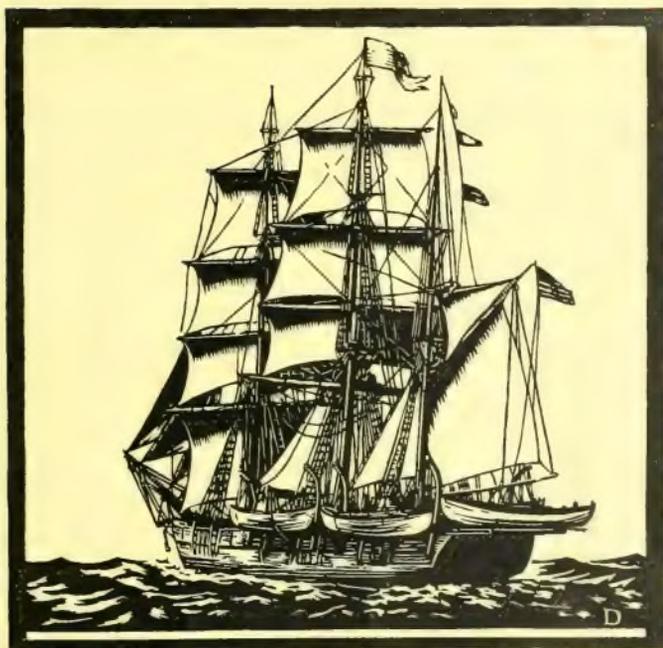


Advertising & Selling

PUBLISHED FORTNIGHTLY



Drawn by Ray C. Dreber for The Boston Insurance Company.

MARCH 23, 1927

15 CENTS A COPY

In this issue:

"How to Conduct a Corporation Business Lawfully" By H. A. HARING;
"What the New Purchasing Power Will Mean to the Advertiser"; "Fifty
Firms that Sell from House to House" By WILFORD L. WHITE; "Where Do
We Go from Here?" By KENNETH GROESBECK; "The News Digest" on Page 74

“By Far the Most Legible Newspaper in Chicago”

WITH the issue of Monday, March 14, The Chicago Daily News adopted a new style of body type throughout the paper. This has been acclaimed by the reading public as one of the greatest improvements in newspaper printing in the history of Chicago.

The new type, large, clear, and above all strikingly legible, is known as Ionic No. 5. It is the product of years of study, research and scientific experiment by the world's most skilled printing engineers. It has been endorsed by optometrists, oculists and scientists of national and international reputation.

A specimen sheet of The Daily News as formerly printed and one printed with the new type are being mailed to the advertising agencies and advertisers of the United States.

The new, unmatched legibility of The Daily News demonstrates again the progressive spirit of service to Chicago people that gives to The Daily News its advertising leadership.

THE CHICAGO DAILY NEWS

FIRST IN CHICAGO



*Furniture design
influences wall papers and draperies*

THE constant demand for authentic backgrounds to go with furniture of different styles has produced a wide variety of design in wall papers. Today in Thibaut's selections you can find wall papers in patterns which graced the houses of American Colonial days. And there are delightfully delicate motifs of the Louis XV period in France—or rugged but beautiful designs to go with your Italian or English furniture.

And yet Thibaut Correct Style Wall Papers and Draperies cost no more than ordinary, less interesting kinds.

More than 13,000 decorators and paper hangers can now supply you with Thibaut Wall Papers. Richard E. Thibaut, Inc.

Thibaut
Correct Style WALL PAPERS and DRAPERIES
Madison Avenue at 40th Street

BROOKLYN • BRONS • NEWARK • NEW HAVEN • BOSTON • YUEN



Quicker shaves! Sharper blades! Smoother skin!

Williams Shaving Cream

THE J. B. Williams Company, Inc.
100 Broadway, New York, N. Y.

Two advertisements of widely different products that have produced similar results.

Advertising "hunches" mean nothing . . . unless they affect sales sheets

You can think advertising good or bad. You can say copy is too long or too short. You can state logotypes should be used—or throw them out entirely. Opinions on advertising are endless—and useless. Only results count. And results are based on facts—not opinions.

In this agency the facts behind a product dictate advertising methods. But this does not mean that facts need ever be dull. This organization recognizes that a successful advertisement must compete, not only with other advertisements in the publication in which it appears, but also with absorbing articles and stories.

The proof that advertising prepared by this agency does win general attention, reading, and action is shown by the sales sheets of our clients.

We shall be glad to discuss the unusual results obtained by this policy with interested executives. Joseph Richards Company, 257 Park Avenue, New York.

JOSEPH RICHARDS COMPANY

FACTS FIRST --- THEN ADVERTISING

\$12 MORE OUT OF EACH \$100 OF INCOME TO SPEND FOR ADVERTISED MERCHANDISE

THE consumer's dollar spent with the landlord can never (by the consumer at least) be spent for advertised merchandise.

It is the consumer's *margin* between income and the aggregate costs of the bare necessities of life that energizes the wheels of industry and distribution.

Here is eloquent and authentic proof of an assertion The Indianapolis News has made for many years: *That the average Indianapolis consumer has a bigger margin between income and necessary living costs available for the purchase of advertised merchandise than the average citizen of other middle west cities.*

The Cleveland Chamber of Commerce recently completed a survey of essential living costs for average consumers in eight middle west cities, Detroit, Cleveland, Buffalo, Pittsburgh, Chicago, Cincinnati, Saint Louis and Indianapolis. Using 100 as the base figure for the costs of living in Cleveland, the aver-

ages for the eight cities (Indianapolis included) are as follows:

Food—average for 8 cities, 105.5. For Indianapolis, 94.

Fuel and light—average for 8 cities, 103.4. For Indianapolis, 106.

Housing—average for 8 cities, 96.3. For Indianapolis, 70.

Miscellaneous—average for 8 cities, 107.8. For Indianapolis, 96.

All costs combined—average for 8 cities, 100.6. For Indianapolis, 88.6.

Essential living costs consume \$12 less of the average Indianapolis consumer's \$100 of income than of the equivalent \$100 income earned by his fellow-consumer in the other seven cities.

\$12 more out of each \$100 of income to spend for advertised merchandise.

This is a market where the same selling cost should yield a 12% greater return *automatically*.

And the Indianapolis Radius spends \$750,000,000 a year!

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

OF course in recent years we have done a creditable job in improving business methods, but we must not forget that our great machines of government, industry, and society still halt and creak. It is characteristic of human nature to get "cocky" when the sky is clear. "What care I for the lessons of yesterday?" says the optimist, when his pockets are full. "Ours is a new era that is largely free of the influence of the factors that shaped the past."

There is a divine wisdom behind the forces of adversity. Riches and power intoxicate the imagination, and make us forget the hand that bestowed them. Look over the books and plays that are today's big money-makers. Note the patronage we give to literary scandal-mongers. Observe the influx of volumes of discussion that aim to destroy respect for religion and the clergy.

Who are we to assume this attitude of superior intelligence? Since when did we gain control of the forces of nature and cease to be mere atoms of dust blown about by the winds of destiny?

Nothing could be more splendid than for our people, right now, to throw on a becoming cloak of proper humility. In order to do this, it is only necessary to glance back for a moment through the pages of history. Once the valleys of Alaska and the hills of Spitzbergen and Greenland were covered with the same kinds of palms and all the luxury of tropical vegetation that now thrive in the land surrounding the equator. Many times the climate of the earth has changed from hot to cold. At least twelve times the ice has come down from the north and again retreated. Since the last great retreat of the ice 15,000 years ago, there have been four great climatic changes so serious in character as to cause migrations of entire populations in Europe and Asia. Scandinavia for 3000 years had the mild dry climate of Spain, and then came a sudden change to its present state of snow and cold. Even during the last 2000 years there have been recurring centuries of cold in England that have come as a result of the sinking down of the gulf stream before it circled the shores of the British Isles.

The cause of these changes was a puzzle to us until a few years ago when we found a way to measure the intensity of the sun's radiations. Since 1921 the annual average of solar heat has been considerably below the established normal. Perhaps we are in for another change in earth temperature. It takes two or three years for a decrease in the intensity of sunshine to be felt throughout the world, for oceans alone make climates and it takes time to raise or lower the temperature of millions of cubic miles of water. Right now the



(© Erling Galloway)

cold-water areas of the earth are expanding and lands in northerly latitudes are experiencing winters more severe than those of the past two decades.

Two years ago northern Europe had the warmest winter in a century. The Arctic Ocean was practically free of ice for 150 miles north of Spitzbergen. This evidently marked the peak of twenty years of abnormal solar heat. Now the open Arctic water has largely disappeared. The winter of 1925-26 in northern Europe was the coldest since 1740. There is a great flow of ice at present into the Grand Banks of Newfoundland. The winter we have just passed through has been another season of extremely low temperatures and heavy snows in northern latitudes. The waters of the Pacific are getting colder as was disclosed by the swimmers who entered the recent race across the Catalina Channel.

The great Sequoia tree in the Museum of Natural History in New York tells a plain story of recurring periods of drought and cold. Bad weather and world famines are inseparable. In 1816 a weather and crop calamity hit the United States. The coming summer is a cycle anniversary of this earlier year of abnormal temperature variations. We are no better able to protect our crops now than we were 111 years ago. Perhaps history will not repeat itself; let us hope that the forecasters are mistaken. But, as in 1816, early mild spells are forcing fruit buds to an untimely advance.

Notwithstanding our marvelous accomplishments we are still in the hands of the gods. We are not through with difficulties, and on all sides are surrounded with huge tasks unfinished. Even the insects of the earth dispute man's sovereignty. Our automobiles and trains are helping to distribute 600,000 types of bugs, and we are discovering new species of insects at the rate of 6000 a year. A few such pests destroy \$45,000,000 worth of wood products yearly. The descendants of one female moth can destroy 100 pounds of wool a year. Moths now cost us \$200,000,000 annually.

If insect pests are too far afield to interest us, we can turn our attention to things more intimate such as the early exhaustion of wood, oil, natural gas, and common metals such as copper. Science conquers an old disease only to find that changed habits have developed new ills that are worse. We put up smoking chimneys to produce wealth only to find that we have shut out the sun's rays that conserve health. Poor vision has become a national ailment, while insanity and suicide increase daily.

The truth may not be pleasant, but often it may serve as a fine antidote for that type of careless ego which prosperity frequently develops.



*“No man lives
without jostling
and
being jostled!”*

THE narrow roads of eighty years ago were not so crowded as the broad highways of today. Yet Thomas Carlyle noticed the jostling even then. Candlemaker jostled candlemaker; mercer jostled mercer; hatter jostled hatter.

Jostling today has become a great industrial free-for-all. Cities elbow each other in the scramble for new industries. Cotton has realigned its battle front in the war of textiles. Motor buses carry more passengers

more miles than the railroads. Electrical refrigeration prods the ice industry awake with a prediction of a million sales this summer.

No business man lives without jostling and being jostled.

In this industrial contest Nation's Business is the able second of its readers. It warns of blows from behind. It prepares against surprise attacks. A quarter million alert business men find Nation's Business indispensable.

NEW YORK
1400 Woolworth Bldg

CHICAGO
1020 Metropolitan Bldg

CLEVELAND
900 Keith Building

NATION'S BUSINESS

DETROIT
3-141 General Motors Bldg.

ATLANTA
704 Walton Building

SAN FRANCISCO
710 Hearst Building

MERLE THORPE, *Editor*

Published Monthly at Washington by the United States Chamber of Commerce



FOOD ADVERTISING

In the Six Leading Women's
Publications during 1926

(In this tabulation Good Housekeeping is No. 1)

Magazine	Accounts	No. of Pages
No. 1	101	442 ¹ / ₃
No. 2	71	407 ¹ / ₃
No. 3	66	301 ¹⁹ / ₂₀
No. 4	37	137 ¹ / ₄
No. 5	45	181 ² / ₃
No. 6	53	169 ¹ / ₆

Of all the food accounts advertised in these magazines, Good Housekeeping carried 86.3%, the next publication 60.6%. Of these accounts, 27 were in Good Housekeeping exclusively, 4 in the next magazine.

THIS WOMAN'S BUSINESS

"I wish," wrote the physician husband of a subscriber, "that our profession had a journal as forward-looking and practically helpful as Good Housekeeping." And he is not the first man to express this same wish.

No business is served so well, perhaps, as Good Housekeeping serves woman's business with workable solutions to every besetting problem.

Take food, for one. It's no end of a job keeping a family happily fed. Three meals a day and every day call for skill and ingenuity beyond ordinary resourcefulness. Husbands, you know, can be critical. Children must be well nourished. Wifely laurels must be upheld.

Here's one more way in which Good Housekeeping keeps many a lovely brow unruffled. Every issue is replete with planned menus, tested recipes, piquant dishes, delicious dishes, and withal, short cuts that lessen labor, methods that stretch dollars a trifle farther.

Good Housekeeping's million and a quarter readers have a lively, sustained interest in good things to eat. And they live—85% of them—in urban places where 70% of all food products are sold; where family expenditures for food are the greatest. Most food manufacturers agree, as you can see, that advertising in Good Housekeeping parallels the most strategic lines of marketing

GOOD HOUSEKEEPING

CHICAGO BOSTON NEW YORK SAN FRANCISCO



The Greatest Salesman in the World

He never quits.

He never gets discouraged.

He finds nobody "in conference," misses no trains, wastes no time.

He makes no statements unauthorized by his employer.

His traveling expense is only two or three cents per call, and his total expense is known in advance to a penny. His sales also can be gauged by preliminary tests and the law of averages.

He can make thousands of effective calls a day, can cover the country in a week.

His message is timely and fresh, yet made without haste and with careful deliberation.

He is never tempted to "leave you flat" and take business with him.

He cooperates unselfishly—helps other salesmen do effective work—tells them what to say—follows up customers—creates leads.

He states his message by illustrations, graphs, and other symbols that reach the prospect's mind through the eye, always a more effective way than through the ear.

If you use him, you can control him absolutely—make him what you want him to be—impart to him your own ability.



Don't overlook this salesman. You can use him with profit. He can add tremendous creative drive and power to your selling. You already know his name—*Direct Mail Advertising*.



Good art work and cuts, good printing, and good paper, specially surfaced to give fine printing quality—these are the essentials.

That the finest coated paper comes from Cantine's is shown by the fact that the Cantine Mills today coat more paper than any other company.

Book of samples and name of nearest distributor upon request. Address Dept. 335.

THE MARTIN CANTINE COMPANY
Saugerties, N. Y.

New York Office, 501 FIFTH AVENUE

NOTE—To compete for the famous Martin Cantine awards for skill in advertising or printing, send to the Martin Cantine Company samples of all work you produce on any Cantine paper.

Cantine's

COATED PAPERS

CANFOLD

REMARKABLE
FINE PRINTING QUALITY

ASHOKAN

NO. 1 FRAME BOOK

ESOPUS

REMARKABLE
NO. 2 FRAME BOOK

VELVETONE

SEMI-GLAZED—Says in Print

LITHO C.I.S.

COATED ONE SIDE



The Dimensions of Textile World Are Those of the Industry

IN applying the yardstick to the textile industry you are in truth applying it to Textile World. It is the one publication in the industry that reaches all sections and all branches. From the mills of New England to those of the New South, its coverage and prestige are almost identical with the strength of the great industry it serves. Its subscribers are the key men of these mills—the men who

control 90% of the machinery of the industry, in other words, the buying power.

Over 800 advertisers use Textile World regularly. The journal of the **WHOLE** industry, it has for years been consistently the backbone of successful campaigns directed to the mills.

Send for booklet "How to Sell to Textile Mills."

Member
Audit Bureau of
Circulations

Textile World

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

Member
Associated Business
Papers, Inc.

334 FOURTH AVE.,



NEW YORK

ON COMPETITION

Manufacturers used to whisper in club corners about their competition. By "competition" they meant the other manufacturers in their industry.

Today the alert manufacturer cooperates with the other units of his industry for the common good. He knows that his direct competitors are, after all, of only secondary importance—that his primary competition is any other industry which may take the dollars that his industry is after.

The choice always lies with the con-



sumer. He may decide between a piano and a motor car—or new furniture and more bonds—or a summer cottage and higher education for his daughter. All represent competing human desires and all compete actively when sales are made. It is not, for example, primarily a matter of *which* trip to Europe, but of *whether* a trip to Europe.

There are just so many dollars in the average man's purse. The manufacturer who calls early and often and persuasively gets the best cut. Advertising helps control the competition of human desire.

**CALKINS
&
HOLDEN**
INC.
247 Park Avenue
NEW YORK

One plus One equals ONE



The Memphis Press

plus

The Memphis News Scimitar

equals

The Press Scimitar

Change your records. Memphis, due to the consolidation of The Press and the News Scimitar, on November 16, last, now has a powerful evening paper, with the largest evening circulation in the South. More than eighty-five thousand circulation confined to Memphis and immediate vicinity—a rich and

prosperous territory which actually "consumes" more automobiles, more clothing, more school books, more bread, than any other similar territory in the advanc-

ing South. Put Memphis first on your Southern schedule, because Memphis has the largest evening circulation in the South.

85,000
Daily
—and a flat
rate of 18
cents per line

Your "best buy" in Memphis is

The Press Scimitar

A Scripps-Howard Newspaper

MEMPHIS, TENN.

National Representatives: Allied Newspapers, Inc. 250 Park Ave. New York

Chicago

Cleveland

Detroit

San Francisco

Seattle

Los Angeles

Space Buyers Prefer Publishers' Advertising in Trade Papers Because—like the Radio—They Can Turn it Off if They Want to.

Publishers can profitably save a lot of their direct-by-mail advertising now wasted on agencies and advertisers. Wasted not from lack of appreciation but from sheer lack of time.

It is better to publish one or possibly two expert mailing pieces a year that will be used, than 12, 26 or even 52 flyers that go straight to the waste basket.

Sell yourself on the value of advertising. Then buy a *planned* campaign in the trade papers or metropolitan newspapers and keep it going year after year.

The right campaign in the right mediums will eventually yield a profit.

E. Katz Special Advertising Agency

Established 1888

Publishers' Representatives

Detroit
Atlanta

New York
Chicago

Kansas City
San Francisco

“Topics of the Day”

AN illuminating comment was lately made by Mr. R. H. Grant of the Chevrolet Motor Car Company. The advertising of automobiles, he said, is “in a different category from the advertising of some other kinds of goods.” Answering the question “Why?”, he explained:

“Because the automobile is an article in the public eye. In the smoking-car, in the drawing-room and in any place where people gather, they settle among themselves the automobile supremacies of the United States. Automobiles are in a category with national sports, with moving pictures and any important current topics of the day.”

What lifted the automobile into this favored place among the topics of the day? If you will think back twenty years, you will recall that advertising has had much to do with it.

Not long since the same thing happened with radio.

It is happening today with electric refrigeration.

It is happening with oil heaters.

It will happen tomorrow with other desirable household conveniences.

Mr. Grant points out that there are “some prosaic products about which people do not care to spend their time in discussion.” Doubtless that must always be true of certain prod-

ucts. Of many others it is only temporarily true—*only so long as their makers permit it to be true.* “If you know how to catch the public imagination”—Mr. Grant puts it.

Public imagination is infinitely curious and capable of infinitely wide range. There are a hundred commodities that touch the daily lives of people, that have to be chosen in competition with other things, that involve decisions as to quality, economy, beauty, usefulness and pride of possession. No such commodity is inherently prosaic. It remains so only until somebody lends it a fresh and vivid appeal to the public imagination and lifts it into the topics of the day.

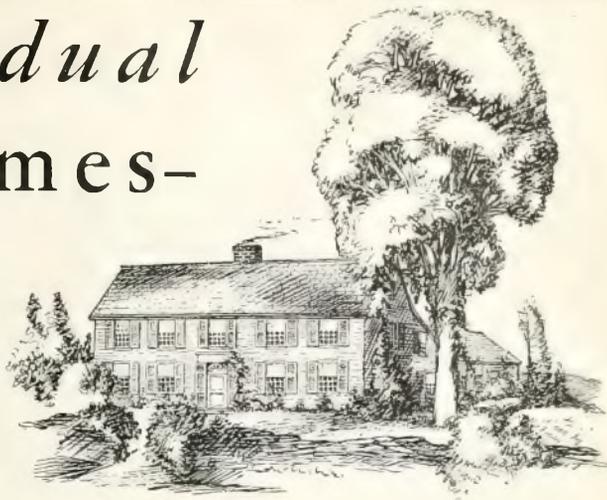
It is a striking coincidence that that phrase is the one which stands every week on the opening page of *The Literary Digest*. Topics of the day make up the entire editorial contents of *The Digest*—news of all nations, the latest inventions, letters and art, religion, sports and athletics, finance—current events from every quarter of the world.

The readers of *The Literary Digest* make up one of the largest groups of influential people in America and *when an advertisement stirs up conversation among Digest readers, then the product advertised really becomes a Topic of the Day.*

The Literary Digest

Individual Homes—

*the best way to
measure your
Boston Market*



BUILDING materials—house furnishings and equipment—these are products that must be sold to *individual homes*.

The average house compared with the average apartment has two more mouths to feed—three more rooms to furnish.

This very situation sometimes causes the advertiser in large cities to pick a paper with a large "outside" circulation. But this "country" circulation frequently is misleading. It may consist of small hamlets—or it may be large cities.

How the Boston market differs from other great cities

Boston is unique among large cities because of its large percentage of individual homes.

In Municipal Boston only 65% of the population are apartment dwellers against an estimated 97% in Manhattan.

And Municipal Boston is less than half the true "City" of Boston. Within the 12-mile Clearing House Parcel Delivery area, comprising 22 cities and towns (exclusive of Municipal Boston) we find the astonishing average of 72 homes per 100 families.

When we extend the radius to 30 miles ("city"

and "suburban" circulation) the proportion rises still higher—80 homes for every 100 families.

Here the Globe is strongest

Here is a gigantic market of 2,716,000 people—offering rich possibilities for advertisers of furniture, paints, wall boards, furnaces—as well as food and clothing.

73% of the Sunday Globe's circulation is distributed within this city and suburban area. There the Sunday Globe leads in 91 cities and towns—almost three times as many as its nearest competitor. In this area the percentage of the Daily Globe's circulation is even higher—81%.

The Globe has gained this leadership because it is primarily a family paper. The large amount of space and excellent features devoted to the house—and to children make the Globe a paper that appeals to that group of Boston people who live in their own homes.

The Globe covers a cross section of people that represent Boston's best buying power. It appeals to all classes—without regard to race, creed or political affiliation. To put your message before the people who make up this great home market you must use the Boston Globe first.

Our booklet, "The Individual Home — the best market for any advertiser," contains complete, interesting information about Boston homes. Write for it on your business letterhead.



The Boston Globe

The Globe sells Boston

Advertising & Selling

VOLUME EIGHT—NUMBER ELEVEN

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IN the leading article of this issue—"How to Conduct a Corporation Business Lawfully"—H. A. Haring offers some information of unquestionable value to the business man whose dealings extend beyond the boundaries of the State in which he is incorporated. For it is easier than he probably realizes to enter a legal snare and find himself suddenly deprived of goods or investment. As a "foreigner" his rights and position are sharply defined by legislation; in many cases they are probably less than he realizes. Mr. Haring gives an instance in which a court while ruling in accordance with the statutes against a firm from another State openly stated its regret over a decision so manifestly unjust.

M. C. ROBBINS, PRESIDENT

J. H. MOORE, General Manager

OFFICES: 9 EAST 38TH STREET, NEW YORK

Telephone: Caledonia 9770

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

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

NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

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

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

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Good Housekeeping for April contains these examples

Good Housekeeping for April contains the following examples of advertisements prepared by The H. K. McCann Company for its clients:

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- Page 187 Zonite
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THE H. K. McCANN COMPANY

Advertising

NEW YORK
CHICAGO

CLEVELAND
LOS ANGELES



SAN FRANCISCO
MONTREAL

DENVER
TORONTO

MARCH 23, 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*

How to Conduct a Corporation Business Lawfully

By *H. A. Haring*

OUT in Wyoming, not many years ago, one of the irrigation projects required the construction of a canal to feed the ditches. The contract, which ran into large figures, was let to a contracting concern of the neighboring State of Colorado. After the canal was several months along a disagreement arose between the irrigation concern and their contractors, there being at the time \$38,000 due on the contract. To protect this claim the Colorado contractor sued.

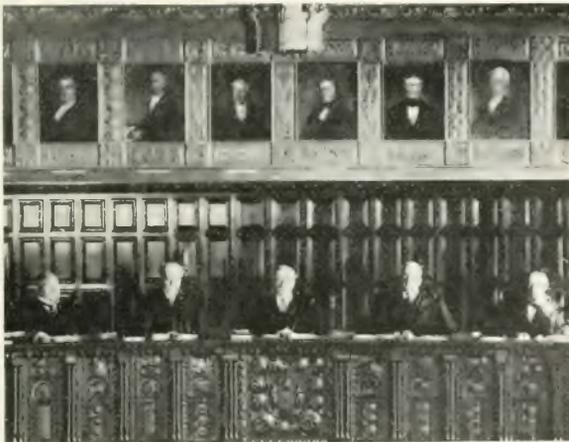
The irrigation company did not contest the justice of the claim. As a matter of fact, the debt was acknowledged. Nevertheless, the Wyoming parties, under guidance of their attorneys, went to no expense to defend themselves; they merely asked the court to dismiss the suit and clear their property of the lien. And the reason for

thus calmly asking to be relieved of a just debt was a technical one (in law), but an immensely valid one in business and commercial practice.

The case was carried to higher courts. The contractor raged, and through the lips of his attorneys pleaded, "Surely the courts will not

deprive me of what is manifestly mine, just on a fine point of law." But he got no satisfaction. He lost the \$38,000 and the costs. All this resulted because the Colorado concern, being incorporated, had crossed a State line to perform a contract. To cross the boundary was perfectly right and proper; but the laws of Wyoming—as of her forty-seven sister States—prescribe very definitely that a corporation from another State must "qualify" for doing business within Wyoming. The Wyoming law further stipulates that the contract could be enforced to the last comma against the Colorado contractor while, at the same time, it was wholly void in its favor.

Wyoming is a dis-



THE law is an institution in whose labyrinths the innocent obviously can be as easily snared as the guilty should be. In fact the latter, because of their superior knowledge of the technique, can use the machinery of justice to fleece their less experienced fellows, and the unsuspecting are consequently often at the mercy of the unscrupulous. Mr. Haring points out in this article—the first of several—some surprising idiosyncrasies of inter-state laws by means of which corporations can be and have been legally deprived of their financial returns from obligations undertaken by both sides in apparent good faith

tant State. It is not a section of intense commercial development. Let it not be thought for one moment, however, that this business pitfall does not exist elsewhere. It is found, as already hinted, to apply to every square mile of the whole country. It is here pictured for the reason that, unwittingly and unsuspectingly, the managers of our corporations become enmeshed through sheer ignorance. "And it may be well to note," remarks a leading authority in this matter, "that the firms hardest hit are usually those which have been in business many years."

Another telling instance arose in the State of New York. The sufferer, this time, was The American Can Company. One of the products of this corporation is adding machines. In selling these devices, all

contracts include a printed clause to the effect that the agreement shall not become binding until approved at the home office of The American Can Company in Chicago. One of their salesmen, however, took an order in New York State for an adding machine and, for special reasons that would accommodate the new customer, did not await the company's validation from Chicago. He delivered the machine on the spot. The buyer paid \$3 that day; he never paid more; he never surrendered the machine; and when, in indignation, The American Can Company attempted at law to collect the balance (or re-possess the goods) the suit was thrown out of court.

That court told the Chicago manufacturer that it had no rights to sue in a New York court. The reason was identically that given in the

case of the Colorado contractor in Wyoming; failure to qualify to do business in New York. All previous sales in New York had been meticulously kept within the definition of "inter-state commerce" by forwarding the contracts to Illinois for approval and then shipping machines from out-of-State points into New York; but the spot delivery of a single machine was construed as "conducting business wholly within the State of New York"—a transaction unlawful. The contract was not enforceable. The salesman had been too zealous for his corporation.

Overmuch zeal is not a common complaint against employees; yet it does, as in this instance, sometimes bring downfall to the corporation.

Another Chicago concern, the meat-packers of Wilson & Company, [CONTINUED ON PAGE 44]

Advertising to Avert Whiskers

By *Earnest Elmo Calkins*

I AM surprised that no one has seen fit to comment in advertising publications on the novel idea that for a year the Colgate shaving soap advertising was devoted to warning the American man against turning back the clock to the time when beards, if not universal, were at least tolerated. Probably this was looked upon as a bit of advertising humor. Perhaps Colgate's did not take the possibility seriously, but there is nothing impossible about such a contingency.

Anyone who had ventured to prophesy a few years ago that the American woman would shingle her hair with the consequent disastrous effects upon the business of hairpin manufacturers would have been laughed at, and anyone who started an advertising campaign to avert such a change in habit would have been credited with fighting a straw adversary.

At any rate, Colgate got one reply. The descendants of General Burnside's were so offended at some allusion in one of these advertisements that they brought suit. I never heard how the matter came out. The trouble with these newspaper stories is that they disappear sometimes before they end and one never gets the conclusion, and so perhaps now we will never know whether "sideburns" was created by inverting the name of the gallant general who always wore the kind of hirsute adornment that seemed known equally as burnside's and sideburns.

Mussolini has quite recently endorsed the American smooth shaven face, not only for him-

self but also for the Italian people. He adds that he shaves with an American safety razor. There seems to be an idea that the smooth shaven face goes with the American "go-getting" initiative and that if Italy adopts our unwillingness to let the hair grow on our faces, she will automatically come into our material prosperity.

Many advertisers make this mistake. They imagine that if they can think up as good a name as Uneda it will automatically advertise their business, without analyzing the matter far enough to realize that Uneda is a good name because it was advertised.

But to get back to beards and the imminence of their coming in style again, here is the latest news from London, which seems to imply at least that if men let their beards grow it will be in self defense.

Because women will persist in imitating men's fashions in haircuts, dress and smoking, the men of London are seeking refuge behind full beards. In the fine old mid-Victorian days, when the women appeared in voluminous skirts and men in baggy trousers, the men either wore full beards or long, flowing side whiskers. But the men found it more convenient and comfortable to resort to beardless faces and gave no thought to the idea that in so doing they were imitating women. When women showed a disposition to seize such badges of masculinity as trousers, short hair and cigarettes, men complained without bringing about any change. The only thing left for them, therefore, is to cultivate hirsute adornments. The most daring of female imitators cannot go that far in trying to look like men.

What the New Purchasing Power Will Mean to the Advertiser

By De Leslie Jones

THE most astonishing economic transformation in recent history," is what Herbert Hoover calls it. But the American advertiser knows it as a tremendously welcome two-dimensional event which solidifies the position of advertised packaged goods as nothing else could.

Briefly the facts, which have just become available, are these:

1. The current income of the people of the United States for 1926 was ninety billion dollars, a jump of forty per cent since 1921.

2. The recent researches of various statistical authorities, including the National Bureau of Economic Research, show that this is a "real" gain, not a price inflation gain.

3. This means that the average individual in the United States in 1926 earned one-third more than in 1921, which figures out \$770 per capita, or \$2,010 per worker.

4. The five-year increase averages over seven per cent per year. Contrast this, in order to calculate our present rate of growth, with the four and a quarter per cent average annual general growth which the Federal Reserve statisticians say has been maintained for the past fifty years.

5. By reducing money terms to a "constant" of purchasing power, it appears that the worker today gets forty-four per cent more than in 1909.

6. The "astonishing transformation" of which Hoover exclaims is the decisive downward trend of price, accompanied by the upward course of wages. (From 1909 in 1920 up to 238 in 1926 in wages; and from 226 in 1920 down to 150 in 1926 in prices.) The margin is fifty-five points in favor of the worker, in added purchasing power.

Here is the table of figures itself;



Courtesy Chas. Tribune

The increase in factory output per worker (1913-1923) has been: 211 per cent in rubber and tires, 172 per cent in the automobile field, 83 per cent in petroleum refining, 61 per cent in cement, 59 per cent in iron and steel. Over ten years past it will average, for all industries, about sixty per cent. This is wealth which we create to spend. If, as Henry Ford says, leisure also means more spending incentive, we have two and a half to three per cent more of that, also, as an increase over 1920.

What do all these figures mean? They mean that the base of the structure on which the national advertiser of quality goods builds has both widened and deepened. There are more users of his kind of goods, and the ability of these users to buy is made more permanent, consistent, and steady. The family

the figures being index figures, taking 1913 as 100 per cent:

	UNION WAGES	AVERAGE WHOLESALE PRICES
1920	199	226
1921	205	147
1922	193	149
1923	211	154
1924	228	150
1925	238	159
1926	238	150

Here also is a table showing the total income of the country; the income transposed into "constant" purchasing power, and in current and "constant" dollars per worker:

	CURRENT TOTAL INCOME (MILLIONS)	PURCHASING POWER 1913 DOLLAR (MILLIONS)	CURRENT INCOME PER WORKER	INCOME PER WORKER IN 1913 DOLLAR
1926	\$50,000	\$52,800	\$2,101	\$1,156
1925	46,461	51,100	1,971	1,165
1924	79,365	48,400	1,840	1,121
1923	76,769	46,900	1,821	1,113
1922	65,567	40,400	1,536	979
1921	62,736	36,200	1,537	887
1920	74,158	36,300	1,851	907
1919	67,254	37,600	1,669	934
1918	32,000	32,000	864	864
1917	27,100	25,200	791	823

which could buy only bulk goods now buys package goods; the housewife who did her own washing and cleaning can afford a washer and vacuum cleaner. The family that could afford only a Ford now buys a Dodge or Chevrolet. The housewife who cooked her own breakfast cereal buys package cereal; the family that bought a second hand refrigerator buys a good standard make; the one which owned an ice refrigerator buys an electric one. The housewife who used old flatirons buys an electric iron; the family that bought a nondescript clock buys a New Haven or a Seth Thomas.

It is in the role of stimulator to desertion of the unknown, unbranded article for the known, branded and advertised article that the new purchasing power is significant. The stores which from time immemorial have catered to the buyers of nondescript merchandise are feeling the pressure. The cut-price bargain is not nearly so alluring to the man or woman with

O Mirth—O Menzies!

By Amos Stote

SITTING on the top of a London skyscraper—seven real stories—seven—count 'em—is a serious-minded maker of humorous advertising which has a desire appeal beyond the realm of reason. I herewith offer proof.

When the advertising of groceries results in booklets prized as classic humor; when, coincident with that advertising, the stock of the grocery house has advanced on the open market from 18 6 a share to 49 6 a share; when lords and ladies write enthusiastic letters of appreciation to the author of these advertisements; when the order blanks enclosed come home laden with lists of goods demanded; when these things happen, as they have actually happened in the remarkable instance now solemnly set on record and duly laid before you, it seems time to give thought to the how and the why and the wherefore, not to mention to the drawing of a moral and the ordering of a wreath, and a word to do honor to the author.

As is usual in connection with any spectacular creative work of exceptional originality, the hows, whys and wherefores mingle intimately with the personality of the author.

H. Stuart Menzies is the way he writes his name. But as to pronun-

ciation! There he has you on, so to speak. The introductory portions sound as indicated. It is the *Menzies* you have to mangle. Only two syllables, fortunately. *Menz* you assemble as *Ming* (the *g* is hard). The *ies* takes the sound of *es*. That's right; *Ming-ees*; accent on the first syllable.

However, Mr. Menzies' humor does not end with his idea as to how to trip you up on pronouncing his name. If he had never done anything other than his "Commentaries" for Fortnum & Mason, he would deserve a monument on several counts: A. For making Britons laugh. B. For aiding British digestion, *via* laughter. C. For proving that humor in advertising may be made an unconquerable selling force.

Those of you who have visited London, and your number is legion, have probably plastered your noses against the windows of Messrs. Fortnum & Mason's *de luxe* grocery establishment and longed to find in the restaurants some of the treasures displayed there.

To those who do not know London, poor wretches, let me explain that Messrs. Fortnum & Mason are distinguished grocers of many years' standing, with much prestige and very impressive ways. Their house is situated in the choicest section of

London's famous Piccadilly; sufficiently removed from the garish Piccadilly Circus, not too near the overpowering Royal Academy, yet within a short space of the Burlington Arcade and Old Bond Street. I might also mention that Messrs. Fortnum & Mason, grocers to generations of the Royal Family, had never been conscious of a need for the digestive element of humor in their polite announcements until a man of, then, no particular importance came along and made them laugh until their waistcoats shook.

And yet it was not the man but his work, for H. Stuart Menzies uses humor as a tool for carving out advertising. He seems to have an uncanny sense and understanding of the spirit of advertising—that subtle sense which constantly touches desire. He knows people do not really buy things but the sensations which satisfy.

Menzies adds a halo of divinity to a pickle, makes a ham a work of art, endows coffee with a soul, raises a tin of almost anything to the heights of craving.

Yet food is only a vehicle to him. He does that trick of arousing desire to possess with everything he undertakes.



Lady Customers of Fortnum and Mason

THIS IS
the
HEALTH BOOK
of *DANTRIES*

10 cents

Delicate Appetites



Issued by
FORTNUM & MASON
of PICCADILLY

This being the 15th Commentary we have produced without apparent effort we beg to state it as easy as shelling peas

SERVICE! Conveying an *iced-cup* to a *patron* at York during the hot summer of 1775

CHANDLER OF THE BEARS

1776 Imperious horse gallopers deliver our bottled milk daily as far as Northampton; 1/4 per bottle. *Not*her than that it becomes bottled butter; 2/9 per gal.

1777 To dispense the clouds of high-waymen customary at this time of year, our esteemed Picnic Patrons will find a horse pistol charged with prawns packed in each hamper (immediately behind the radishes).

Fifty Firms that Sell from House to House

By Wilford L. White

A SHORT time ago the names of fifty organizations purporting to sell from house to house were picked at random from among 824 display advertisements appearing in current issues of five magazines for salespeople. The names of four or five prominent companies were eliminated, because by their very size they lose some of the elements which would make them typical.

The fifty selected sold products whose nature can be roughly indicated by the following list: clothing, household goods, specialties, automobile specialties, kitchen utensils, jewelry, food products, toilet goods, office equipment, and advertising specialties; by far the largest group, twenty in all, sold clothing. Other typical products were pens, strop-pers, automobile lights, window washers, flavoring preparations, china dishes, and confections. Such a list includes primarily consumers' goods, although some manufacturers of producers' goods seek distribution through this method. All types of consumers' goods are represented in this distribution; convenience and shopping goods as well as specialties.

Requests were mailed to each of the selected advertisers for additional information concerning his proposition. In the meantime the capitalization and credit rating of each, as given by Dun, were checked. Over half (29) were not rated; seventeen of them were not even listed. The other twelve were listed but not rated; for, according to Dun, "the absence of a rating, whether capital or credit, indicates those whose business and investments render it difficult to rate satisfactorily." The model group, containing five of the remaining twenty-one firms, showed a capitalization

of \$20,000 to \$35,000. The other sixteen were rather evenly spread out; one with less than \$500 capital and two with more than one million dollars.

Exactly one-half of the firms were given a credit rating, only one of which was marked "Limited."

The other twenty-four were equally divided between "High," "Good," and "Fair."

Within a very short time, forty-eight of the fifty had replied.

With two replies irrelevant to this particular study the literature of forty-six firms was available for examination, the results of which are assembled in this article.

OFFERS CONTAINED IN ORIGINAL LETTERS	
Send money for sample case at or below cost	19*
Send money for sample(s)	13
Send in order (no money requested)	12
Send in application blank for free sample outfit	2

*Or, in one case, pay \$10 bond fee.

Although there were few offers which were identical, in general they tended to group themselves into a few well defined classes. Approximately two-thirds (32) solicited money, either for a sample case or for one or more samples. Those who desired the prospective agent to advance money for a sample case usually offered some such arrangement as did a company manufacturing ties, lingerie, and other articles of clothing: "A deposit of \$10 is required which is refunded when the outfit is returned to us in good condition."

Another common method of considering this advance payment as a deposit was to explain in some such fashion as did this manufacturer of shoes, "This equipment is sent to the partner-representative, deposit on bond premium being in the amount of \$2.50. Bond deposit to be refunded after you do \$200 worth of business." It was customarily emphasized that the deposit on the sample case represented its cost or, in some instances, only a part of its cost to the manufacturer.

Many of the organizations selling small articles such as auto accessories, brushes, embossed stationery, fuse plugs, furniture polish, door mats, and arch supporters stated that they desired to have the inquirer send money for one or more samples which he could try out himself before he started to sell. In such cases they were offered at the regular agency discount and, in some instances, at special prices to



Courtesy Opportunist

WHEN the salesman has persuaded the housewife to calm the spaniel and admit his sample case into the front parlor, the struggle of wills that takes place is but the climax of a similar situation between his company and himself. For house-to-house salesmen must first have been "sold" by their organizations, and the methods the latter employ are as varied as the offers they make

those who were considering the possibilities of an agency. Some concerns offered to refund the original payment upon receipt of orders for specified amounts of the goods. Many of these thirteen offers suggested the possibility that the manufacturer was trying to sell as many articles as possible with little thought for the establishment of agencies.

Over twenty per cent (twelve companies) felt that their original letter contained sufficient instructions to provide the "prospect" with

all the information necessary prior to making sales. A few of them (three) provided swatches of cloth or other samples of no intrinsic value; the remainder included pictures of their products together with an explanation, in some instances, of how to apply or use them.

Of the companies which required the outright purchase or deposit for sample cases or samples, eighteen stated that they would be willing to refund the money advanced under certain conditions such as have already been suggested; nine made it

clear that they would return the money at the request of the agent without any question. Only one company appeared, from its statements, unwilling to make any refund.

Out of the forty-six firms reporting, thirty-one specifically mentioned some type of product guarantee. "Satisfaction or your money back" proved to be the most common; eleven explaining that their products carried this unconditional guarantee. Seven firms stated that they

[CONTINUED ON PAGE 62]

Specifications by Telephoto

THE transmission of advertising matter by telephotography is not precisely a new feature in business. A number of complete insertions, copy and illustrations, have been sent from coast to coast and between intermediate points by this interesting process which utilizes the telephone lines. However, it may be of interest to note the most satisfactory method which has yet been devised for the handling of such matter in order that the receiver may have at once all the necessary data on which to proceed with the set up version of the advertisement.

Not long ago the N. W. Gates Company of Cleveland, Ohio, desired to announce in New York a new bond issue of The National Tile Company. Time limitations made even the aeroplane too slow a means of transmission of the necessary material. An all type set up was desired, so it might have been possible to send the copy by telegraph, but this method, while it has been used extensively, has never proved altogether satisfactory. Telephotography was decided upon and arrangements made with the American Telephone and Telegraph Company to transmit the complete advertisement at four-thirty in the afternoon in order to catch the morning newspaper editions. Two hours later all the material was in the hands of the *New York Times*.

The mechanical process by which the actual transmission is done has been described in detail elsewhere. Suffice it to say that the process is primarily photographic. The material is received as a photograph of



set up original, but this photograph is much reduced in size. In a type layout particularly, this condition is highly confusing to the compositor who is obliged to make his set up from the photograph. In this particular case, the space required being 155 lines across four columns, it may be seen easily that the reduction was considerable. Punctuation, layout and style were faithfully reproduced, and the visualization was complete. But the type faces were all off size and the whole somewhat confusing to an uninstructed compositor.

This problem was solved very simply by marking the original set up with the necessary specifications in pen and ink. The result was that the whole, with markings and all, was ready for the compositor. The possibility of error was reduced to a minimum, and the newspaper on the receiving end was able to reproduce what amounted practically to an enlarged facsimile of the photograph—in short, an identical reproduction of the original advertisement as set up in Cleveland. Minor corrections were sent subse-

quently direct by telegraph. This method of handling a new medium of communication is refreshing in its practical simplicity. It is significant mainly because it illustrates the important fact that telephotography has passed beyond the stage where it was to be considered more in the light of a stunt than of an advertising convenience for practical use in case of emergency. Here was a case where speed and accuracy were necessary. The established means of communication were insufficient to meet the unexpected demand, so this company resorted to a stunt. The result could not have been bettered and the time required was incredibly short, judged by existing standards. It is interesting to note that the advertisement, as inserted in the *Times*, bore no mention of the sensational mode of its transmission. Both the advertiser and the newspaper had accepted the new method as simply another advertising convenience and were willing to value it intrinsically as such.

This telephotographic process is not to be confused with the process by which photographs are transmitted by radio. Not only is the medium of transmission different, but the process hinges on a rather different principle. Each has its own particular uses and, while they have been used in conjunction to supplement one another, the results obtained are not quite the same. In this age of revolutionary progress the forward-looking advertiser might do well to familiarize himself with the various ramifications of both.

Marlboro Makes a Direct Appeal

ONE of the most important trends in the advertising business today is the opening up of the feminine cigarette market. This great market, which has been estimated to have a present actual value of more than \$103,000,000, has been withheld from the manufacturer in the past by the hard-dying prejudice against women smokers which has automatically commanded the advertiser's wholesome fear of arousing the wrath of nation-wide reform organizations. As a result, the invasion by the advertisers has been cautious and carefully planned at every step. This situation was discussed in greater detail by Oscar Williamson in his article, "An Inhibition Versus a Market," in the JANUARY 26 issue of ADVERTISING & SELLING.

Marlboro was one of the first brands to make a deliberate and systematic endeavor to win over the female smoker. By opportune and judicious use of the back cover of *Bon Ton*, strictly a woman's publication, this company was able actually to picture a woman in the act of smoking, probably being the first manufacturer to go that far, at least in a wide circulation medium. This, however, was a step only incidental to the main campaign which took the form of a series of single column insertions in a wide list of magazines and newspapers—a series that attracted wide attention, not only because of the sensational nature of its theme, but as well for the excellence of its execution.

Now Marlboro has taken the next logical step. In the new campaign, appearing in the April issues of a number of the leading general and women's magazines, direct appeal is made to the ladies, both in illustration and copy. The first insertion is reproduced on this page.

The copy appeal is carefully worded in the first paragraph to give a minimum of offense to those conscientious objectors who still remain among us. The fact that some women smoke is taken for granted, but it is not over-emphasized. "Women—when they smoke at all—quickly develop discerning taste." The second paragraph inserts the quality appeal of Marlboro with a smooth delicacy: "That is why Marlboros now ride in so many limou-



*Women—when
they smoke at
all—quickly
develop dis-*

sines, attend so many bridge parties, repose in so many hand bags." The selling copy stops right there. It remains only to register the slogan, "Mild as May"; admirably calculated to tie up with that same appeal.

A number of interesting reasons lie behind this step. The advertising world has watched with keen interest the progress of the Marlboro "hand" series. Many speculated upon its outcome and watched with anticipation for the expected

outburst from the reformers. But so far as anyone could observe, nothing of a very startling nature came to pass. The campaign was uninterrupted and sales continued to mount. This much was encouraging so far as it went.

BUT in the advertising offices of Philip Morris & Company, Ltd., much more encouraging and significant events were transpiring. The advertisements were receiving responses, and the responses were invariably favorable. Not many persons are accustomed to writing unsolicited letters to advertisers, but in this case a number of people, most of them women, took the trouble to inform the advertiser that they approved of and sympathized with what he was doing. A further check on public interest was provided by a short postscript to each advertisement, in small type, offering free upon request the new Marlboro bridge score. This score is attractively got up and eminently practical, designed to have particular appeal to the feminine follower of the game. It was not featured in the insertions, the note of its existence being merely tacked on almost as an afterthought. Yet requests for these scores have been pouring in at an average of fifty a day. And in all of this response there has not been a single note that was disparaging or unfavorable in any way.

Another indication of the direction in which the wind of popular sentiment seems to be blowing is supplied by the recent action of the *Pictorial Review*. This publication, in common with most of the other mass circulation women's magazines, has consistently refused to accept the advertising of the tobacco companies. At a recent meeting of the board, however, this policy was thrown into the discard and the announcement was made that, commencing with the May, 1927, issue, the advertisements of the cigarette makers will be welcomed by their publication.

So Marlboro has broken new ground. And in so doing it has inaugurated what is probably one of the most significant individual advertising developments in several years.

*The Business of Being an
Advertising Manager—II*

The Advertising Manager's Attitude

His Relations with His Company and Its Agency

By James M. Campbell

IN the business of being an advertising manager contacts play a tremendously important part. By "contacts" I mean the relationships one maintains continuously, or almost continuously, with one's associates, one's superiors, and one's helpers, as well as the more or less casual relationships one has with sellers of advertising and with the advertising agency which has been retained by the company.

Let us consider these, one by one. One's associates: It is not particularly to the credit of an advertising manager to have it said of him that "He gets along well with his associates." He must do that if he is to get along at all. Whether or not he does that will depend, almost entirely, on *his attitude toward them*. If he is quick to take offense, is unwilling to listen to suggestions, chafes under criticism—no matter whether it be constructive or destructive—and is incapable of realizing that the "other fellow" is as much entitled to his opinion as anybody else, he will have trouble, and a lot of it.

Advertising, please remember, is not an exact science. There are many things about advertising which are no longer debatable. There are just as many more regarding which there is room for honest difference of opinion. Equally true is it that every once in so often a man who does not know a thing about advertising gives birth to an exceptionally valuable advertising idea. It is for that reason that I urge the man who wishes to succeed as an advertising manager to be openminded. You never can tell who will give you a thought that is more valuable than pearls and rubies. Many years ago, aboard a train en route from Denver to Chicago, a man whose name I never knew gave me an idea that revolutionized summer travel to Colorado. When, next day, I submitted it to my chief, he gasped,

"Why the devil did we never think of that?" he asked. The fact remains that we never had.

The comparison may be far-fetched, but is it not true that men are a good deal like radio receivers? Some of us have our wires up and in good working order. Furthermore, our minds have an unusual degree of receptivity. Results are what might be expected—we "get" what comes our way. Not only that, but the mere fact that we are receptive makes it a certainty that ideas and suggestions will continue to come our way.

I WISH I could repeat, verbatim, something which Ben Franklin wrote, a hundred years and more ago, about this matter of gaining and holding the good will of one's associates. It was to this effect—I quote from memory: "When I have in mind something which I wish done and in the doing of which the approval of others is necessary, I follow a practice which I have found to be justified by results. I do not tell my associates that the thought I have in mind is the only possible solution of the problem which we have come together to solve. I begin by saying that the problem is a serious one, that we are all equally interested in solving it, that it has unquestionably been given careful consideration by everyone present, and that there is every reason to believe that more than one of the gentlemen in the room has the answer to it. Then, modestly and hesitatingly, I put my ideas into words."

Now you know why Franklin was sent to France as ambassador and minister-plenipotentiary. Of all men of his day he understood best how to get his way, and it is by being "modest and hesitating," not by pounding the table or shouting until the windows rattled.

One's superiors: I shall not go into

this subject at length. All I shall say is that I have never met an employer who was not glad to receive constructive suggestions; nor have I met one who failed to show his appreciation of good work. The burden that rests on the shoulders of most executives is a heavy one; and any man, be he advertising manager or night watchman, who performs his duties in a way which relieves his chief of the necessity of worrying about him, will get his reward.

One's helper: Many a man has failed to advance because there was "no one who could take his place." That is something which the man who would succeed in the business of being an advertising manager will do well to remember—the door to promotion will be closed to him if there is no one who can fill his chair. That means that the man who looks forward to being more than an advertising manager should have, as his assistant, a man who can step into his shoes if and when he steps out of them.

Most advertising managers hope, some day, to become sales managers. An entirely worthy ambition! But they should realize that they cannot expect to be made sales manager if, in the organization, there is no one who can take over their work.

THE reader may have noticed that, in these articles, I have stressed the importance of being openminded. Openmindedness works both ways. Not only should the advertising manager feel free to make suggestions to his associates and superiors; he should also be willing to receive them from his helpers. One never knows from what source ideas will come.

Ideas and suggestions should move toward the advertising manager as particles of steel move toward a magnet. And they will, if he plays the

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Where Do We Go from Here?

An Inquiry Concerning the Next Step in Advertising

By *Kenneth Groesbeck*

President, Groesbeck-Hearn, Inc., New York

NOW that it is all settled that the saturation point arrives in the automobile business during the coming season, and that thereafter the industry can count on four million cars a year, take it or leave it, how about the saturation point in advertising?

That is, not a saturation point in the extent of advertising; no one has fixed that limit. But a saturation point in interest and effectiveness; a point at which practically all the advertisers do efficient work in presentation; a point at which the great majority of all the advertisements in a publication are interesting, well illustrated, well set, legible, inviting. Where do we go from there?

This is no mere academic problem. The time of general efficiency is arriving fast, now that so large a proportion of all advertising is the work of highly developed and trained advertising specialists, whose bread and butter depend upon their keeping up in the race. The time was when there were "one or two really good advertisements" in an issue of a publication. But the Harvard Award Committee must have had several truck loads of "good" advertising this year!

One thing is certain. We do go somewhere from here in advertising. There is no likelihood that the "profession" will stop at what we may call "universal proficiency." After we all reach that stage, then come outstanding performance and the development of something which is worth watching for.

The phenomenon of outstanding performance coming after universal adequacy is a characteristic of all progress in the "human relationship" fields, contrasted with those concerned only with facts. Advertising is particularly in such a field. Its progress rests entirely upon an increasing knowledge of the reactions of the human mind.

Literature, a very similar activity, has had this type of development over a period of several thousand years. The only reason the analogy between the two fields is not more



immediately evident is that literature has grown up, and we take it as we find it, while advertising is still a baby and changing into what we make it from day to day.

Long before the grandfathers of any of us were born, literature had gone through the experimental stages and had settled down to the conclusion that there are certain fundamental human activities of interest to people, and that literary success lies in understanding these activities, in knowing how people behave while performing them and in either inventing or retelling stories that human beings will like to read. Why do they like to read them? Because they gratify some desire, appeal to some emotion, either conscious or subconscious, in the reader's mind.

THE raw materials of a great story—of a great newspaper article—of a great biography—of a great poem—are very simple. They are the fundamental human feelings and the acts that grow out of them. Tie them together with skillful words so that they are easily read and easily understood, let no confusion or irrelevance interfere with their striking through to the mind of the reader, and their effect is invariable, automatic and universal.

Literature went through hundreds of years of experiment with decoration, with artificiality, with attention to the manner rather than to the matter. It went through the stage we have called "universal adequacy," in which everyone who could write at all could use all the tricks of the trade, and the writers who attracted the most attention were the ones who put on the cleverest variations. But having passed through this, it settled down to genuine performance in which only writers with something to say stood out from the crowd.

Has anything attained real permanence in literature which depended on manner rather than on matter?

Call to mind briefly some of the things that have lived. The Iliad and the Odyssey. The Bible. Shakespeare. Addison and Steele (their accounts of contemporary life only). "Robinson Crusoe," "Uncle Tom's Cabin" (next to the Bible, the best seller of the world). Are these things decorated? Clever? Mannered? No. They are simply human life in vital activity, presented with stark clarity.

IN architecture, methods and treatments survive that serve a useful purpose; not those that are most ingenious. We still build cathedrals in the Gothic manner because no other form has been developed which at one time combines room for large assemblies together with the effect of height and distance most in accord with religious feeling.

In painting, that which lives and represents the true growth of the art is not the bizarre, the unusual, the tricky, but that which best represents to the greatest number of people either reality or the beauty that the eye wishes to see in the form of landscape or color.

Accordingly, all human activity which rests its success on acceptance by other human beings may be said to go through competitive periods of experimentation, usually lasting for hundreds of years, and then to settle

[CONTINUED ON PAGE 40]

THE · EDITORIAL · PAGE

The Chain Extends Its Territory

MOST of us when we think of chain stores think in terms of five-and-ten-cent stores, drug, restaurant or grocery chains. We are usually quite ignorant of the extent to which the chain idea has penetrated into other fields.

New figures recently compiled indicate that there are 210 separate chains in the dry goods and department store field alone, with 2294 unit stores. There are 295 separate chains in women's wear, with 2434 unit stores. There are 56 separate chains in the millinery field, with 880 unit stores. There are 89 separate shoe chains, with 847 unit stores. There are 193 separate men's wear chains, with 1468 unit stores.

The fact came out recently that the J. C. Penney chain, which most of us living in large cities never have seen, showed the greatest gain in 1926. The Penney chain is in the field of dry goods and notions.

It is well to have a correct perspective on the chain situation and think in terms of all the fields rapidly becoming "chained," instead of only a typical few.

Many people would like to know how many five-and-ten-cent chains there are, and may be surprised to learn that there are only 3783 unit stores, operated by 58 separate chains. This is only a third more than the number of women's wear chain units, which are far less known.

Enthusiasm Is Half of Advertising

A NEW YORK advertising agent had a feeling that one of his accounts was slipping and, not knowing why, decided to make a personal investigation. He spent several days quietly looking around the advertiser's offices, factory and sample rooms, and talking to his executives, salesmen and customers.

When the agent thought he had the explanation, he went to the advertiser and said: "For some time I've noticed that you have been dissatisfied with your advertising. You feel that it is not bringing you the results that it used to. Well, I'll admit that it isn't, but it is your own fault. Your advertising is not pulling for the simple reason that you have lost your enthusiasm.

"You used to keep current advertisements posted on the bulletin boards in your sample rooms. I find that the copy on those bulletins hasn't been changed in nearly a year. Advertising hasn't even been mentioned in your sales letters in six months. You had a convention of your salesmen last month. Not a word was said about advertising. You have stopped including a display piece in your shipments. Both your salesmen and your business paper advertisements no longer feature advertising as a dealer argument. Because of your silence in this respect many of your dealers think that you have stopped advertising."

The result of the discussion was that the advertiser admitted that he had grown careless. He began to "pep up" his organization. Presently the old enthusiasm was restored, and today the advertising is going over as well as it ever did.

The loss of enthusiasm is a common cause of advertising failures. Many an otherwise powerful campaign has petered out because it was not backed with enthusiasm. On the other hand, the country's most successful advertisers are noted for the enthusiasm that they throw behind their campaigns.

Wrigley, Victor, Procter & Gamble, Willys, Postum Cereal Company, Royal Baking Powder Company and many others in the same category are today as enthusiastic about their advertising as they were when they first started.

Victory for Clean Advertising

IT would have been a sorry day for the cause of clean advertising had not Supreme Court Justice Stephens upheld the right of *The Rochester Times-Union* to refuse to carry out the contract of an advertiser who insisted on making statements in its advertisements that the publisher of the paper knew to be untrue.

Publishers must always have the right to refuse the advertising of advertisers, no matter how tight their contract, who will not submit to honest censorship.

Honesty in Space Buying

WE desire to register a protest against the growing habit among advertising managers and agency space buyers of requesting publication representatives to put their story in writing.

"Write me a letter about it" is all too often merely used as an easy and painless method of getting rid of the representative, and it is not fair to him when so used, for it puts upon him a heavy burden of correspondence and it robs him of an opportunity to use his best judgment in presenting his proposition in the light of facts that may develop during even a brief conversation with a prospective customer.

Granting that representatives take too much time, and granting that it is a problem to get rid of them on occasion, it is fairer to be honest and say frankly—and firmly—that the publication or proposition is not interesting, for the moment at least, and that you must ask to be excused from devoting any time to it.

If, after that, the salesman is so sure that you would be interested if you but knew certain facts, or looked at his publication or proposition from a certain angle, then he may on his own initiative write, setting forth these facts or viewpoints, and ask for an appointment for further discussion.

But the writing should represent his own faith rather than an easing out of the office by a man who lacks the ordinary business skill or consideration to dismiss a caller in a clean-cut way.

The waste of time and energy resulting from this lack of skill or honesty on the part of buyers represents a very large share of the high cost of selling, and therefore of the cost of the products or space or services sold.

Farm People a Receptive Market During 1927

A Reduction in Mail Order Business Frequently Means
an Increase in Dealer Business

By *T. W. LeQuatte*

Advertising Manager, *Farm Life*, Spencer, Indiana

IF the article by Harry Varley, "Look for this 'Red Flag,'" in the Feb. 23 issue of *ADVERTISING & SELLING* serves to guide advertisers, there is likely to be, in the next year, a reduction in advertising lineage because in the past year there has been a reduction in mail order lineage.

Advertisers who study some other elements involved in this situation may, however, read into it a different interpretation from the one given by Mr. Varley.

At the beginning of the slump following the boom period after the war, I sent a general letter to advertisers and agents in which I predicted that mail order houses would immediately begin to show an increase in business and that the capital stock of mail order houses would very greatly increase in value.

I based this prediction on the fact that dealers and jobbers generally were not only loaded but overloaded with high priced merchandise.

This merchandise had been bought on a rising market under conditions which seemed to make it advisable for dealers to order two or three times their normal requirements in order that they might get deliveries that would take care of their needs. They were bought at what were practically the peak prices.

Many manufacturers who had bought raw materials at peak prices and had contracted for

labor on a high wage scale felt that it was necessary, as a matter of self-preservation, for them to insist that jobbers and dealers accept the merchandise they had ordered. They knew it would cause a hardship to the jobbers and dealers, but they were faced with serious financial consequences if they could not unload the merchandise at contract prices.

In the final adjustment most of this merchandise was left on the hands of dealers. If these dealers

had undertaken to cut the price of their merchandise to meet the deflation in the price of farm products, a large percentage of them would have been bankrupt. A jobber in one of the best agricultural States of the Union told me at that time that not less than seventy-five per cent of the dealers in his line would be forced out of business if they were compelled to liquidate their stocks on a deflated price that would meet the deflated price for farm products.

The farmer was facing exactly the same kind of a problem, except that he was not able to fix his own price and hold his merchandise until the consumers accepted it.

Having been forced into deflation, he resented the fact that merchants had not also been forced to deflate. He showed his resentment by refusing to buy from the merchant except as absolute necessity required.

As a result of that condition it took merchants who sold to farmers several years to clean out their old high-priced stock and to make room for new stock bought on a falling market.

During this period these dealers were, to a very considerable extent, taken out of the market as purchasers. Manufacturers who had been supplying their needs lacked an outlet for the greatly increased production capacity which had developed during the war.

Under these circumstances men in the mail



THE farmer is an important, and often a somewhat enigmatic, figure to many politicians, manufacturers and merchandisers alike. It should be of no little interest to all—though especially to the last two—to learn that with some of his obligations liquidated there are indications that he will become in 1927 the most receptive "prospect" he has been for some years

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

"Your Wants"

What You Want Them for Is Your Own Business

FREQUENTLY there is a liberal education to be had from a perusal of the pages of a mail order catalogue. For instance, there comes to hand a compact little booklet from a firm in Chicago, entitled simply "Your Wants." The writer of this was apparently a person of rare sagacity, for it is dedicated with a quotation attributed to Kenyon as follows: "Life is short at best. Enjoy those things you can afford, and help others do likewise. This is the true recipe to happiness, and to getting the best out of life."

While still basking in the warmth of this noble sentiment you turn to page one and make the rather startling discovery that the first of "Your Wants" is nothing more nor less than "The Ortgie 25. No. X-481." The copy follows: "Here's a high grade .25 Cal. Automatic Pistol that is just as finely built as the Mauser or Luger, and is also the best looking arm made," etc., etc. Ortgie's portrait is shown in half-tone and you are further informed that this \$15 value will be "sent prepaid on receipt of \$9.95."

Perhaps you may be wondering exactly why your most immediate want should take this particular form. Well, possibly you may get a hint from the copy for your next want, a "Colt .32 De Luxe Automatic in Silk Lined Gift Case." It, you are informed, "At ten yards will shoot through 4½ inches of hard pine." Furthermore, it "makes a highly appreciated protection for the American citizen."

Further protection for the home is offered on six straight pages of revolvers and automatics, ranging from the "Baby Hammerless" at \$5.75 to the Smith & Wesson ".44 Special Model" at \$36.75. There is a fairly comprehensive list of Colts and some of the best of S. & W. arms; also an intriguing conglomeration of automatic pistols of every caliber and description, climaxing triumphantly with "The Princes," which is gold plated, although it will only shoot through four inches of hard pine at ten yards, in contrast to the previously discussed Colt. This beautiful six-page continuity is interrupted only by the two pages of assorted shotguns, a Stevens .22 rifle and a Daisy Air Rifle.

Baby Hammerless
No. X-57—Beautifully finished. .22 Cal. Best pistol on market at \$5.75

H. & R.
.38 Cal. No. X-72 \$6.45

U. S. Special
.32 Cal. \$5.75

Detective Hammerless
No. X-152—A fine .32 Cal. pistol. Best pistol on market at \$9.85

Ranger
No. X-157—A fine .32 Cal. pistol. Best pistol on market at \$12.75

But perhaps your wants are too intricate to be filled satisfactorily by such conventional firearms as these. In that case you are offered a novel little contrivance which combines the virtues of the knife and the pistol, retaining, you might say, the best features of each. This is "The Huntsman, No. X-89," and may be obtained for the trifling sum of \$4.45, prepaid. It shoots .22 cartridges and is absolutely safe. The copy does not state how many inches of hard pine it will shoot through at ten yards, but that is probably quite sufficient if one has an irresistible desire to shoot through hard pine. Or there is X-1572 at \$9.75, which is a combined revolver and flashlight, carrying seven .22 cartridges and throwing a beam of light 300 feet. "Every household should own one—and every man or woman who is exposed to danger at night."

If you need something less noisy

and at the same time highly effective, a limited but select line of blackjacks is offered at nominal prices. Specially recommended are No. X-57, ten inches long and ten ounces in weight, and No. X-56, rawhide, nine inches and eight ounces.

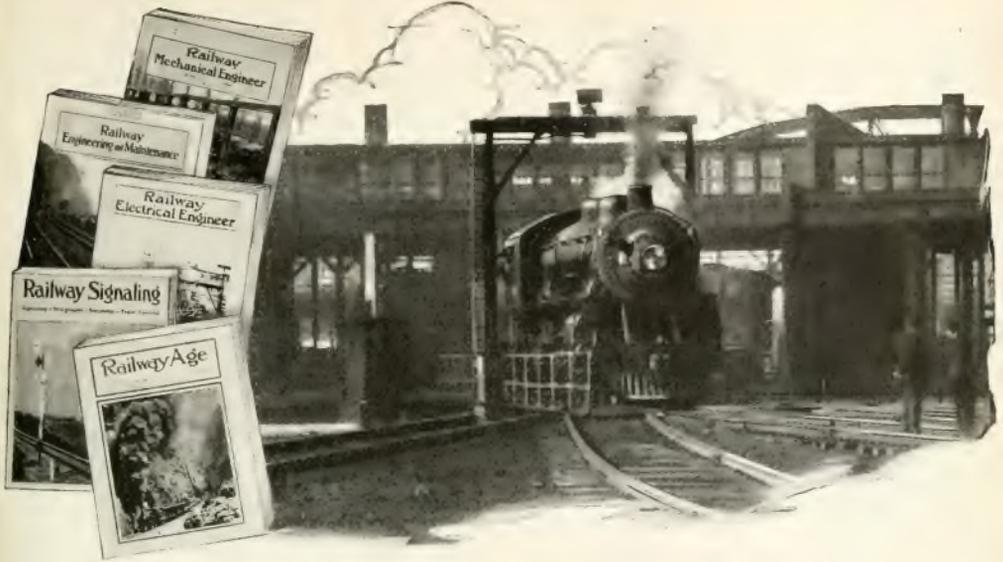
Each is nicely weighted and boasts a spring handle, and they may be had at prices of \$1.90 and \$1.25 respectively.

It should not be assumed from this cursory treatment that this particular house places any narrow limit upon your potential wants. To accommodate any artillery purchased, one should have the wherewithal to carry it. For this purpose is offered a fine selection of holsters of one sort or another, the outstanding member being No. X-182-183, the "Quick Action" shoulder or armpit holster which permits the gun to be carried under the coat without making a bulge, and is so constructed that the weapon is held in place by a strong clasp and may be unlimbered with one quick jerk. Further accessories are offered in the form of a high class police whistle, handcuffs (Bean's extra-heavy 1923 new improved), handcuff twisters (or "come-alongs"), and two very neat imitation police badges (No. X-415 is particularly attractive because it is made to order and will be warranted to comply with the most fastidious desire).

All the items offered, however, are not quite so violent in appeal. There are, for instance, some very nice master keys which will unlock practically any lock in existence. These are sold in a set for \$1 and possess a wide variety of quaint uses. "Their real value," the copy tells us, "lies in the fact that they test and tell you instantly if your locks are burglar-proof." That, certainly, is something well worth knowing.

If you are addicted to parlor tricks and other innocent pastimes, "Magic Cards." No. X-103, are supplied in six attractive styles. The copy tells you that "these genuine Bicycle cards are for exhibition use. The backs can be easily read after a little practice. The key furnished with each deck shows the variation in the back of each card by which the observer who knows the secret

[CONTINUED ON PAGE 71]



Spending Money Today in Order to Save Money Tomorrow

ABOUT four years ago the steam railways started actively to "spend money today to save money tomorrow." This policy which has proven so profitable to the railways is in a measure responsible for their large annual purchases in recent years. Every indication points to a continuation of large purchases of railway equipment and materials during the present year.

The five departmental publications which comprise *The Railway Ser-*

vice Unit can aid you materially in reaching this important market. These publications select the railway men you want to reach for each one is devoted exclusively to the interests of one of the five branches of railway service.

Our Research Department will be glad to cooperate with you in determining your railway market and the particular men who specify and influence the purchases of your railway products.

Simmons-Boardman Publishing Co., 30 Church St., New York

"The House of Transportation"

Chicago: 608 S. Dearborn St.

Cleveland: 6007 Euclid Ave.

Mandeville, La.

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

San Francisco: 74 New Montgomery St.

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

The Railway Service Unit

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

Bureau of Advertising Estimates 1926 Newspaper Expenditures

STARTING with the year 1923, the Bureau of Advertising of the American Newspaper Publishers Association undertook the huge task of determining, insofar as possible, the amount of money spent in newspapers by national advertisers. Their progress along this line has been reassuringly steady. In that first year the Bureau was able to publish accurately the expenditures of sixty-two large advertisers, but for 1926, only three years later, this list has grown to include the figures for no less than 309 concerns, each spending \$50,000 or more.

This list is partial at best. It is known that there are actually more than 3500 national advertisers using the newspapers and spending therein a total of about \$235,000,000, of which the 309 firms listed represent only \$100,317,000. The Bureau is careful to emphasize the fact that their list should not be referred to as "leading advertisers." Many, if not most, of the leaders are included therein, but the figures of only a relatively small percentage of the total list were available. Therefore, while many omissions will be noted in the accompanying tabulation, it represents an extremely thorough and praiseworthy accomplishment, admirably calculated to aid in bringing out concrete facts such as advertising needs in its upward progress.

The complete list of 1926 estimates follows:

A. B. Stove Co.	\$75,000	Chicago, Rock Island & Pacific	250,000	Hart, Schaffner & Marx	650,000
All Year Club of Southern California	235,000	Chicago & North-Western R. R.	300,000	Hecker, H. O. Co.	150,000
Aluminum Cooking Utensil Co.	216,000	Chrysler Co.	1,200,000	Heinz, H. J. Co.	600,000
Ambassador Hotel System	90,000	Clequot Club Co.	500,000	Hexwood-Wakefield Co.	56,000
American Cigar Co.	350,000	Climax Chemical Co.	75,000	Hills Brothers Co.	250,000
American Cranberry Exchange	130,000	Cloxy Chemical Corp.	50,000	Hoffman, H. W. Co.	175,000
American Lead Pencil Co.	100,000	Cluett, Peabody & Co.	150,000	Holland Furnace Co.	200,000
American Nokol Co.	125,000	Cohen, Goldman & Co.	150,000	Hollywood Resort & Industrial Board	250,000
American Radiator Co.	175,000	Colgate & Co.	250,000	Hood Rubber Co.	50,000
American Sugar Refining Co.	85,000	College Inn Food Products Co.	150,000	Hoover Co.	125,000
American Tobacco Co.	1,435,000	Columbia Phonograph Co.	200,000	Hopper, Edna Wallace, Inc.	350,000
Andrea, F. A. D. Inc.	150,000	Congoleum-Nairn, Inc.	75,000	Horlick's Malted Milk Co.	275,000
Anheuser-Busch, Inc.	300,000	Congress Cigar Co.	400,000	Houbigant, Inc.	120,000
Anso Photo Products	50,000	Consolidated Cigar Co.	507,000	Hudson Essex Co.	750,000
Armour & Co.	500,000	Continental & Commercial National Bank (Chicago)	105,000	Huylers	62,000
Armstrong Cork Co.	460,000	Copeland Products, Inc.	115,000	Illinois Central R. R. System	480,000
Associated Salmon Packers, Inc.	250,000	Copper & Brass Research Assn.	70,000	India Tea Growers	200,000
Atchison, Topeka & Santa Fe R. R.	485,000	Corn Products Refining Co.	400,000	International Cement Corp.	110,000
Atlantic Refining Co.	200,000	Coty, Inc.	450,000	International Magazine Co.	300,000
Atwater Kent Manufacturing Works	45,000	Craze Co.	100,000	International Mercantile Marine Co.	400,000
Auto Strap Safety Razor Co.	550,000	Crosley Radio Corp.	75,000	International Silver Co.	120,000
Babbitt, B. T., Inc.	85,000	Crown Corset Co.	60,000	Interwoven Stocking Co.	100,000
Baltimore & Ohio R. R. Co.	250,000	Cudahy Packing Co.	240,000	Japan Tea Growers	60,000
Bank of Italy	150,000	Cunard S. S. Co.	250,000	Jergens, Andrew Co.	60,000
Barrett Co.	100,000	Cunningham, E. T., Inc.	175,000	Johns-Manville Co.	250,000
Bauer & Black	150,000	Curtis Publishing Co.	950,000	Kaysor, Julius & Co.	250,000
Bayer Co.	1,000,000	Cuticura Laboratories	800,000	Keith, G. E. Co.	50,000
Bayuk Cigars, Inc.	170,000	David Geo. W. Motor Car Co.	75,000	Kellogg Co.	1,800,000
Beaver Products Co., Inc.	70,000	Day-Fair Electric Co.	50,000	Kelly-Springfield Tire Co.	200,000
Beech-Nut Packing Co.	50,000	Dearborn Supply Co.	175,000	Kirk, J. S., Co.	175,000
Benedict, P. H., Biscuit Co.	100,000	De Forest Radio Co.	60,000	Kolynos Co.	50,000
Best Foods, Inc.	100,000	Delaware Lackawanna & Western R. R.	137,000	Kopps Bros.	140,000
Blosser Co.	65,000	Devoe & Raynolds Co.	185,000	Kotex Co.	750,000
Bohn Refrigerator Co.	60,000	Dictograph Products Corp.	110,000	Kraft Cheese Co.	225,000
Borden Co.	370,000	Dixie Route (Including C & E R. R.)	150,000	Kuppenheimer, H. & Co.	95,000
Boston & Maine R. R.	57,000	Dodge Bros., Inc.	1,800,000	Lambert Pharmaceutical Co.	1,325,000
Boxman Hotels	75,000	Doherty, Henry L. & Co.	400,000	Lambert & Holt Line	100,000
Brandes, C.	90,000	Domestic Sewing Machine Co.	200,000	Larus & Bros.	50,000
Brunswick-Balke-Collender Co.	310,000	Douglas Electric Corp.	100,000	Larve Corp.	200,000
Buck Motor Car Co.	1,000,000	Douglas W. L. Shoe Co.	175,000	Lathrop, H. R. & Co.	100,000
Cadillac Motor Car Co.	500,000	Duz Co.	75,000	Lehigh Valley Railroad Co.	160,000
Caldwell & Co.	50,000	Eastman Kodak Co.	285,000	Lehn & Fink Products Co.	178,000
California Fruit Growers Exchange	216,000	Edison Electric Appliance Co.	155,000	Lever Bros.	1,500,000
Calumet Baking Powder Co.	1,300,000	Electric Household Utilities Corp.	135,000	Lewis, J. Cigar Co.	50,000
Cambell Soup Co.	53,000	Electric Refrigerator Corp.	150,000	Liberty Magazine	300,000
Canada Dry Ginger Ale, Inc.	900,000	Electric Storage Battery Co.	200,000	Life Insurance Assn. of Canada	75,000
Canada Steamship Lines	100,000	Electric Vacuum Cleaner Co.	210,000	Life Savers, Inc.	100,000
Cantilever Corp.	100,000	Emerson Drug Co.	50,000	Liggett & Myers Tobacco Co.	2,000,000
Carnation Milk Products Co.	85,000	Emicoct, Johnson & Co.	100,000	Lippincott, J. B., Co., Inc.	50,000
Celotex Co.	310,000	Eureka Vacuum Cleaner Co.	200,000	Lipton, Thos. J., Inc.	175,000
Champion Spark Plug Co.	100,000	Famous Players-Lasky Corp.	75,000	Literary Digest	720,000
Cheek-Neal Coffee Co.	30,000	Fansteel Products Co.	300,000	Long Island Duck Growers Association	50,000
Chevrolet Motor Co.	3,122,000	Farrand Mfg. Co.	65,000	Loose-Wiles Biscuit Co.	200,000
Chicago, Burlington & Quincy R. R.	340,000	Federal Brands Cleaner Co.	250,000	Lorillard, P. Co.	1,200,000
Chicago, Indianapolis & Louisville R. R.	50,000	Federal Radio Corp.	125,000	Lowney, Walter M., Co.	250,000
Chicago, Milwaukee & St. Paul R. R.	200,000	Firestone Tire & Rubber Co.	700,000	McCall Co.	50,000
		Fleischmann Co.	450,000	Macfadden Publications	900,000

A Page from The Christian Science Monitor

THE CHRISTIAN SCIENCE MONITOR, BOSTON, WEDNESDAY, FEBRUARY 2, 1927

AMERICAN PLANS TAKE SHAPE FOR EXPOSITION AT SEVILLE

Architects to Bid for United States Building, Which, After the Fair, Will Be Used as Consulate—Due to Open Next Year

Consul General Walter Thomas... The United States building... The architect... The building will be used as a consulate after the fair.

"Dizzy Arithmetic" Land Found Far Out Beyond the Milky Way

Distances of Star Systems So Great 18 Ciphers Are Needed to Express Them in Miles—Light Registered on Photographic Plates Several Million Years Ago

WILLIAM WHEAT STONE... The distances of star systems... Light registered on photographic plates several million years ago.

BETTER COTTON FORECAST URGED

Advantage of United States System Emphasized at Congress in Cotton

WALTER P. REED... The advantage of the United States system... Emphasized at Congress in Cotton.

CHICAGO WOMAN OUT OF MAYORAL RACE

Mrs. Craig Fights Too Much "Practical Politics"

Chicago Mayor... Mrs. Craig... Practical politics.

NEGROES' PROGRESS IN NATION SHOWN

Methodists Urged to Aid in Church Extension

Methodist... Church extension... Progress in nation shown.

TENNESSEE BRIDGES TO AID STATE UNL

Nashville, Tenn., Feb. 2 (Special)

Tennessee bridges... Aid state unl... Nashville, Tenn.

"What Kind of Readers?"

Most people with money to spend for advertising now ask this question, along with "What's your circulation?" It's a question the Monitor is always glad to answer.

BOARD

W. H. B. ...

... to the ...

Now Comes THE WORLD'S GREATEST TIRE



... with the new-type All-Weather Tread ... especially designed for balloon tires

MEETING THE TRIALS OF MONTHS AND MILES



... SEDAN 1025 ...

Day and night ... month after month ... not only when weather favors, but through sleet and slush and muck and mire ... through blinding snow and knee cold, icy stretches, jagged run, deep drifts ... Oldsmobile speeds on and on over the winding roads of the General Motors Proving Grounds ... Proving the true value and value of each new feature and improvement ... Meeting, surmounting in advance ... the trials of months and miles!

OLDSMOBILE

Oldsmobile Means Good Wear

Goodyear Triumphs Again!

with the new-type All-Weather Tread —especially designed for balloon tires

For the first time, you are now able to buy a balloon tire with a tread as clearly superior to any other tread as the Goodyear SUPERWEAR tread has proved itself superior to any other casing.

It is the new Goodyear balloon tire with the NEW-TYPE All-Weather Tread!

The first big advantage you will get from this new tread is maximum—safe, sure-footed, skidless travel under all conditions.

The sharp-edged, diamond-shaped Goodyear blocks in the tread's center zone, grip and hang-on.

The second big advantage is long, slow, even wear, as opposed to the "cupping" and "hot spots" until now characteristic of wear in balloons.

This is accomplished by heavy circumferential ribs at the point of greatest bearing, and by a flatter tread profile giving broader tread contact.

Goodyear tested this tread under the hardest kind of service—designed it finally from eighty separate and individual picks as cuttracking them all.

Smooth and dependable, it will help you to safer, longer, more durable balloon tire performance than you have before been able to enjoy.

It complements perfectly the celebrated Goodyear cord fabric, SUPERWEAR, now used in all Goodyear tires.

The superiority of SUPERWEAR is its greater elasticity. Under road shocks it stretches and recovers without breaking, like a rubber band. This flexibility is inherent in the structure of the SUPERWEAR cord itself, and is not dependent upon latex, or any other filler of any kind.

The NEW-TYPE All-Weather balloon tread, and the SUPERWEAR balloon casing represent the greatest tire combination yet offered to the public.

Once more, then, as so many times in the past, Goodyear now advances the tire best suited to the needs and conditions of motoring, and demonstrates again why more people ride on Goodyear Tires than on any other kind.

Available now at your Goodyear Dealer's—and backed up by a dealer service that is pledged "to provide facilities to that users will get all the individual Goodyear value out."

GOODYEAR

Goodyear Means Good Wear

How the Candy Industry Will Be Advertised

Details of the New Association Campaign
to Increase Candy Consumption

By Louis W. Wheelock

Vice-President, Stephen F. Whitman & Son, Inc., Philadelphia

THE candy industry is suffering from growing pains. Some manufacturers of sweets are inclined to boast of the nation's candy bill of half a billion a year for confectionery; others feel vaguely apologetic.

The industry has developed rapidly. It has not quite "found itself"; not quite settled into its place among the important manufactures of the country. A Government survey, now being planned, will help. The national advertising campaign, for and by the industry, is already helping.

The fact is the industry finds itself equipped to produce far more candy than is being consumed. It has never found a market equal to the optimism of the boom period after the war, when capital was poured freely into candy enterprises in the hope that prohibition would create a fabulously rich market for sweets.

Since then competition has grown keener every year, and many a candy factory has displayed those crude but effective advertisements put up by the sheriff.

Eight years ago, in an upper room in a hotel in Springfield, Mass., the leaders in the candy industry sat late debating the momentous question whether candy could duplicate the success of flowers and the California cooperatives and a few others who had blazed trails through the uncharted uplands of industrial publicity.

There were many unknown factors, and some that were known—and very discouraging. One of the

leaders opposed advertising until such time as the industry should police itself. He argued for a drastic clean-up and regulation of all places making candy in order that the advertising could truthfully say that American candies were all pure, clean, and dependable.

THERE were grave doubts whether the candy men would furnish the funds for an advertising campaign. The industry was loosely organized, highly competitive, and not renowned for enterprise or vision.

The western men had already got together and had made a start in newspaper advertising; they came to the meeting full of facts and enthusi-

asm in favor of a national campaign to be financed by the entire industry. But the conservative Boston and Philadelphia manufacturers were not convinced.

When the debaters grew hungry, a "committee was appointed," made up of experienced advertising men, and duly reported a plan of national advertising—"not less than three years; not less than a million dollars"—which has at length been adopted, and makes its bow to the reading public on March 5.

Now the point is this: The men who argued for delay were wise in their generation. The industry was *not* ready for such a cooperative effort eight years ago, or three years ago. It is ready now. And this campaign is like some others, in the fact that it began to show results before a line of copy reached the people. For the first time, the makers of all kinds of candy are drawing close together, sinking controversial questions out of sight, working together for a common purpose, and making a beginning at thinking nationally.

I venture the opinion that the setting of its house in order in preparation for the campaign has already paid a good dividend on the amounts pledged for the payment of advertising bills.

The industry is policing itself. Its leaders are being cited by the health authorities as models for other producers of food products, in the matters of sanitation, cleanliness, and employee welfare.

A big factor in the success of collecting funds for the campaign was

CANDY



Sweeping in on every wind and tide of all the land, the candy business is sweeping the world over for the candy that is the most popular of all the candy. The candy that is the most popular of all the candy. The candy that is the most popular of all the candy.

Just like an Orchestra

Just like an orchestra, a symphony of the great musical instruments of the world, the candy business is sweeping the world over for the candy that is the most popular of all the candy. The candy that is the most popular of all the candy. The candy that is the most popular of all the candy.

Your Speedometer talks



The Sinclair Law of Lubrication:

For every machine, of every degree of wear, there is a scientific Sinclair Oil to suit its speed and seal its power.

MORE than a caption, are these three words. They convert the Sinclair Law of Lubrication into a direct selling message. "Your Speedometer Talks"—its mileage-reading indicates the degree of wear in a car's engine, and tells the motorist which grade of Opaline Motor Oil will seal the power in his cylinders. This Interrupting Idea is the basis of the national advertising prepared for the Sinclair Refining Company, Inc., by the Federal Advertising Agency, Inc., of 6 East 39th Street, New York.

The "Book Jacket" Cover



rienced book publishers. Typography has found its place in the halls of commerce as well as in the scented retreats of bibliophiles. As a result there have been many excellent examples of good type arrangement which have often seemed to deserve a better fate than the inevitable obscure end of most mailing pieces.

The thin wedge of art once entered, it has been driven home. People who know what they are doing are sought after to make covers and illustrations. Continental artists entering the country after the war heightened competition; and so a heavy demand arose for adroitly finished products and cleverly conceived ideas.

The scheme of making booklets in the traditional style followed by books has become popular of late. In type arrangement, grade of paper, and high standards of illustration the custom is not new. The three catalogue covers illustrated, however, have shown originality in their own field by copying their

THE three catalogue covers reproduced on this page are examples of a tendency that appears to be gaining momentum. In recent years the carefully designed folder has been given the place of honor on more and more mail-cluttered breakfast tables. If the assembled—usually far from merry—breakfasters are of a degree of education, taste and sophistication above that of the ideal reader of mail-order catalogues, the brochures that the maid has just propped against the percolator will have to contain some quality out of the ordinary, or they will not escape the immediate attention of Giuseppe, the big waste-paper man.

In order to save their young hopefuls from the usual horrid fate of the banal, direct mail designers are taking a leaf from the expe-



OVINGTON'S BOOK OVINGTON'S BOOK
1926 *Fall and Winter* 1927 1926 *Fall and Winter* 1927



elers in another. In the manner of the full fledged book's dust jacket, they have used a picture design and allowed it to run full length across the sheet which forms the cover of each brochure. The continuity is unbroken from edge to edge; the white lines in the reproductions on this page merely indicate the points at which the covers bend.

The sponsors of these little books have assured a reasonable welcome for their protégés by the colorful and interesting exteriors with which they are supplied. The design running completely around the binding attracts notice, no matter which side is up; and if the eye is sufficiently drawn to follow the pattern, it may even venture in among the pages themselves.

Incidentally, the Ovington cover is a reproduction of one of a series of street car cards designed by European artists.

“Tell and sell the merchant—and he’ll tell and sell the millions”

TRUE— TALK

—by H. E. Taylor, in a speech made over four years ago before the Associated Business Press

T*HE real service of the retail merchant is not that of distribution. His greatest work and his greatest service is that of selection.*

“His selection must apply to advertised merchandise as well as to non-advertised merchandise and, as a matter of fact, he can make but little differentiation between the two because his selection must be independent of that question. He and his store are going to be judged not by what the manufacturer tells the consumer about the goods, but rather by what the consumer thinks of the relative merits of the merchandise itself.

“Advertising, after all, is but the modern

method whereby the manufacturer or wholesaler of merchandise or service may tell about it to those whom he would have familiar with it.

“Unless advertising in sequence follows the same line that the merchandise itself follows as it goes from mill to consumer—the gaps that it must jump, the resistance which it must meet, the lack of contact between supply and demand, and the reversing of the circuit will consume a tremendous amount of costly power.”

THE **E**conomist Group

DRY GOODS ECONOMIST
DRY GOODS REPORTER DRYGOODSMAN

The most effective and most economical way to reach and influence dry goods and department stores. Offices in principal cities.

Where Do We Go from Here?

[CONTINUED FROM PAGE 28]

down to fundamentals. It might be supposed that when the formula has been discovered, all performance in the art would be uniform, all its examples on a dead level. Such is not the case. The competitors run bunched through the development stages of experimentation, but the winners begin to draw ahead only on the long home stretch, where only genuine merit counts. Outstanding performance comes to a few, after everyone knows how to do it.

ANY number of books offer to the aspiring writer the absolutely correct formula for a successful play, but out of the hundreds of thousands of plays written each year a fraction of one per cent survive on Broadway. The formula for a short story is simplicity itself; but the O. Henry Memorial Award Committee has no difficulty in putting all the outstanding short stories of the year into one volume, with the comment this year that none of them is really a great story.

In the fields of human relationship outstanding performance comes only after universal proficiency.

Advertising, in thirty years or so, has run swiftly through the stages for which other arts have taken thousands of years. The speed is due to two things: to the competition and the money involved, and to the similarity between advertising and literature which has enabled the younger art to learn by the experiences of the older.

Biologists tell us that the development from the egg to the adult is an epitome of the ancestral history of the race. They trace in the development of the young of humanity all the stages from the simple celled creature, through the marine and reptilian stages, to the mammals. The growth of advertising from the egg to the adult shows all the ancestral stages of its literary parent; namely, the development of a formula, universal proficiency in it and finally outstanding performance only where a certain vital spark is present.

Advertising in one generation reveals the following main developments: Stage One (primitive)—black type announcement of commodity or service. Stage two (of which the patent medicine advertisement was the most prevalent)—black type, scare heads, exaggeration, unreliability. Stage Three—the addition of pictures, and the introduction of art, both in illustration and layout; regulation of copy; the introduction of truth in advertising. This is the stage with which most of us are familiar, and it is the stage through which advertising is now passing. It is the stage of perfected formula.

The model advertisement of today is a highly developed thing so far as beauty is concerned. Its layout is as unusual as ingenuity can make it. Its art is superlatively good. Its copy is in good English, and the "copy slant" is in the main correct. The formula has been discovered, and it is like all fundamental formulæ, simple. Here it is:

"Tell (a) your story; (b) either in

words or pictures or both; (c) in the way in which will be most interesting and convincing to (d) the people you want to reach."

Advertising which is built on this formula must use research into the product for component "a"; research into the market and the media for component "d"; knowledge of copy and art work and good judgment in their use for component "b"; and correct salesmanship for component "c".

The advertising which is built on this formula—and most of it is, today—will belong in the stage we have called "adequate presentation." It may in all fairness be loosely called "good advertising."

Little of it, however, reaches outstanding performance.

The variation within the field is indicated whenever the effectiveness is checked, either by the rough indicator—replies, or by the sure proof—sales.

The joker in the formula is, of course, component "c", which reads with deceptive simplicity "in the way which will be most interesting and convincing." Horse-sense salesmanship will often be all that is necessary to get component "c" working properly in advertising, but this ability, which is more precisely "knowledge of human nature," is a very rare ability indeed. It is in fact no less than the essential of greatness in the majority of all human relationship activities.

We see the same component as an essential in the literary formula—and equally rare.

We see the same component in every art which depends for its success upon acceptance by human minds.

Was it Whistler who said he mixed brains with his paints? He might better have said he mixed knowledge of and sympathy with human nature with them.

He knew what people saw, and what they liked to see. He knew it—or perhaps it may be more accurate to say he felt it—better than the people themselves knew it.

ALL great artists—all great musicians, all great actors, all great statesmen, all great writers—have the gift of winning through to acceptance by the human mind.

Now the human mind has many different ways of reacting. Most of its reactions are fundamentally emotional, as to music, painting, poetry, acting, or literature. In fewer cases the reaction is one of reason, as to a business presentation. Usually the reaction is a complex one, made up of a combination of emotional bases with reasoning superimposed.

The employment of component "c", then, requires a knowledge of whether the mind appealed to is best influenced emotionally or reasonably, and an instinct (it is rarely an acquired ability) for making the effective appeal to obtain the desired reaction.

Most workaday builders of advertising use their reasoning power to create something which is to cause an emo-

tional reaction. The contradiction is indicated by the italicized words in this statement. No wonder it falls short in effectiveness.

Once reason has shown the way the act of literary creation (and that is what advertising is) should be like all creation, something of an emotional—or perhaps we might better say an instinctive—process.

BY emotional is meant all states of mind, no matter how calm and logical they may seem at first glance, which really have their roots in human feelings. What human activities have not? The width of the term is indicated by saying that pride, ambition, love of country, love of one's family, honor, unselfishness, kindness—ninety-nine per cent of the characteristics which distinguish humanity from the lower animals—are fundamentally emotional. War is emotional. Success in business is emotional. The desire to have something better for less money is emotional.

Now literature, or its younger brother advertising, which appeals to reasoning only may be constructed on mathematical formulæ, like a law brief. But literature or advertising which is going to win through to the complex acceptance of the human mind moves on no such preordained rules and regulations.

If instinctively you know how to do it, you write great literature or great advertising, and you are one of the few, and capable of outstanding performance.

If you do not know how to do it, it is very seldom possible to learn the secret.

The outstanding performance in advertising then—the "where do we go from here"—will be done not by the many who have learned the formula of presentation, but by the few who are able to master the technique of using it. Art, beauty, layout, words—they are paint in tubes. They are brushes; they are blank canvas. Put them in one man's hands and you have a daub. Put them in another man's hands and you have a masterpiece. The difference is due to the presence or absence of the vital spark, which you may call knowledge of human nature, or instinct, or, if you please, genius. Young as advertising is, you run into instances of it already. And when you do, the thing strikes like lightning—with perfect independence of the manner of its presentation.

What you have seen in the past is advertising developing a formula, and using a fraction of its power, attracting attention by such trifling aids as beauty or cleverness, convincing where it happens upon lines of least resistance, as where it met a hitherto unsatisfied need. What you will see in the future is advertising utilizing words and pictures to put on paper knowledge of the human mind and the rare instinct for swaying it, educating, leading, inspiring, directing humanity's welfare.

Youth Has No Slack Buying Season

BUYERS of space usually pay a premium for summer circulations. Magazine sales slump and advertising lineage naturally tapers off. From June to September, when other publications are making strenuous efforts to bolster faltering circulations, SMART SET busily piles up new sales records.

In the summer of 1925
 { SMART SET
 Circulation Gained **18%** }

This may be traced to the fact that SMART SET appeals to the younger generation and youth, possessing acquisitive, unjaded buying appetites, knows no slack buying season.

From June to September in 1926 SMART SET sales took another big jump. And now, with an advertising campaign that has run in 146 metropolitan newspapers, indications for the summer months of 1927 all point to a record breaking circulation bonus for SMART SET advertisers.

In the summer of 1926
 { SMART SET
 Circulation Gained **20%** }

Advertisers, who have used the summer issues of SMART SET, say that it produces sales at the lowest cost. The reason—it reaches the younger buying element—*buyers for the next 40 years.*



SMART SET

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

The 8pt. Page

by

Odds Bodkins



RECENTLY on this page was quoted a paragraph from Shaw's "Man and Superman" setting forth as a true joy in life the knowledge that you are being used for a purpose recognized by yourself as being a mighty one.

Mark E. Ting, Columnist of *Marketing* (Toronto), writes in comment:

My dear Odds:—

The last paragraph of your January 26th page got me going. Few people look on Shaw as a mystic, and yet the whole of "Man and Superman"—particularly this paragraph you have quoted and the whole idea of the Life Force in the dream of H—I—suggests that behind all the cynicism and practicality of Shaw's aims and views there exists a recognition of a force outside ourselves which makes—if not for righteousness (a word of dubious connotation nowadays)—at least for rightness.

This, of course, as is usual with columnists is not what I started out to say. My thought was that more of the Shavian spirit in advertising, as expressed in this paragraph, would result in better copy, better art-work, better everything.

Some men get into the advertising business merely as a matter of bread and butter, snuffing the whiff of those who feed them. They are wholly aloof from its real spirit, and look on each campaign as a distasteful job to be done and got out of the way. Others manage to feel the impulse behind a big business and for the time being enter into the enthusiasms of the client. A venture one in twenty is so constituted.

But it seems to me that there are few who see in business a cosmic adventure, few who recognize it as "a force of nature instead of a feverish, selfish little 'shall we say—'game'." It has this aspect for those who can find it.

Above all the bunk and bluster and sordidness of business one can find a "purpose" and recognize it as a "mighty one." Business is as good and as bad as art, as religion, as politics—in its aspect as a means of expression for the tremendous fecundity and infinite variety of energy pouring through humanity. Its apostles are none too numerous because, though we do honor the worker on this continent, there still persists some fragment of that feudal disdainfulness toward the self-made man.

This isn't the kind of letter I intended writing you at all, but there isn't time to write another.

I'm glad, Mark, that there wasn't, for unquestionably this is a better letter than you set out to write!

—8pt—

Most of the "release" material sent out by publicity departments is weariness to my soul, but occasionally comes a release such as the one recently sent out by the New York Edison Company giving a census of lights on New York's "Great White Way."

Here are some of the facts that I found curiously interesting:

There are on the White Way exactly 1,243,538 lights in the electric signs alone, flashing 25,000,000 candle-power against the curtain of the night.

More than 7000 new signs, employing 125,000 lamps, have been added to Manhattan's sky line during the past two years.

Contrary to the popular impression, the theaters are responsible for a comparatively small number of Broadway's signs. Restaurants boast four times as many and barber shops three times as many, and even tobacco stores, druggists, tailors and garages display more signs than the theater.

So Commerce, not Art, consumes the most "juice" o' nights along Broadway!

—8pt—

In the middle of the afternoon travelers on through trains on the Chicago and Eastern Illinois Railway are handed slips reading:

"TO BEGUE THE TEDIUM OF THE JOURNEY"

At 4 p. m. precisely, you are invited to enter the dining car to partake of a hot cup of tea and a sandwich.

This courtesy is without charge and is with the compliments of the Chicago and Eastern Illinois Railway Company.

Finest kind of advertising, this. The dining car is a heavy, profitless thing to haul at best, and twice as profitless when it isn't being used. The C. and E. I. has turned its diners into advertising vehicles, in which good will is being built en route.

—8pt—

The Kelvinator Corporation evidently believes that the only way to make an impression on a salesmen's convention is to do things in a big way.

His picture shows how they told the Kelvinator story to the men when they gathered recently in Detroit. The



book is nine feet tall, six feet wide, and approximately six inches thick.

I am informed that it was the talk of the convention and also of the Detroit Adcrafters, who were shown the volume at a luncheon shortly after.

It is a fact that doing things BIG

does stimulate the imagination of any group of people.

—8pt—

Charlie Hoyt went out West recently and broke into the San Francisco papers in a speech before the San Francisco Ad Club in which he set forth his qualifications for Will Rogers' job as mayor of Bever'y Hills.

Said the *San Francisco Call and Post*:

Hoyt walks, talks and looks like Rogers. He parts his hair the same way, has the same Texas drawl and has captured five sea going prizes aboard the Leviathan for the best character impersonation in ship theatricals. Furthermore, he has examined himself minutely and feels that he can make a bigger and better mayor than Rogers.

"I would stay at home and mayorate if elected," said Hoyt, "and not go around the country splinting my infinitives. A mayor's duty is at his fireside and not gallivanting at large. I can do everything that Will Rogers can do, and I have, in addition, six new places to park my gum."

"My platform will be more latitude, less longitude and two new fire engines—for the women. I am the only New Yorker in the world who can look sheepish under publicity, whereas Will Rogers invariably looks pleased. From every angle I can make a better mayor."

Come to think of it, "C. W. a'wadays does look sheepish" under publicity. But I have never suspected him of exactly resenting it.

—8pt—

In the reception rooms of the Chase Companies, Waterbury, Conn., the visitor encounters signs reading:

WAITING FOR SOME ONE?

IF YOU HAVE BEEN WAITING FOR SOME ONE FOR SOME LITTLE TIME AND THEY HAVE NOT COME, PICK UP THE TELEPHONE AND REMIND THE OPERATOR TO CALL THE ONE YOU HAVE ASKED FOR THAT YOU ARE STILL WAITING IN THIS RECEPTION HALL.

WE REALIZE THAT YOUR TIME IS AS VALUABLE AS OURS. WE DO NOT LIKE TO WASTE EITHER.

Certainly this is a friendly reception, and one calculated to build goodwill for Chase brass.

—8pt—

Attention Copywriters. Sentence from James Stephens' "The Crock of Gold" (page 39): "A thought is a real thing and words are only its raiment."

Too much copy is all "raiment" with no real thought under it. Try undressing your next piece of copy after it is written and see what you find.

Read by More Than Four Out of Five Milwaukee Families!

Chain Stores Link With The Milwaukee Journal



Percentage of Milwaukee Chain Store Newspaper Appropriations in The Journal—1926.

	<i>Per Cent</i>
Great A. & P. Tea Co.	64
Bedell Co.	93
Bond's Clothing Stores	61
Browning-King & Co.	63
Capper & Capper	82
Central Drug Co.	97
Douglas Shoe Co.	100
Dixie Shoe Co.	100
Feltman-Curme Shoe Store	100
Fanny Farmer Candy Stores	84
Ground Gripper Shoe Store	100
Julian Goldman Stores	87
G. R. Kinney Co.	94
Newark Shoe Co.	100
National Tea Co.	70
Owl Drug Co.	76
Piggly-Wiggly Stores	68
Regal Shoe Co.	100
Royal Tailors, Inc.	77
A. G. Spalding Bros. Co.	100
Sterling Shoe Co.	91
Walgreen Drug Co.	63
Walk-Over Shoe Store	83
Rud. Wurlitzer Co.	57

THE unique newspaper situation in Milwaukee enables chain and group stores to sell at lower advertising cost here than in most other metropolitan districts in which they operate.

One paper, The Milwaukee Journal, reaching more than four out of every five Milwaukee families, makes it possible for chain organizations to advertise as efficiently as they buy merchandise and manage their stores. Practically all of them take advantage of this exceptional opportunity. Twenty-four out of 26 chain and group store advertisers in Milwaukee concentrated the bulk of their appropriations in The Journal during 1926.

Sell This Rich, Stable Market

Forty new chain stores in 1926 brought the total in Milwaukee to 310—and the number is still growing. All classes of advertisers selling in the large markets of this country, recognize the Milwaukee-Wisconsin market as one of the richest and most consistently dependable sales territories in America. And Milwaukee newspaper lineage records show that they need only one paper to thoroughly cover the market and sell a maximum volume at the lowest possible advertising cost per sale.

THE MILWAUKEE JOURNAL

FIRST BY MERIT

More Than a Half Million Readers Throughout Wisconsin!

How to Conduct a Corporation Business Lawfully

[CONTINUED FROM PAGE 20]

had extended a line of credit to a butcher near Troy. The dealer failed to pay a small balance of sixty-two dollars to secure which the packers finally brought suit. Up to that moment the whole affair was commonplace enough, the sum at stake being hardly sufficient to ripple the attention of a petty clerk in Wilson & Company's big office. Shortly, however, the entire Wilson organization stood at attention on a principle of business practice. For, when the petty case came to trial, the butcher did not so much as bother himself to dispute the bill. Through his attorney he suggested to the judge to dismiss the suit on the grounds that Wilson & Company, a corporation from Illinois, had neglected to secure a "domestication" license in New York. The court promptly granted the request. Wilson & Company, with a perfectly just bill to collect, was barred from collecting in a New York court.

THE sum was, in this case, not important. A larger amount was at stake in a Michigan instance, although the business principles were identical—except perhaps that a non-complying corporation discovered that even a mechanic's lien "sticked not." This time a Wisconsin manufacturer secured a fine contract to install a sprinkler system in a Detroit building. It completed the work and, failing to receive payment promptly, filed a mechanic's lien on the building—a protection considered hole-proof in the building trades. When, in due time, the Wisconsin corporation attempted to enforce this lien, it was told by the court (and subsequently by the higher courts to which it carried an appeal) that its claim for \$32,224 and interest was not collectible; not because the claim was unjust or the installation defective, but because the Wisconsin concern had disregarded the Michigan statute which provides that:

No foreign corporation shall be capable of making a valid contract in this State until it shall have fully complied with the requirements of this act, and at the time holds an unrevoked certificate to that effect from the Secretary of State.

It is futile to complain. The States require that corporations from other States shall "domesticate" in order to do business lawfully. These laws, like all laws, "may sometimes sleep, but they never die." The Colorado contractor was told by the court that the Wyoming loss was most unfortunate and unjust. "We cannot but regret such results," concludes the court in its decision, giving also the comfort that "we are not unmindful of the fact that adherence (to the law) will occasionally lead to gross injustice and perhaps at times foster a spirit of dishonesty."

When the Wisconsin concern found its mechanic's lien valueless in Michigan, it was not much comfort, although

it was a striking lesson in mismanagement to have the court firmly declare:

This court has neither the right nor the authority to ignore the laws of Michigan pertaining to this transaction. It is, of course, unfortunate that the appellant must lose the cost of the material and labor . . . but that is not the fault of this court. The appellant could easily have protected itself from loss by complying with the laws of Michigan relating to non-resident corporations doing business within that State. It failed, neglected, or refused to do this, and the court cannot relieve it from the consequences of its own neglect.

That last sentence has been repeated by court after court, for the benefit of one corporation manager after another, until it has come to have a stereotyped sound.

The law is the law. To observe the regulations as to "foreign corporations" amid the forty-eight States is just as vital as to know the technique of negotiable instruments or the finetyped conditions of the uniform bill-of-lading.

Corporation officers fall amuck of the law unwittingly. More than all other reasons combined is, probably, the reason that they are not aware that laws exist to impede doing business freely throughout the United States. When, moreover, men run across the title "foreign corporations" in books of business law, they pass the chapter without reading.

Ambiguity of that word "foreign" is to blame. For, in matters corporate, "foreign" is not "alien." Far from it. New York, for example, has this statutory definition:

A "domestic corporation" is a corporation incorporated by or under the laws of the State of New York. Every corporation which is not a "domestic corporation" is a "foreign corporation."

A NEW YORK corporation, therefore, is in the law a "foreign corporation" in every state other than the Empire State. It may be thoroughly American. Yet it is dubbed "foreign," not—note well—"alien." "Foreign" conjures to the mind a picture of distant countries with which we conduct "foreign" trade; and, as our foreign trade has developed in ten years, so has confusion increased in using the phrase "foreign corporation" to indicate American concerns, the names of which are household words and the symbols of which are known to every lad with an eye to the ticker-tape but which are yet all the while technically "foreign" to forty-seven of the states.

With just one group of exceptions, every American corporation is "foreign" in the meaning of the law in forty-seven States, the exception being that federally incorporated companies are "domestic" in all States. In order to transact business lawfully, a corporation is obliged to "domesticate" or "qualify" in the other States.

Should it neglect to do so, it takes

serious risks. Its contracts may be unenforceable, its debts uncollectible, at the will of the other "party," who need not defend himself on the basis of justice but who need only take advantage of the law—a law, too, enacted with that very purpose in view, with its coercion often deliberately in this form. In some States, furthermore, penalties take the further form of fines for the corporation; with another group, fines and even jail sentences are imposed on the officers who should have complied with the law; while, with another group of States, directors and officers (occasionally stockholders as well) are personally liable for debts of the corporation "as a partner."

A GROUP of Chicago men thought of promoting a new automobile tire device. In order to limit their individual liability, in the usual manner, they incorporated the venture under the laws of Maine. Some one of the management, however, overlooked the Illinois law which provides that wherever a foreign corporation neglects to domesticate in that State, "any officer, agent or person doing business or attempting to do business shall be personally liable for all debts . . . and may be prosecuted as an individual therefor." Hence, when the venture failed, an advertising agency with a claim for \$17,700 brought suit against the officers and directors. The agency won full recovery from them as individuals.

Modern distribution, too, ensnares corporations. As concerns attempt "direct selling" rather than jobber distribution, it becomes necessary to maintain spot stocks in warehouses. Sales cannot be buttressed by shipment from factory.

At one time The Mellin's Food Company, of Boston, found itself complicated with the State of New York as a result of thus distributing direct to the trade. It maintained a warehouse stock with a public warehouse in New York City. Customers in that city (dealers and jobbers) who were on an accredited list were permitted to requisition the warehouse for goods without bothering to apply to the Mellin office at Boston or to its New York sales office. The warehousemen delivered the goods, notified the Boston concern, and then the dealer was invoiced direct from Boston. It was thought by the corporation that this procedure was thoroughly "interstate" in character, but a suit proved otherwise.

As a rule, a stock of goods in a warehouse obliges the corporation to domesticate; but in this particular, the States differ among themselves and much confusion of interpretation exists. Armour & Company, for their meat-packing products, years ago found that they must domesticate in the States or not collect their accounts; the Victor Talking Machine Company, in Minnesota, and the Dixie Cotton Felt Mat-



SCOPE

The comprehensive scope of Gotham's service includes practically every class of work that publishers and advertisers can require. In addition to our service in photo-engraving, we are able, through our associated companies, to accommodate our clients with service in typography, stereotyping, electrotyping, retouching, printing, matrices, and so forth.

It is obviously a decided convenience to be able to consign to one establishment all the work that formerly had to be apportioned among several.

GOTHAM PHOTO-ENGRAVING CO., INC.

229 West 28th St.

New York City

Telephone: Longacre 3595



Your dealer may be selling or just shelving your product. To know which, you need only examine your sales record.

If your product is blocked by the dealer's greater interest in some competing article or by his indifference to progressive merchandising methods, you are losing sales every day. Distribution channels are restricting, instead of promoting, the flow of your goods.

Perhaps this condition can be corrected by the kind of direct advertising which we are qualified to prepare and produce—direct advertising that is based on accurate understanding of dealer reactions.

To a discussion of this problem, we will bring, at your request, a breadth of experience and a specialized knowledge.

EVANS-WINTER-HEBB Inc. Detroit
822 Hancock Avenue West



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

tress Company, in Illinois, have proved that it is possible to maintain warehouse stocks without domesticating the corporation.

Unexpected turns of business, however, make unlawful a transaction that was, in the beginning, completely "interstate." One of the automobile makers, for illustration, shipped a carload of automobiles to a dealer who had ordered them in Idaho. The dealer refused, for some reason, to accept them. Idaho was far from the factory; there was some delay in getting "disposition instructions" from the manufacturer; the railroad, conformably to the bill-of-lading "conditions," placed the automobiles in a public warehouse "for account of the shipper." While the goods thus reposed in storage, "tax day" came around and the county assessor levied on them. The resulting property tax for that year was \$1,087.

A GAINST this tax the manufacturer protested in the courts with the contention that the goods had been shipped in interstate commerce, and, as such, were not subject to local taxation nor the manufacturing corporation to compliance with the Idaho law. But it was adjudicated that the interstate character of the goods ceased when they came to rest. The corporation had fallen liable to the law through no act of its own.

The individual, or the partnership, enjoys a freedom that is denied to the corporation. The individual, as one of his "inalienable rights," may transact his business with as little regard to State boundaries as when he buys a railroad ticket or mails a letter across the same artificial barriers. His employees are equally free.

It is not so, however, with the "artificial citizens"—that phrase expressing the status before the law of a corporation. The corporation is a citizen, "artificial," of that State under whose laws it was organized, but although adorned with the title of "citizen," the corporation does not become an "individual." And, as the corporation steps over the surveyor's monument into another State, the further epithet "foreign" is applied to it.

The "foreign" corporation has no rights in any State, except for such acts and such transactions as are clearly interstate in character. Once that protection is sacrificed, all imagined "rights" of the corporation cease. Nor is it generally understood that any State has, absolutely and without redress, the right to exclude corporations; they are permitted to enter a State for transaction of domestic business "only by courtesy." Each State may impose such conditions as it deems expedient. No "foreign" corporation can call into question any requirement or resist any tax that is made a condition of domesticating, so long, of course, as that prescription does not interfere with constitutional rights.

Times without number this matter has been fought to the last court. Corporations, therefore, whose business extends into more States than the one of domicile, owe it to themselves to examine into their business methods to see whether business is being lawfully conducted.

[This is the first of three articles on this subject by Mr. Haring. The second will appear in an early issue.—Editor]

"Canned Experience"

That old saying about experience being the best teacher is absolutely sound in one sense. But most of us recite it without thinking that experience may be of various sorts—the experience of other men as well as our own "canned experience," if you please, ready for use. Just open and serve yourself. Why not take advantage of the experience of other men as far as we can and save not only years of time but many expensive lessons?

Do you know how much of the world's best research in the advertising and selling field is contained in

McGRAW-HILL BOOKS?

That single fact or idea may be worth many times the price of the books to you.

See the books free
Mail the Coupon



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Economics in the light of what's going on today. Economic principles explained through an analysis of problems we face at present.

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686 pages, 6x9, 250 illustrations, \$3.00
A carefully planned treatment of the development of advertising, its fundamental principles and the methods of representative advertisers. The latest book on the subject.

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How illustration can increase the effectiveness of advertising. Practically all treatments are covered in detail.

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428 pages, 5x8, illustrated, \$4.00
Covers every angle of modern mail sales work. Explains principles and shows how they work out in practice. Packed with ideas, suggestions, methods, danger signals—facts you can put to good use.

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McGRAW-HILL BOOK CO., INC.
370 Seventh Avenue, N. Y. 10 days' free

- Patterson and Scholz—Economics, \$3.00.
- Larned—Illustration, \$4.00.
- Pratt—Selling by Mail, \$4.00.
- Hall—Theory and Practice of Advertising, \$3.00.
- Callender—American Courts, \$3.00.

I agree to return such books as I do not wish to keep, postpaid, within 10 days of receipt and to remit at the same time my first installment and the balance in equal installments each month. Minimum monthly payments: 1. Unsettled are \$3 and account is to be paid within six months.

Name
Address
Position
Company A 87 2123-27

What the New Purchasing Power Will Mean to the Advertiser

[CONTINUED FROM PAGE 21]

the price in hand to pay for quality. Such people have had no happy experience with nondescript merchandise; and they have gazed long and often on the advertising of quality goods and have pictured the day when they could afford to buy.

It is my belief that the national advertiser of quality goods who is doing a good job of his advertising and his distribution is bound to reap a geometric rather than a mere arithmetic advance from the advance in purchasing power, and the advance in leisure time of workers. William Green, head of the Federation of Labor, rightly points out that "the American worker's wants will never be gratified; because the laboring man's purchasing power is never at a high level as is that of the well-to-do. Purchasing power is always regulated by earning power. Pay more and he will buy more."

This is the new economic religion of America which has snapped the cord tying us to old systems of economics, with their fixed belief that the way to reduce costs and avoid bad times was to cut wages. The American advertiser does not face, as in the past, the same quick resort by industry to wage cutting which sent the worker back to bulk goods and nondescript merchandise. We do not believe nowadays in the pushing back process; the taking of a step forward only to take one backward. We do not intend that the American industrial structure, now so almost uniformly geared to the trade-marked and advertised quality standard, shall be pulled up by the roots every little while, through repression of purchasing power.

Stable purchasing power and trade-mark stability are closely linked. The national advertiser has a bigger stake than most others in the widening out and stabilizing of purchasing power.

The Agency and the Retailer

By F. J. Kaus

Director, Federal Advertising Agency, Inc.

THE advertising agent serves a retail merchant by contributing new ideas and fresh thought. He can do this because his viewpoint is not bound up in the traditions of a business or the practices of a house. His unfettered conception of the business crystallizes into major policies everyday practices, gives a new turn to an established manner and helps create by his suggestions new standards.

It used to be that the store manager hesitated about calling in an advertising agency, for he thought it was a sign of weakness. Now he is doing it often. The same is true of the heads of business who know that the cost of the big space they are using is so great that it is economy to hire all the brains they can to make that space as effective as possible.

Portion of an address delivered before Retail Round Table Group, New York Advertising Club.

Planned Advertising

A Man Hires an Engineer

A MAN might desire to build a machine to perform certain functions. He would request a mechanical engineer to prepare complete working drawings and specifications. The engineer would inform himself as to what the machine was supposed to do. Finally he would submit a set of blueprints together with specifications. He would send in a bill for this work.

So it is with "Planned Advertising." A man might come to us and tell us that he desired to accomplish certain things with certain products. We would inform ourselves in every possible way as to just what was the desired accomplishment. Then, like the engineer, we would consider all the ways and means to accomplish this thing. We would profit by the numerous experiences of our seventeen years as an organization and by the combined individual experiences of our sixty employees. Finally we would submit a plan to the customer. We would send a bill for the plan.

The man might decide to have the engineer superintend the building of the machine. He might drop the project.

The man who employs us to advise and recommend on his marketing operations might decide to have us participate in the carrying out of these plans. He might decide, for any reason, to end relations. In either case nobody is under obligation.

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

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

CHARLES W. HOYT COMPANY

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

PLANNED ADVERTISING

Reg. U. S. Pat. Off.

These 137 Advertisers Are Using the Sunday-Weekly or Daily-Weekly Combination

Note the list of advertisers below. It includes many of the largest concerns and biggest advertisers in the country. By using the combined circulation of The Kansas City Star and The Weekly Kansas City Star, these advertisers are enabled to cover *both the urban and rural Southwest* adequately at a low daily newspaper advertising rate. The Daily-Weekly combination provides over a million circulation at a rate scaling down from \$1.53 $\frac{3}{4}$ to \$1.35 a line. The Sunday-Weekly combination affords more than eight hundred thousand circulation at a rate scaling down from \$1.35 $\frac{3}{4}$ to \$1.17 a line.

Champion Spark Plug Co.
Studebaker Corp. of America
Pennsylvania Salt Mfg Co.
Thomas A. Edison, Inc
Goodyear Tire & Rubber Co.
Wm. Wrigley, Jr. Co
Liggett & Myers Tobacco Co.
American Cranberry Exchange
Chrysler Sales Corp.
Ralston Purina Co.
Kansas City Southern Ry.
Missouri Pacific Lines
Atchison, Topeka & Santa Fe Ry.
Freed-Eisemann Radio Corp.
Chicago, Milwaukee & St. Paul Ry.
Dodge Brothers
International Harvester Co.
Carey Salt Co.
Yale Electric Corp
Great Western Sugar Co.
Jacques Mfg. Co.
Rutherford Chili Co.
H. D. Lee Mercantile Co.
Missouri-Kansas-Texas Ry.
Montgomery Ward & Co.
The Maytag Co.
Dictograph Products Corp.
Standard Oil Co.
Louisville & Nashville R. R. Co.
U. S. Farm Sales Co.
National Protective Insurance Assn.
United Clay Products Corp.
Palace Clothing Co.
Swisso Hair Treatment Co.
United Publishing Co.
Deposit Seed Co.
U. S. Farm Sale Co.
Mount Hope Nurseries
C. Wakefield & Co.
Seaman-Schuske Metal Works
Columbia Hatcheries
National Products Co.
Mit-Shel Stamping Mfg. Co.
Kansas Accredited Hatcheries Assn.
Witte Engine Works
Threader Hay Press Co.

Plough Chemical Co.
Harnden Seed Co.
Spring Grip Stropper Co.
Belle City Incubator Co.
Ridenour-Baker Gro. Co.
Sabetha Hatchery
Wichita Nurseries and Seed House
National Sportsman Magazine
Wichita Hatchery
Condie-Bray Glass & Paint Co.
Vio-Ray Co.
McConnon & Co.
Hamilton Electric Incubator Co.
Quality Sales Co.
Natural Body Brace Co.
Edward Hines Farm Land Co.
Family Products Co. (Musterole)
Miller-Matlick Hatchery
A. J. Tower Co.
Sterling Products Co.
Star Chick Hatchery
Potter Drug & Chemical Co.
Stone's Way, Inc.
Booth Poultry Farms
Miller Hatcheries
Iowanna Nurseries
Colonial Poultry Farms
Quisenberry Feed Mfg Co.
Tredway Poultry Supply Co.
Missouri Poultry Farm
Arthur Rhodes Co.
Crystal Radio Co.
Lindstrom Hatchery
Vick Chemical Co.
Hatcher Hatcheries
The Gable Mfg. Co.
Southard Feed & Milling Co.
Coleman Electrical School
Electric Wheel Co.
Mills Chemical Co.
Frower Mfg. Co.
Turner Bros.
Master Breeders Farms
O. K. Poultry Journal
Shinn Poultry Co.
Snyderhoff Hotel

Standard Egg Farms
Rusk Farms
Midwest Radio Corp.
Des Moines Hide & Fur Co.
20th Century Radio Co.
Exchange Sawmills Sales Co.
Fultz Studios
National Radio Sales Co.
Frisco Lines
James Battery & Ignition Co.
Superior Radio Mfg. Co.
Davis Pipe Co.
Frank Foy Poultry Farms
E. C. Harley Co.
J. W. Miller Co.
Westgate Electric Co.
R. H. Shumway
Hardings Magazine
The Schmelzer Co.
Perfection Stove Co.
Franklin Institute
Western Mercantile Co.
Kansas City Wholesale Gro. Co.
Chicago Watch & Diamond Co.
Kay Laboratories
American Royal Livestock Show
F. H. Hanes Knitting Co.
K. C. Automobile Supply Co.
Townley Metal & Hdwe. Co.
Scholl Mfg. Co.
C. S. Demaree
Larus & Brothers Co.
Wm. R. Warner Co.
Resinol Chemical Co.
Hart-Parr Co.
Universal Products Co.
Jennings Hosiery Co.
Farber & Co.
Imperial Laboratories
Central Business College
U. S. Grain Information Bureau
Herbert E. Bucklen Co.
Bonded Hatcheries
Frankfort Chickeries
Wm. Galloway Co.

[[Daily-Weekly	1,000,000	\$1.35 a line]
[[Sunday-Weekly	800,000	\$1.17 a line]

THE KANSAS CITY STAR

The Weekly Kansas City Star.

New York Office,
15 East 40th St.
Central 9360.

Chicago Office,
1141 Century Bldg.
Wabash 1067

New England's Second Largest Market

Providence Has Telephone for Every 4.8 Persons

A recent national survey shows Providence to be high up on the list of cities having large numbers of telephones in proportion to their populations.

There are 21.3 telephones for each 100 persons—a pretty high average when you find New York City with 21.7

The Providence Journal and The Evening Bulletin

give you excellent coverage in this prosperous market

Circulation 108,809 Net Paid

Providence Journal Company
Providence, R. I.

Representatives

Chas. H. Eddy Company
Boston Chicago New York

R. J. Bidwell Company
San Francisco Los Angeles Seattle

1926 Newspaper Expenditures

[CONTINUED FROM PAGE 34]

Mallory Hat Co.....	75,000
Marmola Co.....	400,000
Marmon Motor Car Co.....	300,000
Maytag Co.....	2,100,000
Metropolitan Life Ins. Co.....	4,500,000
Mecheim Tire Co.....	175,000
M. J. B. Co.....	200,000
National Carbon Co.....	425,000
New York Central Lines.....	300,000
Nicholson File Co.....	90,000
Nickerson John, & Co.....	71,000
Northern Pacific R. R.....	200,000
North German Lloyd S. S. Co.....	100,000
Northwestern Yeast Co.....	50,000
Noxema Chemical Co.....	60,000
Oakland Motor Car Co.....	*1,200,000
O'Ceard Corp.....	125,000
Olds Motor Works.....	*1,700,000
Oneida Community Ltd.....	150,000
Pabst Corp.....	110,000
Pacific Coast Biscuit Co.....	90,000
Pacific States Electric Co.....	50,000
Paige-Detroit Motor Car Co.....	1,100,000
Palmolive Peet Co.....	500,000
Paraffine Companies, Inc.....	65,000
Paris Toilet Co.....	182,000
Parker Pen Co.....	200,000
Peerless Motor Car Corp.....	450,000
Pennsylvania Railroad Co.....	250,000
Pennsylvania Cement Co.....	85,000
Pepsodent Co.....	500,000
Perfection Stove Co.....	350,000
Philadelphia Storage Battery Co.....	200,000
Pierce Arrow Motor Car Co.....	325,000
Pillsbury Flour Mills Co.....	150,000
Pittsburgh Plate Glass Co.....	87,000
Pompeian Laboratories.....	170,000
Pond's Extract.....	235,000
Portland Cement Assn.....	325,000
Porto Rican American Tobacco.....	115,000
Postum Cereal Co, Inc.....	500,000
Pratt Food Co.....	75,000
Procter & Gamble Co.....	425,000
Quaker Oats Co.....	750,000
Radio Corp. of America.....	500,000
Ralston Purina Co.....	112,000
Regal Shoe Co.....	220,000
Regensburg, E. & Sons.....	120,000
Rco Motor Car Co.....	600,000
Reynolds, R. J. Tobacco Co.....	2,500,000
Resinol Chemical Co.....	300,000
Ritchie, Harry F., Co.....	125,000
Rolls Royce of America, Inc.....	100,000
Royal Typewriter Co.....	135,000
Saratoga State Water Corp.....	50,000
Schell Mfg. Co.....	200,000
Scott & Bowne.....	200,000
Scranton Lace Co.....	\$2,000
Selby Shoe Co.....	50,000
Sheaffer, W. A., Pen Co.....	300,000
Shredded Wheat Co.....	350,000
Shreve Crump & Low Co.....	65,000
Smith, L. C., & Corona Type-writers, Inc.....	125,000
Snider, P. A., Preserve Co.....	100,000
Sonora Phonograph Co.....	50,000
Southern Cotton Oil Trading Co.....	400,000
Southern Pacific Co.....	550,000
Spaulding, C. & Bros.....	200,000
Squibb, E. R., & Son.....	400,000
Standard Cap & Seal Co.....	60,000
Standard Oil Co. of Indiana (gasoline and motor oils).....	2,000,000
Standard Oil Co. of New York (gasoline and motor oils).....	500,000
Standard Oil Co. of New York.....	600,000
Standard Sanitary Mfg Co.....	275,000
Stein, A. & Co.....	100,000
Straus, S. W., Co.....	400,000
Stromberg - Carlson Telephone Mfg. Co.....	283,000
Stuart, F. A., Co.....	200,000
Studebaker Corp.....	2,000,000
Syracuse Washing Machine Co.....	450,000
Thatcher Co.....	75,000
Tiffany & Co.....	90,000
Tidewater Oil Co.....	210,000
Timken Oil Burner Co.....	70,000
Union Oil Co. of California.....	225,000
Union Pacific System.....	700,000
U. S. Gypsum Co.....	50,000
U. S. Rubber Co.....	835,000
Vacuum Oil Co.....	250,000
Van Ess Laboratories.....	100,000
Van Slyke, G. W., & Horton.....	125,000

Vellie Motors Corp.....	200,000
Vick Chemical Co.....	200,000
Vivaudeu, Inc.	260,000
Wabash Railway Co.....	120,000
Waitt & Bond	150,000
Wander Co.....	150,000
Western Clock Co.....	62,000
Westinghouse Electric & Mfg. Co.	500,000
White Co.....	250,000
White Rock Mineral Springs	240,000
Willard Storage Battery Co.....	186,000
Williams Oil-O-Matic Heating Corp.	100,000
Winlow Boiler & Engineering Co.....	150,000
Willis Overland Co.....	*1,500,000
Wrigley Wm. Jr. & Co.....	1,250,000
Zenith Radio	*160,000

*Includes dealer cooperative advertising

Farm People a Receptive Market

[CONTINUED FROM PAGE 30]

order business with plenty of available cash or credit were able to purchase at bargain prices the stocks of a vast number of bankrupt dealers, jobbers, and manufacturers, and the products of a vast number of factories that had to keep up production or cease operation.

These bargain purchases enabled the mail order houses to present the irresistible argument of reduced prices to the farmer who was nursing his resentment against the conditions that had forced him to deflate but had not deflated the prices of the things which he had to buy.

This resulted in an unprecedented wave of mail order buying, and in unusually hard times for the dealers who sold to farmers. Their overhead was going on, but their volume had been very greatly shrunk so that their proportionate expense of doing business was heavier than it normally would have been.

The condition delayed any reduction in prices by dealers. Even after they began to get reduced prices from manufacturers, the dealers had to have a larger percentage of profit in order to cover their larger proportionate overhead.

As the dealers began to get back to normal and the mail order houses began to find it necessary to buy in a more competitive market, the difference between the mail order price and the dealer's price was very greatly reduced.

This naturally led to a larger percentage of dealer buying by farmers and to a larger volume of business that reduced the overhead of the dealer and enabled him to make still further reductions in his prices. In other words, the reversal of the process that had sent farmers from the dealer to the mail order house now began to send the farmers from the mail order house back to the dealer. So mail order houses whose business had been abnormally high for several years, and dealers whose business had been abnormally low for several years began to get back on a normal basis.

Other elements have entered into the picture. Chain stores have been greatly multiplied. With automobile transportation farmers have shown a greater tendency to shop around and even go into the larger buying centers, deal-

it may seem
funny to some
people that the
stronger we get
the more loudly
we proclaim the
inability of
the Detroit Times
to *cover* the greater
Detroit area
alone---no one
paper can do a job
like that in
a *big* market,
so why kid the public?



Dairying smooths the peaks and valleys of farm income as surely as though the cream truck drove right over the calendar.

Farmers in the leading butter state of Minnesota receive their cream checks twice a month. They are able to, and do buy merchandise the year 'round.

Merchants here base their plans on their farm trade because it amounts to from 40% to 95% of their total volume every month in the year.

Reach this great group of steady income farmers through the only weekly farm paper in the Northwest

 **THE FARMER**
 With Published Co. St. Paul, Minnesota
The Northwest's Only Weekly Farm Paper

Standard Farm Papers, Inc.,
 307 No. Michigan Ave.,
 Chicago, Ill.



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

A Northwestern Institution Since 1882

Member Standard Farm Paper Unit

ers have undertaken truck delivery services into the country.

All of these developments have had a tendency to bring both the mail order and the dealer business back to a normal condition.

The conclusion from all this is that ordinarily a reduction in mail order business frequently means an increase in dealer business.

Farmers, like dealers, and jobbers, and manufacturers, have been gradually liquidating their obligations and are, at this time, more nearly in a normal buying position than they have been for several years. The normal buying condition is very good for the dealer and not so proportionately good for the mail order man.

The item of shoes went through this cycle in the shortest time of any article of merchandise. Immediately following the beginning of the slump, various mail order organizations entered the farm field and cleaned up millions of orders for shoes.

But when the old high priced stock had been cleared out of the dealer's stores and they were in a position to offer good merchandise at a lower price, they drove the leading mail order shoe people out of business, or practically so. The element of "fit" drove the farmer back to the dealer for shoes several months and, in some cases, several years before he came back to the dealer for products in which the element of fit or style has only secondary place.

Is it not reasonable to assume that under all these circumstances manufacturers who advertise to farmers in the year 1927 will be going into the most receptive market among farm people that they have encountered for several years?

The Advertising Manager's Attitude

[CONTINUED FROM PAGE 27]

game as he should; that is, gives credit where credit is due.

A great many men—and they are not all advertising managers—seem to think that because someone "gives" them an idea, it is theirs. That is a mistake. It is more than a mistake; it is a crime. And like all crimes, it brings its own punishment.

My practice, when one of my assistants "gave" me a suggestion that impressed me favorably, was to submit it to my associates or superiors with some such explanation as this: "Mr. So-and-so gave me a suggestion yesterday which seems to me to be worth considering. It is this . . ." I adopted this practice because I believed it to be honest. I continued it because it paid.

A day or two ago I had an engagement with a man whose name is almost as well known as Mr. Coolidge's. He was a few minutes late, so I had an opportunity to look around a bit. Over the telephone operator's desk was a card which, as nearly as I can recall, read like this:

Be Courteous
 and Obliging

The only way to earn a reputation is to fill your job better than it has been filled before, to tell the truth and

The Lillibridge Viewpoint

Number Eleven

Issued by Ray D. Lillibridge Incorporated

New York

The Courage to Do the Necessary

DURING the world war the story went around of a French Commandant, Georges Mellerai, who found himself and a handful of his soldiers marooned in the village of Basileaux, surrounded by an overwhelming force.

Their retreat was cut off. Seemingly the only thing to do was surrender. But to surrender meant that the village would fall into the hands of the enemy and furnish protection to them for several precious hours.

Resorting to the sole means of communication left to them, a carrier pigeon, they sent back this message to their comrades behind the French lines:

"We are lost, but we have done a good job. Turn the guns on the town."

It was their death sentence, written by their own hand, and dispatched with that high courage which lends the might of an army to the heroism of a handful of patriots.

The French guns thundered, and Basileaux crumbled. The chapter was ended . . . Yet that chapter will never be ended, for it contributed to the victory.

Commandant Mellerai and his men had had the courage to do the necessary.

§ § §

"The courage to do the necessary" is needed in business these days as keenly as it was ever needed on the field of battle.

In some whole industries, and in many individual enterprises, it is growing increasingly evident that nothing will suffice but turning the guns on old methods and poli-

cies and leveling them so that a new structure can be built up that will meet the new competitions and complexities.

"Not a Member of the Parish"

BRANDER MATTHEWS reminds us of the old story of the man in church who remained dry-eyed when the rest of the congregation were dissolved in tears by the pathos of the sermon, and who explained that his failure to be moved was due to the fact that he did not "belong to the parish."

The trouble was not with the man or the parish, but with the preacher. He simply lacked the distinguishing greatness of a Henry Ward Beecher, who was able to play upon the emotions of people of every class and creed—those who belonged to his "parish" and the thousands who did not.

Too many of the advertisements in current periodicals seem to do little more than single out the people who have always thought favorably of the product advertised and keep them reminded.

The truly great advertisement is the one which moves the man or woman who does not belong to the advertiser's "parish," and leads him or her to join.

A Client Is Surprised

HE HAD a product to be marketed and he engaged us to "look after the advertising."

When we presented our recommendations he was surprised, for advertising was only one of eight things we recommended—and the last one, at that!

He had supposed we would submit some

dummy layouts and a list of mediums, but instead we submitted a sales "objective." On that "objective" we centered all of our recommendations. Some had to do with sales policies, some with production policies, some with the geography of distribution, some with organization policies, and so on, with advertising at the end.

We knew that if we could get his business "in balance" and the efforts of his whole organization focused sharply on a definite "objective," he could appropriate money for advertising with assurance that every dollar he spent would buy progress toward that "objective." Progress for his business, rather than merely publicity for his product.

This is our usual method of approaching an advertising problem: to crystalize our clients' needs and problems, whether they pertain to production, distribution, sales, good-will or prestige, and set up "objectives." We then formulate plans for reaching these "objectives" in the most direct way and by the most economical methods possible, and carry these plans through to the last detail, after they have been approved by our client.

The Dizziness of Rotation

HARRY A. HOPF cut right through to the heart of the problem of keeping a business growing profitably when he said: "As a business becomes larger and more complex, it must be made more simple."

This is true of routine administration, the simplifying of which is Mr. Hopf's work. And assuredly it is true of advertising.

Let a business get just about so deep into advertising and it is liable to get so involved in the mechanics of it—insertion sched-

ules, dealer electros, envelope stuffers, window displays, convention exhibits, catalog page proofs, salesmen's portfolios, and what-not—that the job the advertising is expected to do is lost sight of in the whirl.

It would be a healthy thing for many a business if the general manager were to arrive at his office some morning and, before taking up the work of the day, write down three questions on a sheet of paper:

1. *What are we trying to accomplish with our advertising?*
2. *Are we accomplishing it?*
3. *If we are not, why are we not?*

These three questions sweep away the complexities of advertising and reduce it to the simple terms under which it was given employment in the first place.

Nearly every business needs this simplifying treatment periodically. For with advertising as with every thing else, the dizziness of rotation can easily be mistaken for the exhilaration of speed!

We Hazard a Prophecy

IT TOOK many years for the advertising agents of the last generation to discover the importance of market-research and analysis, and to screw up their courage to the point of charging for this work on a proper basis.

Signs are beginning to point now to a similar awakening to the importance of "follow-through," and we believe many of the advertising agents of Tomorrow are going to consider "follow-through" as important as market-analysis has lately come to be considered, and charge for it in a business-like way.

RAY D. LILLIBRIDGE INCORPORATED

-Advertising

NO. 8 WEST 40TH STREET / NEW YORK

Telephone: Longacre 4000

Established in 1899

to save money. Be courteous, be gentle in outlay, be obliging, help others all you can. Fear no one.

What should be the advertising manager's attitude toward the advertising agency which has been retained by his company?

That is a difficult question to answer; for this reason: The business of being an advertising agent has not been standardized any more than has that of being an advertising manager. Many advertising agencies, it is true, have adopted a standard of procedure which they try to live up to; but there are as many more who have their own ideas as to what should be done for clients. It seems to me, however, that one has a right to expect that one's advertising agency shall—

1. Make a sufficiently exhaustive study of the industry with which the advertiser is identified to justify it—the agency—in making definite recommendations not only as to how the product should be advertised but also as to how it should be merchandised
2. Select the media to be used and contract for the appearance therein of the advertiser's announcements
3. Prepare copy
4. Prepare or supervise the preparation of artwork
5. "Set" the advertisements
6. Make plates or mats
7. Forward plates or mats to publications in which they are scheduled for insertion
8. Check insertions
9. Pay for insertions
10. Bill advertiser for insertions
11. See that whatever should be done in the way of trade-aid is done.

This, I think, is a complete list of what one's advertising agent should do—what he should be expected to do. But he cannot do all these things, nor should he be expected to do them, if his compensation is less than it should be.

As a rule, the selection of an advertising agency rests with the management, not with the advertising manager. This sometimes leads to friction between manager and agency. But here, as in every other relationship, a willingness to give and take goes a long way. Remember, please, that advertising agencies really wish to serve their clients. Remember, too, that the best way to ascertain what one's advertising agency can do in the way of cooperation is to tell what one must have. In other words, do not assume that an advertising agency cannot do this, that or the other, merely because it never has done it.

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

*To interested manufacturers and agencies an re-
quest—latest A. B. C. Auditor's Report—new en-
larged and revised edition of "Selling the
Architect" booklet—latest statistics on building
activity—and data on the circulation and service
of The Architectural Record with sample copy.*

(Average net paid 6 months ending December, 1926, 11,476)

The ARCHITECTURAL RECORD
119 West Fortieth Street, New York, N. Y.
Member A. B. C. Member A. B. P., Inc.

162 Years

18 dentifrice, toothbrush and mouth wash advertisers have used ORAL HYGIENE continuously for a total period of a few months more than 162 years—an average of more than 9 years each.

Almost without exception these are big national advertisers who buy space scientifically, key their copy and chop you off their schedule if your magazine doesn't prove its worth to them.

ORAL HYGIENE

Every dentist every month

1116 Wolfendale Street, N. S.
PITTSBURGH, PA.

CHICAGO: W. B. Conant, Peoples Gas Bldg., Harrison 8448.

NEW YORK: Stuart M. Stanley, 62 West 45th St., Vanderbilt 3758.

ST. LOUIS: A. D. McRinney, Syndicate Trust Bldg., Olive 43.

SAN FRANCISCO: Roger A. Johnstone, 155 Montgomery St., Kearny 4926.

Convention Calendar

MAY 4-28—Sixth Annual Exhibition of Advertising Art, held by the Art Directors Club at the Art Center, 63 East 56th Street, New York City

MAY 9-11—Semi-Annual Convention of the Association of National Advertisers, Detroit, Mich.

JUNE 13-15—Sixth Annual Convention of the Industrial Adv. Ass'n, Cleveland

JUNE 26-30—International Advertising Association, Denver, Colo.

OCTOBER 19-21—Direct Mail Advertising Association, Chicago.



Sell
COLUMBUS
and the **G-C-O-M**

29 Rich Counties More than a million people

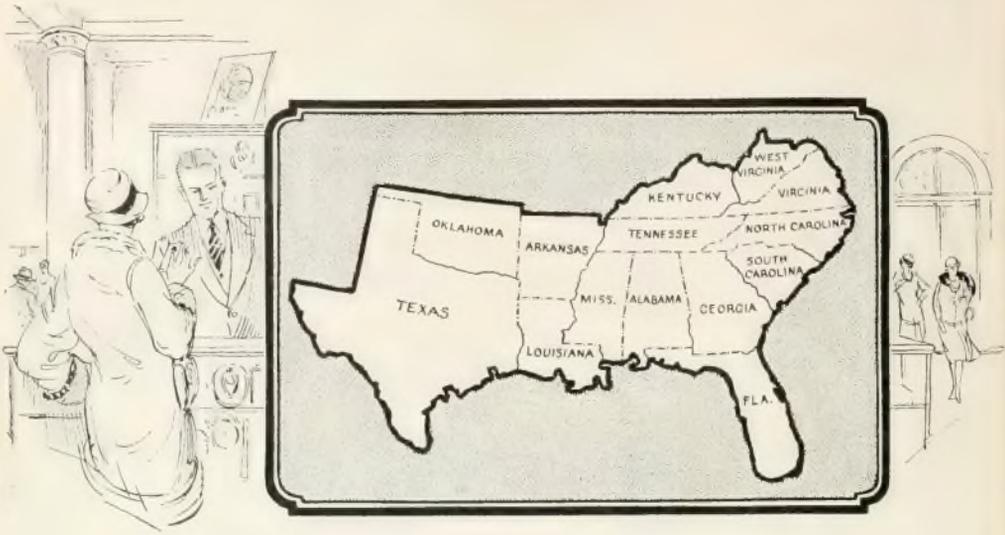
The G. C. O. M. (Great Central Ohio Market), with Columbus its trading center and Capital, is one of the most attractive fields in America for the sale of all kinds of Merchandise. The wealth of this territory is more than 2 1/2 billion dollars.

One newspaper, The Columbus Dispatch, can give you the key to sales in this fertile territory.

During 1926 The Dispatch carried more agate lines of paid advertising than any other Ohio newspaper.

The Dispatch, with a city circulation of 55,920, reaches practically all of the worthwhile homes in Columbus and covers the great Central Ohio Market as no other newspaper even claims to do.

Dispatch
OHIO'S GREATEST HOME DAILEY



Over 31 Million People are Willing to Listen

NOW is the ideal time to focus your attention on the South. Grow in the South as the section itself is growing. Create a demand for your products that is in line with the needs and wants of a normal, prosperous people.

The South's population is not concentrated in any one particular spot. When you consider that the area covered is nearly one-third of the total area of the United States, it becomes apparent that this sunny land cannot be covered adequately through one publication—or by a few publications.

Statistics prove that Dixie's millions are best reached through daily newspapers. No other



medium is so effective. One out of every six persons in this thriving part of America reads a daily newspaper. Newspapers go into practically every Southern home.

The combined circulation of papers in this area is 5,197,306. Line rates are cheap in the South. In what other section of the country can you talk to thirty-one million people at a cost as low?

Ask any recognized advertising agency for further facts and figures on media and coverage in the South.

For general information write

SOUTHERN NEWSPAPER PUBLISHERS' ASSOCIATION

Cranston Williams, Manager

Box 468, Chattanooga, Tenn.

Sell The South Thru
SOUTHERN NEWSPAPERS

The OPEN FORUM

Individual Views Frankly Expressed

Editions Sold as a Unit

WHAT difference does it make to the advertiser whether he buys 45,000 circulation combined in the morning *Telegram* and the evening *Post*, or whether he buys the same amount of circulation in an evening paper that starts out with its first edition at 9 o'clock in the morning, runs anywhere from four to eleven other editions during the day, and comes out with its final at seven at night? The circulation of all these editions is sold as one circulation. Why shouldn't the advertiser criticise the "forced" buying space in these numerous editions of a so-called single paper?

So far as Bridgeport is concerned, the advertiser has the choice of buying the *Post-Telegram* combination with 45,000 circulation at 15c., making a complete coverage of the Bridgeport trading territory, with one expense for cuts, copy and checking; or he can buy 10,000 circulation in the same territory for 5c.

The difference in these rates per line per thousand of circulation represents the economies effected by issuing two papers from one plant, to say nothing of the inability of the small medium, because of its greater overhead, to render any of the much sought cooperation for the national advertiser and the agency.

EDWARD FLICKER, General Manager
Post-Telegram
Bridgeport, Conn.

Buying "Gross" Circulation

WHEN advertisers and agency space buyers stop buying newspapers on the basis of gross circulation—then and not until then will such problems as compulsory combination newspapers, exorbitant differentials between local and national rates and the evils of forced circulation getting adjusted themselves.

Newspaper men tell me very frankly that in any given city the paper that has the larger circulation gets the business. It doesn't make any difference what kind of circulation this is or where it is. So the *Baltimore Sun* and the *Kansas City Stars* and the *Springfield Republican News-Unions* say to the advertiser, "See what large circulation we can give you. Look at our milline rate," and the advertiser pays and pays and pays and doesn't know what he is paying for.

In Springfield we have a given amount of money to spend. It is all we can afford to spend in Springfield. We told Mr. Bowles we wanted to buy half his circulation. He won't sell it because he says most of the advertisers want all of his circulation and he is a wholesaler of space and not a retailer. To his credit it may be said he does give a wholesale rate in his four papers and he gives the national advertiser an even break with the local advertiser.

How quickly morning and evening combination newspapers change their tactics when another newspaper in the same town begins to give them real competition! We hope that the *Worcester Post* grows mightily in circulation and advertising power, then we will be able to buy space in the *Evening Gazette* and the *Post* separately from the morning *Telegram*. Let advertisers begin to study newspaper circulation as qualitative. Let them educate their agency space buyers to dig down and give them the real facts regarding newspapers in each city in which they advertise and let them have the courage to resist the pressure of dealers inspired by newspapers. Our purchasing agents test everything they buy for quality. Let us test newspapers the same way.

S. E. CONYBEARE, Assistant Sales
Manager in Charge of Advertising,
Armstrong Cork Company, Lino-
leum Division, Lancaster, Pa.

Merchandising Radio

I LIKE the Edgar H. Felix article in your March 9 issue very much. It very definitely puts a finger on short-sighted retailing.

It seems a shame for a manufacturer to spend the development time; for the engineer to expend his energy and experience in design and development; for the manufacturing division to institute and safely maintain all its inspection and production care; for the sales and advertising divisions to direct their energies toward developing an understanding and appreciation of quality in the mind of the prospect, all to the point where he makes an expenditure of between \$400 and \$500, only to have a dealer, for the sake of only a few cents, substitute an accessory with a performance which tears down all that has been built up for him.

Fortunately, in the minds of the buying public there has developed a

quick appreciation of the radio industry. The public appreciates that there are a few manufacturers, long established in other lines of business, who have turned their experience of successful business conduct to radio. The policies which made them successful are reflected in their products, their methods of distribution and the organizations they gather about them. The radio buyers who do not get complete satisfaction with their purchases will realize that they did not exercise the same judgment in purchasing as they did when they bought their automobiles, their pianos, or even their wearing apparel.

ROY DAVEY, Advertising Manager
American Bosch Magneto Corp.
Springfield, Mass.

Educating the Public to Radio

I THINK that Mr. Edgar H. Felix (issue of March 9) has very clearly set forth some of the most important problems before the radio industry today. There is no doubt that the future of radio depends greatly upon the character of the programs broadcasted and upon clearing up the present conditions among broadcasting stations.

The owner of an automobile has the whole country as a playground, and may gage the pleasures of motoring as his fancy dictates; whereas the owner of a radio set is forced to accept what is offered him by those who control the broadcasting stations. It took some time to educate the public to the benefits of motoring, and likewise it will take time to educate the public to the pleasures of the radio.

More straightforward facts regarding the initial cost of radio sets I am sure would be welcomed by the consumer. Many people have been led to believe that a set costing \$50 can be taken home and immediately put into operation; whereas the truth of the matter is that twice this amount, or more, has to be spent in antennæ, lightning arrestors, batteries, tubes, eliminators, chargers, etc.

There are untold possibilities and pleasure in radio, and it is up to those who control it to impress this upon the public by sound merchandising methods and intelligent broadcasting policies.

ALLAN BROWN, Advertising Manager
Bakelite Corporation
New York

Before you buy Window Displays ask these 5 questions

1. Do you have your own plant?

This means manufacturing knowledge, proper supervision, control of operations at every stage, better product—dependable delivery. Besides—you can't add two profits without adding to cost—and you can't shade both profits without shading quality!

2. Do you do your own mounting and finishing?

The same applies to this question as to the first—especially the last part of the first!

3. Do you have your own art department?

This question is important because it involves experience, expertness in the specialized technique of art for displays, skilled adaptation of thought to medium, effectiveness of the whole. All of which takes many years to gain—and none of which can be bought haphazardly "on the outside".

4. Do you specialize in window and counter displays exclusively?

It stands to reason that an organization that concentrates on just one type of product can bring more skill and more experience to the manufacture of that product, more efficiency and adaptation of equipment to its production, and more ultimate economy of cost!

5. Has your creative staff much retail merchandising and advertising experience?

And this is by far the most important, because without a background of "back of the counter" knowledge and substantial advertising and merchandising experience, a display is just so much inert ink and paper. It's what is back of a display that moves merchandise and makes sales—and not even the best of lithography and the finest of art work can compensate for a lack of merchandising thought!

And to all of these questions, this organization can emphatically answer—

Yes!

EINSON-FREEMAN CO. INC.

LITHOGRAPHERS

Offices and
Lithographic Plant



511-519 East 72nd Street
New York City

Salability

THE editors of "Printers' Ink" permitted a contributor to state in the leading article of the March 3 issue: "If a thing cannot be readily sold, its commercial value is nothing to get excited about."

Of all the false generalities this is one of the falsest.

I defy "Printers' Ink" and its contributor to name six things that can be readily sold! I might even cut the number down to three, to make it a little more of a sporting proposition.

It is granted that salability varies between different things. A ticket to the Follies is more readily salable, say, than a trip to the dentist's. Also, it is conceded that the salability of the same thing may vary from time to time, witnesseth Florida lots. Time was when these might almost fairly be said to be readily salable.

The complexities of modern life and natural human inertia prevent practically all things from being readily salable.

Then, the problem confronting all of us is, how can we cut down the cost of making sales?

The answer is, by making use of each known sales instrumentality to the limit of its economic possibilities.

That, my friends, is a large order. Especially, when we think of all the forms of selling effort that exist today.

The salesman has certain functions; direct-mail methods have theirs, and publication advertising has its.

The functions of all of these are more or less interchangeable. And that is where the problem becomes intricate. If we use the salesman to do work that can more rapidly and economically be accomplished by direct mail or publication advertising, sales efficiency falls off and costs mount. Likewise if we depend upon either or both of the two latter forms of selling effort to do what only the salesman can do, we spend money to ill effect.

Salability is increased by sales strategy.

A. R. Maujer.

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

INDUSTRIAL POWER increases salability by conveying your story wastelessly and economically to men who can and will buy.



What's Wrong with This—Business?

Judged by surface indications, the men's furnishings business is not in a healthy condition—in New York, at least. For, all over town, at practically all times of year, "clearance" or "reduction" or "dissolution" sales are in progress.

Are there too many haberdashers? Or is style so important a factor in the business that stocks must be sold at cost—or below—as a matter of self-protection?

"Super-Stuff"

Jesse R. Sprague has an article in the March issue of *Harper's* which every up-and-coming sales-manager should read. Its title is "The Go-Getter Abroad." And it explains why, outside of the U. S. A., strong-arm methods of salesmanship are a failure. Eventually, it will be found, I believe, that they are a failure here. But that is only one man's opinion. The point Sprague drives home is that high-powered pressure defeats its own purpose.

Something Sprague says in the article under consideration reminds me of something that happened a good many years ago. One of the western railroads had contracted to handle a special train. For reasons which need not be given here, it was highly important that the train be operated in a way that would give satisfaction—and more—to the men who had chartered it. The schedule was fast, but not unreasonably so. The finest equipment at the company's disposal was provided and a picked crew was assigned to see that everything was done that could be done to make the run a success.

A few days before the special was due to leave on its 1000 mile flight across the plains, the railroad's ranking passenger official held a "get together" meeting, which was attended by pretty much everybody who had to do with the operation of the train. In words that burned, he told them how vitally important it was that the train establish new records for speed and service.

Well, the great day came. The special left on time. It reached its destination nine hours late!

About that same time, another railroad whose officers did not believe in super-stuff, was asked to run a special train between the same points. They were given an hour's notice. They said they "thought they could do it in 24 hours." The actual running time was less than nineteen hours. There were no "hurrah" meetings—no waving of flags—no strong-arm methods of any kind. They took what came as all in the day's work.

Write your own moral.

The Radio Programs

In their perfectly natural desire not to give radio advertisers publicity which they are not paying for some of the newspapers have carried them to a point which makes the radio column almost valueless. The New York Edison Hour, for example, is listed as "8.00 p. m.—String ensemble." And other equally interesting affairs are indicated with equal vagueness—"concert orchestra," "Russian band," "talk," etc.

It is, perhaps, too much to ask that the newspapers go so far as to name the thousand and one advertisers who use the radio for promotional purposes—but can't they, out of consideration for their readers, do just a little bit more than they are doing?

In Twenty-five Years

Here is an extract from the annual report of the Gillette Safety Razor Company:

It seems but yesterday that a single room on the top floor of 394 Atlantic Avenue, Boston, contained the entire manufacturing equipment of the Gillette Safety Razor Company. With one sharpening device and a few other machines, production began with a nominal capital investment of five thousand dollars.

On this, our Silver Anniversary, the Company's manufacturing plants and warehouses in this country and abroad occupy more than sixteen acres of floor space. Today the aggregate value of the Company's shares in the open market approximates two hundred million dollars. Important as they are, buildings, machinery and capital represent but one phase of the growth of the Company. The development of its man-power is, to me, even more remarkable than the Gillette Company's material expansion. It seems to have been the good fortune of the Company to attract and hold unto itself men and women of unusual vision and ability.

If all the buildings were destroyed tomorrow they could be comparatively easily replaced. The real wealth of the Company is in its brain-power and in the good-will its products enjoy in the minds of millions of people, here, abroad and in the far corners of the earth.

—King C. Gillette, President.

I doubt if a more eloquent tribute to the power of advertising has ever been written. Read it—and wonder!

JAMCO.

Devoted to the nation's greatest business HOME - MAKING

The HOME FORUM

(conducted by Better Homes and Gardens)

How often the methods which bring success in modern business are based on the strategy of players appearing in earlier acts on the world stage!

For more than ten years, the Greeks besieged Troy. Countless other cities had fallen before their plan of attack. But in ten years, it failed to get them even a foot in the Trojan gate.

Then Ulysses spoke up in conference: "Since our present system leaves Troy unconquered, let's try a different attack." That point marks the beginning of success in the Trojan conquest.

America has many manufacturers whose goods are sold in nearly every city in the United States. When they check their distribution, the percentage rivals that of the purity of floating soap.

But in a check of the actual homes in which their product is used, the percentage drops to 40, or 30 or less. Millions of homes are still unconquered by their advertising attack.

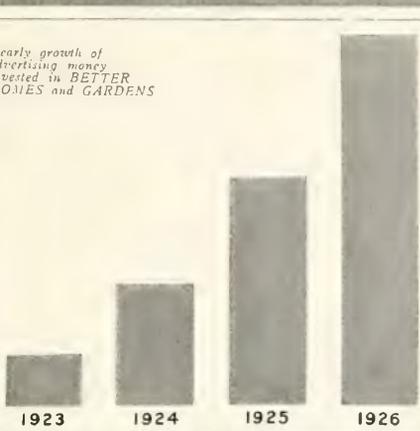
In such cases, modern sales executives are taking a page from the Book of Experience as written by Ulysses. They vary their attack. Their advertising plans include publications giving them a new entree to homes which they have not sold before.

To the manufacturers of products for the home and family, BETTER HOMES and GARDENS presents a new approach to 850,000 American homes. From its complete home background, their advertising story gains greater interest than ever before.

A glance through the current issue of BETTER HOMES and GARDENS will show you how many advertisers are taking advantage of this opportunity to build a stronger sales contact with substantial home-owning American families.

BETTER HOMES and GARDENS

Yearly growth of advertising money invested in BETTER HOMES and GARDENS



RESULTS Make Advertising Grow

UNDERLYING the score of factors responsible for the tremendous advertising growth of BETTER HOMES and GARDENS is this one basic reason—

BETTER HOMES and GARDENS has given advertisers a more than satisfactory return on their investment.

That is why so many manufacturers of products for home or family, and the merchants who sell their goods, have come to recognize BETTER HOMES and GARDENS as essential in a thorough job of advertising to the American Home.

BETTER HOMES and GARDENS

E. T. MEREDITH, Pub., Des Moines, Iowa

ADVERTISING OFFICES:
NEW YORK, PHILADELPHIA
CHICAGO, MINNEAPOLIS
KANSAS CITY, ST. LOUIS
SAN FRANCISCO

Thousands of business men with home development opportunities by reading BETTER HOMES and GARDENS each month!



PROGRESS

The April 1927 issue of

The Shrine Magazine

is the largest issue in both lineage and revenue since its inception.

There are a number of reasons for this. *Do you know what they are?*



NEW YORK

CHICAGO

BOSTON

When we accept your addressed sales literature or samples for delivery in Greater Cleveland, we agree to have our trained carriers ring the bell and hand the envelope to the person addressed. And on the day specified by you—whether you have 5,000 or 225,000 pieces. Rates aren't high, either; for instance, you may have addressed matter weighing as much as four ounces the piece delivered for not more than \$10 per thousand.

SHOPPING NEWS

5309 Hamilton Ave.
CLEVELAND

Sweater News
and
Knitted Outerwear

The Underwear & Hosiery Review

Tie-up

Your Consumer Campaign
with Trade Publicity

for Sample Copies address:
KNIT GOODS PUBLISHING CORP
23 Worth Street New York City

Fifty Firms

[CONTINUED FROM PAGE 24]

would replace each article which was not satisfactory, but they did not, in their literature, obligate themselves to refund the original purchase price. Five agreed to replace the product or refund the original purchase price. A similar number promised to replace any article that proved defective in workmanship or material.

ONE of the most valuable results from such a study is a comparison of the retail price of merchandise distributed from house to house with similar merchandise sold through other channels, taking into consideration not only the amount of money involved but also the quality, style, and service offered with the sale. A definite comparison, however, is out of the question. Surprisingly few of the forty-six organizations attempted to suggest that their product was distributed at a lower cost.

Most of the literature, while it did suggest that prices were low, did not make comparative statements. The statement of one company manufacturing a window washer was typical: "One small cost solves the problem for good and makes . . . a permanent household blessing."

Another example suggested that an organization selling from house to house does not, of necessity, sell altogether on a price basis.

Compensation is one of the most important questions in which the prospective agent is interested; only two replies failed to refer to that subject. The details and amounts were as diversified as were the products to be sold. No two were identical.

The most common method of compensating agents proved to be that of giving a commission. Of the forty-four replies which mentioned this subject, twenty-seven used the commission method of paying. It is of some significance to note, however, that thirteen or approximately twenty-five per cent required their salesmen to buy outright for resale. Of the companies replying, four made optional either of these two methods.

Of the thirty-one firms using or making it optional to use the commission method, the majority offered a flat commission. Some concerns manufacturing a variety of articles offered them to agents at different rates of commission. One firm selling men's clothing offered the equivalent of twenty per cent on overcoats, twenty-five per cent on men's suits, and thirty per cent on caps.

In four instances a straight commission was offered to the representative who merely took orders and collected the advance payment; a higher gross profit was offered to those who would buy the product outright and resell it at the stipulated price. For example, a silk manufacturing company offered a twenty-five per cent commission for outright sale while offering only twenty per cent for C.O.D. orders mailed direct to the customer.

One of the most surprising results of this survey was the discovery that low commissions were offered by most house-to-house sellers. The largest single group offered between twenty-five and twenty-nine per cent, pre-

FORMS CLOSE . . .

five weeks preceding

THIRTY-SIX years ago this month Mr. George Batten sat alone in his office.

Alone? In that tiny cubicle he had just rented at 38 Park Row there was scarcely room enough for one man.

Mr. Batten sat writing an advertisement. The hour was noon. At sundown a newspaper would close its forms for the issue in which that advertisement was scheduled.

At four o'clock Mr. Batten had "caught" his first insertion. . . .

In the month ending January 15, 1927, George Batten Company, Inc., placed in the hands of magazines some 712 advertisements.

Ninety-eight percent (about

700) were placed there comfortably in advance of official closing dates. The remaining two per cent, of course, caught the scheduled insertion, but with less margin. Publication men tell us that this high average, which we have held to month in and month out, is one of the reasons why the make-up men in their composing rooms think so well of this agency.

From which fact, depending upon your point of view, three conclusions might be drawn.

First, you might say that these advertisements did not suffer hurried production; that there was ample time for the "free creation" that results in outstanding copy; that there was time for high standards of

mechanical excellence to be met; that the early arrival of the copy did much to insure a good position for these advertisements.

Or, secondly, you might say that despite a rather phenomenal growth in our business we were comparatively free from overgrowth.

Or you might even point out, just as the office wags delights to indicate, that the goal of every self-respecting advertisement is to get itself printed. Which is only his way of saying that if your advertising is scheduled for page 42 of the June issue of McCall's, it is very important that it be there when some two million-plus pairs of eyes fall on the page.

GEORGE BATTEN COMPANY, INC.

Advertising



Bernhard Cursive

*This beautiful new type face is designed by
Lucian Bernhard to express Charm,
Grace, Elegance and Teheacy.*

H A R P E R ' S B A Z A R

*selected it for their new layout as
the leading Display type for
Headings and Captions*

Ask for our Portfolio of Inspirational Prints
The BAUER TYPE FOUNDRY inc
New York - 230 W 43rd Street

75 Typewritten Pages of Merchandising Fact and Figure for \$150.00

On the Industry You Are Working On

This is the Business Bourse's justly famous quick service research service, available now for over 400 separate industries. It contains real hard-to-get facts and figures; keen, experienced appraisal of conditions in the industry; is illustrated with hand drawn graphic charts and maps, and comes in loose leaf binder.

Your research dollar cannot buy as much in any other way.

Ask at once for table of contents on whatever industry you are working at.

THE BUSINESS BOURSE

J. GEORGE FREDERICK, PRES.

15 West 37th Street

(Wisconsin 5067)

New York

In London, Business Research Services, Ltd.

sumably on the retail selling price, while twenty-one of the thirty-one (over two-thirds) gave a commission of less than thirty per cent. This fact is certainly contrary to the widely expressed statements that such articles commonly carry commissions of forty, fifty, sixty per cent.

RATE OF AGENT'S COMPENSATION

	Commission*	Outright Sale*
15%-19%	5	0
20%-24%	6	0
25%-29%	10	1
30%-34%	2	2
35%-39%	1	1
40%-44%	2	3
45%-49%	1	4
50%-54%	2	2
55%-59%	1	3
125%	0	1
"High rate of commission"	1	0

*The option of either method was offered by four companies.

As might be expected, because of the added risks assumed by the agent those companies selling outright for resale offered their prospective agents a larger gross income. With only seventeen offering this method, the number is too small a sample for a definite conclusion. The most common range of gross profit, however, was forty to sixty per cent. Roughly, the differential between these two methods of sales is twenty to thirty per cent of the retail value. While it may be assumed that this higher return exactly compensated for the risks which were transferred from the manufacturer to his agent, in all probability a good portion of it is for the purpose of continually attracting new representatives with little thought for repeat orders.

In addition to the stated gross margin or the authorized commission many of the companies offered bonuses of one type or another. The most common method was to encourage the placing of orders of substantial size within a specified period of time.

In each case, when the salesman was paid a commission he was expected to secure a down payment which equalled his commission. In this way, so he was told, he received his remuneration immediately and the company assumed the responsibility of delivering the order and collecting the balance which was ordinarily accomplished by sending the order C.O.D.

TWO methods were used by companies which expected agents to buy outright and resell. Those that demanded the full amount with the order were in the minority. In each one of the remaining cases, however, a small deposit had to be sent in with the order while the remainder was to be paid by the agent at the time he received the merchandise. "You buy the scooters direct from us in lots of ten for cash or on a C.O.D. basis," wrote one manufacturer. "Your cost is \$1.00 per scooter and you sell it for \$1.50, giving you a profit of fifty cents per sale. You deliver the scooters and collect for them."

Over one-half (twenty-eight concerns) stated in their correspondence the financial return any prospective salesman could reasonably expect if he sold the products of those organizations. While two placed it at less than \$50 per week for the beginner, nine stated that their salesmen could confidently expect \$50 to \$100 per week.

New York Central  Seaboard Air Line

Pennsylvania  Chicago & Northwestern

Lackawanna  Long Island 

Baltimore & Ohio  Lehigh Valley

*New York, Ontario & Western  Santa Fe

*Erie  New York, New Haven and Hartford

Southern Pacific Lines  Jersey Central

Canadian National—Grand Trunk 

Ulster & Delaware  Great Lakes Transit

Great White Fleet  Fall River Line

Canada Steamship Lines  Colonial Line

Northern Navigation  Old Dominion

are some of the transportation companies who

Used The New York News in 1926

*These advertisers each spent more money in The News in 1926 than in any other New York Newspaper.

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

How a million men gain clearer vision

SCATTERED throughout the country are more than 1,110,000 alert business men who are always in touch with the current developments in their industries or professions. Their thorough grasp of present conditions makes it possible for them to have a clearer vision of the future.

This group of more than one million men spend over \$3,334,000 annually in subscriptions to the Associated Business Papers. Each one of the million looks to the Paper of his particular field to visualize for him the true conditions of the moment—to portray all outstanding accomplishments—to forecast future trends.

Only to business papers that faithfully perform a constructive service in the fields that they cover, is granted the privilege of membership in the A. B. P. Each one of the 122 member papers is an authority in its own field.

ASSOCIATED BUSINESS PAPERS, INC.
52 VANDERBILT AVENUE, NEW YORK



An A. B. P. paper is always an A. B. C. paper

Price 50 Cents by Mail 60 Cents

1927 The TEXAS ALMANAC

Your Copy is Ready!

Edited by
The Dallas News
Oldest Business Institution in Texas

"This volume is jammed full of up-to-date information, and should be in the hands of every agent and salesman in the State of Texas. If you do not already have a copy I would suggest that you order one from The Dallas Morning News immediately. . . . We cannot too highly recommend this book to you."

—From a circular letter by M. F. Luckey, Manager, Pierre Petroleum Corporation, to all agents, salesmen and supervisors in Texas.

"INDISPENSABLE" is a strenuous word to apply to *anybody's* publication, but if knowledge of the conditions which influence sales in Texas is essential to *your* business—The Texas Almanac and State Industrial Guide is the one reference book you've simply got to have.

More than one time will come when a copy of this book at your hand will save you many, many times its trifling cost.

The Almanac is prepared by The Dallas News—without bias or prejudice—that those who wish to know Texas may be served.

By mail, in paper covers, 60c; in cloth, 85c.

The Dallas Morning News

Texas' Oldest Business Institution

cent) were declared to be "overstatements." As examples of overstating the products the following are typical: "No wonder ninety-nine out of a hundred say it is the best thing that they ever saw"; "The value is too big for any man to resist." Overstatements of opportunities were even more numerous. A few of them read as follows: "Here is a chance to make \$100 a week from the very start." "The very day you start out, you will begin piling up orders—and by the end of the week you should have at least ten \$10 bills in your pocket." "Hundreds are making all the way from \$75 to \$200 a week and a whole lot of them never sold goods before in their lives."

"Big money"; "unusual opportunity"; "you can make at least four sales an hour"; "the position you have been waiting years for"; "the chance of a lifetime"; "the thing you wished for a thousand times"; "it is astounding," and similar statements were common.

THERE are many house-to-house selling organizations. The number appears even larger than it is, because it is common practice for the same organization to solicit agents and business by the use of different company names. Although many sell specialty products of a wide variety, a surprisingly large proportion seek the distribution of convenience, and staple shopping merchandise.

For the most part these organizations are apparently relatively new and inexperienced, with little financial backing, although their average credit rating, as given by one mercantile agency, is as good as might be expected in any other field.

Two conclusions can be drawn from the types of offers extended in their literature. In the first place, these companies do not explain in detail the requirements for successful house-to-house selling, nor do they give details concerning the products to be sold. The agents of many firms are expected to solicit orders with nothing more than a general description of the product to be sold. In the second place, a goodly number of such advertisers are apparently most interested in selling to the prospective agent, for cash or C.O.D. as many units of their product as is possible. Although the members of this group encourage large initial cash orders, they fail to offer much selling help which would be of practical value to the purchasing salesman or agent. Bonuses are offered for quantity purchases or sales, bonuses which, if commonly attained, would greatly increase the selling expense. The success of such an organization may, therefore, depend as much upon the rapid turnover of sales representatives as upon its sales to bona fide consumers.

Most house-to-house selling organizations appear willing to refund any advances made by agents either for a selling outfit or, to a less extent, for merchandise. Many also place some guarantee upon their products. These guarantees, however, are vague and would be of little actual value to a dissatisfied customer were the manufacturer morally irresponsible.

Surprising as it may be to some, these distributors do not unanimously claim that their products are distributed at a lower cost. Naturally, in writing to the prospective agent the organization primarily mentions high

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

46th STREET WEST OF BROADWAY, (Near Times Square)

Large room, private bath for one - Four Dollars - For Two Five Dollars (serving pantry optional) - - Restaurant BOULET FREE

CURTIS A. HALE, Managing Director

Broad Gauged NEWS

from all sections of the country and all branches of the industry gives the American Lumberman outstanding reader interest. And, of course, a paper must be read to be a good advertising medium.

American Lumberman

Est. 1873 CHICAGO A.B.C.

ADVERTISING DIGEST

Selling Aid Advertising Digest, issued monthly, keeps you abreast of new ideas. Indexes all articles in current issues of advertising publications. Classified under subjects and lines of business, etc. Clearing house of profit-winning data, plans, etc. Send 10c with your letterhead, for sample, plan, cost, etc.

SELLING AID, 672 No. Michigan Avenue, Chicago

Bakers Weekly A.B.C. - A.B.P.
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.

POWER

Fred R. Low

Editor in Chief. Past President A.S.M.E., Past Member American Engineering Council, Chairman A.S.M.E., Boiler Code Committee, Chairman A.S.M.E. Power Test Code Committee, Author of several Engineering works, Member Nat. Assoc. Stationary Engineers—an outstanding figure in the industry. Editor of POWER for 37 years.

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C. H. Berry

Associate Editor. Formerly Assistant Professor Steam Engineering at Cornell, then Technical Engineer of Power Plants, Detroit Edison Company. Member A.S.M.E. Power Test Codes Committee, Chairman A.S.M.E. Sub-committee on Steam Turbines, Member American Refractories Institute.

F. A. Annett

Electrical Editor. Five years instructor in Electrical Engineering, five years in the design, construction and operation of electrical machinery, and eleven years on POWER Editorial staff. Member A.I.E.E., N.A.S.E. and Association Iron and Steel Elec. Engineers.

L. H. Morrison

Oil Engine Editor. Graduate Mechanical Engineer, 15 years experience in design, erection and operation of oil engines. Sec. Gas Power Section of A.S.M.E. Member N.A.S.E. Author authoritative works on oil engines.

P. W. Swain

Associate Editor. Graduate of both Yale and Syracuse. Instructor in Power Engineering at Yale for two years. Chairman Papers Committee of American Welding Society, Chairman Sub-committee of Bibliography of feed water investigation, A.S.M.E. and N.E.L.A. Member N.A.S.E.

A. L. Cole

Three years of design experience, 8 years as chief engineer of a 15,000 kw. station. Specializes on boilers and powdered fuel. Member A.S.M.E.

Thomas Wilson

Western Editor. Graduate engineer, 20 years practical experience. Member A.S.M.E. and Western Soc. of Engineers. Member Executive Committee of Chicago Section A.S.M.E. Member N.A.S.E.

F. L. Beers

Copy Editor. Member of POWER Staff for 25 years to whose hands all copy must go for final check and approval.

Devoted to the Power Problems of All Industries

Typical Testimony!

"I consider the ads in POWER one of the most valuable assets of the paper, as they are read and used by me very extensively."

*Chief Operating Engineer,
Big New England Shoe Manufacturer*

"If we want to buy anything, we just pick up POWER, look the ads over and as a rule we find what we are looking for."

*Superintendent,
Public Utility Company*

A.B.P.

A.B.C.

If you are seeking to cultivate the Buying Power in the power field, let us show you how POWER can help you—to analyze the market—to reach the influential men in that market.

These Men Make
POWER

POWER

A McGraw-Hill Publication

Published
at 10th Ave. and

36th St.,
New York

The STANDARD ADVERTISING REGISTER

Gives You This Service:

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

Write or Phone

National Register Publishing Co. Inc.
R. W. Ferrel, Mgr.
15 Moore St. New York City
Tel. Bowling Green 7868

returns recurring to the agent, not the cost to the customer. Not one company states that its product is cheaper because the company does not advertise. In fact, several of the firms do advertise nationally and encourage their agents to advertise locally.

Most companies expect their salespeople to work on a straight commission, all expenses to be paid by the agents. The common commission is relatively low, twenty-five to twenty-nine per cent. Since many concerns give bonuses of various types the average, however, would normally be slightly higher. These figures are approximately the same as the gross margin secured by department stores. On the other hand, the margins allowed agents for outright purchase are generally much higher and somewhat out of proportion to the added risks assumed.

The exaggerated statements concerning remuneration and general value of an agency appear to be the result of youth capitalizing upon the exceptions, rather than upon the averages. While such action cannot be commended, it is not peculiar to this type of selling.

How the Candy Industry Will Be Advertised

[CONTINUED FROM PAGE 36]

the unsatisfactory profits made of late years by the average candy maker. New customers and increased consumption were indicated to restore the industry to its former prosperity.

Now it is easy to foresee that any advertising appeal to the American people to increase their big bill for candy, would start a thrilling but unprofitable controversy, in which the users of free space would have the best of it. For there is still some prejudice against candy, due perhaps to the failure of the industry itself, up to this time, to educate the public in food value of sweets, their proper use, and their place in the social life of the people.

Some of the things the campaign will aim to tell are set forth in the prospectus of the "Advertising and Educational Campaign" of the National Confectioners' Association "What is candy?": What are its chief values? What are the uses of candy? When is it used? What are the candy customs? What is candy made of? What are its merits? Why is it healthful? Why should more of it be eaten? When should it be eaten for best results? Why is candy necessary for a correctly balanced diet? Why is it high in food value? Why should there be objection to eating wholesome, nourishing food products, combined in candy, when these same food products are used every day in other forms? What evidence is available that candy is not a luxury but an actual necessity? Why should growing children be permitted to eat candy regularly? Why should adults eat candy more than they do? Why does the human body crave sweets? Is candy fattening? Is candy bad for the teeth? Is candy bad for children? Are penny candies cheap and harmful? Is the craving for sweets a

EUREKA

Baby Bath

Indian Medicines & Bibles

Every Child! A Booster!

GET the kids, old and young, bubbling for you. Every child loves bathtime — they bring their parents to your dealer's store to get them.

National advertisers are using millions every month—reverting to their dealers for use in sales promotion campaigns of all kinds.

Write us for list of big national advertisers using "Perfect" bathtubs. We furnish literature and plans for promoting their sale to your dealer.

PERFECT RUBBER CO.
62 Wayne St., Mansfield, O.

ADVERTISING?

Train the Eastman Way

... EMPHASIZING practical result-getting methods that qualify students for quick advancement into advertising positions that PAY

Vivid—Dramatic—
DIRECT

The Eastman classroom system, by mail, under a strong faculty of keen business men

Entirely different from the ordinary "book - course" method.

BOX 16

EASTMAN-POUGHKEEPSIE
A National Institution for
over Half a Century

A-J

The Only Denne in Canadian Advertising

We give you the best. Highest quality service in your Canadian Advertising, based on years of practical experience in this field. Ask our clients on methods and results.

A-J DENNE & COMPANY LTD.
Reform Bldg. TORONTO.

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

49th ST. Just West of Broadway
NEW YORK

WHEN Typography of the most exacting nature is required all roads lead to **Diamant's shop— and it costs no more!**

Write for booklet

E. M.

Diamant
Typographic Service
195 Lex. Ave. CALedonia 6741

**HOTEL
EMPIRE**

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

PHOTOSTAT SERVICE
RAPID—ECONOMICAL
FACSIMILES - ENLARGEMENTS - REDUCTIONS

Commerce Photo-Print Corporation
49 BROADWAY 80 MAIDEN LANE
Haver 8993 John 3697

Established 1902
BAKERS HELPER
A.B.P. and A.B.C.
Published
Twice-a-month
Change

Bakers' Helper is the oldest magazine in its field. It has given practical help to bakery owners for 49 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.

**Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor
Displays**

THE JOHN IGLSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

Jewish Daily Forward, New York

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

FREE
Book on
A SALES AID

Your salesman should show skeptical prospect the seasonal factory and orders received from satisfied customers—they supply proof and get the orders. Don't leave seasonal factors lying idle in your show-rooms to your men and increase sales through their use. Send for a copy of booklet today.

AJAX PHOTO-PRINT CO. 31 W. Adams Street, Chicago

KEEP YOUR COPIES

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

natural condition? Can sweets be taken into the system in any better, more pleasing or healthful form than candy? In what fields has candy positively proved its value as energy-producing food? What are the actual facts regarding its use by athletes?—in the army?—in extreme cases of physical strain or when exceptional powers of endurance are required? What do leading athletes and coaches say about the use of candy as a food? What do physicians say about the presence of sugar in the blood in proper quantities, providing stamina and staying qualities?

If you should have any curiosity about the answers to these questions, you may find them, developed in detail, as the campaign is unfolded. The advertising will appear in *The Saturday Evening Post*, *American Magazine*, *Liberty*, and *Cosmopolitan*. Twelve changes of copy will be used. After the introductory advertising dealing with the romance of candy and the food value of its separate ingredients, the copy is written and illustrated to suggest candy as appropriate gifts at Easter, Mother's Day, Halloween and Christmas, candy for energy in sports, the service of candy at dinners and luncheons, cards and social gatherings.

The strategy of the campaign is to accent the candy habits already forming in American social life—the carrying of candy to one's week-end hostess, using candy in handsome gift packages to convey a greeting of sentiment or regard, the habit of a week-end package of candy in the home, and the open candy jar for hospitality, and candy properly selected and controlled for growing children.

The campaign is being managed by the Executive Committee of the National Confectioners' Association, which turned over to a sub-committee the difficult job of selecting an advertising agency. On the basis of plans submitted, the Fisher-Brown Advertising Agency, of St. Louis, was selected, and its vice-president, Harry R. Wilson, personally "sold" the campaign to gatherings of confectionery manufacturers in all parts of the country.

"Your Wants"

[CONTINUED FROM PAGE 32]

can tell at a glance the face of the card. Price per deck, \$1.65."

For devotees of the bounding cubes eight sets of "Magic Dice" are offered. These, too, are for "Exhibition Purposes, Entertainments, etc." If well trained and properly cared for they are guaranteed to do practically everything from turning up the required numbers to climbing up the side of the wall. They fall generally into three classes—mis-dotted, mis-shaped and loaded—and each set of dice so doctored is accompanied by "a fair pair to match." They range in price from the simple "Tops and Bottoms" at \$2.30 to the elaborate five-dice set of "Shifters" at \$9.00. There can be no denying their unique value "for exhibition purposes and entertainments," while the "etc." is nobody's business but your own.

The wants of the art lover are best taken care of by a natty line of satin pillow tops. The center of each of

A Business Builder

A Protestant, thirty-three years of age, married, of Scotch-English descent, American born and reared, possessing an excellent education, enjoying splendid health, with a brilliant thirteen year record as director of sales, general manager and chief executive America's foremost manufacturers and national distributors of food products and packaged specialties, seeks new connection where big things are demanded and rewarded.

Experienced executive in sales, advertising, production, credits, finance, is capable of satisfactorily filling the position of executive officer and general manager or is willing to assume the position of director of sales of a National organization where the story must be told with "results" and "black ink figures."

Combines youth, progressive ness, aggressiveness and great skill, with experience, poise, and a personality which enables him to lead men to unusual achievements in merchandising at a profit on a large scale.

References of the highest possible character.

All replies will be held in strict confidence.

Address Box 454

Advertising & Selling

9 East 38th Street, New York City



Rate for advertisements inserted in this department is \$3.00 per inch. Minimum charge \$1.50. Forms close Saturday noon before date of issue.

Position Wanted

Young man seeks position in Production Department, or as executive assistant in New York agency. Two years' experience handling make-up, copy, correspondence, contracts, schedules, in magazine advertising department. Stenographer. Familiar with type, engraving, printing. Address replies to Box 455, Advertising & Selling, 9 East 38th St., New York, N. Y.

We need a combination copy writer and layout man. Prefer young man between 25 and 30. How many years you have been in advertising will not be the deciding factor—it is how much you know and can do that counts with us. The job pays \$50 a week, but you must be able to earn every cent of it. This agency is two years old and fully organized. Now carrying advertising in leading national publications. The right man can find a splendid opportunity with us. You must be able to originate your own ideas, write them to completion, visualize your illustrative treatment and make the typographic layout. You must have a good working knowledge of engraving and printing. We will want you to go to work at once. Write everything you know about yourself. Send us good references and authenticated samples of your work. Dudley Davis, Inc., Advertising Agency, Memphis, Tenn.

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.

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 my thought and action. Married. Available March 1st, 1927. Address Box 451, Advertising and Selling, 9 East 38th St., New York City.

EXECUTIVE ACCOUNTANT OFFICE MANAGER

Of character, ability and integrity; broad-shouldered and energetic; versed in the theory and experienced in the practice of corporate and inter-organizational accounting, office management, and thereby well equipped to assume responsibility. Magazine or book publishing business preferred. Box 449, Advertising and Selling, 9 E. 38th St., New York City.

Advertising Solicitor—Young woman desires connection with publisher 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

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.

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.

SALES executive who has successfully organized and trained numerous selling forces desires general 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. S., care McKenna-Muller, 44 Court St., Brooklyn, N. Y.

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

FOR SERVICE Telephone Barclay 3355
Multigraphing BUREAU
Addressing
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

Press Clippings

BUFFALO CLIPPING BUREAU
offer reliable National or regional newspaper reading service. Branch Bureaus Everywhere
General offices, One Terrace, Buffalo, N. Y.

Miscellaneous

BINDERS

Use a binder to preserve your file of Advertising and Selling copies for references. Stiff cloth covered covers, and die-stamped in gold lettering, each holding approximately 9 issues, \$1.85 including postage. Send your check to Advertising and Selling, 9 East 38th St., New York City.

this is constructed of "durable leather-oid" on which is painted in "bright colors," a delightful scene which should bring light into the home. Or if you do not use pillows in your home, No. X-391 offers "Actual photographs of pretty bathing girls of the California beaches. Very snappy poses. Cash must accompany order. Per set of ten, all different. Sent postpaid on receipt of \$1.00."

Literature offers an even wider field for the taste of the aesthete. No such outworn conventions as govern our institutions of higher learning are allowed to hamper the individual's taste here.

A casual glance over the list of current offerings reveals the following titles, picked at random: "Lessons in Hypnotism," "Gypsy Dream Book," "How to be a Card Sharper," "The Practical Detective," "How to be a Clairvoyant," "Sheet Metal Workers' Manual," "Practical Bricklaying Self Taught," "Diet and Care of Children," "Standard Book of Etiquette," "Practical Astrology," "Sex Secrets Revealed," and "The Life of Abraham Lincoln."

All in all, "Your Wants" is a fascinating little book. It contains sixty-four pages in all, every one of them crammed with intriguing offers. Space will not allow us to dwell on them any further. But from the foregoing you should be able to get some idea of the treat that lies in store for you. If your "wants" are not satisfied by this generous concern, you are indeed a hard person to please.

We have only one copy in the office at present, and we treasure it too highly even to loan it to our eager friends. However, if any of our readers feel themselves overpowered by the desire to set themselves up in business, we shall be very glad to send them the name and address of the firm in question in a plain envelope. Just pay the postman a few cents on delivery.

Alex F. Osborn on Board of Trustees

Alex F. Osborn, vice-president of Barton, Durstine & Osborn, Inc., New York and Buffalo, has been elected a member of the board of trustees of the Western Savings Bank of Buffalo.

Obituary

J. RAY WOLTZ, vice-president of the Brandt Advertising Company, Chicago, died on Tuesday, March 8, after an illness of five months.

Mr. Woltz had been active in advertising affairs for the past twenty years. For twelve years he was vice-president of Critchfield & Company, Chicago, and previous to that he was advertising manager of *Farm Life*. He was one of the founders of the Chicago Advertising Club, and served as its president in 1910 and 1911. He was also an active director of the Associated Advertising Clubs of the World.

Bureau of Advertising Publishes "Good Copy"

EVERY year the Bureau of Advertising of the American Newspaper Publishers Association publishes a booklet dealing with tendencies and usages of newspaper advertising by national advertisers. This year's booklet, "Good Copy," is probably the best thing they have done yet along these lines; a truly interesting and valuable publication.

A keynote of practicality dominates the whole. It is the Bureau's aim, not to preach a sermon, but to be as helpful as possible. Illustrations are carefully chosen with the aim to emphasize pertinent points in newspaper advertising technique, and the discussions which center around these illustrations are pointed and full of meat. For the advertiser already using the newspapers extensively, there is a wealth of idea and suggestion. The prospective



newspaper advertiser, or the advertiser who claims to have found the newspapers unsatisfactory, will find stimulation in the booklet's refreshing clarity.

Of particular interest are the discussions of the illustrative material best calculated to make satisfactory reproduction upon newsprint. The problem of illustrating the newspaper insertion has proved troublesome to many in the past. Here, however, graphic presentation shows how a little plain intelligence applied to the problem will easily solve the advertiser's difficulties.

Other chapters of interest take up subjects under the following titles: "Newsvertising," "Localizing the Campaign," "The News of Techniques," "Reforming Heavy Blacks," "Typography," "The Humanized Bank Ad," "The Happy Marriage of Copy and Pictures" and "This New Freedom in Copywriting."

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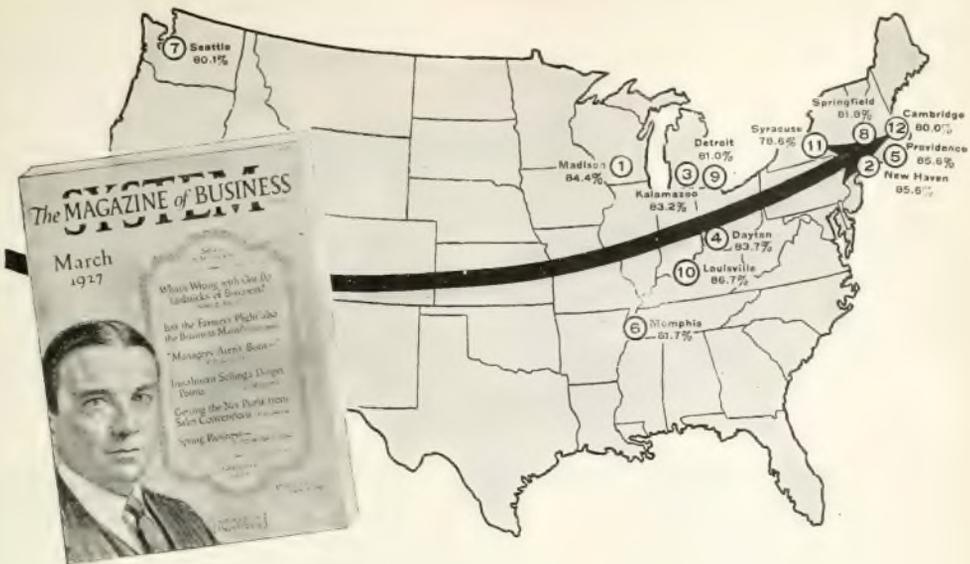
A complete digest of the news of advertising and selling is here compiled for quick and convenient reference. The Editor will be glad to receive items of news for inclusion in this department. Address ADVERTISING AND SELLING, Number Nine East Thirty-eighth Street, New York City

CHANGES IN PERSONNEL—(Advertisers, etc.)

Name	Former Company and Position	Now Associated With	Position
Robert Barton	Barton, Durstine & Osborn, Inc., Boston, Acc't Executive	British American Tobacco Co., Montreal	Adv. Mgr. for Imperial Tobacco Co. of Canada
A. S. Jenkins	American Chicle Co., Long Island City, N. Y., Sales Dept.	Same Company	Vice-Pres.
C. L. Furry	Edwin F. Guth Co., St. Louis	Same Company	Adv. Mgr.
O. Moon	Scott Paper Co., Chester, Pa., Vice-Pres.	Same Company	Pres.
C. V. Lally	National Tube Co., Pittsburgh, Pa.	Pittsburgh Steel Co., Pittsburgh, Pa.	Prod. Gen. Sales Mgr.
T. Berna	G. A. Gray Co., Cincinnati, Sales Mgr.	Union Twist Drill Co., Athol, Mass.	Gen. Sales Mgr.
W. L. Jacoby	A. G. Becker & Co., Chicago, Vice-Pres.	Kellogg Switchboard & Supply Co., Chicago	Pres. & Gen. Mgr.
H. V. Glen	Freeman-Palmer Publications, San Francisco, Business Mgr.	R. H. Macy & Co., Inc., New York	Ass't Adv. Mgr.
Ellis Clark	Wm. Taylor Son & Co., Adv. Mgr., Cleveland	McCurdy & Co., Inc., Rochester, N. Y.	Dir. of Publicity
David Kline	Wm. Taylor Son & Co., Sales Pro. Mgr., Cleveland	Same Company	Adv. Mgr.
O. V. Cleaver	Hotel Adelpia, Philadelphia	Benjamin Franklin Hotel, Philadelphia	Ass't Mgr.
Robert R. Thien	MacManus, Inc., Detroit	General Motors Export Co., New York	Adv. Dept.
John W. Welles	Coldak Corp., New York, Adv. Mgr.	Resigned	
A. M. Taylor	Franklin Motor Car Co., Syracuse, N. Y., Sales Pro. Mgr.	Copeland Products, Inc., Detroit	Adv. Mgr.
C. J. Eastman	Brennan-Phelps Co., Chicago	Taylor, Ewart & Co., Inc., Chicago	Adv. Mgr.
John F. Barr	Sargent & Co., Hartford, Conn., Export Dept.	Chain Products Co., Cleveland	Export Mgr.
L. L. King	Goodyear Tire & Rubber Co., Akron, Ohio, Adv. Mgr.	Resigned	
George C. Wiseman	P. A. Geier Co., Cleveland	Chain Products Co., Cleveland	Special Rep.
Charles J. Vogl	The Joseph & Feiss Co., Cleveland, Merchandising Counsel	Same Company	Sales Mgr.
Estelle Hamburger	Bonwit Teller & Co., New York, Adv. Mgr.	Resigned	
C. Don McKim	Continental Motors Corp., Detroit, Sales Mgr.	The Hercules Corp., Detroit	Vice-Pres. in Charge of Sales.

CHANGES IN PERSONNEL—(Agencies, etc.)

Name	Former Company and Position	Now Associated With	Position
Irving Bugg	Joseph Richards Co., New York, Gen. Mgr.	Burnham & Fishler, Inc., New York	Vice-Pres.
S. A. Wells	H. K. McCann Co., Cleveland, Ass't Pro. Mgr.	Same Company	Prod. Mgr.
Paul F. Witte	Robert June, Detroit, Acc't Executive	Resigned	
H. K. Carter	Morse International Agency, New York, Service Mgr.	Carter-Ruwe Co., New York	Partner
E. C. Ruwe	Edgar C. Ruwe Co., New York, Pres.	Carter-Ruwe Co., New York	Partner
Don Baker	Advertising Consultant	Hazard Adv. Corp.	Art Dir.



The CAMBRIDGE

— there are 335 industrial plants producing 110 types of merchandise. Here 25,000 workmen manufacture products exceeding in value \$127,000,000 annually. Here, too, the directing heads of industrial enterprises spend more than \$70,000,000 annually for materials alone, and millions more for tools, equipment, and supplies.

Because 80% of its Cambridge circulation goes to these directing heads of business and industrial enterprises, The MAGAZINE of BUSINESS is the logical medium for covering the Cambridge business market.

PROPRIETARY			
Owners	26	Professional Men	15
Partners	5	Sales and Advertising Managers	7
		Financial Executives	6
CORPORATE OFFICIALS		Comptrollers, Auditors, and	
Presidents	57	Accountancy Executives	6
Vice-Presidents	10	Purchasing Executives	4
Treasurers	20	Credit Managers	2
Secretaries of Corporations	3	Sub-total (80%)	217
Bank Cashiers	2		
OPERATIVE EXECUTIVES		OPERATING AND MISCELLANEOUS	
General and Assistant		Salesmen	26
General Managers	26	Office Employees	9
Superintendents and General Foremen	27	Miscellaneous	19
		Total (100%)	271

Nor is the magazine's coverage of the Cambridge market exceptional. Analysis of all subscriptions to The MAGAZINE of BUSINESS in 20 representative business centers shows 80.72% going to those men who control purchases for business and industrial enterprises.

CHICAGO

The MAGAZINE of BUSINESS

NEW YORK

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


 Advertising
& Selling

The NEWS DIGEST

 Issue of
Mar. 23, 1927
 

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

Name	Former Company and Position	Now Associated With	Position
Marsh Watkins	George Batten Co., Inc.	Erwin & Wasey Co., New York	Copy Chief
K. L. Wehmeyer	The New York News, Chicago Adv. Office	Erwin & Wasey Co., New York	Acc't Executive
F. J. McGinnis	The Edwin A. Machen Co., Toledo, Ohio, Mgr. Cleveland Office	Same Company	Vice-Pres.
G. O. McCausland	Studebaker Sales Co. of Kentucky	The Buchen Co., Chicago	Media
A. W. Ramsdell	McDonald, Ramsdell & Wood, Detroit, Vice-Pres. & Gen. Mgr.	George Batten Co., Inc., New York	Executive in Marketing Dept.
R. E. Hutchinson	Mason-Warner Co., Chicago, Vice-Pres.	The Geyer Co., Dayton	Member of Staff
J. G. Cashin	The Griswold Press, Detroit, Sales Dept.	The Fred M. Randall Co., Detroit	Prod. Mgr.
H. T. Armer	Campbell-Ewald Co., Detroit, Acc't Executive	Millis Adv. Co., Indianapolis	Dir. of the Creative Staff
L. H. Harvey	Adams, Hildreth & Davis, No. Tonawanda, N. Y., Secy-Treas.	The Harvey Adv. Service, Inc., Buffalo	Partner
F. G. Japha	Rand Kardex Bureau, Buffalo, N. Y., Ass't Adv. Mgr.	The Harvey Adv. Service, Inc., Buffalo	Partner
G. W. Riley	Joseph & Feiss Co., Adv. Mgr.	Fuller & Smith, Cleveland	Service Dept.
W. J. Griffin	George Batten Co., New York	Lennen & Mitchell, Inc.	Radio Broadcasting Dept.
M. Marks	Turner-Wagener Co., Chicago, Art Dir.	Collins-Kirk, Inc., Chicago	Art Dir.
R. P. Stewart	Walker & Co., Detroit, In Charge of Sales Prom.	Same Company	Acc't Executive

CHANGES IN PERSONNEL—(Media, etc.)

Name	Former Company and Position	Now Associated With	Position
S. I. A. Craig	Haire Fashion Publication, New York, Adv. Mgr.	Screenland Magazine, New York	Adv. Mgr.
W. I. Englehart	Liberty, New York Division Mgr. Adv. Dept.	New York Evening Graphic	Adv. Mgr.
R. O. Smith	A. E. Clayden, New York	G. Logan Payne Co., New York	New York Staff
E. L. Sullivan	Insurance Field, New York, Vice-Pres. & Adv. Mgr.	Resigned	
George H. Tyndall	MacLean's Magazine, Toronto, Canada, Adv. Mgr.	Same Company	Business Mgr.
R. B. Heustis	Canadian Homes & Gardens, Toronto, Canada, Adv. Mgr.	Same Company	Business Mgr.
William C. Milligan	Wordle Adv. Co., Detroit	Polk's Bankers Review, Detroit	Circulation Mgr.
Henry R. Failing	Crossley & Failing, Portland, Pres.	The Oregon Journal, Portland	Adv. Dir.
Ralph S. Thompson	The Oregon Journal, Portland, Pro. Dir.	Same Company	Classified Adv. Mgr.
Reuben D. Cahn	Bureau of Labor Research of the State of Illinois, Chief	Chicago Tribune	Staff of the Business Survey
Shepard G. Barclay	The New Masonic Outlook, New York, Adv. Mgr.	John H. Smith Pub. Corp., New York	Gen. Mgr.
H. James Gediman	Griffith-Stillings, Boston	Hearst Papers, Boston	Research & Pro.
Paul Booth	System, New York, Adv. Staff	Vanity Fair, New York	Eastern Adv. Staff
O. J. Elder	Macfadden Publications, Inc., New York, Vice-Pres.	Same Company	Pres.
Walter G. Springer	Screenland Magazine, New York, Business Mgr.	Same Company	Pres.

**You Can
Cover**

Michigan

With

The Booth Newspapers

The Michigan Market (Outside of Detroit) is comprised of eight compact markets with a population of over 1,000,000 people living in the cities and towns of 1000 or more population.

These and the thousands of additional families in the adjacent agricultural districts represent the true Michigan buying power.

In these markets is concentrated the industrial and agricultural interests. Millions of dollars worth of automobiles, furniture, paper, brass and iron products, etc., are produced here. Other millions are contributed by great farming interests, the world famous Michigan fruit belt being in the Booth Newspaper Market.

In seven of these eight markets the Booth newspaper is the only newspaper—in the other it is the dominant newspaper. In every Booth city the paid city circulation averages more than the number of families residing in the town.

While each Booth newspaper serves a definite market without duplication the relative proximity makes for economical routing of sales crews and keeps distribution costs at a minimum.

Standard forms of merchandising cooperation prevent confusion and dealer influence is effectively maintained by careful censorship. The Michigan Market is easy to cultivate if Booth newspapers are used.

*If you haven't a copy of "The Michigan Market,"
write any of the Eight Booth Newspapers*

Eastern Representative

I. A. KLEIN
50 East 42nd St.,
New York

Western Representative

J. E. LUTZ
6 North Michigan Ave.,
Chicago, Ill.

Grand Rapids Press

Saginaw News Courier

Jackson Citizen Patriot

Muskegon Chronicle

Flint Daily Journal

Kalamazoo Gazette

Bay City Times Tribune

Ann Arbor Times News

THE BOOTH PUBLISHING COMPANY

Advertising
& Selling

The NEWS DIGEST

Issue of
Mar. 23, 1927

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

Name	Former Company and Position	Now Associated With	Position
J. T. Wood	Screenland Magazine, New York, Pres.	Resigned	
T. J. Dowling	Cleveland Press, Circulation Mgr.	New York Telegram, New York	Circulation Mgr.
Percy L. Atkinson	New York Evening Graphic, Adv. Pro. Mgr.	Same Company	Pres.
H. A. Ahern	New York Evening Graphic, Adv. Mgr.	Same Company	Vice-Pres.
John R. Waters	New York Evening Graphic, Business Mgr.	Same Company	Sec'y
S. E. Thomason	Chicago Tribune, Vice-Pres.	Tampa Morning Tribune, Tampa, Fla.	Publisher & Pres.

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
The Globe Wernicke Co.	Norwood, Ohio	Office Equipment	J. Walter Thompson Co., New York
Scranton Lace Co.	Scranton, Pa.	Scranton Lace & Scranton Bedspreads	Barton, Durstine & Osborn, Inc., New York
Ayers Mineral Co.	Zanesville, Ohio	Molding Sand	Richardson-Briggs Co., Cleveland
Bertha Consumers Co.	Pittsburgh, Pa.	Bituminous Coal	Edwards, Ewing & Jones, New York and Philadelphia
J. W. Kobi Co.	Seattle	Golden Glint Shampoo	H. K. McCann Co., Seattle
The Detroit Soda Products Co.	Wyandotte, Mich.	Cleaning Compound	Grenell Adv. Agency, Detroit
The Biltmore Products, Inc.	Long Island City, N. Y.	Radiator Cabinets	O. S. Tyson, Inc., New York
The Charles Fisher Spring Co.	Brooklyn, N. Y.	House Furnishings and Hardware	Reimers & Osborn, Inc., New York
The Shaler Co.	Waupun, Wis.	Vulcanizers	George J. Kirgasser & Co., Chicago
Vulcan Golf Co.	Portsmouth, Ohio	Vulcan Golf Clubs	The Robbins & Pearson Co., Columbus
The American Seeding Machine Co.	Springfield, Ohio	Farm Implements	The Geyer Co., Dayton
The Humphrey Co.	Kalamazoo, Mich.	Gas Water Heaters	The Geyer Co., Dayton
Wimo Specialty Co.	Hudson Falls, N. Y.	Write Golf Tee	The Sachs Co., Inc., New York
James Picker, Inc.	New York	Kerasol	United Adv. Agency, Inc., New York
National Tube Mfg. Co.	Chicago	Radio Tubes	Hurja-Johnson-Huwen, Inc., Chicago
The Fate-Root-Heath Co.	Plymouth, Ohio	Machinery	The Morgan-Todd Co., Mansfield, Ohio
The Arthur H. Lynch Co., Inc.	New York	Radio Devices	L. H. Waldron Adv. Agency, New York
The Celma Co.	Toledo, Ohio	Toilet Requisites	Wilson & Bristol, New York
Shirtcraft Co., Inc.	New York	Men's Shirts	Charles W. Hoyt Co., Inc., New York
The Hunter Mfg. & Commission Co.	New York	Southern Cotton Mills	Dorrance, Sullivan & Co., New York
The George A. Howard Farming Co.	Toledo, Ohio	Farm Products	Frank B. White Co., Chicago
The Burpee Can Sealer Co.	Chicago	Can Sealers	Frank B. White Co., Chicago
Kuhlman Electric Co.	Bay City, Michigan	Electric Power	Paul F. Witte, Detroit
Visugraphic Pictures, Inc.	New York	Industrial and Commercial Motion Pictures	Groesbeck-Hearn, Inc., New York
The Riteall Checkwriter Corp.	New York	Check Writing Machine	Frank Presbrey Co., New York
B. W. Sangor Co.	New York	Real Estate	Frank Presbrey Co., New York
Copelof & Stillman & Co.	New York	Women's Apparel	Bolland-McNary, Inc., New York
The Para Paint & Varnish Co.	Cleveland	Paints	Oliver M. Byerly, Cleveland
The P. A. Geier Co.	Cleveland	Royal Electric Products	Frank Seaman, Inc., New York
Akron Barrow Co.	Cleveland	Wheel Barrows	Paul Teas, Inc., Cleveland
Detroit-Leland Hotel	Detroit	Hotel	Grenell Adv. Agency, Detroit
MacLeod Mfg. Co.	Chicago	Hardware	The Clark Collard Co., Chicago
The Barlum Hotel	Detroit	Hotel	Grenell Adv. Agency, Detroit
L. W. Jones Tool Co., Inc.	New York	Tools	J. H. Waldron Adv. Agency, New York
Herz Bed Co.	Chicago	Day Beds and Springs	Thomas & Cook, Inc., Chicago
The Lebanon Mill Co.	Pawtucket, R. I.	Underwear	H. B. Humphrey Co., Boston
The Emasco Laboratories, Inc.	Brooklyn, N. Y.	Chewing Gum	Stanley E. Gunnison, Inc., New York

CENSORSHIP

WHATEVER one thinks of stage or other censorship, there are no two opinions about The New York Times censorship over its advertising columns.

This censorship is carefully maintained to protect The Times readers against whoever would attempt to defraud or mislead, or misrepresent whatever is sold.

Advertisements which are fraudulent, false, exaggerated, ambiguous, unfair, indecent, repulsive or undesirable in the public interest for many other reasons are declined by The Times.

Because of The Times censorship its advertising columns are trustworthy as well as informative. The Times readers have the strongest confidence in the announcements in its pages.

The Times circulation is now at the highest point in its history—over 375,000 copies daily, 675,000 Sunday. In both daily and average daily and Sunday, The Times circulation is greater than that of any other New York morning newspaper of standard size.

In New York The Times is leader in volume as well as in character of advertising. The Times published 29,788,828 agate lines of advertising in 1926, an excess of 11,002,975 lines over the second newspaper.

The New York Times


 Advertising
& Selling

The NEWS DIGEST

 Issue of
Mar. 23, 1927
 

NEW ADVERTISING AGENCIES AND SERVICES, ETC.

Paul F. Witte 100 West Kirby St., Detroit Advertising Paul F. Witte
 The Carter-Ruwe Co. 72 Washington St., New York Advertising H. K. Carter and E. C. Ruwe
 The Harvey Adv. Service.
 Inc. Buffalo, N. Y. Advertising L. H. Harvey and F. G. Japha

PUBLICATION CHANGES AND APPOINTMENTS

Times, Elizabeth, N. J., and the Tribune.
 Warren, Pa. Have appointed the Devine-Wallis Corp., New York, as their National Advertising Representatives.
 Columbian, Vancouver, Washington Has appointed M. C. Mogensen & Co., Inc., as its National Advertising Representative.
 Minneapolis Journal Will change its page size from seven to eight columns. The type page size will be 16½ x 21.
 F. M. Taylor Pub. Co., Long Branch, N. J. Has appointed the New Jersey Newspapers, Inc., as its National Advertising Representative.
 Tampa Morning Tribune, Tampa, Fla. Has been purchased by S. E. Thomason and John S. Bryan.
 Evening Telegraph and the Patriot Ledger,
 Quincy, Mass. Have been merged.

MISCELLANEOUS

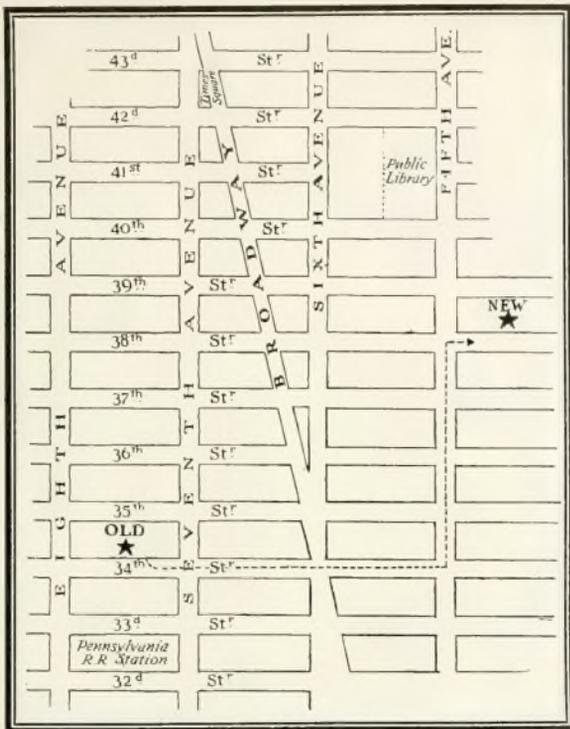
In our last issue, it was stated that the Eastern Advertising Sales Department of The Butterick Publishing Company had moved from 709 Sixth Avenue, New York, to 79 Madison Avenue. This was an error, as this department still remains at 709 Sixth Avenue.
 Frigidaire, Ltd., Dayton, Ohio. A Canadian corporation has been organized to handle the overseas operations of the Frigidaire Corporation. This new organization will function as a division of the Frigidaire Corporation, a General Motors' subsidiary.
 The Devine-MacQuoid Co., Inc., New York
 Newspaper Representatives Name changed to the Devine-Wallis Corp.
 Boardwalk Illustrated News, Atlantic City,
 N. J. Has established a western office in Chicago. Hackett & Hackett, 901 Hearst Building, will act as its representatives.
 The Midland Druggist, Columbus, Ohio .. Is now published by a new corporation, William Clarke Jewell, Inc., headed by C. L. Jewell, president.
 The Birmingham Age-Herald Has been purchased by E. D. Dewitt formerly general manager of the New York Herald Tribune, from F. I. Thompson, B. B. Comer and D. Comer.
 The New Eve, New York Has appointed Roy Barnhill, Inc., New York, as its National Advertising Representative.
 The News-Index, Jacksonville, Fla. Has been purchased by Allen D. Albert.
 Bowman Publishing Co., Jacksonville,
 Fla. Name changed to the Shore Line Publishing Co.
 Penman the Ad-Man, Seattle Name changed to Harry G. Penman.
 The Crooks-Dittmar Co., Williamsport, Pa.
 Oak Flooring Mfrs. Name changed to the Cromar Co.

CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

Name	Business	From	To
The Oil and Gas Journal (Editorial Offices)	Publication	30 Church St., New York	101 Park Ave., New York
John Falkner Arndt & Co.	Advertising	917 Chestnut St., Philadelphia	Lewis Bldg., 15th & Locust St., Philadelphia
Liberty (Pacific Coast Adv. Office)	Publication	705 Union Bank Bldg., Los Angeles	820 Kohl Bldg., San Francisco

The following publishers, publishers' representatives, advertising agencies and artists will move into the Graybar Building, 420 Lexington Avenue, New York, on or about April 1: Association of National Advertisers, Inc.; Barrows, Richardson & Alley; Allen E. Beals Corp.; Capper Publications; Conde Nast Publications, Inc.; Criterion Advertising Co.; Dartnell Corporation; Doyle, Kitchen & McCormick, Inc.; Edward Lyman Bill, Inc.; E. M. Burke; G. Howard Harmon, Inc.; H. E. Lisan Advertising Agency; Hoffman & Keefer, Inc.; International Advertising Association; J. Albert Cavanaugh, Inc.; John M. Branham Co.; J. Walter Thompson Co.; Kelly-Smith Co.; Myers, Beeson & Golden, Inc.; Outdoor Advertising Agency; Rickard & Co., Inc.; Success Magazine Corporation; The Consolidated Magazine Corporation; The Lay Co., Inc.; Jules P. Storm & Sons, Inc.; William A. Wilson; Woman's World Magazine, Inc.; Winston & Sullivan, Inc.; Leo Aarons.



THE PUBLICATION offices of THE AMERICAN PRINTER have been moved from 225 West 34th Street to 9 East 38th Street, New York. The telephone is Caledonia 9770

⌈ For the manufacturer of Printing Equipment, Type, Paper, Inks and Supplies, THE AMERICAN PRINTER forms the logical foundation for every complete marketing program ⌋



Chicago rubs elbows with no other metropolis

OF all the world's main markets, Chicago alone commands an independent dominion of far-flung influence—a vast trade empire without a neighboring metropolis rival.

Chicago looms like a towering peak rising out of fertile plains. Its sweep and scope embrace the heart of America—with 50,000,000 people within a night's ride of this commercial capital.

Southward the nearest metropolis is St. Louis—284 miles away. Eastward lies Detroit—272 miles away. Uninfringed upon, magnificent, Chicago stands supreme as the distributing center of the United States.

Among American cities that reckon population by the million, the strategic position of Chicago is unique. New York in its proud place as first city must mark its zone of influence within confining circles. Less than 100 miles away, Philadelphia—third metropolis of the nation—sets up its trade barriers under the shadows of Manhattan's markets. On every hand, New York encounters a network of self-sufficient cities until its radius reaches the rim of Boston's domain.

Philadelphia, rubbing elbows with New York, confronts on the south Baltimore—America's eighth city—as a commercial contender. And Detroit, motor monarch and newly

found in the million niche, shares its sovereignty with Cleveland, fifth city and long-established maker of many kinds of merchandise.

Born without boundaries, alone in its greatness, the course of Chicago's empire lies westward to the Rocky Mountains and southward to the Gulf. Throughout the Mississippi basin Chicago is regarded as the super-city of the world's wealthiest area.

Chicago has grown to its greatness because it is free from all geographic and economic barriers. In every direction this titan of trade can enlarge its influence to the fullness of its destiny as the master market of America.

Chicago is vital to all America because it is the foremost distributor of the basic commodities of life

—meat and produce, lumber and grain, foodstuffs and furniture, dry goods and manufactured products. The roots of Chicagoland's prosperity go deep. Its wealth springs from the wages of its well-paid labor, from the enormous returns on its crops, from the sales of its raw and manufactured products.

The manufacturer who builds his business in the Chicago territory is capitalizing on the biggest present and investing in the greatest future that America holds today.

Chicago's Leadership

The greatness of Chicago is the greatness of the Chicago territory—the leadership that has made Chicago

- the financial center of the Middle West
- the country's leading industrial center
- the world's foremost transportation center
- the largest producer of meat and packing
- the largest producer of the world
- the country's greatest produce market
- the world's greatest food distributing center
- the world's greatest lumber market
- the world's greatest grain market
- the greatest distributor in the country of dry goods and general merchandise
- the largest manufacturer and distributor of farm machinery and equipment
- the first city in the country in the manufacture of products for export

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER





In Voltaire's *Zadig* a physician tells one of the characters of the tale that in order to cure himself of a certain ailment he must apply to his body the nose cut from a person just recently deceased.

these papers publicly proclaims that only one newspaper is necessary to cover Detroit—meaning itself. One paper says that in order to cover Detroit, two newspapers are necessary, including itself. The other paper, which happens to be the undersigned, ought to say now — “use three newspapers,” which would include itself. But we aren't saying it.

This type of argumentative lingo is about as effective in making up an advertising schedule designed to SELL economically, as the advice

given by Voltaire's physician about the application of dead noses.

Coverage, like Einstein's theory is relative, its value depending upon the product to be merchandised, the sales plan, and the purpose behind the advertising campaign.

The Detroit Free Press asks for advertising and is getting it on the basis of its personal, intimate, morning contact with three out of every four homes within the city boundaries of Detroit whose occupants possess some inclination to respond to advertising, some knowledge of the English language and some worldly possessions other than near-leather suit cases and the key to a hall-bedroom on the third floor back.

In Detroit there are three good newspapers. Three of 'em. One of

The Detroit Free Press

VERREE &
National
New York Chicago



CONKLIN, Inc.
Representatives
Detroit San Francisco



When an oil field comes in where roads are mere "trails," horses and mules are called to the rescue. One supply company ordered a carload of harness to meet the needs of the Seminole field (Okla.) where this photograph was taken.

Who Buys Harness Nowadays?

IT'S easy to think that harness is "down-and-out" as a commodity to sell in quantity to industry. In the continually surprising Oil Industry, however, it is just another of the 20,000 items which it must use to keep in operation.

The sale reported above is characteristic of the Oil Industry. With 20,000 separate and distinct items on its annual purchasing list, the chances are that it not only uses your product but uses it in worth-while quantities. A single oil company, for instance, reports 320,000 cups of coffee among its yearly requirements—and that indicates proportionate purchases of sugar, chinaware, tableware, etc.

Is your product used by the Oil Industry?

Tell us what it is and we will give you an accurate and authoritative description of its market, if the Oil Industry uses it.

Edited from
World Building
TULSA, OKLAHOMA

360 North Michigan Ave.
CHICAGO

342 Madison Ave.
NEW YORK

608 West Bldg.
HOUSTON, TEXAS

628 Petroleum Securities
Building
LOS ANGELES, CALIF

Published from
812 Huron Road
CLEVELAND

Member: A. B. C.

Member: A. B. P.

NATIONAL PETROLEUM NEWS