in Newspapers	Percentage in Magazines
Automobiles	72. %	28. %
Auto Accessories	48.	52.
Gasoline and Oil	83.8	16.2
Beverages	93.	7.
Building Material	54.	46.
Candy and Gum	86.7	13.3
Food Products	60.6	39.4
Home Furnishings	47.	53.
Radio	61.4	38.6
Smokers' Requisites	91.2	8.8
Soaps and Cleansers	15.1	84.6
Tires	61.7	38.3
Toilet Requisites	48.3	51.7
Wearing Apparel	63.9	36.1

Sixty-six per cent of the advertising is in newspapers. Where success depends largely upon volume of sales and where the consumer has the final word, newspapers are needed for the job.

The Chicago Tribune in 1926 published ten million agate lines—classified, local, national—MORE than the second Chicago paper. Its gain in advertising lineage during 1926, as well as its total lineage, was greater than that of any other Chicago newspaper.

Personalia

John T. McCutcheon folds up his drawing board and sails away for his annual sojourn to his own Treasure Island, in the Bahamas Carey Orr goes to page 1 to fill McCutcheon's space a noted sports writer who can squeeze a laugh out of a dour checker tourney—Westbrook Pegler—has a new feature, "The Sayso of Holleran Yell." It is the story of an itinerant fight manager and his trouble Speaking of prize-fighters, The Tribune syndicate is also offering a "Life of John I. Sullivan" by Joseph Dorney of The Tribune copy desk Dorney traveled with Sullivan for years as his publicity man and later as his manager.



Westbrook Pegler

The World's Greatest Newspaper opens an advertising office in Atlanta

THE TRIBUNE is responsible for another bit of pioneering in the opening of a southern office at 1341-43 Hurt Building, Atlanta. This is the first office in the Georgia Capital given over exclusively to the representation of one newspaper. George C. Blohm, former manager

of The Tribune's Florida office, is in charge.

The establishing of an Atlanta office is proof of the growing recognition of the importance of southern manufacturers, and of The Tribune's belief in the industrial future of the South.