

Advertising & Selling

PUBLISHED FORTNIGHTLY



Drawn by Edgar F. Wittmack for Pratt & Lambert, Inc.

NOVEMBER 16, 1927 15 CENTS A COPY

In this issue:

"Chaos in the Radio Market" By H. A. HARING; "The Dangers of Variety" By FRANK FINNEY; "Export Selling Plus" By B. OLNEY HOUGH; "The Stranger Within Your Gates" By J. P. HARSHAW; "The Merchandising Function in Industrial Marketing" By MELVIN T. COPELAND; "News Digest" on Page 90

Cambodia - - Patagonia - - the Hebrides

And the Four Corners of the Earth

ROBERT J. CASEY sailed for the other side of the world the other day. He's riding an elephant through Cambodia now on the jungle path to Angkor, lost city of Khmer Kings.

JOHN W. WHITE set off to circle the continent of South America. He's probably in Patagonia today.

NEGLEY FARSON undertook to learn how the whaler lives. He's hunting Moby Dick and his great brothers in the Hebrides.

Three men . . . three adventurers . . . on three world horizons, typical of the personnel, history and scope of the Foreign News Service of The Chicago Daily News, which they represent.



Robert J. Casey

The Service for which these men are now writing their experiences is filled with the story of such news-gathering adventures as these.

It was born in war and baptized by fire.

Its representatives were shelled by Cervera off Santiago . . . followed the Serbian retreat through Albania . . . witnessed the landing of the Anzacs at Gallipoli . . . slipped alone and in disguise through the French lines to Abd-El-

The best evidence of the character of the men and women who read The Daily News is The Daily News itself. In every aspect of news, feature and editorial treatment it is a progressive newspaper edited for and appealing to the sane and substantial citizenry of Chicago. This class of readers is responsive, intelligent and financially competent. . . . a most profitable objective for any advertising campaign.

Krim and his Riff rebels . . . experienced the burning of Smyrna and the earthquake in Japan . . . lived the world war from every front . . . and for almost thirty years have followed the news where it happens, when it happens, in the chancelleries and among the peoples of nearly every nation.

Today The Daily News has one of the largest and best equipped foreign staffs maintained by any newspaper in the world. Its personnel includes such men as Edward Price Bell, Paul Scott Mowrer, Junius B. Wood, Paul Wright, Edgar Ansel Mowrer, John Gunther and Hal O'Flaherty, brilliant writers and able students of foreign affairs. It maintains correspondents in twenty-seven foreign countries. It has its



John W. White

own offices in Rome, Berlin, Paris, Moscow, London and Peking. In the benefits of its daily cable service seventy-four other newspapers, with a combined circulation of over 6,000,000, share through syndication by a nationwide system of wires maintained by the Consolidated Press Association.

The Chicago Daily News is proud of the Foreign Service because of its splendid history . . . because of its service to 6,000,000 American readers . . . because it enables The Daily News to present every day a comprehensive and accurate picture of the world's affairs unequaled in Chicago, unsurpassed in America.



Negley Farson

THE CHICAGO DAILY NEWS

IN the Pittsburgh Market
you get complete coverage
through *one* newspaper—the
Pittsburgh Press.

September Average

Daily . . . 234,800

Sunday . . . 326,952



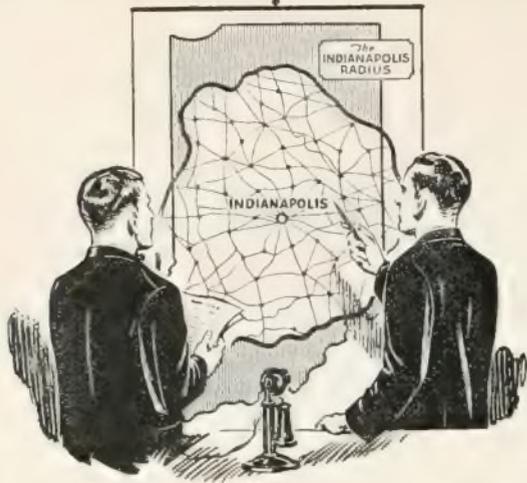
SCRIPPS - HOWARD

Pittsburgh Press

A Scripps-Howard Newspaper

Represented by Allied Newspapers, Inc., 250 Park Avenue, New York

Chicago Detroit Atlanta San Francisco Los Angeles Seattle Portland



Only the NEWS
Can Give Advertisers
The COMPLETE
Indianapolis Market

EXPERIENCED advertisers and sales executives know that the *complete* Indianapolis market includes not only Indianapolis but the rich 70-mile radius that it dominates.... From a sales and distribution viewpoint, all this radius is as distinctly Indianapolis as if it were inside the corporate city limits.

You can't reach this market with Indianapolis circulation alone. You can't reach it with outside circulation alone. You need *both!*

.... And only one Indianapolis daily newspaper—The INDIANAPOLIS NEWS, with its 81% coverage in Indianapolis and its exceptionally thorough coverage throughout the 70-mile radius—can give you the *complete* circulation and coverage so essential to win sales leadership in this important market of 2,000,000 population.

Exclusive Indianapolis Member, 100,000 Group of American Cities



The INDIANAPOLIS NEWS
sells The Indianapolis Radius

DON. BRIDGE, *Advertising Manager*

NEW YORK: DAN A. CARROLL,
110 East 42nd Street

CHICAGO: J. E. LUTZ,
The Tower Bldg.

Everybody's Business

By Floyd W. Parsons

Change

WE are planning and inventing a hundred times faster than it is possible for us to execute. New facts are being disclosed far more rapidly than people can assimilate them. The result of this is a lack of balance in our business and industrial life, and here lies the greatest danger that threatens society today.

The front of our advance is deeply dented. A few industries have completely outstripped others. Workmen in some fields are paid twice as much as those in other lines, although the same skill and intelligence is exercised. The fellow who makes us laugh gets \$30,000, while the man who educates us gets a fifth as much. The college professor who instructs our young people in the rudiments of science and business receives a third of what the coach is paid to develop our youth into great athletes.

In our hurry to get along we have left behind a lot of unfinished business. The element of change has become the vital factor in all planning. People say we are riding to a fall—going the way of ancient Rome. But that is not true. The Romans did not recognize the importance of change. Their one thought was to build for permanency. Our viewpoint is different. We never forget that what we are constructing today will likely be obsolete in style and usefulness tomorrow. The Roman spirit was static; ours is dynamic. We are the animators of a new era in civilization, and all nations will have no choice but to follow the road we are blazing.

Less than a century ago Michael Faraday was preaching to his congregation on Sundays and spending the rest of the week putting together bits of wire and steel in order to solve the problem of conveying electric current through a metal conductor over a short distance. Faraday did not even have any electricity to work with except that which he obtained from batteries similar to the ones we use for doorbells.

Now our newest and biggest electrical plant will soon be sending out a stream of electrons to do work equivalent to the combined efforts of ten million men. In fact if we were to attempt to substitute human hands for the work being done with electricity, we would soon find that all of the adults on earth could take care of only one per cent of the tasks now being performed by this marvelous mechanical agent. Fur-

thermore, the most modern of our present electrical installations will probably seem as crude to the engineers of tomorrow as the generating units of Faraday appear to us at present.

In 1850 our American cities were cesspools where cholera and other diseases of filth took a heavy toll of human life. Urban atmospheres were saturated with steaming abominations from noisome liquids that filled gutters and pools. Now these same cities are spending hundreds of millions of dollars to complete water and sanitation construction programs that will make city life even more safe, from the standpoint of hygiene, than life in the country.

In 1876 two men talked for the first time over a long-distance telephone. Today we can talk to a friend in Europe in less time than was then required to put through a local call. We now have

in operation seven million miles of telephone wires devoted exclusively to carrying upward of three million long-distance messages every day. Recently a fire in a western town put the local telephone service out of commission for thirty-one days. Immediately the authorities were forced to install a flashlight system to provide communication with the police and fire departments. One victim of an auto accident bled to death before they could get a doctor. Burglaries increased and business profits were curtailed. Time had turned back fifty years.

Amazing stories of change are on every hand. Refrigeration has revolutionized food distribution. Radio has eliminated distance. The motion picture permits us to see the world without leaving home. And the end is not yet, for no day passes without some new and startling discovery, the consequences of which no one can visualize.

A man sat by his fireside and noted that the slag of the fuel had become transparent. This started an investigation that led to the discovery of glass which has renewed our worn-out eyes, made it possible to heat our houses and at the same time let light into them, given us containers for liquids and food, bulbs for incandescent lights and magnifying devices to bring into our range of vision not only the most distant stars, but some of the smallest germs that prey on the vital tissues of human bodies.

Mendel never dreamed what he was doing for humanity when he started his study of heredity by experi-

[CONTINUED ON PAGE 88]



New York Harbor of Yesterday



“**G**LORIFYING the American Workman” would seem the appropriate caption for this illustration by Miss Marjorie Ziegler. In its bold treatment of mass and muscle, the casual observer will discover few traces of the “feminine touch.”

Astonishing versatility is being shown by our young artists in their invasion of the industrial advertising field. Man must now look to his laurels if he is to retain his traditional leadership in depicting the world of wheels and gears.

The GOTHAM PHOTO-ENGRAVING CO., INC.

229 WEST 28th ST., NEW YORK

Telephone: LONGACRE 3595



THREE out of four have it
in Detroit.



No—this has nothing what-
ever to do with the advertis-
ingly famous “four out of five.”



But three out of every four
homes in the city of Detroit
worth advertising to will receive
and digest your advertising
message through The Detroit
Free Press.



To saturate a city like Detroit
with advertising is as wasteful
and useless as attempting to
enforce Volstead one hundred
per cent in New York City.
While thousands may ardently
desire the tiled kitchen, the
solid silver tea service or a
Sarouk on the living room floor,
lean incomes drive them to

soup bones and the staff of life.
There is no prohibition on
aspiration in the Detroit market,
but there is, obviously, consid-
erable prohibition on acquire-
ment, as there is in any other
market.



But if you are looking for the
people with incomes of \$5000
or more yearly and those on
the way up to \$5000, you will
find them Free Press readers
almost to a head in the Fourth
Market.



Beyond these it is possible to go,
circulationally speaking. You
can even veneer the whole
town with agate lines. But
that's all it will be brother,
just veneer.



Remember that the moment
you select The Free Press as
a selling medium, you auto-
matically select your buyers in
this the “empire of motors.”

The Detroit Free Press

VERREE &
National



CONKLIN, Inc.
Representatives

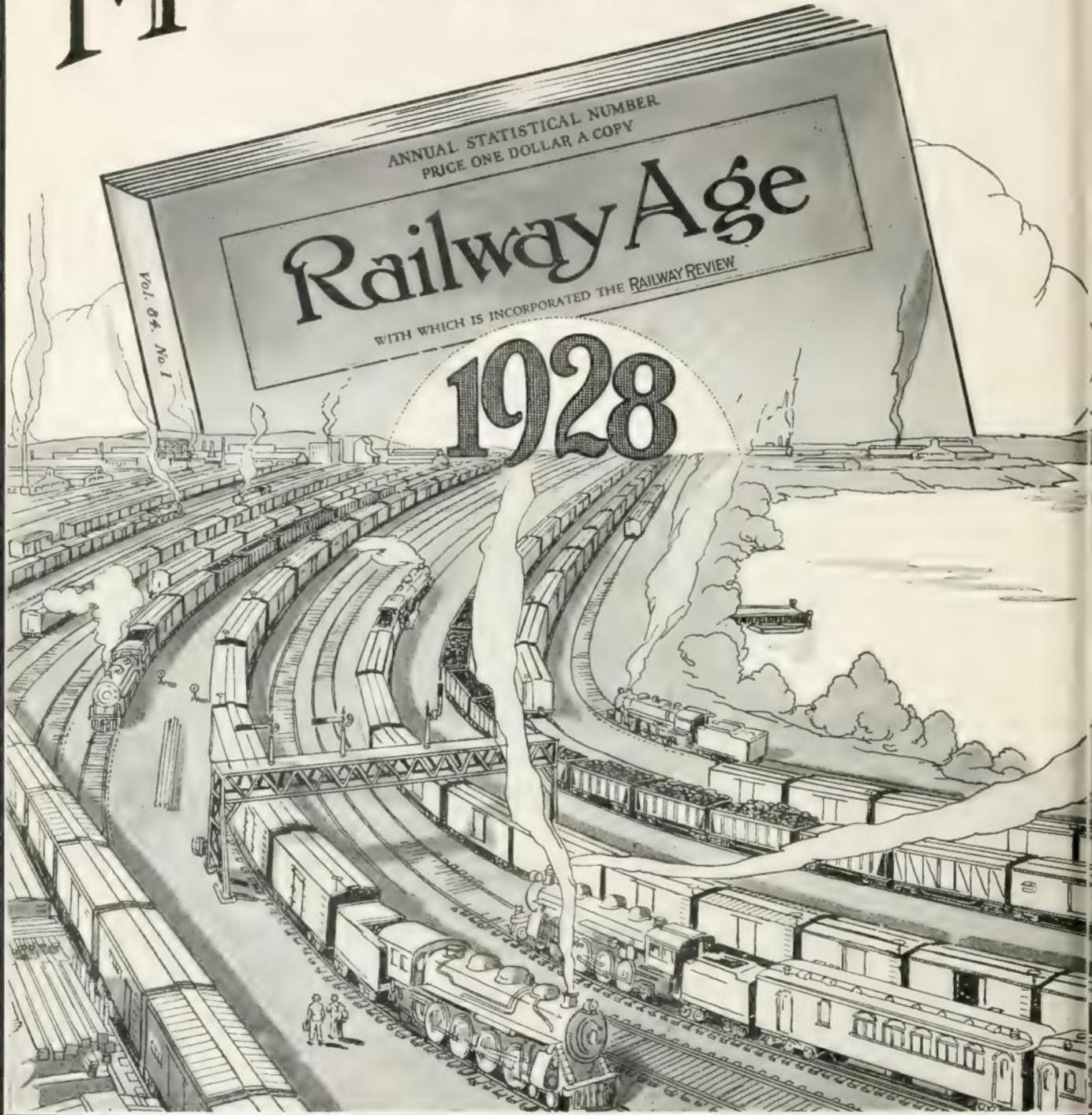
New York

Chicago

Detroit

San Francisco

Make this issue



Annual Statistical Number

the opening gun

of your 1928 railway sales campaign

THE Annual Statistical Number of the *Railway Age* is your greatest single opportunity of the year to place your sales story before railway officers on every railway in North America and on many foreign railways.

It is the greatest single issue of any railway publication in the world.

It is a compilation of statistics that are secured by months of painstaking and costly effort, but which when compiled in logical form make a record, published nowhere else

that is sought and used by railway officers throughout the world.

More than 3,000 extra copies of this issue are purchased each year by the railways so that every important officer may have a copy on his desk for continuous reference throughout the year.

Make the Annual Statistical Number the opening gun of your 1928 railway sales campaign. Make your advertisement a complete sales story featuring all of your railway products. Make your plans now—for December 15th is the closing date.

Simmons-Boardman Publishing Company, 30 Church St., New York
"The House of Transportation"

Chicago: 105 West Adams St. Cleveland: 6007 Euclid Ave. Washington: 17th & H Sts., N. W.
San Francisco: 74 New Montgomery St.

Railway Age, January 7, 1928

It won't be long NOW!



The book "Achievement in Photo Engraving and Letter Press Printing 1927" will be delivered to subscribers during the month of December.

LOUIS FLADER, *Editor*

AMERICAN PHOTO-ENGRAVERS
ASSOCIATION

GENERAL OFFICES ♦ 863 MONADNOCK BLOCK ♦ CHICAGO

We Respond

FOR SIX YEARS James F. Newcomb & Co. Inc. has been regarded as a leader in the field of direct advertising and sales promotion. Today, though its leadership in this field is in no way diminished, the scope of its service cannot be thus summarily limited.

The Newcomb organization is a marketing agency rendering counsel and service in *advertising, merchandising and sales promotion.*

This development has been a gradual and natural response to pressure from clients who relished the company's efficient performance of the work intrusted to it and therefore called on it for like service in wider fields.

The organization has kept pace with the demands made upon it. The scope and quality of the service now available to clients may be inferred from the character of the personnel that has been added to the staff during the past few months. Among those of executive rank are:

NEVILLE B. HART

former Adv. Mgr. Hercules Engineering-Technical Products Corp.

BENJAMIN F. MEYERS

authority on Men's Wear and consultant for Knitted Outerwear Bureau.

EDMUND J. RYAN

former Adv. Mgr. Lord & Taylor and Associate Director of Merchandising with N. W. Ayer & Son

KENNETH MACDOUGALL

former Eastern Dist. Field Sales Mgr. Reuben H. Donnelley Corp.

HARLOWE M. DUNTON

formerly Adv. and Sales Promotion Manager for Apollo Chocolates.

HARRY L. WARREN

former Vice Pres. and Gen. Mgr. Beaver Refining Co.

ARTHUR L. WESTCOTT

former Sales and Adv. Mgr. Richard Hudnut Co.

Only when posed against its background of successful cooperation with a substantial group of clients—organizations of national importance—can Newcomb marketing service be seen in its true perspective. Factual evidence of its value can be placed before any executive who wishes to obtain competent and unbiased help in the solution of marketing problems, regardless of the field in which they lie.

JAMES F. NEWCOMB & CO. Inc.

Advertising • Merchandising

330 SEVENTH AVENUE, NEW YORK, N. Y.

Telephone PENnsylvania 7200

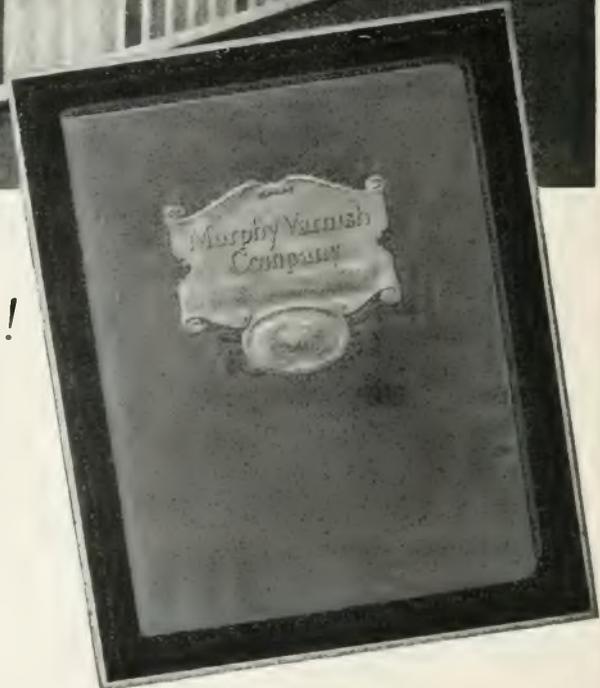


This Murphy Portfolio Helps Sell Dealers!

COMPREHENSIVE advertising campaigns arouse greater dealer enthusiasm when they are impressively presented. Consider this elaborate advertising portfolio of the Murphy Varnish Company, with its richly embossed Molloy Made Cover of limp artificial leather decorated in gold.

Instinctively the dealer knows that such a portfolio contains something more than usually worth while. His attention—his interest—his favor—these are insured before ever the cover is opened. What more natural than that he should be warmly enthusiastic when the full campaign has been shown and explained to him?

Portfolios—catalogs—sales books—sample books—every type of commercial publication gains tremendously accelerated sales force from the added power of a Molloy Made Cover. Write to us for cover suggestions for your next book—the cost is moderate—the value is immeasurable.



Molloy Made Covers are manufactured only in Chicago by the David J. Molloy Company, cover specialists, from a super-grade of artificial leather. They are available in any size, style, or quantity. Every Molloy Made Cover is designed especially for the book on which it is to be used, with full consideration for the purpose of that book.

THE DAVID J. MOLLOY COMPANY · 2863 North Western Avenue · CHICAGO



Commercial Covers for Every Purpose





HAMLET: *"Do you see yonder cloud that's almost in shape of a camel?"*

POLONIUS: *"By th' mass and't is like a camel, indeed."*

HAMLET: *"Methinks it is like a weasel."*

POLONIUS: *"It is back'd like a weasel."*

HAMLET: *"Or like a whale?"*

POLONIUS: *"Very like a whale."*

When the manufacturer approaches the public about buying some of his goods, he has to tell one story and stick to it. Advertising cannot be like Hamlet's cloud, all things to all men.

Good advertising should have a movement, an atmosphere, a definite *idea* which is real and proper to it and which easily distinguishes it from all others.

In the early days when the automobile people talked mechanics, one manufacturer grasped leadership by advertising his luxury and the joys of the road. Then when all were talking luxury and the joys of the road, another stepped in with a mechanical story and turned his field upside down.

Always, whether the product be a fine car, a dentifrice, a prepared food, or a radio, the advertiser should be alert and supple—ready at any time to break with advertising tradition if that will establish his product properly in the minds of the people who ought to buy it.

CALKINS & HOLDEN INC. ADVERTISING
247 PARK AVENUE • NEW YORK CITY



Morocco . . . The Garden of the East

Barbaric . . . voluptuous . . . mysterious! A thousand colours flashing in the dazzling sunlight. A thousand enchantments throbbing through the purpled nights. The sullen fitful flare of torches . . . the wild pulse beat of desert drums . . . ever to echo through the memory. Strange savage peoples in ceaseless pageant. The east . . . slumberous with dreams . . . aflame with life!

Just at the other end of "the longest gangplank in the world" . . . North Africa . . . its magic! And there . . . strung through all its wonders of exotic cities . . . of mirage-haunted desert and palm feathered oases . . . the forty-one famous Trans-atlantic hotels. De Luxe 57-

day itinerary . . . including Mediterranean crossing . . . hotel and other expenses . . . private automobiles to wend those splendid roads or ride the desert dunes . . . \$1750. Too, there are shorter trips . . . 10-day itinerary as low as \$200.

And the glorious adventure begins at the very moment you leave New York . . . on a French Liner . . . with all its radiant charm of atmosphere . . . the cuisine of Paris itself! At Le Havre de Paris no transferring to tenders . . . simply another gang-plank . . . a waiting boat train . . . Paris in three hours. Overnight . . . the Riviera. One day across the Mediterranean . . . North Africa!

French Line

Information from any French Line Agent or Tourist Office, or write direct to 19 State Street, New York City



Window display by the
Pittsfield Electric Co.,
of Pittsfield, Mass.

THERE WERE 256 SIMILAR DISPLAYS IN OCTOBER

"Your story in pictures," runs a familiar slogan, "leaves nothing untold!" Surely it is clear from this photograph that the Pittsfield Electric Co. believes that Good Housekeeping sells goods—and that Good Housekeeping readers are worth cultivating.

But what the picture does not tell of, is the good-will which makes such displays possible—the confidence women have in the tests of Good Housekeeping Institute—their faith in Good Housekeeping's guaranteed advertising pages. It gives no inkling

of the years and years of effort Good Housekeeping has devoted to win this good-will. Nor anything of the way women have learned to depend on Good Housekeeping's advertising pages; to ask: "Is it guaranteed by Good Housekeeping?"

Good Housekeeping's contribution to the greater success of advertising is a million and a half readers who *are predisposed to buy* the merchandise advertised in Good Housekeeping. Which is one good reason why the majority of advertisers to women use this magazine.

GOOD HOUSEKEEPING

CHICAGO

BOSTON

NEW YORK

DETROIT

SAN FRANCISCO



Little Studies
in the Art of
Gracious
Living

... Enacted in
DELINEATOR
Home Institute



All the Little
Anxieties
of a Modern
Home



THE proper polishing of floors and furniture, the dusting, the sweeping, the care of silver and china . . . any one of a hundred-and-one such important little anxieties in the modern home are shared by Delineator Home Institute. And in the pages of Delineator results are reported to the million and a third modern women who follow Delineator's lead.



COME AND VISIT THE INSTITUTE! *Perhaps a cup of tea and a chat with Mildred Maddocks Bentley, Director of the Institute, will give you a new idea of your sales or advertising problems*

Delineator

Established 1868

THE BUTTERICK PUBLISHING COMPANY

Advertising & Selling

VOLUME TEN—NUMBER TWO

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AT the annual convention of the Association of National Advertisers, William A. Hart, director of advertising of the E. I. du Pont de Nemours & Company, Inc., was elected president of the Association.

Three regional vice-presidents also were chosen: Everett R. Smith, Fuller Brush Company, Hartford, Conn., for the Eastern Zone; Norman E. Olds, Perfection Stove Company, Cleveland, Ohio, for the Central Zone; Guy C. Smith, Libby, McNeill & Libby, Chicago, for the Western Zone.

The five new directors are: Lee H. Bristol, of Bristol Myers Company, New York; Verne Burnett, of General Motors Corporation, Detroit; Miller Munson, of The Hoover Company, Chicago; A. T. Preyer, of The Vick Chemical Company, Greensboro, N. C.; W. F. Earls, of United States Rubber Company, New York.

M. C. ROBBINS, PRESIDENT

J. H. MOORE, General Manager

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Telephone: Caledonia 9770

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Telephone Holborn 1900

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Through purchase of *Advertising and Selling*, this publication absorbed *Profitable Advertising*, *Advertising News*, *Selling Magazine*, *The Business World*, *Trade Journal Advertiser* and *The Publishers Guide*. *Industrial Selling* absorbed 1925.

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A Class Magazine

with more than

1,500,000 Circulation

*"The Private Life of A Lady of the XVth Century" as told by John Erskine is a feature of *Cosmopolitan* for November.



THE Private Life of a Cosmopolitan Home of the XXth Century.*

Such might be the caption used by some future John Erskine, writing about how the *top million and a half* lived in America, back in 1927. For the typical Cosmopolitan home would afford the best picture of living conditions among the favored class of that day and time.

These Cosmopolitan families live better than any similar group of people in the world.

They own the low-swing cars with the long wheel bases, elaborate comfort refinements, and smart color combinations. They equip their homes with electric refrigerators, automatic oil-burning furnaces, and period furniture. They send their children to expensive private schools. They get their clothes at the smartest shops, and their tan on the golf links at the country club.

Over 59% of the heads of Cosmopolitan families be-

long to the executive-professional class! In business they are leaders. In social life they set the standards of complete living.

You might expect such people to "understand and appreciate" the John Erskines, the Durants and the Dorseys of their day. And just as the writer, so the advertiser "with a real message" is surest of an intelligent hearing from these *Cosmopolitan-minded* people when he talks to them from the pages of their favorite magazine.

Fortunately for the manufacturer, these Cosmopolitan families are concentrated in the urban centers where over 80% of all buying and selling is done.

This *top million and a half* is a rich market for the manufacturer of high-class goods . . . cars or confections . . . lamps or lingerie . . . food, furniture, or electrical refrigeration . . . in fact, anything whatsoever that contributes to what this favored class accounts complete living.

Hearst's International
combined with

Cosmopolitan

Advertising Offices

SAN FRANCISCO OFFICE
625 Market Street

CHICAGO OFFICE
326 W. Madison Street

NEW YORK OFFICE
119 W. 40th Street

BOSTON OFFICE
5 Winthrop Square

DETROIT OFFICE
General Motors Bldg.

NOVEMBER 16, 1927

Advertising & Selling

FREDERICK C. KENDALL, *Editor*

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RAY GILES N. S. GREENSFELDER JAMES M. CAMPBELL FRANK HOUGH, *Associate Editor*

Chaos in the Radio Market

A Last Minute Analysis of Conditions in One of
Our Most Important Industries

By H. A. Haring

FOR six years radio makers and radio dealers have wailed about the brevity of their selling season. "It only runs." in the opinion of one dealer, "from Columbus Day to St. Patrick's Day." And, year after year, the public interest has remained apathetic until late October. The normal buying demand has evaporated before the end of February; with the season prolonged a few weeks, each spring, by the cut-price dumping of discarded models and factory overstocks on an unwilling market.

The Federal Radio Commission was expected to improve broadcasting conditions. It has. The radio trades laid all plans for an early revival of buying this season, and they were transported into ecstasies by the demand for sets in late August. The summer of 1927 was, without question, the most prosperous radio has known. September—which is ordinarily a pre-season month—saw the greatest volume in his business history for one manufacturer after another. Every prediction was exceeded; hopes ran high for a smashing Christmas and mid-winter demand.

New models were rushed into



MR. HARING will be remembered for this series of five articles (June 16, 1926), analyzing the then current marketing situation of radio. The moment we heard of its present condition we commissioned him to interview its leading men. This is therefore an up-to-the-minute study; written for the most part on trains in order to catch the present issue as it was on the point of going to press

factory "production" ahead of schedule. Dealers' shelves, distributors' stocks and factories' warehouses were swept clean in a manner that delights any industry—the whole wave culminating at the time of the Tunney-Dempsey fight. "Radio," in the words of one manufacturer, "has won; the Commission has ended inter-station interference; the airplane flights helped all summer, and the sports this autumn. The non-owner has no excuse for not buying."

Then, without notice, demand fell off. The last days of September showed a decline in the market, although none at the moment observed the change; but by mid-October the slump was so terrible that panic seized the industry.

New York City was hardest hit. St. Louis, with the lower Mississippi flood areas in her trade territory, was a close second. Every important center, however, revealed the identical situation: "the radio world gone to pot"—to quote a manufacturer. Only the agricultural areas of the West and South continued to buy—with the obvious explanation of good prices for wheat and cotton and tobacco.

As October neared its close, it

became apparent that the month's volume would be less than the preceding October by fully one-half. This, by contrast, meant that October sales would total only one-fourth or one-fifth of those for September. It was a situation wholly without precedent; all calculations were upset.

Chaos reigned in the radio market. Manufacturers and distributors alike were lost, as a ship at sea without a rudder. Chaotic conditions are not unknown in radio—with memories of the February to March period in 1925 when over-stocks were dumped by hundreds of thousands of sets. But, heretofore, all market disturbances have come at the close of the normal season, with cause apparent to all and with ill effects at a

minimum. This time the slump has come at the opening of the season, that season being, too, one of highest anticipations.

Analysis of the situation, further, has been complicated by the year's improvements. Everyone can now see that the 1925 dumping was precipitated by the single-dial, six and seven-tube sets that were about to be announced, thus making three and five-tube sets obsolete along with multiple control. The single-dial improvement, together with shielding, marked the two seasons of 1925-1926 and 1926-1927. In much the same manner, the season that is now opening is characterized by the so-called "electrified sets," which are known also as "Alternating Current" or, more briefly, "A. C." sets, or as

"power socket sets"—for which the owner plugs the cord into the house-lighting circuit as he would connect up an electric toaster.

No doubt has existed that the electrified set is desirable. The inconvenience of the batteries and the unsightliness of their tangle of wires have not been greatly reduced since the day of the first home-made, open-model sets which roused the disapproval of every wife. Experimentation has been continuously seeking to get rid of the batteries. Its first stage was the "eliminator"; its culmination is the "power socket."

In the late summer of 1927 sets of this character were announced. Preference for them, especially in the New York market, was even

[CONTINUED ON PAGE 44]

Sparks from an Insurance Angle

By *Earnest Elmo Calkins*

I WROTE a piece the other day in which I said that insurance companies ought to advertise and tell us more about the commodity they sell. It was intended to provoke discussion and it did. For weeks my mail has been filled with letters and my desk covered with clippings giving what we advertising men call the "reaction" of the insurance world to my contention. These letters and clippings range all the way from vehement denunciation to lyrical commendation, but no harm was done. After all, "propinquitous to impertinence" were the hardest words applied to me. But since this same timely topic was also discussed in the columns of ADVERTISING AND SELLING by an able writer, it may be worth while to cull a few typical arguments; what a congressman calls "extension of remarks."

"When a man 'buys' a motor car and a sack of potatoes he drives the car home with the potatoes therein. When he 'buys' insurance he carries away with him nothing but a light heart. . . . He gets nothing but peace of mind."

A light heart and peace of mind! Is there in all the range of desirable things, tangible and intangible, any more desirable than these? Would not any man exchange a motor car and a sack of potatoes for them? Could any advertising message be more compelling than the news that there was a place where one could buy a light heart and peace of mind? This writer seeks to show that insurance cannot be advertised, and with a single

phrase he reveals it the greatest advertising potentiality in the world.

Another says, "When Mr. Calkins compares life insurance with the automobile business I am inclined to believe that he has never sold life insurance. Life insurance is a need, and an automobile is a want."

What more perfect definition of advertising could be made than that it transforms needs into wants? That, it may be said, is the whole contention. Automobiles are wants because they have been made so by advertising. Let anyone who is old enough to remember the "gay nineties," recall the attitude toward the horseless carriage. Many men, including myself, firmly resolved never to be caught dead in one. Those who ventured forth in the new-fangled contraption were hooted at by the passers-by and exhorted to "get a horse." George N. Pierce, the bicycle manufacturer, sold out to his associates what was destined to become the Pierce-Arrow, because he would not risk his money on anything so absurd as a self-propelled vehicle. The motor car had more instinctive prejudice to go against than insurance has ever had. It was not even a need. And yet there are people so young or so short-memoried that they believe this land is now covered with motor vehicles because of some basic instinct men are born with.

It is quite true that I never sold life insurance. Neither have I ever sold an automobile—except when I traded in my used car. But I have written successful advertising for both.



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The Merchandising Function in Industrial Marketing

Shifting Market Conditions Demand Corresponding Changes in Products and Policies

By Melvin T. Copeland

AS conditions change in an industry, companies add new products to their lines, revamp some of the old products and discard others. Even Mr. Ford has changed his hardy perennial model. The manufacturers of electric motors, by promoting the use of electric refrigeration, have upset the market of the ice machinery manufacturers. When women's fancy shoes became popular, tanners of leather selling to manufacturers of women's shoes had to take up the production of a variety of colored leathers. Markets are shifting and changes in demand are occurring continually, not only for consumers' goods, but also for industrial goods. Changes in the needs and fancies of consumers, changes in manufacturing technique, new inventions and changes in the

arts, all are working to bring about more or less frequent alterations in many types of products.

The problems of determining what to add to a line, what to discard and what to revamp, have become more and more pressing and complex with the increase in the size of industrial units and with the diversification of industry.

The function of dealing with these problems relating to the determination of what to make, is merchandising. Clear-cut recognition of this function is a recent development. In fact, in my book, "Principles of Merchandising," published in 1924, I used the term "merchandising" broadly to cover all the marketing functions. It now is apparent that the term should be applied to a single set of marketing activities.

The merchandising function probably is most clearly and generally recognized in the department store business. It is now common in department stores to have merchandise managers, whose task is to supervise the selection and movement of merchandise. Among manufacturers of consumers' goods, there are several companies which include merchandise managers in their organizations. Here and there among manufacturers of industrial goods an executive comparable to a merchandise manager is employed. At least one of the rubber manufacturing companies has a merchandise manager for each of its major departments. One of the large motor truck companies has a commercial engineer, whose task is essentially that of a merchandise manager. A steel company recently

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The Dangers of "Variety"

The Stern Business of Making the Consumer Ask for Your Merchandise Can Best Be Accomplished by Picking One Major Sales Argument and Sticking to It

By *Frank Finney*

President, Street & Finney

IS advertising a toy for the advertiser to play with and change and change and everlastingly change in order to indulge his high estimate of his own opinions? Is it an exposition of art in which he may show the public his knowledge of art? Is it literature by which he may "tell the world" of his genius as a writer? Is it a circus with which he may fancy he is flabbergasting the universe with a vast variety of advertising acrobatics?

Advertising, as I understand it, is a method by means of which the advertiser can induce the consumer to ask for his brand of goods. This is accomplished not by changing advertisements or by confusing the consumer or by gratifying the advertiser's conceit. It is achieved by repetition, by the repetition of a selling argument; preferably, by the repetition of a *single* selling argument. Advertising ought to be called repetition instead of advertising, for that is its whole substance. Without it advertising is nothing; the greater its repetition, the greater its success. If we agree on that, then the question is, what are we going to repeat? It is easy enough to figure out where; the problem is what. We cannot repeat advertisements that are changed all the time. They are not repetition. They are confusion. Varied appeals bewilder the dumb and indifferent consumer, and require him to dig laboriously into the changing advertisements in order to find out what they are striving to "put over." And the consumer, being lazy of mind, does the easier thing: he merely passes on to the advertisements which tell him and "sell" him quickly. That being the case, what can we repeat? Only a single selling argument, and a pic-



ture appropriately illustrating it. In every piece of merchandise there are several selling arguments, but nearly always one major argument. You cannot repeat the major and minor arguments. If we try to repeat all of them, the consumer will never absorb any of them. Therefore, repeat only the *major* argument—the one which appeals to most of the consumers—and forget the rest. Never mention them. Reduce it to a slogan and illustrate it, and then reiterate that slogan and that illustration until they etch themselves into consciousness.

THE advocates of the changing, confusing style of advertising argue that if you hear the same music all of the time you get sick of it; that if you see the same advertisement all of the time you will not read it. But if you have different advertisements, the consumer will be entertained and

attracted and thereby lured against his will into reading them. That is fine, provided that you can make each advertisement entertaining and absorbing; but the mere changing of them does not accomplish that, and to make each always so entertaining that it will be irresistible, is a consummation devoutly to be wished for, but wholly impractical. It is impossible even in the arts. The greatest composers never wrote more than a half dozen or so operas that were really entertaining, so how can we expect the business of advertising to produce a myriad of changes each of which will sweep the consumer off his feet?

The whole advertising business, composed of many brilliant people, is striving every day to make advertisements entertaining. How many are succeeding? The weakness in the theory of changing advertisements is that the advertiser does not make the changes as interesting to the consumer as he thinks he does. They are for the most part entertaining to the men who make them or direct the making of them. They are made to please the advertiser. He is the audience; and he labors under the delusion that what pleases him will please the consumer. Again, I repeat, advertising is not a plaything, nor is it art, literature, a circus or a stage. Advertising is business, is the stern business of making the consumer ask for merchandise, or at least accept it willingly—all of which can be best accomplished by finding the most effective selling argument and picture. Having found them, why change the advertisements and fly to other ills that we know not of?

When Henry Ford found the type of automobile that would run, give

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American farm machinery being exhibited to the natives of Madras, India

(C) Ewing Galloway

Export Selling Plus

By B. Olney Hough

“SALESMEN are not often sales promotion engineers,” said an official of possibly the largest manufacturer's foreign sales agency in the United States. “They're too busy earning their daily bread and butter. They put the goods on the dealer's shelves—that's their job. But then what? How do they get it off those shelves? Do they create a consequent demand for more?”

“We've been selling American goods in the particular section of the world which we cultivate for twenty-five years or more. We have many salesmen out all of the time, because we handle many different kinds of goods. And they sell; they have to, or they lose their jobs. But a year ago we woke up to the fact that something more was necessary and last January we hired a man to go through our foreign markets and tell us what we ought to do to move the goods our men have sold faster.

“We did not look for a salesman. We wanted a non-productive representative and we do not look for tangible results, at least until some time in the future. We went to one of the biggest advertising agencies in the country and hired one of its biggest men, at a large salary—especially considering his expenses. He is out in the field now, reporting to us by every mail what he thinks

we can and ought to do about the various lines we handle.

“Advertising? Oh, yes, we do a lot of it abroad; that is, without interfering in the least with agencies or other plans which our manufacturers have made. But advertising needs the control and advice of a skilled merchandising man on the ground. We sell probably ninety per cent of all the American patent medicines sold in India. We were advertising; that is, our manufacturers were advertising, some of them in most of the leading publications in India with reply coupons addressed to our Bombay office offering sample packages if the equivalent of a two-cent stamp were enclosed. This was an effort to eliminate the school-boy curiosity seeker.

“THE replies came in too fast. The manager of our Bombay office is a salesman, not a bookkeeper or accountant. He could not keep up with the flood. He could not calculate that this medium had returned so many replies and that other medium so and so many.

“Our new man cut it all out and started fresh. He is now advertising in the Bombay district only and will follow later on with other districts, one at a time. This gives us a chance to check up intelligently. Before that we overshot our mark and wasted much money.

“One of our favorite schemes in introducing a new line, or one hard to sell at first, is to give buyers six months 'dating.' By this plan we agree to take back from them all goods remaining unsold in six months. At once we institute an advertising campaign, intending that it shall help move the goods which our customers have been persuaded to order. It usually does, but sometimes not fast enough to encourage the customers to reorder largely. So we want to back up that advertising.

“How? Well, suppose we were handling in India a line such as Cutex. India is not a manicuring country. Manicuring is quite rare there. None the less our salesmen have been successful in selling our stuff to dealers over the country. What will they do with it? Each has bought a little lot as a sort of a 'spec.' That does not suit us. We want to build up a trade. Our promotion man stages a month's demonstration in one of the largest British department stores in Calcutta. He searches India high and low and finds the best manicurist to be had and puts her in charge. She demonstrates and she teaches other girls to manicure.

Take this line of famous shoe polishes. Quantities of show cards are sent out with every shipment. We'd like to know what becomes of

those show cards. We sell and ship to jobbers who re-sell and re-ship to hundreds of retail dealers in interior towns whom our salesmen never see. Do the jobbers ship out these show cards, and if so, what do the retailers in the interior do with them? Are the cards the right shape and size, or would something a little smaller fit better? We can't depend for such advice either on our jobbers or on our salesmen. That's another thing which our outside, independent, promotion man has to investigate.

"Consider Quaker Oats for example. It takes a promotion man to organize demonstrations. He has to teach native lecturers, too, who will talk on the benefits of cereals. Why, in one Oriental market we had a dozen or two natives set up roadside stands where they cooked and sold the stuff a plate at a time. That's a start—we'll have a lot of them before we're through. In that particular market, we are doing something a little out of the ordi-

nary. We have fitted up a special motor car in charge of an American with several native assistants. It goes over every road that's passable for an automobile in the country, carrying supplies of advertising material and teaching and helping every little village shop keeper in the six lines to which it is devoted.

"Oh, yes—something more than just booking an order, something more than advertising is necessary. They are the easier things to do."

I HAVE thus resumed in conversational form some actual facts illustrating what a good many exporters of the United States are doing in the way of service to their customers in other countries, to enlarge and improve their own foreign trade. Giving lectures may seem a good deal like casting bread upon the waters with the probability of waiting many days. But Quaker Oats is said to have followed the lecturing policy for a number of years in Japan

(very likely in other countries) with a growing popular demand. More-over a friend of mine returned only a few months ago from nearly a year in South America where he, among other services to actual and prospective customers, had been lecturing to women school teachers on the Harmony of Colors. He represents a large manufacturer of dyes. And he showed his dealers how to sell and how to advise.

Servicing the foreign customer is two or three generations old—in some lines. Unfortunately there remain several thousand manufacturers whose sole aim is to "get orders." For several years a motor boat lay stranded on the shore of a lake in Nicaragua because the motor had broken down and nobody knew how to repair it, in fact there were no replacement parts available. The manufacturer might have seen to that, at least, and promoted instead of strangled a business. For

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AT the annual dinner of the convention of the Association of National Advertisers held Nov. 1 in New York, the speakers of the evening were Arthur Brisbane, Cyrus H. K. Curtis, and Donald Ogden Stewart. S. E. Conybeare, the retiring president of the association, was toastmaster. With the general subject of the convention "Significant Trends in Advertising" an important meeting was the "clinic" devoted to sincerity in advertising at which addresses were delivered by Earnest Elmo Calkins, president of Calkins & Holden; Stuart Chase, co-author of "Your Money's Worth," and Irwin S. Rosenfels, advertising counsel. Excerpts from the speeches of Mr. Calkins and Mr. Rosenfels appeared in ADVERTISING AND SELLING for Nov. 2. Among the speakers at other sessions of the convention were: Harry Ittleson, president of the Commercial Trust Company; Dr. Melvin T. Copeland, of the Harvard School of Business Administration; F. J. Petura, general purchasing engineer, Henry L. Doherty Company; Bernard Lichtenberg, of the Alexander Hamilton Institute; R. D. Keim, general sales manager, E. R. Squibb & Son; and W. K. Burlen, of the New England Confectionery Company. Excerpts from Mr. Burlen's address appear on page thirty-eight of this issue.

The Stranger Within Your Gates

A Responsibility Which the Sales Manager Should Assume

By J. P. Harshaw

A JUNIOR partner in one of the largest investment houses in a metropolis situated between the Alleghenies and the Mississippi recently had occasion to go to New York City. After he had transacted the business which led him there, he made an effort to call on a New York investment house with the intention of telling them of an old, established manufacturing concern which had need of new capital but which, for geographical and other reasons, was outside of his firm's province. The issue would not have been large, as modern financing judges money, but the names and character of the concern would have made it particularly attractive from a sales point of view. How were his kindly intentions received?

From the moment he entered the New York firm's place of business he was subjected to petty discourtesies, he was patronized, snubbed and neglected. As he expressed it, he "played shuttlecock to their battledores" until finally one of the higher-ups condescended to see him. By that time his fur had been rubbed so far the wrong way that he concealed the original purpose of his call and went away with his secret. Another New York house has since enjoyed a nice profit on the flotation.

When I heard the story—told, of course, in greater detail and with appropriate profanity—it reminded me of the day when I called on a college classmate in my line of business with the idea of offering him a position at an attractive salary. As it turned out, the salary I was authorized to offer was almost exactly fifty per cent greater than he was receiving but he never had the chance either to accept or refuse it. During the entire hour of my visit he devoted himself exclusively to high-hatting all companies except the one which he graced and all localities except the one which he



inhabited. He "put me in my place" successfully enough but I, too, kept my secret buttoned up.

Now it is easy to explain both of these incidents as errors due to the shortsightedness of understrappers and subordinates. That excuse is insufficient. One of the responsibilities of executives is the training of their subordinates in the policies of the institution. The spirit, the manners, the courtesy—or lack of it—in an organization is inevitably established at the top. The attitude in the lower ranks is, in the great majority of instances, simply, an accurate reflection of a standard established "up above." The underlings in the investment house were merely aping their superiors.

In these two instances—because of the nature of the businesses—there was no justification for the treatment the visitors received. Both are engaged in activities in which the customer frequently comes to the seller's place of business. Intelligent courtesy should have been the rule throughout the rank and file as well as among the officials. In many

businesses this probability of calls from customers and prospects does not hold true.

It is an old saying that "insurance is never bought—it is always sold," and, though this is only a half-truth, it is a fact that the prospect rarely seeks out the insurance man in his office.

In a large Ohio insurance agency office an able telephone operator had handled the board efficiently for many years. One day she was offered a situation elsewhere at an advance of a few dollars a week. She took the matter up with the office manager and was told that a raise was impossible. She left and a new girl was employed at something less than had been paid her predecessor.

A few weeks later the head of a large factory met one of the owners of the agency at their club. "Don't you want

business?" asked the manufacturer. Said the agent—"Foolish question number four-eleven-forty-four. Why do you ask?"

"Well," said the manufacturer, "I shifted my whole line last week and I wanted to give you a chance at it. I called you three different times by phone and left my name and number each time."

"And I never heard about it!" groaned the insurance man.

THE five or ten dollars "saved" by the office manager in substituting carelessness for competence at the telephone board had cost the commission on the first policies of the fifth largest factory in a great manufacturing city. Dubious economy!

Perhaps by now you are saying that this is "old stuff"—that an outworn sermon is being re-preached without variations from the original presentation. In a considerable degree you are right, but even at that there are always hundreds of concerns which have yet to learn the soundness of the sermon. (By the way, have you ever tested out *your*

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My Life in Advertising—XIII

My Relations with Mr. Lasker

By Claude C. Hopkins

IN advertising we serve three interests, all of them allied but distinct. First comes the publisher who pays us our commissions. He pays to the agency an average of fifteen per cent on the amount of the advertising. That is paid for expected service. The best service we can render lies in the development of new advertising opportunities. The publisher expects us to increase the general volume of advertising by starting new projects or by showing the way to increase profitably the old.

Publishers learned that I served them well. I wrote, for instance, the first advertisement I ever read on automobiles. I did much of the pioneer work in that field, including the first advertisements on Chalmers, Hudson and Overland. Publishers regarded me as a leader in that development. The first important tire advertising was the campaign which I evolved on No-Rim-Cut tires for Goodyear. Its amazing success proved to all tire makers that tires needed advertising.

Tooth paste advertising was rather insignificant before Pepsodent came into the field. That quick success was one of the marvels of advertising, and now many millions are spent every year to foster dentifrices. No doubt the success of Puffed Wheat and Puffed Rice gave impetus to cereal advertising. The remarkable success of Palmolive created much soap advertising.

My help in creating business for the magazines and newspapers led the publishers to help me. They have opened for me many fine opportunities, just because they believed that my service in advertisement writing would increase their revenues.

Another interest we serve as "ad-writers" is the advertising agency. Many of the best accounts in agencies are the accounts developed from small beginnings there. Nearly all the accounts I handled were of that sort. Often much is at stake on such advertising possibilities; a mistake may ruin a fine "prospect." Mediocre service may result in a small account where a big one might have been. That is why competent writers are paid such large incomes.



Underwood & Underwood

ALBERT D. LASKER, with whom Mr. Hopkins was for many years associated, is chairman of the board of Lord & Thomas and Logan. In 1921 he was appointed by President Harding to the position of chairman of the United States Shipping Board

In my case I started with Lord & Thomas at \$1,000 a week, but we soon agreed that the right plan was to make a commission arrangement. Then the agency paid me only for service which proved profitable to them. On the other hand, I received what I earned. Under that plan I earned in commissions as high as \$185,000 in a year—all earned at a typewriter which I operated myself, without a clerk or secretary, and much of it earned in the woods. In addition I received a number of valuable interests, some of them without cost, in the enterprises I helped to develop.

MY commission grew until it became one-third of the whole agency commission. Mr. Lasker, during all my years with him, let me write my own contracts. He sometimes signed them without reading them, for he believed me to be fair. But the natural result was that no accounts were turned over to me

which other men could handle. Most of my accounts were developments from little test campaigns.

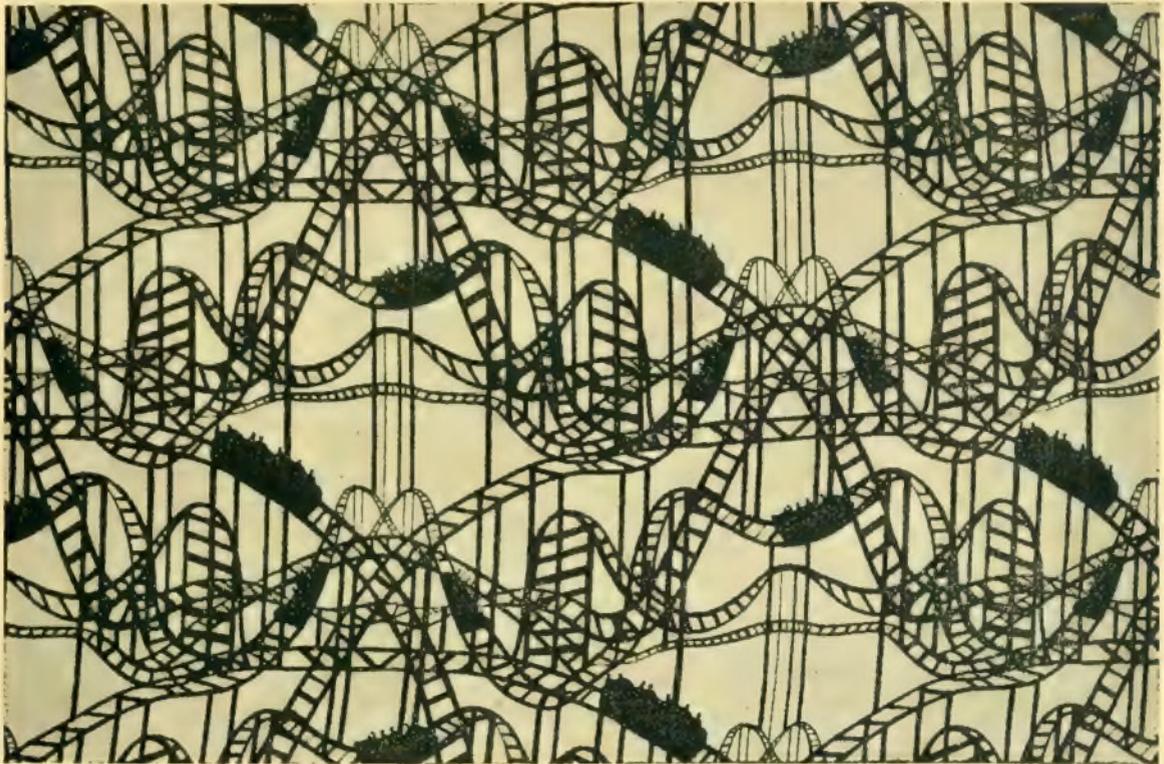
But I was doing more than serve myself, I was doing my best to teach other copy men in the agency. I held many meetings with them to discuss the principles of copy. For that I received no pay. Then I wrote numerous books to set down the agency principles.

BECAUSE of those services Mr. Lasker finally made me president of Lord & Thomas. Then, for certain reasons, chairman of the board. When he went to Washington to serve President Harding as chairman of the shipping board I served for two more years as president of the agency. Those two years cost me a considerable amount of money. My commissions dropped because of my other duties. I received no salary as president, yet I spent much time with new clients. I presided at a meeting of our leading men every morning to help all our men who had problems. During those two years I accepted no account for myself—by that I mean an account on which I obtained commissions. I wanted no one to say that I used my position to secure revenue for myself. As a result, my own revenue dropped severely. But Mr. Lasker always knew that his interests would come ahead of mine. He trusted me implicitly. At one time, to help compensate, he gave me a check for \$10,000 for writing "Scientific Advertising."

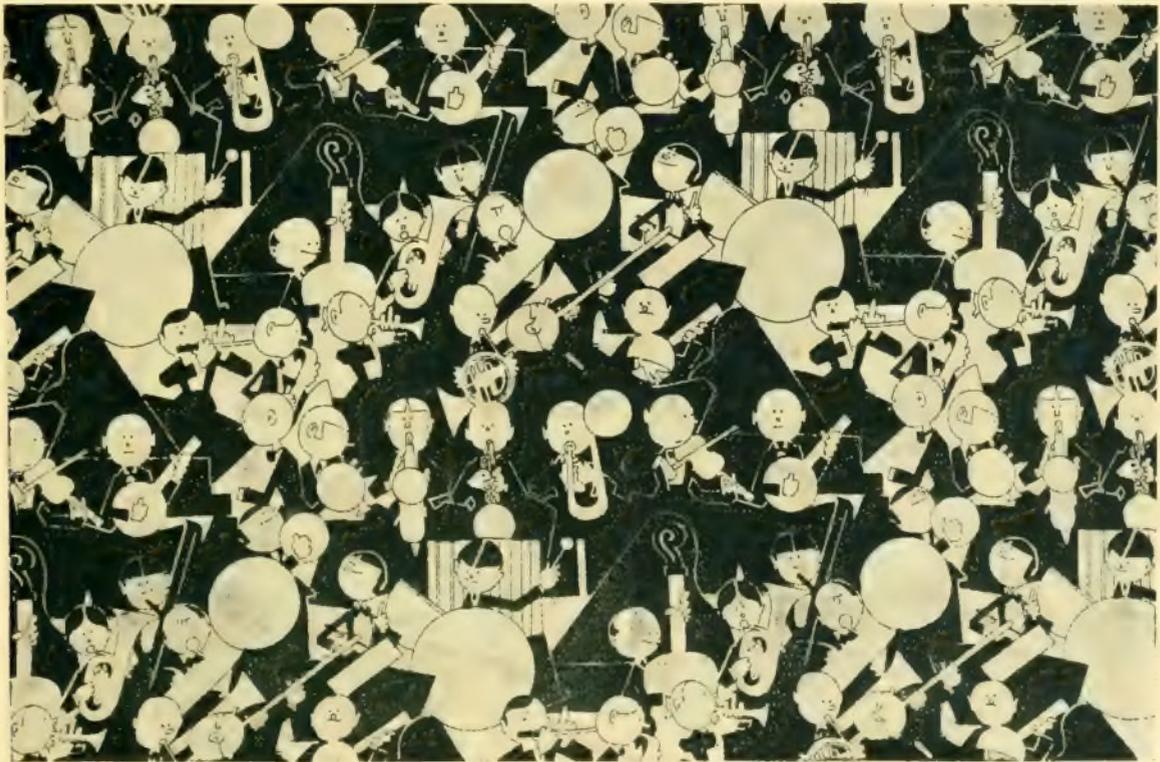
That was one great factor in my career—the confidence I engendered, which was due to my Scotch ancestry. At one time Mr. Lasker made me a trustee under his will. Again and again I refused to accept from him more than I felt I earned. When my contract called for one-third of the commission I refused to accept it on accounts where I did not appear to be a vital factor. About the only disagreements I had with Mr. Lasker were concerned with his desire to overpay me.

That attitude I consider to be a vital factor in success—an absolutely fair division. A man on the crest of the wave may overplay his hand

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"THRILL" BY DWIGHT TAYLOR



"RHAPSODY" BY JOHN HELD, JR.

THESE photographs fail lamentably to do full justice to the true effect of these unusual "Americana" silk prints sponsored by the Stehli Fabrics Corporation of New York. Without their coloring it may be difficult to realize the full beauty of these textiles, but it is still possible to understand the patterns and what they signify in commercial and industrial life. Designed by well-known artists to express the rhythm peculiar to the American scene, they are another indication of the growing understanding between the artist and the manufacturer



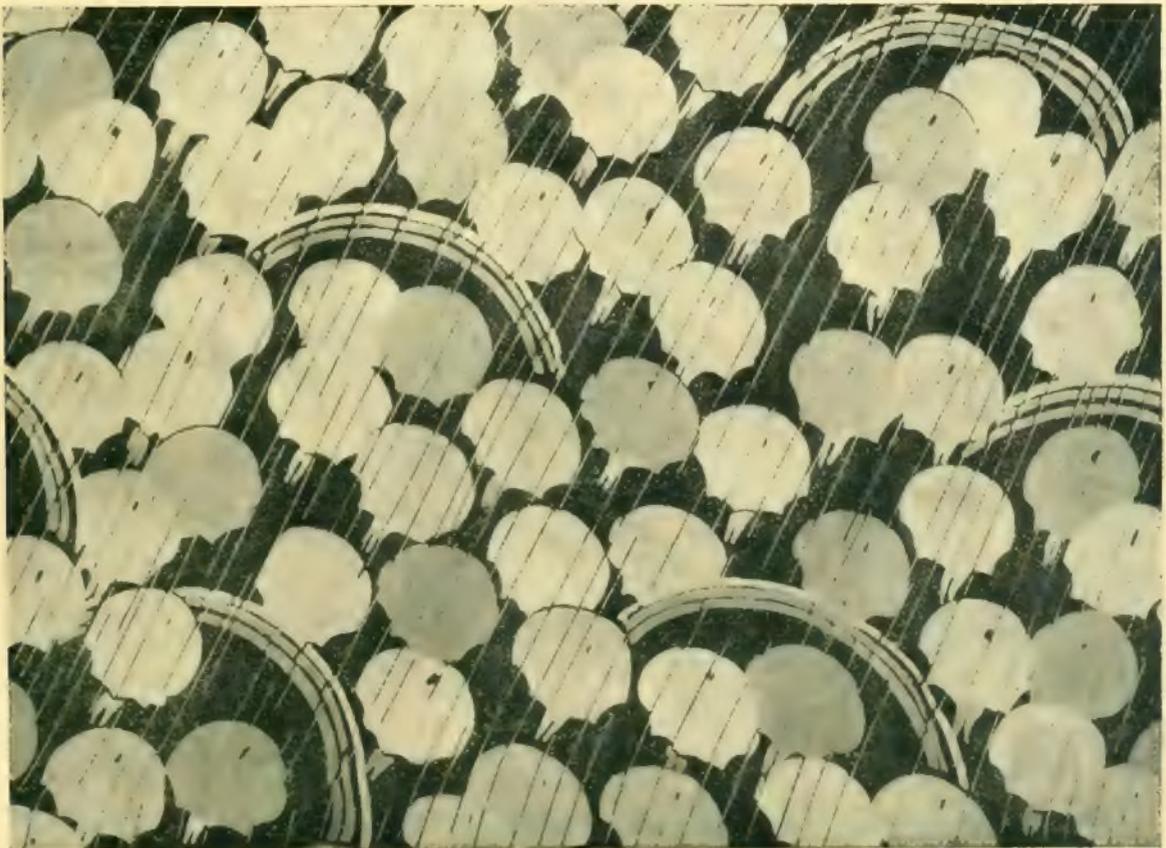
"PEGS" BY CHARLES B. FALLS



"CINEMA" BY RALPH BARTON



"METROPOLIS" BY F. V. CARPENTER



"APRIL" BY CLAYTON KNIGHT



"GULLS" BY F. V. CARPENTER



"It" BY RUZZIE GREEN

The Opinion Approach In Sales Letters

By Edward H. Schulze

ONE of the best selling approaches to employ in influencing minds by mail is what I have always termed "the opinion approach."

Using the "opinion approach" not only gives your letter the (a) attention-getting, (b) interest-holding appeal which we all strive for, but you can "get under the skin" of more prospective customers and ultimately sell a greater number through this approach than with some less subtle method of selling.

The "opinion approach" aims to disarm the prospect's instinctive opposition to buying. It invites his or her opinion of the product or proposition. It aims to keep the letter from being thrust aside. It is planned to catch and hold interest; to produce home-run action where the usual sales letter would not even reach first base.

It does not shout BUY—BUY—BUY. It does not attempt to force the various selling points into the partially closed mind of the prospect. It is far more subtle, for it apparently has the prospect discover these selling points on his or her own accord. It lets the prospect sell himself. It forces an open-minded, careful consideration of the merits of product or proposition.

The most successful salesman I ever met never seemed to try to sell the firm's products. We would first disarm the prospect and get on a friendly man-to-man basis by getting the prospect's opinion concerning some new policy, improvement, etc., concerning his company. He would frankly wonder whether such-and-such features were as good as the old product or proposition and gradually let the prospect sell himself.

There are many ways of using the "opinion approach" in sales letters. It would take too many pages to detail them all. In presenting the following examples, I am merely outlining the possibilities.

In example one, we sell a new dye to textile manufacturers. The questionnaire was a well-phrased trial



(c) Herbert Photos

order blank. The ordinary "Will you buy this new dye?" approaches would have failed. The manufacturer would have rejected "something new" on general principles. Note how this "opinion approach" keeps the prospect's mind open to a favorable consideration of the new product.

My dear Mr. Jones:

Have you any objection to giving me the benefit of your opinion on a new improvement our company has just made in the manufacture of sun-fast, water-proof dyes?

You probably know (here the vice-president in charge of sales brought out all the faults of present day dyes in an unbiased way).

Realizing that the modern housewife wanted a fabric *absolutely guaranteed* (here was brought out the proof why the new dyes were sun-fast, wash-proof, etc.).

Before launching an extensive publicity campaign, giving the retail merchants the news of the discovery, with its saving in cost to the buying public, I am inviting a few leading textile manufacturers to give me their opinion after trying a small quantity.

Will you check the attached handy form and return it in the stamped envelope enclosed? You will find it worth while to be among the first to try out this new principle.

Sincerely yours,
X Y Z

In example two, the "opinion approach" is used to break down the busy retailer's "not interested" attitude. By inviting his opinion of the new package we keep his mind open long enough for him to sell himself. The return questionnaire contained,

among other questions, a subtly phrased request for an order; not obvious but so cleverly done as not to excite opposition.

Dear Dr. Allen:

Knowing the tough tasks that face the retail druggist, I hate to bother you for an expression of your opinion but it means so much to me, I'm wondering if you wouldn't help me out just this once by giving me the benefit of your judgment as concerns the following:

Here the writer outlined the need of a lower priced package of a staple drug accessory; something heretofore sold for sixty cents and reproduced in smaller package form for thirty cents. The druggist was shown in detail (so he could give his opinion) how the smaller package would induce more people to become users of the product . . . widen the market, etc.

I know you haven't time to write me your opinion but you would be helping me out if you simply checked your ideas on the attached form. Do you think I am right? Do you think the extra five per cent discount would appeal to a live druggist? Do you like the extra free deal on introductory order?

I'd appreciate your reply as soon as possible. A stamped handy envelope is enclosed for your convenience. I thank you for your kind consideration to an old-time druggist like myself.

Sincerely yours,
X Y Z

In example three we use the "opinion approach" to win a high percentage of inquiries. This letter out-pulled the ordinary letter over six to one. The reason is not hard to find. The ordinary letter had "buy-buy-buy" stamped all over it and went into the waste basket. Example three kept the prospect's mind open to a consideration of the merits of the product. There was no frightening "buy-buy" thought. Not only did this letter pull six times as many inquiries as did the ordinary appeal—but closed eighty per cent of the inquiries with a follow-up series of only three letters.

Attention of the Chief Engineer
Gentlemen:

Will you give me the benefit of your opinion as to which is more efficient: the friction drive drill chuck that causes the expense of many worn and scored jaws and drills . . . or a positive drive drill chuck such as, for example, is described on inside pages of this letterhead?

Take the chuck you are now using for purposes of illustration. How often do you renew the jaws? Perhaps every six months but we'll say once a year. Jaws cost \$2.50 small size up to \$8.00 large size. Say you use ten drill presses. That's \$25.00 a year or \$250 in ten years wasted on even the smallest chuck—FOUR times this on large chucks. Is that sound economy? Does it improve workmanship to use chucks that permit drills to slip out?

In our own shop we have one of our No. 1 Positive Drill chucks which we've used for twenty-eight years without renewing the jaws or screw once. Imagine what we save from this little but important tool.

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How Should We Advertise?

The Small Fire Insurance Company Wants
Practical Advice

By a Director of a Fire Insurance Company

IHAVE, in a previous paper, attempted to tell why we have never advertised our fire insurance company in a general way.

The very obvious answer to our great "density" of fire risks is to spread out over the entire country as thinly as possible. Entirely right! Such a method, too, would be consonant with the mathematics and the experience tables of fire insurance, a business which is, after all, nothing but an average of risks. The fire insurance underwriter finds, as an illustration, that one per cent of the flour mills of Ohio will burn every year. By risking, say, \$10,000 apiece on 100 flour mills in Ohio and charging them one per cent premium, the underwriter can pay one loss of \$10,000 on the one mill that will burn and yet come out even for the year's business.

In practice, of course, this ratio must be modified sufficiently to cover the company's expenses for doing business; yet the example indicates, in simplest form, what fire insurance aims to do.

Returning, now, to the problem of "density," the obvious solution is precisely the method of all fire insurance companies. The big ones extend operations not only over this country but also into the whole world. They are the envy of such companies as ours, not, as you might guess, because of their size and their handsome dividends but because their risks are so widespread that they can "take on" such "lines" as \$100,000 or twice that sum while we debate half an hour over \$5,000 and finally decline the business. Hartford Fire can accept with perfect safety a thousand risks that we simply dare not consider.

They have more millions of surplus and "reserves" than we have of capital. Those are elements of sheer size. But they also have a business distributed so vastly, and they have so valuable an experience of men and property, that a forty-dollar clerk is permitted to "O.K." what our officers are obliged to lay before the finance committee.

Spreading out is for fire insurance another of those problems not apparent to the solicitors who want us to advertise.

Consider the contrast with merchandise. An unknown manufac-

turer perfects a new device or a new product. After trying out the methods of marketing even with limited capital he can expand into market after market and shortly "go national," merely by cementing the logical avenues of distribution. Jobbers are available; he may sell direct to the trade; he can establish spot stocks; he can advertise. The American market is his within a year or two, with profits rolling in before the bills fall due.

It is not so with us. Fire insurance—and rightly so for the public's protection—lies under severe control of the law. Our company cannot step into the St. Louis market by coupling up with a jobber in that city.

When we entered that city, as of course we did long ago, our company was obliged to "qualify" as a "foreign insurance company" in order to do business in Missouri. For an insurance company to qualify with every state is far more complicated than for a business corporation to domesticate. To begin with, our fees are higher. With nearly every state an insurance company is obliged to deposit with the state treasurer "approved" securities of certain volume (determined by the state, each for itself) as an additional safeguard to its citizens. Should the company fail the deposited securities enable the state insurance department to pay all losses incurred within its jurisdiction.

Often—indeed rather usually—the states rule that we shall for this purpose deposit only securities (bonds, mortgages, loans) of that particular state. In this manner they compel us to invest what the legislators "deem to be our tremendous



© Ewing Galloway

THE smashing of glass under the high pressure stream is probably one of the most effective general advertisements for which a fire insurance company can wish. But advertising men tell them that such unexpected displays are not enough. Quite so. Yet what precisely can they do? Almost everything that advertising is intended to accomplish is what a small fire insurance company usually wants to avoid

THE · EDITORIAL · PAGE

When Henry Ford Turns to Marketing

ONE of the reasons for the delay in bringing out the new Ford car is the desire of Henry Ford not only to offer the public the greatest value in a motor car that has ever been presented, but also to market it in the most revolutionary way that the motor industry has ever known.

It is no secret that Mr. Ford has been giving about as much time in recent months to the selling end of his business as he has been devoting to the production end.

Strange as it may seem, his amazing success has been attained with very little selling effort. The production of the plants was arbitrarily apportioned among the Ford dealers. They had to take their quotas or run the risk of losing the agency. In a general way this has been the plan that all the motor car manufacturers followed, although Ford has probably been more ruthless in carrying out the plan than have any of the other producers.

In prosperous times this selling scheme functioned smoothly enough, but when the public was not buying, dealers were obliged to resort to unsound practices to get rid of their steadily-arriving quota of cars. The manufacturers sent their distributors the number of cars specified in their contracts, quite regardless of whether or not the distributors were doing any business.

With a warehouse full of automobiles, dealers did exactly what a merchant in any line does when confronted with an overstock—they cut prices. To be sure, they didn't hold a bargain sale of new cars, but they did the same thing indirectly. They made customers extravagant allowances on trade-ins. In numerous cases these allowances were greatly in excess of the dealer's profit on the new car, but he hoped to be able to sell the trade-in for enough to clear him on the transaction.

In several other ways, this selling system fostered bad business practices. Recognizing this, most of the motor car manufacturers have either greatly modified the system or have been growing more lenient in executing it.

Henry Ford evidently wishes to discard entirely this old plan of selling motor cars and to create a new system that will be as efficient in marketing automobiles as was the former scheme and at the same time not continue any of its disadvantages.

The air has been filled with rumors of Henry's selling plans. Some of them have been rather fantastic. For instance, one plan described in the newspapers stated that the new Ford car would be rented rather than sold.

A person could gain the possession of a Ford by making a payment of \$150 and then making a subsequent payment of twelve dollars a month. This monthly payment would be continued as long as the user kept the car.

But as this is written, just what the Ford selling plan will be is not known.

Whatever the plan will be, it is pretty certain to be typically Fordian—that is, decidedly out of the ordinary.

Cash Discounts; Combination Rates

READERS will doubtless recall the discussions in these columns some months ago concerning newspaper cash discounts to advertisers and compulsory newspaper combinations (by which an advertiser must use both morning and evening editions of certain papers).

The Newspaper Committee of the Association of National Advertisers reports out of 1882 newspapers checked April 1, 1926, all but 192 allowed the cash discount. By October 1, 1927, this number had been reduced to 145.

On the "compulsory combination" situation the figures are as follows: On May 1, 1927, 113 such combinations were effective. On October 1, 1927, the number had increased to 134. The following resolution was adopted by the Association at its annual meeting two weeks ago:

WHEREAS, it is the growing practice of a number of publishers who issue morning and evening papers in combination to force national advertisers to buy space in both papers in combination regardless of whether or not such combination can produce sales for the national advertiser on an economical basis, be it

RESOLVED, that the Association of National Advertisers again place itself definitely on record as opposed in principle and practice to compulsory combination as illogical and economically unsound; and be it further

RESOLVED, that we call upon such publishers to extend to the national advertiser the option of buying space in their papers either singly or in combination as the best interests of the individual advertiser may indicate; and be it further

RESOLVED, that we commend the actions of a number of leading newspapers which have recently returned to the policy of permitting the purchase of space in morning or evening editions at the option of the advertiser, whether general or local.



"In the Hum of the Family Talk"

AT the meeting in Milwaukee on Oct. 26 in connection with the observance of Wisconsin Insurance Day, J. W. Longnecker, of the Hartford Fire Insurance Company, made some statements which may well be given broader circulation at this time when there is so much discussion of insurance advertising.

After pointing out the extent and diversity of the competition insurance is facing in its battle for the consumer's dollar, Mr. Longnecker went on to say, in effect, that what the insurance business needs, if it is to make progress, is "a share in the hum of the family talk."

This is a happy phrase, and it describes exactly what the insurance business does need—a more vital place in the family's consciousness and conversation.

And then Mr. Longnecker uttered these words of wisdom on the subject of advertising the insurance industry:

One obvious lesson the last few years has taught is that even though the insurance business is different it depends for its growth and development upon the good will of the same people who are now responding to the advertising appeals of other industries.

The need of the moment is an evaluation of advertising; an appreciation of what it will and will not do for insurance and for insurance agents; a realization that it will not now, or at any time in the future, take the place of the local agent's salesmanship; that the highest tribute anybody can pay to advertising is to say that it smooths the path of the agent and makes his efforts more pleasant, more prolific, more dependable and more profitable, and it can and will do that only when well conceived, effectively done, and long sustained.

This is good counsel; on this basis an advertising program could scarcely fail to pay its way for the industry.

Where Shall We Get Our New Salesmen?

By Richard M. Stuart

ONE of the best salesmen of railway equipment in the country today was, until a few years ago, a Middle-Western haberdasher. One of the best salesmen on New York's automobile row came to that field from the ministry.

Perhaps no vocation recruits its members from more different sources than the field of salesmanship. As a check-up on that statement I recently reviewed a list of 200 salesmen in the employ of one of the big manufacturers of grocery specialties. Not over half of his men had ever sold groceries before coming with this house. Their previous vocations included almost every field of endeavor from the art of acting to the practice of medicine. Perhaps the lure of selling is greater than the lure of most other vocations. At least it seems steadier. With profit margins narrowing in many lines, there promises to be more earnest hunting for good salesmen during the next few years than there has been for many years past. Any methods that promise to attract or sift out exceptional men are, therefore, of very timely interest.

Most salesmanagers seem to have one or two pet methods of recruiting new men. They know about other methods but they have specialized so heavily on their favorite procedure that they are apt to belittle dissimilar practices. By putting down a number of these "pet" methods of salesmanagers in different fields, I hope to suggest that all of them have their good points and may serve to get the right man when methods formerly used fall short.

Of particular interest is the employment philosophy of a man who has held executive sales positions in several different lines of business. In a semi-confidential mood one day he made this rather interesting confession: "I have never bothered much over a man's natural interest in the kind of product I wanted him to sell.



From an advertisement of Irving-Pitt Mfg. Co

I figured that I could jam that into him somehow. Any bright man, in my opinion, ought to be able to 'bone up' on soap, or bricks, or automobiles to the point where he can talk them intelligently. In every connection I have had I have taken this for granted, and the exceptions have been few. In most cases, however, there is some other need which I have considered even more important. For example, I handled one new product that was to be sold through drug stores. We had a heavy and rather elaborate advertising program. It was even more important to explain the advertising than it was to show the product.

"I SUPPOSE that some salesmanagers in my position would have looked for field men who had previously sold to druggists. I looked instead for young advertising men who wanted selling experience. I got them. Some had solicited classified advertising for newspapers. Others were raw out of college—men who had studied advertising but

realized that a year or two at selling would be well spent as a preliminary step to their real career in advertising.

"Later I had a product which had to be sold to doctors. I advertised for medical students who wanted to become salesmen. I pointed out that the average doctor makes only about \$3,000 a year, while the possibilities of selling my goods were far more inviting than that. I wanted men who could approach physicians on something of a common ground. In another case I became salesmanager for a house that had high-hatted and bullied its dealers so thoroughly that account after account had been lost. In getting new salesmen I put a pleasant, pacifying personality first—even ahead of actual sales ability."

Says another salesmanager: "I get most of our new men through advertising, but as far as I am concerned, only one kind of advertising pays. That is the little help wanted announcement that puts up the bars and makes the job sound stiff. I used to think that advertisements should paint a rosy picture so as to invite the greatest number of replies. But my experience has been—the greater number of replies, the fewer the salesmen secured; and the fewer the replies, the better the character of men represented. The intelligent man knows that an advertisement with a rosy picture is apt to come from a weak house or be overstating the case. The natural-born salesman prefers a good stiff job where his ability will tell and be appreciated."

Another interesting policy on advertising for salesmen is that of one of the big investment security houses. This concern prefers to hire men who are advertising for new connections, rather than to rely on results from their own advertisements for salesmen. They claim to have had their best luck by hiring men who were dissatisfied and wanted to go with

BRUCE BARTON

ROY S. DURSTINE



ALEX F. OSBORN

BARTON, DURSTINE & OSBORN

INCORPORATED

AN ADVERTISING AGENCY

of about two hundred and seventy-five people among whom are
these account executives and department heads

James Adams	B. E. Giffen	Allyn B. McIntire
Mary L. Alexander	Geo. F. Gouge	John Hiram McKee
Joseph Alger	Louis F. Grant	Walter G. Miller
John D. Anderson	E. Dorothy Greig	Frederick H. Nichols
Kenneth Andrews	Girard Hammond	Loretta V. O'Neill
J. A. Archbald, jr.	Mabel P. Hanford	A. M. Orme
R. P. Bagg	Chester E. Haring	Alex F. Osborn
W. R. Baker, jr.	F. W. Hatch	Leslie S. Pearl
F. T. Baldwin	Boynton Hayward	Grace A. Pearson
Bruce Barton	Roland Hintermeister	T. Arnold Rau
Carl Burger	P. M. Hollister	James Rorty
Heyworth Campbell	F. G. Hubbard	C. A. Ryerson
H. G. Canda	Matthew Hufnagel	Mary Scanlan
A. D. Chiquoine, jr.	Gustave E. Hult	Paul J. Senft
Thoreau Cronyn	S. P. Irvin	Leicester H. Sherrill
J. Davis Danforth	Rob't N. King	Irene Smith
Webster David	D. P. Kingston	J. Burton Stevens
Clarence Davis	Wm. C. Magee	William M. Strong
A. H. Deute	Fred B. Manchee	William M. Sullivan
Ernest Donohue	Carolyn T. March	A. A. Trenchard
B. C. Duffy	Elmer Mason	Anne M. Vesely
Roy S. Durstine	Thomas E. Maytham	Charles Wadsworth
Harriet Elias	G. F. McAndrew	D. B. Wheeler
G. G. Flory	Frank J. McCullough	C. S. Woolley
Herbert G. Foster	Frank W. McGuirk	J. H. Wright
K. D. Frankenstein		

New York: 383 MADISON AVENUE

Boston: 30 NEWBURY STREET



Buffalo: 220 DELAWARE AVENUE

Member American Association of Advertising Agencies

Member Audit Bureau of Circulations

Member National Outdoor Advertising Bureau

a better-known and more stable house.

Says the salesmanager for a hardware specialty house: "We used to delight in stealing star salesmen away from our competitors, but we have had such rotten luck at it that we are through. For one thing the star is apt to be so thoroughly sold on what he has been selling that he has become a specialty man and no similar goods can ever look as good

to him as the stuff on which he became a star. Next, these stars knew that we thought we were lucky to get them and when they failed to come through on our line they would criticise our goods right and left and point to their previous records as proof that they could sell anything that really had merit. Finally, we usually had to hire them at a fancy salary and we couldn't give them substantial raises on top of that

without raising our selling expenses to an almost prohibitive figure.

"Now we buy on a rising market. I prefer a level-headed young fellow to whom the job I offer represents a real opportunity. He will work to make good. A raise—even a little one—will tickle him. A succession of raises will keep him with us for years. Then I like to mix some likely kids with the old fellows just to liven

[CONTINUED ON PAGE 82]

A Message to Writers of "Manicured" Copy

By R. C. Wilson

TWO men are partners in much of today's selling. One of them is seated at a desk surrounded by a retinue of typists and assistants—on a rubber mat or felt cushion lest his basket-weave serge suit be shined. The other climbs out of his flivver, wades through shoe-high dust and fights for the attention of khaki-clad contractor, overalled farmer or booted and jumpered road commissioner.

The first, with his pencil poised thoughtfully, writes, "The amazing technic of steel-tempering is made to do its magic in hardening the wearing parts of our machine." The other declares, "If you think she ain't got the guts just look at the rig Jess Jones has had working for two years stripping clay!" The one writes, "The purr of an eager motor betokens power held in leash!" And the other looks his prospect in the eye and swears, "She'll pull anything loose at one end!"

Certainly there is a difference between the written and rewritten announcement of a large manufacturer, polished by two college graduates, reviewed by a dignified manager and executed to the high standards of an advertising agency, and the extemporaneous speech of a practical salesman who tries to whip out of non-committal lethargy the attention of a hard-rock man or a farmer engrossed in the sweaty task of the harvest field. And so is there a difference in spoken and written communication. If you don't believe it, have your stenographer take down your telephone conversation some time when you are unaware and earnest.

"Don't knock," says the advertising manager with his starched cuffs to the salesman in the flannel shirt. "Be tactful, courteous and logical—remember the dignity of the house you represent."

"Aw, come off the perch and help me sell!" counters the salesman and the dealer who employs him.

But here is the story of a dealer in tractors, a man whose annual net income of \$40,000 didn't come from a college training or an incubation period in an advertising agency. There's salt in it for any copy writer who feels too keenly the well-ordered aristocracy of an office and is conscious of somebody's blue pencil instead of thinking of the black one with which orders are signed.

"**T**HERE'S not enough meat and potatoes in the advertising my manufacturer puts out!" says this dealer. "We have to translate his literature into selling talk. 'Built for a long life,' we read and then go and tell the prospect 'Five years is the least you'll get out of this machine pulling that elevating grader.' And because the advertising man dodges comparisons, he'll write 'This track-type machine lengthens your seasons'—we say 'Get to work while your mules are in the barn and a round-wheeler would be mired to the axle.' Knocking?—well, *somebody* has to show the buyer the advantages of our machine and the round-wheeler salesman won't tell him any quicker than the mules will.

"'Plows through impacted snow!' I read the other day. Well, the boys will word that about like this: 'Sock her into a six-foot drift and if she

stalls, why, back her off, give her the gun and hit it again—she's built to stand the gaff!' And because that fellow in the office is afraid of guarantees, he'll tell 'em: 'Twenty horsepower at the drawbar'; we've got to get out in the field and say 'She'll scour four fourteen-inch bottoms in the toughest gumbo in the country—and, believe me, she'll do it.'"

WE read this to the advertising manager and rather naively queried, "What's your defense?"

He grinned. "I plead guilty to advertising that reads like the catalogue. But I maintain that blunt, man-to-man selling *talk* doesn't read well in a catalogue, and it's grotesquely out of place in the conventions of the written word.

"Here's my plea for a light sentence. This year our advertising copy is to be written in the field. One of our men will one of these days be up in the logging camp, sitting on the track of a bumper, brushing gnats out of his eyes and jotting down the phrases the skinner told him over the lunch bucket. And another will follow a big grading outfit down where they're repairing levees and find out why the colored driver of the tractor gives the rasp-berry to the operator of a competitive machine on the same job."

"And you?" we asked.

"I'll stay in the office and put on my gloves. That man-talk doesn't look well in print without a little pruning. And there has to be some ratiocination behind the emotion of an impassioned salesman. Now go look up that word!"

1,500,000 Why?

Three things have made Collier's different from any other magazine, and are responsible for its remarkable growth:

Edited for Modern Reading

- 1** Modern men and women put a high value on their time. Collier's cuts its material to fit the demand of the day. Not a wasted word. More features than in many bigger magazines, but every one short! Brisk! Modern!

Important

- 2** It is not enough that an article should be merely entertaining. It must be interesting *and* important. Note how often Collier's is quoted in the daily papers on Page 1. Note how many recent "best sellers" were in Collier's first.

Diverse

- 3** John Erskine for the sophisticated. Zane Grey for those who like just a good old-fashioned story. Sax Rohmer and Oppenheim for mystery. Something for everybody; and *all* by writers who are top-notchers in their line.

THE CROWELL PUBLISHING COMPANY

Collier's

More than 600,000 news-stand sales; more than 1,500,000 in all. And it's just beginning!

The Value of Prize Contests

Neither Their Limitations Nor Their True Power
Are Sufficiently Recognized

By George H. Powell

TWENTY-ODD years ago prize offers of fifty and one hundred dollars attracted profitable attention in small-space advertisements. Since then the idea has spread amazingly. Where originally only small or unknown advertisers employed it, there is now hardly a magazine or newspaper of importance that does not contain large-space announcements of prize offers for the best ideas in advertising and merchandising, and they are inserted by prominent corporations which a few years ago would have scorned any sensational appeal.

Where the pioneers in prize contests tempted fate with offers of one thousand dollars, followed by two, five and ten thousand, each newcomer raising the "ante," we have today the spectacle of the latest bidder for fame naming fifty thousand dollars in rewards. When the advertising costs are considered—a page in one publication alone costing the tidy sum of fifteen thousand dollars—it may be set down as a certainty that a total of not less than one hundred thousand dollars will be invested in this particular contest.

Is there a saturation point for the prize idea? Can advertisers continue to outdo each other until perhaps a million dollars will one day astonish the world? It seems to this writer that the time is not far distant when there will be a decline in public response—when millions of losing contestants will realize that their time is being wasted. This in turn means that mass attraction, so necessary to the success of the prize offer advertisement, will decline to the point which registers vanishing profit. As a mere publicity investment the announcement of prizes must be rated far below the properly written and displayed advertisement, where the space is devoted to a summing up of the product's virtues.

All this is said in relation to the prize-offer that merely seeks to attract attention. For the offer is seldom made with an expectation of unearthing immensely valuable ideas.

The original intention of finding useful sales ideas has been subordinated to that of interesting everybody, without regard to what is sent.

That ideas are valuable, provided they are innovations and assist in selling, nobody will dispute. There is not a large corporation in this country which is not constantly on the lookout for new ways of accomplishing better results. There is not one that wants to stick to present methods forever. Furthermore, changes are going on daily. But as a rule improvements come from men and women trained in the various lines; not from outsiders. And yet, in spite of the experimental and research departments of the large industries, the layman does occasionally have a better thought. While technical problems cannot, of course, be submitted for solution through a public prize contest, yet there are possibilities even there.

SO far no prize advertiser has considered this angle in obtaining mass attraction. It is not necessary to induce millions to compete for prizes if the contest announcement is followed with advertising that educates the millions in the value of the winning ideas or plans. Nothing could be duller, for example, than a prize contest to secure the best manual that would clearly and easily show mechanic and layman alike how to measure leverage of shears and tools. Technology experts can, of course, use their intricate knowledge, but that is too complicated for the masses. But there actually exists a simple set of rules that can be used in quickly determining the power of even compound tools. Thousands of men, women and children have a taste for mechanics, and would like to know how the trick is done. Mechanics seldom know how. The winning copy would be a fitting subject for exploitation in advertisements in connection with the line of shears and tools made by the advertiser.

Here, then, is a starter—and a new thought which may help in the game

of spellbinding the public through prize contests. Young advertising writers, especially, will here find something worth pondering over. Prizes of the future are going to be those which produce the best brain products, instead of millions of disappointed contestants.

New ideas are to be found everywhere; some worth immense fortunes; many that have little practical use or value. And the originators in most cases come from those who have given prolonged thought to the matter in question, backed, as a rule, by some experience in that particular line of business. The writer is not laying down rules or offering lessons in bringing about a new dispensation in the prize contest industry. The most that can be expected is an outline of existing conditions and thoughts along new lines. If the prize contest is to remain at a minimum of advertising cost there will have to be some radical innovations. There is great profit in the news value of expert winners; so far a virgin field.

With a moderation in the size and frequency of mass prize offers, the name contest will doubtless retain the leadership in popularity. So little effort is required to invent some sort of new word that the time probably will never come when it will fail to attract contestants. One need not, however, resort to offering enormous fortunes in each contest. Reasonable space will accomplish good results. Give a new turn to the contest if possible; avoid imitations and old ideas.

HOWEVER, advertisers who seek new names for their products would do well to consider the factors which govern their value. Judges have in the past shown a woeful lack of knowledge in making awards. In one case a flashlight manufacturer was obliged to abandon the winning name after awarding two contestants several thousand dollars each.

It is a question whether that contest, with its ultimate outcome, was

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A furniture store

a half block square--nine stories and basement--one of the three or four largest in the United States. How can such a store thrive in Des Moines, a city of 150,000 population? Because within three hours via auto from Des Moines are more than a million people of above average buying power.

--and there's not one other city of more than 25,000 population in this three hour radius.

The blanket coverage of this radius by The Des Moines Register and Tribune has helped Davidsons make the most of their advertising opportunities.



Davidsons of Des Moines feature

Kroehler, Karpen, Heywood-Wakefield Furniture; Simmons Beds; DeLuxe Springs; Armstrong Linoleum; Congoleum; Scranton Curtains; Orinoka Draperies; Almco Lamps; Kelvinator, Bohn Syphon Refrigerators; Florence and Perfection Oil Stoves; Majestic Ranges; Victrolas, Brunswick Panatropes; R.C.A. Radiola, Atwater Kent, Stewart-Warner, Stromberg Carlson, Kolster and Sparston Radios; Mason & Hamlin and Vose Pianos.

No other newspaper in America so thoroughly covers its home state as The Des Moines Register and Tribune covers Iowa. Daily circulation now exceeds 225,000 a day net paid--99% in Iowa.

Why Do Publication Salesmen Gossip About Their Competitors? Let's Stop It

By A. J. McElhone

THERE is a defect in some so-called advertising men that eats at the very backbone of the advertising business. Many representatives of publications and of advertising services spread the most poisonous kind of gossip concerning rival publications and services, devoting a considerable portion of their time spent with prospects to a description of the supposed weaknesses and fallacies of their competitors.

The writer sat for two years at the advertising manager's desk in the offices of a large midwestern manufacturer and heard a continual stream of denunciation directed at advertising methods and media pour from the lips of men who were supposed to be selling, upholding, and building advertising good-will.

Nothing is more confusing and discouraging to an advertiser than this policy of vituperation on the part of rival claimants for his patronage. In time it begets in him a distrust of all advertising and a suspicion that all publishers, direct mail houses, advertising agencies, and outdoor advertising organizations, are thinking only of their own profits and leading the advertiser on to spend money for things that either are worse than useless or entail so large a percentage of waste as to be commercially suicidal.

Isn't there some committee of the various publishers' associations to which could be referred a resolution looking toward the amelioration of this dangerous condition of affairs? With the closer relationships now existing among the various advertising organizations, it would seem that some cooperative action might be taken toward educating traveling representatives to chant the praises of their own medium and methods without denouncing other media, methods and organizations.

This is an old foe, and to some extent is doubtless merely the manifestation of ordinary human nature. But it is a terrible and a vicious foe, one that all engaged in advertising activities are obliged to combat every day. Which one of us has not left a pleased, confident and loyal advertiser at one visit, to come back later on and find his whole attitude toward advertising changed and his faith in one or more media and methods seriously undermined by a visit of some so-called advertising man (save the mark!)?

ALL of us know that there are hundreds of splendid men representing periodicals, trade papers, direct mail houses and agencies. And we have reason to thank such men for their constant, constructive, educational work in building up faith in advertising and giving concrete evidence upon which to rest that faith. But it is for the protection of those very men, as well as the rest of us, and for the protection of the advertisers, too, that some early action should be taken to curb the activities of whatever knaves and fools continue, through ignorance, carelessness, or a rivalry amounting to positive vindictiveness, to pour these thoughts into advertisers' minds.

To sit at his desk and hear Salesman A tell of what he "knows" concerning the misrepresentations, unethical actions, almost criminal procedures of the medium or organization represented by Salesman B; and then to listen to Salesman B's equally fierce denunciation of Salesman A's employers; to hear the direct mail man discourse on the "criminal wastefulness" of publication advertising; to hear some magazine and agency men disparage all business papers; to hear some business paper representatives sneer at magazines and newspapers; and to

listen to the outdoor advertising representative express the opinion that his media alone are worthy of consideration—after a few months of this, who can blame an advertiser for suspecting *all* of them!

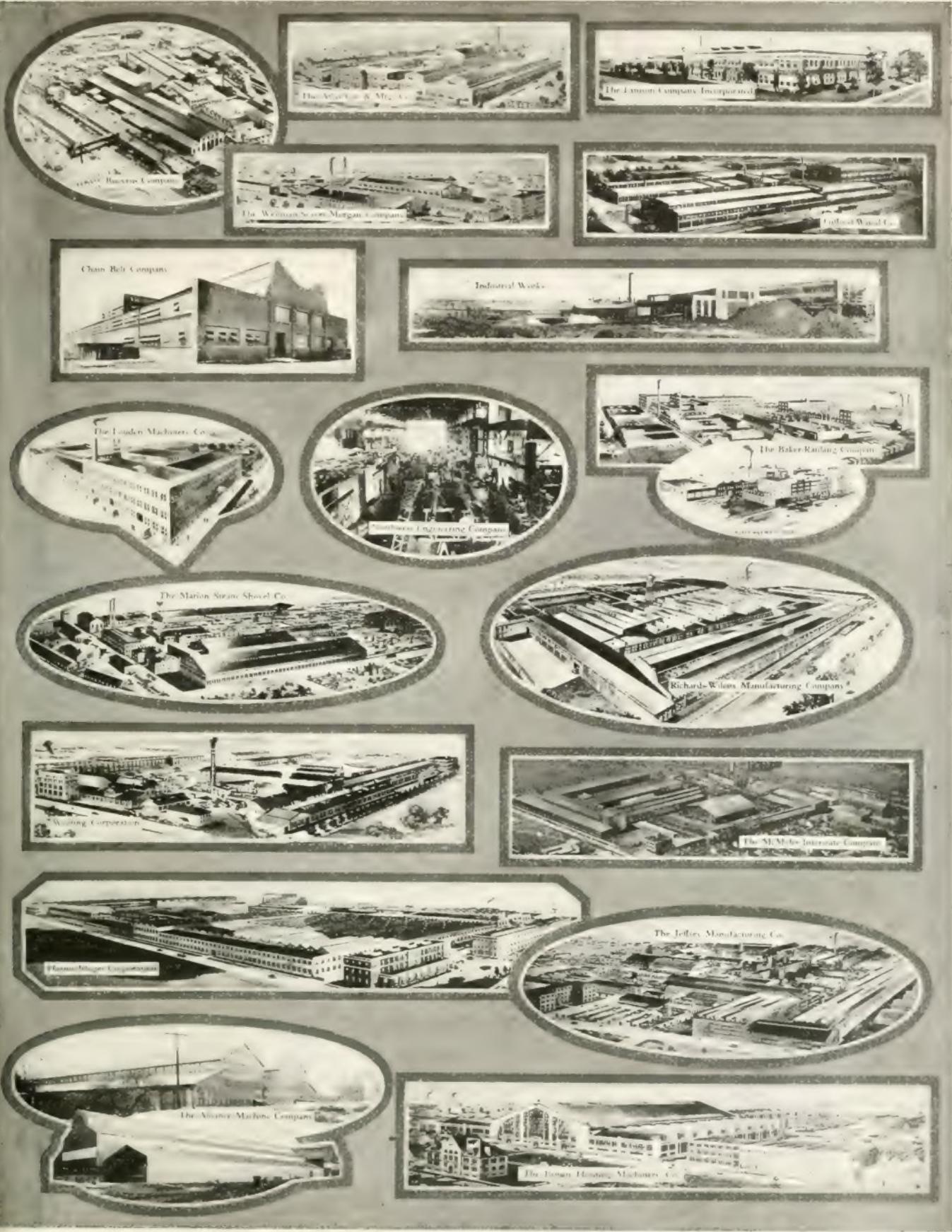
There are, of course, honest differences of opinion. All honor to them. We can't all be precisely right all the time. But surely it is *never* right to classify a whole department of advertising as "useless," "criminally wasteful," or "intentionally extravagant" with its clients' money.

The truth, of course, is that all good, honest, well organized and operated media of advertising are helpful. Why cannot all their representatives learn to suggest (as the best and most successful of them already do!) a sensible cooperation, a use of the various media as needed, and in due proportion to their application to each advertiser's particular needs?

No one blames a salesman for enthusiasm regarding what he has to sell. We will even forgive him a tendency toward exaggeration in praising his own goods and his own employers. But there is no good reason for the vilification of others, and especially for the accusations of dishonesty and worthlessness directed against well recognized features of the advertising business.

PERHAPS I may seem a trifle bitter on this subject. I am bitter. For I am convinced that no other one thing is doing more to break down belief in advertising and to fill with thorns and rocks and jagged holes the pathway of every man engaged in serving honestly and intelligently the advertising manufacturers of America.

But it's only that ten thousand or ten hundred or ten men whose methods I hate. The rest, of course, are all right!



In the metal trades as in many other branches of industry the problem of material handling is often a considerable factor in total production cost. So while they serve many in-

dustries the manufacturers of material handling equipment belong definitely within the metal trades and form an important group of Iron Age subscribers. A few typical subscribing plants are illustrated here.



STEVENS-DURFEE, INC.
CHICOPEE FALLS, MASS.



THE BOOKWOOD
POTTERY COMPANY
CINCINNATI



GROUND GRIPPER SHOE CO., INC.
EAST LYNN, MASS.



AJAX RUBBER CO., INC.
MILLBROOK, N. Y.



UNION SUGAR CO.
SAN FRANCISCO



DUPONT MOTORS INC.
WILMINGTON, DEL.

From "A Book of Trade-Marks," by Joseph SineI; Alfred A. Knopf, New York.

An A B C of Trade-Marks

By W. K. Burlen

Advertising Manager, New England Confectionery Company, Cambridge, Mass.

MOST advertising men have a high regard for the values which have been built into their company's trade-mark. One good authority has declared that a trade-mark is more valuable than most patents. Certainly we are conscious of the values in names such as Coca Cola, Uneda, Colgate, Royal, and Kodak. Their owners consider them to be assets worth millions, because they have a definite earning power. Separate any one of these products from its trade-mark, and it would be comparatively worthless.

To give anything like a complete survey of the subject here would be impossible. I will, therefore, touch upon the most important points, and give an outline of the best procedure in securing and maintaining a trade-mark. Let me say this at the start, that in contemplating a registration of any mark it is most advisable to consult your regular attorney. If he is not active in this

branch of the profession, consult a trade-mark specialist.

Kind of Trade-marks. The first thought should be, "Can I own this mark?" There are two kinds:

A *Common Law* mark is merely one adopted for trade use, and must be sued in the state courts if both parties are located in the same state. *Registered* marks in the U. S. Patent Office secure benefits from litigation in the Federal courts with decisions of national significance.

WHAT is a trade-mark? A trade-mark is any sign, mark or symbol, word or words which indicate the origin or ownership of the article as distinguished from its quality, and which others have not the equal right to employ for the same purpose.

Registrable or non-registrable. In the selection of a trade-mark, test it according to the following regulations. In many instances you can determine whether or not it is likely to prove of value.

A mark is registrable if it meets with the following conditions:

(a) If it is so *unlike* others in the same class as not to deceive other purchasers as to the origin of the product.

(b) *Any* trade-mark adopted in some other classification. (There are forty-nine classifications already established in the Patent Office.)

(c) A personal or firm name depicted in a fanciful manner or a design which forms the dominating impression.

(d) A name used in connection with a portrait.

(e) An arbitrary symbol or word not obviously descriptive of the commodity to which it is applied. (Coined words, for example.)

(f) Facsimile signature of the applicant.

(g) Any mark in *continuous* and *exclusive* use since February 25, 1895 (ten years prior to the 1905 act).

(h) Such marks must be used in foreign or interstate commerce or with the Indian tribes.

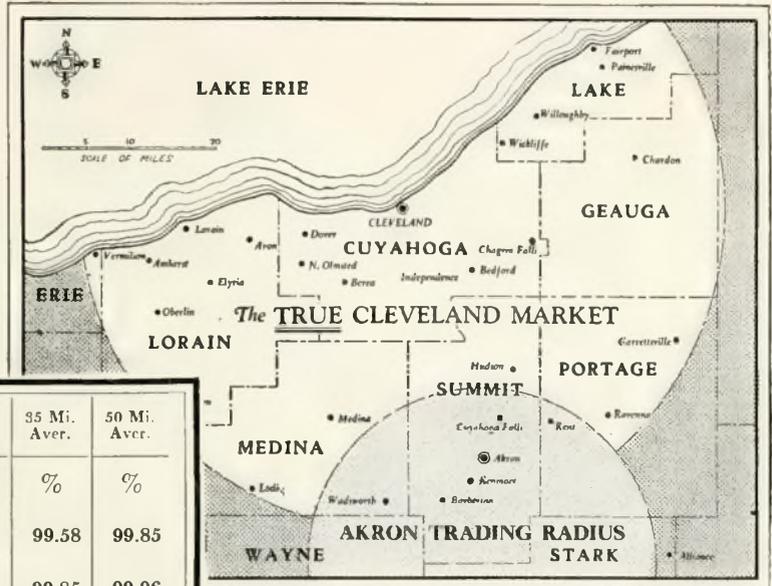
A mark is *not* registrable if it meets with the following conditions:

(a) If it is identical with or con-

129 Local Merchants report 91.6% of their trade comes from GREATER CLEVELAND!



96.2% from within 25 miles!
 98% from within 35 miles!
 Only 2% beyond The TRUE Cleveland Market!



No. Stores Reporting	LOCAL	Greater Cleveland	25 Mi. Aver.	35 Mi. Aver.	50 Mi. Aver.
		%	%	%	%
12	Automobiles, tires and supplies.....	90.25	97.25	99.58	99.85
21	Clothing—				
	Men's and Women's	96.00	99.04	99.85	99.96
6	Department Stores	88.83	92.33	94.66	98.34
15	Electrical Equipment.....	94.60	99.60	99.96	100.00
9	Foods, Condiments and Beverages.....	97.33	99.22	100.00	100.00
11	Furniture.....	93.00	96.36	98.73	100.00
15	Jewelry.....	94.60	97.16	98.72	99.99
12	Miscellaneous.....	89.66	97.25	99.25	99.92
7	Paints, Hardware and Lumber.....	86.85	93.14	93.42	95.29
11	Radio and Musical Instruments.....	91.90	95.55	97.00	97.68
10	Shoes—				
	Men's and Women's	85.20	92.30	96.90	98.70
129	TOTALS	91.65	96.29	98.00	99.06

IN the most comprehensive survey of its type ever made 129 Local Merchants go down on record with a statement that proves for all time that the *True* Cleveland Market is a limited area bounded by a 35-mile radius of Cleveland Public Square. Only 2% of their business comes from beyond this 35-mile radius.

The table at the left gives the results of this portion of a survey of 162 local merchants and distributors of national products. Signed questionnaires are on file at The Press. A complete printed report will be off the press by November 1st. Write for it.

The Cleveland Press

NATIONAL REPRESENTATIVES:
 250 Park Avenue, New York City
 Cleveland · Detroit · San Francisco



ALLIED NEWSPAPERS, INC.
 410 N. Michigan Blvd., Chicago
 Seattle · Los Angeles · Portland

CLEVELAND'S FIRST

ADVERTISING BUY

fusingly similar to another word in the same class.

(b) Insignia of the American Red Cross.

(c) Flag or coat-of-arms of a foreign nation.

(d) A design or picture adopted by a fraternal organization as an emblem.

(e) A portrait of a living individual *without* his consent.

(f) Flag or coat-of-arms or insignia of the United States, any state or municipality.

(g) Any geographical name or term. (Except as it may have acquired a secondary meaning.)

(h) Any arrangement or device *descriptive* of goods, or *descriptive* of their *character* or *quality*.

(i) Any misrepresentation of the goods.

(j) The name of any individual firm, corporation or association *unless* arranged in a distinctive, fanciful form.

(k) Any name, emblem or flag adopted by an institution, club or society incorporated in any state prior to adoption and use by the applicant.

(l) The name or portraits of ex-Presidents of the United States.

There are two exceptions which I would like to touch upon.

Geographical names may acquire a secondary meaning such as "Waltham" for watches. Extensive sales give the name of Waltham Watch Company a significance of the personal origin of the goods and, as such, it is a valid trade-mark. The surname "Heinz" by long use and extensive sales becomes identified with pickles.

DESCRPTIVE names like Dye and Shine for blacking are obviously indicative of the characteristics of shoe polish. It was shown, however, that sales of two million bottles had acquired for this name a significance that denoted origin of the goods. In other words, the name changed from a *description* of a product that dyes and shines shoes to a *product* known as Dye and Shine polish. It is interesting to note that the two lower courts opposed registration, but the Court of Appeals recognized the validity of the second meaning.

It will help us all to remember this fundamental rule to which there is no exception: A technical or valid trade-mark must indicate not the quality or character but the origin or ownership of the goods.

Generic terms are often mistaken as registrable. For instance, proper names which are so general in mean-

ing as to apply to a group or variety and which have been used generally in the trade are not valid marks, *except* if it can be shown that they have been exclusively used in trade since February 21, 1895.

Misspelled words such as "Kid Nee Kure" or "Kant Leek" are regarded as descriptive in *sound* and *significance* even though slightly changed in appearance.

Coined words are unquestionably the best and surest for exclusive appropriation. Too often have we found manufacturers who have spent a great deal of money promoting goods under a common law name or mark which they do not think worthy of registration. After substantial sales and advertising expenditure have been made it then seems worthy of registration. Then they find that they cannot secure registration and must rely on other phases of commercial law such as unfair competition.

YOUR next step is to search the Patent Office files to determine whether your proposed mark is open to exclusive appropriation and registration. With an unregistered mark you enjoy merely the rights under *common law* and you are restricted to the *zone* in which you have continuous distribution.

Registered marks in the U. S. Patent Office give you *presumptive* ownership of the mark throughout the United States, always subject to cancellation upon proof by another that he is in fact the prior user.

Confusing similarity is a term employed to test the validity of a mark which may conflict with a registered mark in: (a) sound, such as Moxie vs. Noxie which is obviously similar; (b) appearance, such as Velturan vs. Velran, where the omission of the second syllable does not alter the appearance; (c) significance, such as Messmate vs. Shipmate as applied to ship's stoves is confusing.

Word marks and *symbols* should both be searched if a device accompanies the word. This is best illustrated by the experience of a toy manufacturer who found no conflicting word registered and then engaged an artist who suggested the design of a shield with the word diagonally across its face. The design was adopted and sales made as well as an investment in a stock of decalomania transfers and general advertising matter. It was then discovered that the shield had been taken by another manufacturer. Another fact which we should remember in connection with symbols is that the word and its symbol are

considered the same, such as Arrow.

Class of goods. The same descriptive properties place goods in the same class. The U. S. Patent Office has established forty-nine classes and the rights under any trade-mark are confined to the particular class or classes in which it is legitimately registered, with rare exceptions. For example, a trade-marked castor oil would hold valid as a motor lubricant or a medicine in two different classes.

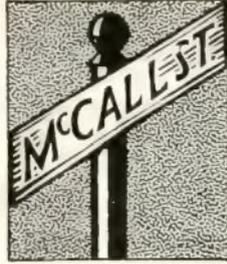
EVEN within the same class the Patent Office rules determine what goods have the same descriptive properties. Mince meat and marmalade are held to differ while marmalade and jellies conflict.

The natural expansion of a business is provided for in the broad application of trade-marks. It is well to examine closely on this point. For example, "Star" was adopted for blow-out patches and innerliners. The Patent Office passed the mark for registration although "Star" was registered for automobile tires. It later developed in opposition proceedings that the tire manufacturer had all the equipment and raw materials necessary to expand his business and make blow-out patches and innerliners. His opposition was sustained.

Abandonment. Registered marks may be abandoned if not used even before their full twenty year term has expired. The act of *abandonment* is the giving up of an *intention to sell*. It is extremely difficult to prove abandonment of a mark unless the original owner is out of business. Frequently when he is out of business his good-will assets in trade-marks have been acquired by another manufacturer. It is not sufficient proof that the goods have disappeared from the open market. If the original owner has a stock of goods on hand bearing the mark ready to meet any possible future demands he has not abandoned the mark. For example: The Onyx underwear case is interesting. Some years after the goods had disappeared from the market an attorney advised his client that the market had been abandoned. In the case which followed the Onyx concern proved that it had black underwear in stock ready for delivery when demanded. They had not abandoned the name. So it is a good plan to keep a stock of goods and labels on hand ready for sale; for the proof of abandonment is on the subsequent user.

Evidence of abandonment. The usual procedure is to send a regis-

K N O W N M E R I T



NEYSA McMEIN

Artist



The 8pt. Page

by
Odds Bodkins

MELVIN J. WAHL, editor of *Writer's Digest*, can't seem to digest all those Constance Talmadge testimonials in the October 29 issue of *Liberty*. He writes me:

In this issue appear no less than six testimonials from the pen of the famous movie actress Constance Talmadge. To the writer, who is a constant reader of your page, this appears to be the height of testimonial absurdity. Surely the repetition of Miss (or is it Mrs.?) Talmadge's name over widely different products is not likely to instill reader confidence in the advertisements.

I would appreciate your comment on this in your 8-pt page.

The Editor commented on this on the editorial page of last fortnight's issue, but if further comment were necessary, I should quote a recent paragraph from *The Wall Street Journal*:

"There are 2500 stars visible to the naked eye. The rest of them must be unable to support publicity agents."

—8-pt—

Judging by the girl on the cover of *Success Magazine* under its new name, *The New Age* is rather young. Appropriately enough, the leading article, by Anna Steese Richardson, is "Why I Want to Die Before I'm Old."

Might almost call it "The Illustrated Magazine of Modernity."

—8-pt—

Quaint little picture from the cover of an anniversary book by Gunther, New York furrier, bearing the rather



distinctive title, "Principles that have lived a Century and Seven Years."

I should like to be able to step back along "The Road to Yesterday" and wander idly along in a scene like this for an afternoon.

Wouldn't it be interesting?

—8-pt—

Very fine touch in an advertisement of Arnheim, New York custom tailor, when his neighbor-merchant, John Daniell, died a few days ago and he published a mourning-bordered advertisement reading:

In Memoriam

JOHN DANIELL

(1818-1927)

An outstanding figure in Broadway history. A friend and neighbor for thirty-five pleasant years.

Why should we not give more thought to being human in little ways like this?

—8-pt—

The *Detroit News* says that when Lincoln was elected President he did not enjoy the great reverence in which he was later held, and confirms this fact with an account of his visit to New York City as President-elect in February, 1861.

The only newspaper allusion to him as President on this visit was in a patent medicine advertisement, which read, in the repetition style then so much in vogue:

President Lincoln!
President Lincoln!
President Lincoln!
Did you see him?
Did you see him?
Did you see him?
Did you see his whiskers?
Did you see his whiskers?
Did you see his whiskers?
Raised in six weeks by the use of Bellingham's Ungent.

Advertisers always have been more enterprising than editors, but it must have taken some nerve to beard a President in an advertisement, even in 1861!

He might not choose to stand for it.

—8-pt—

"Halitosis" has a new cousin!

Its name is "Optiphosis."

It stands for bad eye-sight, not bad breath. It is to be used—according to its sponsors—as a word that precisely expresses "defective vision due to the misuse of light."

Personally I am in favor of this idea



of coining expressive words where needed. We who work in advertising have been lacking in imagination or we would have added a great many more expressive terms to the language than we have.

—8-pt—

J. K. MacNeill, sales manager of Hewes & Potter, Inc., makers of Bulldog suspenders and other hold-up devices, sends me an inquiry just received by his company from Japan. The letter reads:

dear Sir, I have the honour to write you a few lines. How are your works? I would congratulate your prosperity. Sir, I am used to study *The Saturday Evening Post* every month. I am jap's orange merchant I may go to the South America to inspect commerce, so I am satisfyd to call upon your merry land. My Brother graduated from the Columbia School in New York.

Brother always talks to me how merry life America is. I envy it. I only dream with myself by metro goldwin picture for merry merry America. I found one advertisement in that magazine. It left me mute with beauty. I can't describe my rejoicing as I saw your (tie tie tie) first of this year 1927.

Would you kindly send me your tie as quick as you can. today I sent my remittance money \$2.00 includ shipping fee, (insurance)

I select my bow

Easy already making tie A I Piece \$1.00
B I Piece .50c

A's colour, blue in some beautiful design
B's colour, thin weak grey in some beautiful design

A would you kindly sell my thing just like the picture in *The Saturday Evening Post*? Two or three colours mixtures. Not so single design. Not so simple.

B's colour thin grey weak in some beautiful design (silent gently old manly design.)

Would you kindly you select and choice my two things at your best head. I am thirty years old. Would you kindly you select and choice for me things with all mighty all store men. The great beautiful tie in your store I wish to get.

—8-pt—

The Association of Young Advertising Men (New York) wonder if I can make some mention of their musical comedy, "Copped Copy," which is to be held at the Waldorf on Dec. 6, followed by a dance lasting into Dec. 7.

I can. What shall I say, Young Men in Advertising?

Oh, yes—I know: "Copped Copy" calls. Come celebrate. Can carking care; cavort with cubs. Come! Come!! Come!!!

That's about the coppedest copy I can concoct without a conference.



Leaders and Followers

Always there are those who lead and those who follow.

Everyone knows that leaders create not only things but imitators of those things. This is true of every standard brand of goods, of almost every excellent article made. It is true of silks and cottons, of piano players and clothes. It is true of books, and it is painfully true of magazines.

The *Atlantic* has led its own life. It has created its own tradition. It has profited by its own mistakes and fashioned a magazine after its own ideals. It has worked hard for its own place in the sun.

The expected has happened. Imitators pattern themselves on the *Atlantic*. They copy its manners. They ape its methods. They invite its contributors. They imitate its departments. They duplicate the details of its type. They transcribe its advertising. They facsimile its reprints.

It is a foolish practice, but it is human nature. In magazines, as in all things, it will continue. Leaders must lead and followers will follow.

The *Atlantic* will continue to be itself.

Chaos In the Radio Industry

[CONTINUED FROM PAGE 20]

greater than the makers anticipated. The first announcements showed that the public has already forgotten all the jargon of radio technique that dominated buying even in 1924 and 1925; customers this fall care nothing at all about the *method* of "electrification"—whether it be by means of straight A.C. tubes or one of the several power-supply devices. They want only a radio set "without batteries" and without additional dials or switches to be adjusted. It is the old appeal of convenience versus a lesser money cost coupled with personal effort to attain that lower price.

IN the principal cities these "electrified" sets have borne the brunt of dealer advertising and display. They are new. They will surely be popular. They are hailed by the dealers as being more simple to install and as requiring less servicing—a closer approach to over-the-counter selling where the purchaser carries home the package and the dealer forgets the transaction with the ring of the cash register bell.

Several circumstances have upset these rosy expectations. First of all was that, due to the early season for all radio, the makers made premature announcement of their electrified sets. In city after city, and nowhere more notably than in New York, factory production was disappointingly slow. Advertising brought customers to the dealers, only to be told that not so much as a demonstration set had been received. Elsewhere, the best the dealer could offer was a store demonstration plus booking of the order for delivery "when, as and if" finally obtainable from the factory.

This premature rushing of the new devices to the market brought, inevitably, the result that first installations failed to satisfy. Dealers, who hoped for less servicing with the electrified radio, encountered much more. Laboratory perfection of "models" is not possible when factory mass production begins. For with every article a certain amount of re-designing follows before quantities can be turned out that will be uniformly perfect.

One prominent manufacturer has declared, within the present month of November:

"First experiences are enough filled with grief to make the rest of us 'stop, look and listen' before trying big production with a strictly A.C. set without batteries. It'll be wonderful when we get it, but there's a year of manufacturing grief and half a million dollars in credit memos for the first one who tries to put it over. I'm waiting. After some of the others have done it, I'll go in."

The buying public is not "waiting." In all the major cities they are demanding electrified radios. To be told that such sets are "coming" or that "the factories can't turn them out fast enough" is merely to whet desire for the new improvement. The very suggestion that the "all-electric radio" is on the market "has slowed up the market for every sort of radio." Such, at least,

is a current judgment of the industry. It is the further belief of the trade that announcements of electrified sets have augmented the October slump.

Concrete evidence that factory production is not yet attained may be gleaned from the policy of the leading maker of radio, Atwater Kent. He withheld announcement of an electrified set until the final day of October, and even then he felt prepared to supply only a portion of the demand. His first marketing is a fine example of zone distribution in that it is confined exclusively to the Philadelphia area (where the factory is located); it being given out that as factory production becomes possible the new models will be offered in other zones. This method is rather a striking contrast to competitors' policy, each having made announcement rather generally over the country but being unable to provide the goods even for demonstration, to say nothing of caring for customer demand.

With all the popular preference, however, for the electrified set, keen observers within the industry are of the opinion that a few major cities pretty closely circumscribe the present active demand. Batteries are chiefly a nuisance in the close confines of the small apartment. The periodic recharging becomes inconvenient and expensive, mostly for those who do not possess automobiles for the ready transportation of batteries to and from the charging station. There has already developed, accordingly, a markedly smaller demand in cities such as Toledo and Albany than in New York and Boston. In the end, of course, the electrified set, as it will finally be perfected, will displace all battery equipment wherever electric power is available, but during the present months it is principally in the major cities that "talk of A.C. sets has upset the market."

THIS condition but serves to emphasize the difference between radio in rural districts and radio in cities. In the future, as complete electrification is perfected, the type of sets sold in the country will not be the type marketed in the city.

The oncoming of A.C. radio gives us a fine example of the effect of invention on business enterprise. Radio has opened a new world of volume for the makers of batteries, both "wet" and "dry cell." It has brought a similar development of battery service stations in large cities and small hamlets. Much of this market will evaporate into nothing, as radio makers disperse with batteries—"A," "B" and "C" alike.

Just at the present, chaos predominates with radio making and radio selling, but it must follow that much the same disconcerting conditions lie ahead of battery makers and their service stations. Both, of course, exist for users other than radio owners; yet radio has immensely swelled the battery-making industry. The sudden cutting off of this big demand will, inescapably, have its reflection in the industry.

Radio merchandisers lost their heads

in the mid-October chaotic situation. Their frantic efforts to turn the tide of slumping demand had almost the opposite effect. It did not stem the tide, while it did magnify the chaos.

WHEN first a slackening of buying appeared, there was a rush to advertising. Inasmuch as this had for its object immediate sales, it took the form of newspaper space. Such emergency efforts were made as \$35,000 "in addition to schedule" in newspapers in New York, twelve pages in St. Louis, \$15,000 for distributor-dealer tie-ups in Chicago; with similar increases all down the line.

"We splashed big for three or four weeks," is the statement of one maker; while another remarks: "We laid out most of our big September profits trying to make a bigger October."

So far as the radio manufacturers are concerned—who footed the advertising bills—no small part of the chaos arose out of this newspaper advertising.

"We pasted each other ad for ad," comments one maker, "but without stirring the public. I never saw anything like it."

Then, out of a clear sky, during the final week of October, a leading maker (Atwater Kent) broke forth in the dailies of Philadelphia, New York and Boston with full-page announcements of a twenty per cent cut in the price, the preliminary cities quickly being followed up with copy of the same sort in all marketing centers. It was again "without precedent in radio history"—to slash prices in the opening period of the season.

All radio buying, except for this single make, stopped dead. "Wait and see what happens" became a sort of unuttered motto. Would it be the beginning of a price-slashing toboggan? Was this one maker endeavoring to correct a wrong price? Did it presage something new in models that would turn demand into new channels? No one knows. All raised the last of these questions and yet all felt reasonably sure that such a thing was impossible, just because the radio industry, as every other, is reasonably well informed as to competitors' projects.

If one is to believe what manufacturers have told me within two weeks, there followed such a period of "scouting" as the industry had never known. Everyone felt nonplussed at the chaotic situation, and everyone took to the trains to "see what the others were up to." Each knew that his own sales for October had dropped; each feared that what he was losing was going to others; each learned that the situation was general—buying of all makes had declined.

No one—it is safe to assert—learned anything he did not already know. They did discover various "explanations" of the astounding slump in demand; many of them have studied general business conditions as never before. Probably the nearest any has come to a satisfactory cause is the overhanging effect of the "electrified set."

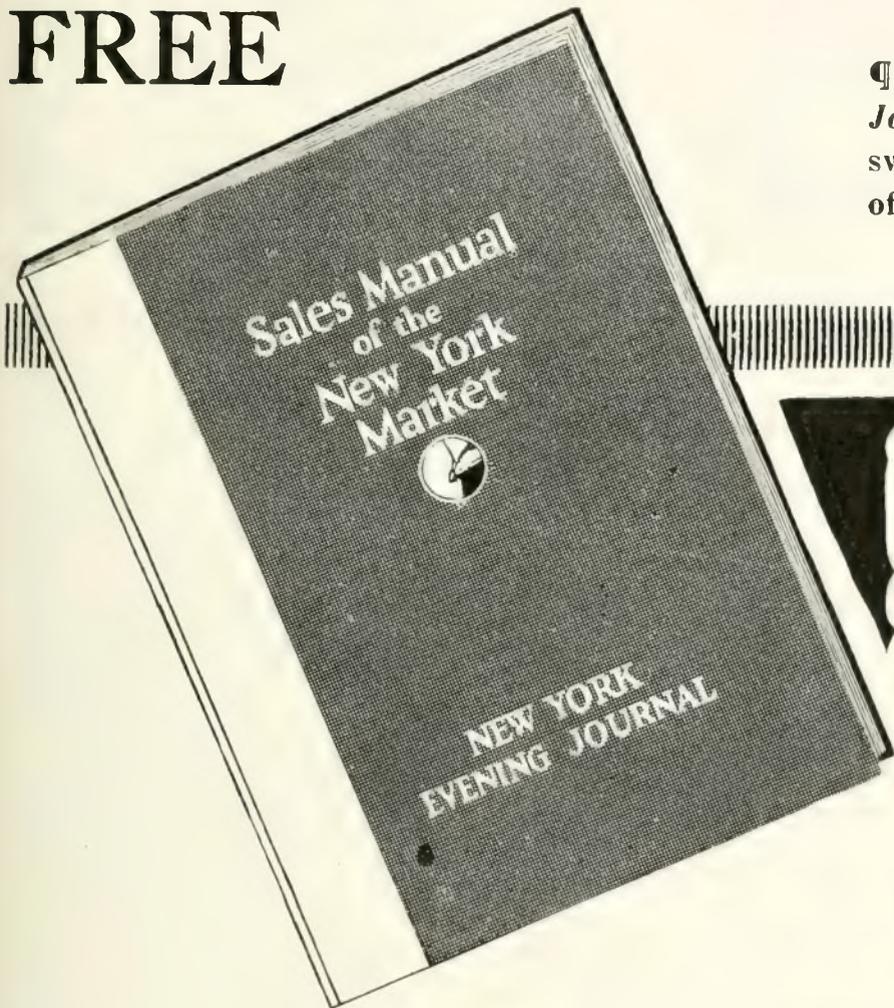
[CONTINUED ON PAGE 46]

The NEW YORK EVENING JOURNAL...key to the World's Richest Market

IMPORTANT SALES FACTS!

Manual of Practical Selling in the New York Market

FREE



¶The *New York Evening Journal* will carry your goods swiftly and surely to the heart of the New York market.

This 174-page book of sales facts contains vital information on every phase of selling. Sales managers claim it the most comprehensive and practical market guide to be had. It cost thousands of dollars to compile, and \$5.00 per volume to print.

You can sit at your desk with this book and map out an entire campaign for New York.

Section 1 presents maps, charts and graphs on the size and character of the market.

Section 2 tells of merchandising service work.

Section 3 contains retail outlets and record charts of actual campaigns.

Section 4 includes retail lists for all suburban towns.

With each book comes a sales manager's wall-map of the New York market, showing all towns of 100 population and up, and transportation lines throughout the territory.

This book will be sent FREE to Sales and Advertising Executives upon receipt of the coupon below. Clip and mail this coupon today.

NEW YORK EVENING JOURNAL

CIRCULATION FOR SIX MONTHS ENDING
SEPTEMBER 30, 680,681 DAILY NET PAID

Greatest circulation of any evening newspaper in America and a
QUALITY circulation at THREE CENTS a copy daily and
FIVE CENTS a copy Saturday

913 Hearst Building Chicago, Ill. 2 COLUMBUS CIRCLE New York City. General Motors Building Detroit, Mich.

New York Evening Journal,
2 Columbus Circle,
New York City:

Send me the Sales Manual of the New York Market, and the Sales Manager's map.

Name.....

Firm.....

Address.....

City and State.....



When the druggist wraps the package

will your product receive the "break"?

THE druggist is just another human being.

He can be sold fully as well as the "man on the street."

And when your product is competing with others just as strongly advertised—it's the druggist who can give your product the "break."

Your carton prominently displayed—your leaflets near the cash register—your packages just in back of the counter—small things in themselves, yet enough to make your product the one that will be wrapped up.

Sell your product to the more than 51,000 druggists who receive and read DRUG TOPICS.

A low advertising rate, an enviable record of trade paper performance for its advertisers, a receptive reader circulation makes DRUG TOPICS the ideal medium to use in creating "retail awareness."

If your product is now sold, or can be sold to, or through drug stores, you owe it to yourself to investigate DRUG TOPICS Service. Our close contact and intimate knowledge of the drug trade are at your service—Write or 'phone.

Drug Topics

The National Magazine of the Drug Trade

TOPICS PUBLISHING COMPANY, Inc.

Also Publishers of Wholesale Druggist, Display Topics, Drug Trade News

291 BROADWAY, NEW YORK

Atlanta Boston Chicago Cleveland St. Louis San Francisco

One and all, maker and dealer, face a single bare fact. Radio buying has slumped. October fell off from September. Early November has seen no improvement. All hope—and never was hope so fervent—that with frosty nights, people will be driven indoors, that the greater farm buying power of 1927 will come to their rescue, that Christmas trade will smash all records.

The radio chaos, viewed from the advertising angle, has brought a general cancellation of schedules, not by one maker, but by makers in general. Wherever closing dates have not made it impossible, schedules are altered or cancelled. For one cause, prepared copy is being revised in view of developments—even more in view of impending possibilities. For a second cause, one type of schedule is being cut, where possible, for the reason that the advertiser has been forced into unexpected newspaper spaces and he can see that, if developments break suddenly, larger appropriations must go to newspapers because only the newspaper page will serve his purpose of quick announcement.

Industrial Marketing

[CONTINUED FROM PAGE 21]

has employed an executive for new development and research work of a merchandise character.

All the examples cited regarding the employment of merchandise managers by manufacturing companies are of recent occurrence. In general, it is not an exaggeration to say that the merchandising function is still inadequately provided for in the organizations of most manufacturing companies. That statement holds true both for companies manufacturing consumers' goods and for companies manufacturing industrial goods.

Merchandise management is thus one of the last business functions to be specialized. In the history of industrial organization one of the outstanding developments has been the splitting off of one specialized function after another. The splitting off process also is illustrated in the development of individual companies. When a company is small, the owner or chief executive usually is plant manager, sales manager, advertising manager, and perhaps treasurer. As the company increases in size, each of these tasks becomes specialized with an executive in charge, and the performance of all the specialized tasks is coordinated by the general administrative officers of the company. Industry in general is just at the point now of recognizing that merchandising is a specialized function to be performed in industrial operations.

If merchandising is to be recognized as a distinct function in management, the responsibility for the performance of that function should be definitely fixed. Many of the excesses in variety of products uncovered by the Division of Simplified Practice of the Department of Commerce, for example, have been the result of inadequate control of the merchandising function in individual companies. Many of the failures of producers to sense shifts in demand also have been the result of the absence of definite provision for control of mer-

THERE IS NO SUBSTITUTE FOR CIRCULATION

— [LITTLE DRAMAS IN THE LIFE OF A GREAT NEWSPAPER SYSTEM] —



Painted for Scripps-Howard Newspapers by Walter Seaton

How the *fascinating adventuress* outwitted the level-headed bankers

A tiny item in the day's court news caught the eye of a SCRIPPS-HOWARD editor. An unknown Cleveland woman was being sued for \$300,000 on an overdue note.

"Probably an unromantic business difficulty," mused the editor. "And yet . . . a woman who can borrow \$300,000 must be interesting."

Urged by his curiosity, he sought out the sumptuous borrower. Indictments followed, and every day for the weeks that followed, SCRIPPS-HOWARD Newspapers amazed their readers with a continuous story of the daring chicanery of a female Wallingford.

For "Cashing Cassie" Chadwick practised her wiles not on gullible widows and impressionable

speculators, but on cautious, unemotional bankers and business men. Posing as the natural daughter of one of America's richest men, she borrowed huge sums of money from the strictest financial institutions, often giving as collateral bulky bundles of supposed securities, which were afterwards found to be bundles of old newspapers!

In exposing the colorful Cassie and bringing her to justice, The SCRIPPS-HOWARD Newspapers not only achieved one of the most daring scoops in newspaper history, but performed a signal public service by ending the career of one of the most dangerous, and, at the same time most interesting characters, in the history of crime.

NEW YORK . *Telegram* SAN FRANCISCO . *News* DENVER . *Rocky Mt. News*
 CLEVELAND . . . *Press* WASHINGTON . *News* DENVER . *Evening News*
 BALTIMORE . . . *Post* CINCINNATI . . . *Post* TOLEDO . . . *News-Bee*
 PITTSBURGH . . *Press* INDIANAPOLIS . *Times* COLUMBUS . . *Citizen*
 COVINGTON . . . *Kentucky Post*—*Kentucky Edition of Cincinnati Post*



AKRON . . . *Times-Press* YOUNGSTOWN *Telegram* KNOXVILLE *News-Sentinel*
 BIRMINGHAM . . *Post* FORT WORTH . . . *Press* EL PASO *Post*
 MEMPHIS *Press-Scimitar* OKLAHOMA CITY *News* SAN DIEGO *Sun*
 HOUSTON *Press* EVANSVILLE . . . *Press* TERRE HAUTE . . . *Post*
 ALBUQUERQUE . . . *New Mexico State Tribune*

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 MEMBERS AUDIT BUREAU OF CIRCULATIONS

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 AND MEMBERS OF THE UNITED PRESS

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KELLY SPRINGFIELD TIRES

are Nationally
Advertised in

The Christian Science Monitor



104 Marquette Ave., Minneapolis

Expert
Tire
Repairing
Drive-in
Service
Ge. 5955

**KELLY
SPRINGFIELD
TIRES**

Al. O. Olson Co.
AL. O. OLSON
M. E. GORDON
MARY T. GUYER

1115 Hennepin Ave.
Geneva 5955
MINNEAPOLIS

THE dealer "tie-in"
advertisement above is
one of

327

which have appeared in
the Monitor, from 27
different cities, since
January 12, 1927, when
the national advertising
began to appear.

A folder describing this
"tie-in" service will be
sent on request

THE
CHRISTIAN SCIENCE
MONITOR

AN INTERNATIONAL DAILY NEWSPAPER

chandising in the producers' organiza-
tions.

THE determination of the make-up of
a line of products and the decisions
on the changes to be made in the prod-
ucts usually cannot be left with safety
to the production manager. The produc-
tion manager ordinarily lacks the cus-
tomers' point of view and is unfamiliar
with the needs and buying motives of
the users of the products. He is gov-
erned more by considerations of econ-
omy and facility in production than by
factors affecting the salability of the
products. The sales manager, on the
other hand, who is directly in charge of
the sales force, also cannot safely be
entrusted in most organizations with
full discretion for determining the
products to be made. He usually has
an inadequate grasp of the limitations
imposed by factory conditions. In his
desire to please customers and under
pressure from his salesmen, he is con-
tinually tempted to make unwarranted
increases in the assortment offered or
to retain products which should be dis-
carded. The sales manager, further-
more, has his attention focussed contin-
ually on operating problems. He seldom
has time to adopt the reflective attitude
which is essential for successful mer-
chandising. It is the sales manager's
job to make sure that old markets are
thoroughly cultivated and that new
markets are found for existing prod-
ucts. It should be the merchandise
manager's job to find new products for
old and new markets and to ascertain
wherein the make-up of the line can be
changed to gain either a substantial
sales advantage or a material produc-
tion economy.

The merchandising task obviously is
very different in different types of in-
dustry. The development of the Em-
met mercury boiler and turbine by the
General Electric Co. has been essen-
tially a merchandising enterprise of
the most highly specialized sort. Mr.
Emmet invented the boiler and super-
vised its development for the practical
commercial test to which it is being
subjected by the Hartford Electric
Light Co. Not until this test is com-
pleted will the product be turned over
to the sales organization for market-
ing. The United Shoe Machinery Co.
maintains a staff of inventors and ex-
perimenters, whose task is to devise
and develop improvements on the ma-
chinery and equipment that the com-
pany sells, a merchandising task of
especial importance in that instance.
The rapid growth of the automobile
industry has given rise to many new
merchandising opportunities; for exam-
ple, a whole range of new tools have
come on the market for use in automo-
bile work. In all industries in which
style is a factor the producers of fab-
ricating materials have a continuous
merchandising problem of ascertaining
style tendencies and adjusting produc-
tion plans thereto.

The duties of an executive responsi-
ble for merchandising relate both to
sales and to production. The execu-
tive in charge of merchandising should
be responsible for furnishing informa-
tion to the designing, inventing, or
experimental department regarding
products and improvements which will
stimulate sales. While new inventions
occasionally are the result of the in-
spiration of a genius, they are much
more commonly the outcome of organ-

Do You Know the Engineers Who Buy?

WE didn't until we made
a personal canvass of
the field ~ ~ ~ In order
to find the right man in
each establishment (what-
ever his official title may
be) we have employed full-
time field men to make
personal calls at factories
and power plants ~ ~ ~
As a result, the Sweet's
market represents, in ad-
dition to a 70 per cent con-
centration of purchasing
power for industrial mate-
rials and equipment, an
up-to-date list of 15,000
buying officials, horse-
power ratings of the plants
represented, and other data
of great importance to
merchandisers of this class
of technical commodities
~ ~ ~ The loan of a
printed copy of the dis-
tribution list, containing all
these detailed market data,
is included in our service to
Sweet's clients ~ ~ ~

Send for a free copy of
our 16-page illustrated
booklet, "Selective In-
dustrial Marketing."

Sweet's Engineering Catalogue

(Publication of F. W. Dodge
Corporation)

119 West 40th St.
New York, N. Y.

Boston
Philadelphia
Pittsburgh

Cleveland
Chicago
Los Angeles

“It
beats me!
How’d you ever
get onto this
Whipple chap?”

The Vice-President slumped into a chair and waited.

“Easy!” laughed the Sales Manager. “But not much credit to me.”

“What do you mean, not much credit? All the rest of us thought Whipple was the world’s best salesman.”

“Well, so did I until recently. Oh I knew there were weak spots in the sales force, but I didn’t know to a hair just where they were until I put in this visible salesman’s record. After that it was a snap. We put a little red signal on the edge of each man’s card if he wasn’t up to quota. Once I began to watch closely, I saw that Whipple was in the red for weeks on end. In conversation and reports he was a knockout. But his actual record of results gave him away at a glance.”

‡ * * * *

Many a Sales Manager has found salesmen who are potential stars, and *found out* bluffers who



were living on past reputations, through Acme Visible Records.

The good man can’t be overlooked and the poor one can’t bluff if all the facts are out in the open all the time.

“Controlling my sales force is just about 25% easier and 50% more efficient now that I’ve got your records to help me,” one Sales Manager said.

Will you let us send you a book that tells all about it? Tells how Acme can help you keep track of every salesman every day? Acopy of “Profitable Business Control” is yours for the asking. Just send along the coupon—now!



ACME
VISIBLE
RECORDS

ACME CARD SYSTEM COMPANY A-S-11-27
116 South Michigan Avenue, Chicago

Gentlemen:

You may send me your book “Profitable Business Control” You may send your nearest representative to see me

Please write me concerning your system for handling _____ records.

NAME _____

FIRM NAME _____

CITY _____ STATE _____



picture readers ~ all!

THE first ten years of married life are the formative ones—a home is being planned, or built, or furnished. And the number of homes where a scrap book lays plans for the months and years to come is surprising.

Pictures go into those scrap books—delayed sales we'll call them. But they're only a fraction of the *immediate* sales created by those same pictures. And the user of pictures has learned that the better the pictures, the better the sales.

Economy is measured by result, not cost. The best photo engravings would be the cheapest even if their first cost were higher—but it isn't.

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

Gatchel & Manning, INC.

C. A. STINSON, *President*

[Member of the American Photo Engravers Association]

Photo Engravers

West Washington Square 230 South 7th St.

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

ized search for the solution of recognized problems. The merchandising executive should be looking ahead, not only to the immediate future, but also to the more distant future, to ascertain the sales opportunities that are likely to occur. It is one of his tasks to crystallize the problems on which the factory engineering or experimental force are to work. The merchandising executive should secure information regarding potential product developments from the sales organization, from the factory organization, and from such independent sources as he can tap. He should be charged with responsibility, furthermore, for judging the commercial practicability of new designs and new types of products. He should decide whether slight modifications in existing products are to be made. He also should determine when old products are to be dropped. In one company, which manufactures goods that are in part of a novelty character, the merchandise manager is expected to drop an old item from the line whenever a new item is added. If such a discontinuance is not made, he has to justify every item that remains. In industries making style goods, cold-blooded judgment on the discontinuance of obsolescent patterns is essential.

ANOTHER merchandising function which should be closely associated with the determination of the types of products to be made is that of deciding the quantities of goods to be made. This problem does not arise in a business which makes goods only on order and which does not carry even a stock of parts in process. For a great many industries, however, stocks of goods in process or stocks of finished goods must be carried, and it is essentially a merchandising task to provide the factory organization with information to guide it in controlling inventories.

For reasons which have been indicated, it is advantageous from an organization standpoint for a company to concentrate responsibility for the make-up of its line of products. If a merchandising manager or a commercial engineer is not employed especially for the supervision of the merchandising tasks, the responsibility, nevertheless, should be assigned specifically to one executive in the organization.

Several broad questions of policy are involved in merchandising. One of those which deserves most attention is the simplification of lines. Conditions in the pump industry in this respect are typical of those in many others. Pump catalogues show a much greater assortment of models, types, designs, and sizes, it is stated by men familiar with conditions, than the market warrants. One pump manufacturer, for example, makes one model of a complex pump in from ten to twenty sizes and variations, yielding differences in head and capacity which are smaller than any pump buyer requires for his practical calculations. A large percentage of the present range of sizes and varieties could be eliminated without seriously inconveniencing buyers.

Several industries have adopted simplification programs worked out in cooperation with the Division of Simplified Practice of the United States Department of Commerce. The asphalt manufacturers, for example, have provided for the reduction of the number of penetration limits from eighty-eight

to nine. In the paving brick industry the number of sizes and types have been reduced from sixty-six to four; in the face brick industry from seventy-five to two; in the hollow building tile industry from thirty-six to nineteen; in the steel barrel and drum industry from sixty-six to twenty-four. Such programs as these are notable achievements. To retain the benefits of these accomplishments and to deal with conditions in individual businesses not yet affected by those programs, careful merchandising is necessary, supported by stiff backbones and common sense in selling. There are numerous companies which attribute to competitive conditions the existence of an uneconomically large assortment in their lines, whereas the real reason lies in the lack of proper handling of the merchandising function.

IN addition to eliminating unnecessary types of products from the assortment offered for sale, a company, for success in marketing, must sense shifts in demand and, if possible, prepare for them. When the market for a particular product is declining, it is vital to ascertain whether the decline is merely temporary, whether the product is to be entirely superseded, or whether its market must be more highly specialized. The manufacturers of belting and mechanical power transmission machinery, for example, have witnessed an invasion of their markets by the manufacturers of electric motors. While the motor has distinct advantages for many purposes, it is quite generally acknowledged that mechanical power transmission is especially suited for certain conditions. Motor drives have taken away permanently a part of the market previously enjoyed by manufacturers of mechanical drives, leaving for those drives certain specialized markets. The task of the mechanical drive manufacturers, therefore, is not to try to hold or regain all their original markets, but rather to ascertain the special markets in which their products can be used to best advantage and to develop those markets intensively. The manufacturers of belting and mechanical power transmission machinery are handicapped at the present time by not having sensed the trend of demand at an earlier date and adjusted their marketing programs accordingly.

In a case in which the demand for a product is falling off, with little opportunity for securing an adequate volume of business from specialized markets, a shift into a new market may be at least a partial solution of a company's problem.

A company which manufactured stationary steam engines, for example, found that its sales were falling off about a dozen years ago. The company, therefore, decided to engage in the manufacture of steam shovels. An experienced steam shovel designer was employed and under him a new shovel was designed and built. This shovel proved to be highly successful in operation. Because of the merits of the product and the systematic and intensive sales and advertising programs followed out, the manufacture and sale of steam shovels came to constitute the major part of the company's business, and eventually the steam engine business was sold. The company became entirely a steam shovel manufacturing company. Here is a case in which a



*A*N APEDA photograph
In the window
On the counter
In a magazine or newspaper,
Catalogue or sample case
Is the modern way of
"Photo-selling"

Photographs in quantities
For distribution.



Apeda
Studio
INC.
PHOTOGRAPHERS

212 West 48th Street,
New York
Chickering 3960



House Organs

We are the producers of some of the oldest and most successful house organs in the country. Write for copy of THE WILLIAM FEATHER MAGAZINE.

The William Feather Company
605 Caxton Building :: Cleveland, Ohio

How to Become an Advertising Man

BY NORMAN LEWIS

Introduction by C. K. Woodbridge, president, International Advertising Assn.

A prominent agency executive tells the beginner, in plain and friendly terms, the specific things he needs to know: the nature, requirements, and opportunities of the field; copy—executive—selling—research—planning, etc.; how to prepare; how to get a job; what progress is possible, and how to forge ahead. 185 pages. Will save many mistakes; just the thing to give Juniors. Send \$2.50 for a copy—money back if not satisfied. Address Dept. M.225.

Write for new, complete catalog of books on advertising and selling. No charge.

THE RONALD PRESS COMPANY
15 East 26th St., New York, N. Y.

A Vastly Resourceful Develops of Economical



From the development of market analyses to the execution of logically conceived merchandising plans, the vast resources of the United Publishers Corporation are available for manufacturers in the industries covered by publications grouped under the leadership of the U. P. C.

UNITED PUBLISHERS



Philadelphia Plant of U.P.C.
N. W. Cor. Chestnut and 56th Sts.
Headquarters Chilton Class Journal Co.



Organization the Idea Distribution

Distribution is your problem today. Economical distribution is the key to greater profits per business dollar.

Within its own confines, for itself—as well as for its clients, the U. P. C. constantly strives to develop in a greater and greater degree, the idea of economical distribution.

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A. C. PEARSON
Chairman of the Board of
the U.P.C.

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President of the Federal
Printing Co., N. Y. C.

N. Y. Building
of U.P.C.
239 West 39th St.



The Ever-Rising Tide of Advertising Preference for **HARDWARE AGE** IN OCTOBER

27% more advertising pages were published in **HARDWARE AGE** than in all other national hardware papers combined.

396
Advertising
pages
in
Hardware
Age
in October

This general proportion holds for the entire year.

288
Pages
—
Combined
Advertising
Volume
of all other
National
Hardware
papers.

HARDWARE- AGE-
239 West 39th St., New York City

company, within a period of less than fifteen years, changed over its business entirely from one type of product and one market to another type of product and another market, becoming a leader in the new market. This accomplishment was possible only because the executives of this company foresaw the trend in the old business and in the new.

IN the instance just cited the company added a new product to its output in order to meet shifting market conditions. Other circumstances also occasioned additions of new products. One company, which originally manufactured boilers, has extended the range of its products by purchasing other companies to include powdered coal equipment and recording instruments, in order to be able to offer more comprehensive power plant service. In some other industries a range of sizes and types of products attracts patronage from users who wish to have a variety from which to make selection. When a buyer is contemplating the purchase of a machine without being certain as to just what will best meet his requirements, he may conclude that he can secure unbiased advice from a company which offers a range for selection.

When it is proposed that new products should be added to a line, the first test of the wisdom of the proposal is whether the products will meet a genuine market need, and not constitute merely burdensome items in the catalogue and in the factory. If it is determined that marketing opportunities exist, then the question of introducing the new items must be weighed also from the organization and production standpoints.

A company which was manufacturing surgical instruments experienced serious difficulties because of failure to recognize the sale problems that would result from diversification of its line. In order to smooth out its production peak, the company decided to manufacture grease guns for automobiles. Although much of the existing plant equipment could be used for the manufacture of the new line, the market for grease guns was entirely different from that for surgical instruments. To develop the new market, it was decided to add other automobile accessories, which necessitated the construction of a new plant. The company thus added to its production problems and had two distinct sets of marketing problems on its hands, with which the organization proved to be unable to cope. The determination of the methods by which the company safely can diversify its business is essentially a merchandising problem, which takes account of conditions both in manufacturing and in selling.

One means of diversifying a line is by adding a new grade of products to be sold at prices different from those placed on the established grades. This means of diversification may lead to difficulties. A paper manufacturing company in the Middle West, for example, had several grades of paper, one of which it had advertised extensively for commercial use. When competition became severe, the company added another grade slightly below that of the advertised brand and sold the new grade at a lower price, with the result that the company's market was

ELECTRICAL ANIMATED AND STILL **DISPLAYS** for WINDOW, COUNTER, and EXHIBITS

Effective - Dignified
Planned Inexpensively

CONSULT WITH EXPERTS

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

THERMOMETERS
Your Local Dealers Will Pay for and Use Thermometers

National advertisers find thermometers a valuable dealer help which costs them little or nothing.

Let us present a plan for using thermometers, tying up your advertising with the local dealers. The dealers will pay for them.

We manufacture reliable thermometers for hundreds of advertisers. Write us for samples and plan.

THE CHANEY
MANUFACTURING CO.
900 East Pleasant St.,
Springfield, Ohio



TRADE HERE SAVE

The Aristocrat of Class Magazines

INTERNATIONAL
STUDIO
associated with
THE CONNOISSEUR



A Magazine for Collectors
OCTOBER 1927
SEVENTY FIVE CENTS

Over 100 Advertisers are represented in this issue as compared with 64 display Advertisers in October, 1926, and the edition is 21,000 copies, which is without precedent for a \$6.00 magazine selling for 75¢ on newsstands

Bernhard Cursive

is a new tool for your work, a new medium of expression, a new bearer of impressions, thoughts and feelings. It is a vehicle of supreme grace and rare beauty. It expresses through its form and proportions a subtle message of quality and charm and does it more convincingly than any words.

Ask for our Portfolio of Inspirational Prints

The BAUER TYPE FOUNDRY Inc

New York · 239 W 43^d Street

BERNHARD CURSIVE IS PROTECTED BY NUMEROUS DESIGN-PATENT APPLICATIONS

LA PRENSA

of Buenos Aires

CIRCULATION

Principally because of requests from American advertisers, LA PRENSA has adopted the policy of issuing at regular intervals detailed and authenticated statements of circulation.

The second statement for 1927, dated September ninth, is now being printed for distribution. Copies will be sent to any person interested. This statement shows that during the first eight months of 1927 the average net circulation of LA PRENSA was as follows:

	Daily	Sunday
January	242,450	313,754
February	244,590	322,297
March	251,341	334,146
April	250,244	332,191
May	253,664	331,974
June	247,810	329,817
July	250,596	330,783
August	255,005	338,605

LA PRENSA has the largest circulation in South America. It reaches all classes in the rich Argentine market.

Exclusive Advertising Representative

JOSHUA B. POWERS

14, Cockspur Street, LONDON, S. W. 1 250 Park Ave., NEW YORK

more seriously upset than it had been before. Through the company's name the two brands were associated in buyers' minds and sales of the lower grade cut into the sales of the higher grade. In other words, the company traded down. Trading down is the addition to an established line of a lower-grade product so associated in buyers' minds with the higher grade as to benefit from the reputation of that grade. Trading down necessarily tends to impair the reputation of the higher grade. In industrial marketing trading down is probably less common than it is in the marketing of consumers' goods. This difference can be explained by the fact that the buying motives for industrial goods are rational and, hence, differences in quality are more likely to be evaluated on a rational basis. Even in industrial marketing, however, there is real danger of impairing the reputation of an established grade of products by trading down. Stability cannot be secured in that manner.

IN the industrial field several companies stand out as conspicuous examples of stability and success. One of the major reasons for the success of these enterprises has been the merchandising ability that they have manifested in the development of new products. Other companies are successfully following similar developments. The Corning Glass Works, for example, has developed a new type of products—such as insulators for the electrical industries, laboratory equipment for the chemical industries, and fabricating parts, including oven doors, headlight glass, syringe barrels, gasoline pump cylinders, and many others—with broad industrial possibilities.

The experience of these companies offers particularly valuable suggestions to many other businesses at the present time. These companies have not gained their success primarily by imitating the products of others, or by expanding their activities in markets already saturated. On the contrary, they have devised new products to open up new markets. To follow up such a constructive policy requires imagination and initiative. If these examples were emulated by a much larger number of companies, there would be less over-production and less price cutting in many industries.

This is the fourth of a series of articles on industrial marketing by Professor Copeland. The fifth will appear in the following issue.

Art Alliance Holds Poster Competition

THE Art Alliance of America announces a poster competition for prizes offered by The International Press Exhibition to be held at Cologne from May to October, 1928. The first prize is \$250; second prize, \$100; third prize, \$50. The competition, which is intended to obtain a poster for the International Press Exhibition, will close Dec. 27, 1927. Designs will be received at the Art Alliance from Dec. 24, 1927, to Dec. 27, 1927. Details as to the conditions of the contest may be obtained from The Poster Competition Secretary, The Art Alliance of America, 65 East Fifty-sixth Street, New York.

"I can trace more PERFECTION STOVE Sales to Dispatch Advertising than any other kind used in My territory" *- Reed*

Here are Laurence Reed, sales representative of the Perfection Stove Co., and Stanley Kerr, buyer for B. F. Kerr and Sons Co., prominent Columbus, Ohio furniture store.

Mr. Reed is engaged in a sales demonstration of Perfection Stoves, in which Columbus Dispatch Advertising figures strongly.

Mr. Kerr is deeply interested in both the product and the advertising campaign.



PERFECTION STOVE COMPANY

(INCORPORATED)

Formerly THE CLEVELAND METAL PRODUCTS CO.

PERFECTION AND PORTABLE
COLUMBUS, OHIO, U.S.A.
1874-1927



PERFECTION PORTABLE
PERFECTION COLUMBUS
PERFECTION CLEVELAND

CLEVELAND, O.
October 4th,
1927

Mr. Lewis B. Hill,
National Advertising Manager,
Columbus Dispatch,
Columbus, Ohio.

Dear Sir:

The Perfection Stove Company and all of their salesmen are now and always have been thoroughly sold on the idea that national advertising through the newspaper pays big dividends.

It not only brings more sales into the dealers' store than any other medium, but it also makes a bigger hit with the merchant than any other form of advertising support which we can offer him.

In merchandising our advertising in the Columbus "Dispatch" to the dealer, I have always found the Advertising Department of the "Dispatch" ready to do more than their share of the work, such as securing tie-ups, etc.

And as a result, I can honestly say that I have been able to trace more direct sales to our advertising in the "Dispatch" than to any other form of advertising which the Perfection Stove Company uses in my territory.

Yours very truly,

Laurence Reed
PERFECTION STOVE COMPANY

STANLEY KERR is a shrewd merchant and advertiser. He knows the power of the Columbus Dispatch as an advertising medium. Therefore the fact that the Perfection Stove Co. backed its product with a strong campaign in this same newspaper, induced him not only to stock Perfection Stoves, but also to devote some of his own space in the Dispatch to speeding sales.

No man responsible for the sales of any manufacturer can afford to overlook the vital value of the Great Central Ohio Market as a factor in profitably increasing his sales volume. Nor can he over estimate, or set a price on the powerful tension the Dispatch exerts in influencing the dealer to stock the product and strengthening the desire of the Columbus consumer to buy this same product.

The Columbus Dispatch

"OHIO'S GREATEST HOME DAILY"

Average Net Paid Circulation for the six months' period ending September 30, 1927.

1 1 7 , 0 7 7

CITY, 61,938

SUBURBAN, 29,858

COUNTRY, 25,281

National Representatives: O'MARA & ORMSBEE, Incorporated

Announcing --

A CONSOLIDATION of INDUSTRIAL

"Factory," heretofore published by the A. W. Shaw Company, and "Industrial Management," recently acquired by the McGraw-Hill Publishing Company, will appear in January as one publication under the name of "*Factory and Industrial Management*."

"Industrial Engineering," heretofore published by the McGraw-Hill Publishing Company, and "Industry Illustrated," recently acquired, will appear in December as one publication under the name "*Industrial Engineering with which is consolidated Industry Illustrated*."

* * * * *

These two publications will be published by a new organization known as the McGraw-Shaw Company, which is a subsidiary of the McGraw-Hill Publishing Company and the A. W. Shaw Company. This is not a merger of the parent publishing companies but strictly a consolidation of these four industrial publications by the McGraw-Shaw Company.

PUBLICATIONS

Present Publication and Publisher	New Publication	New Publisher
Factory A. W. Shaw Company	Factory and Industrial Management	McGraw-Shaw Company
Industrial Management McGraw-Hill Publishing Company		
Industrial Engineering McGraw-Hill Publishing Company	Industrial Engineering with which is consolidated Industry Illustrated	McGraw-Shaw Company
Industry Illustrated McGraw-Hill Publishing Company		

This is a consolidation of the above publications and not a merger of publishing companies.

Advertisers and advertising agents who have advertising contracts with *Factory*, *Industrial Engineering*, *Industrial Management* and *Industry Illustrated* will shortly receive complete details from McGraw-Shaw representatives.

McGraw-Hill Publishing Company, Inc.
 New York

A. W. Shaw Company
 Chicago



Prize Contests

[CONTINUED FROM PAGE 34]

not rather expensive publicity. At any rate the manufacturers are to be congratulated for having the wisdom to discard an exploded idea that at first seemed to them a masterpiece.

The country is cluttered up with crude makeshifts which are harsh, difficult to pronounce and remember, and meaningless. A true prize name requires no explanations and wins instant popularity because it is pat and suggests a selling point. Years ago a Boston wholesale grocery house awarded first prize for a corn cereal to "Tak-a-kake," the name of an old Indian chief. The writer offered "Mazola" but gladly bowed to the winner. Thirty-odd years later the latter name was adopted by the corn products company that has made it a trade mark worth a fortune. By the irony of fate, "Tak-a-kake" died young, for the cereal for some unknown reason was not successful. "Uneeda" might well be classed with the Indian name; both have a selling statement.

FUTURE prizes may well be awarded with due regard for clarity, cleverness and suggestion. Offering huge sums to secure mass attraction and then assigning prizes to names with no special significance merely discourages public interest. Far too many advertising awards of the past have apparently been based on the idea that so long as the prizes are actually paid it does not matter whether the conditions of the contest are complied with.

Is there any justification for thousands of dollars going to such names for tires as "Interstate," "Eagletread," and the like, when one like "Milemore" has been entered? Such disregard for excellence can only tend to injure the interest in future contests. Rather than adopt a new name simply because a prize had to be given to somebody, whether merited or not, the writer suggests that sticking to the old name would be better. Provision might be made to pay certain prizes even if none of the names is to be used. In such a case there might be material for a special advertisement explaining the merits of the product which were not best served by the contestants. A mere announcement of the prize winners' names has little or no advertising value.

Everybody knows that valuable ideas are lost yearly because the minds that originate them are, for one reason or another, unable to find a buyer or backer. The writer as a very young printer conceived the idea of having a calendar with the current month large and the last and future months small—a brand new thought—and tried to get capital with which he could produce such calendars. The idea could not be copyrighted to prevent others from copying it. A patent would have held, but that would have cost money and the young printer had none to speak of. So the whole scheme fell by the wayside, to be rediscovered by others some quarter of a century later.

Giving contestants an opportunity to submit plans or ideas of their own, without confining their efforts to a name, letter or advertisement, might prove to be interesting to the general public and useful to the advertiser.

Presuming that you are a manufacturer of industrial equipment . . . Have you ever made sure whether the gas industry affords you a market? You will have full and competent advice on the question, three days from now, if you care to consult with us. No obligation attaches.

G A S A G E - R E C O R D
9 EAST 38th STREET
New York

THE ERICKSON COMPANY

Advertising

381 FOURTH AVENUE, NEW YORK

*If you want to know about our work,
watch the advertising of the following:*

BON AMI
CONGOLEUM RUGS
VALSPAR VARNISH
GRINNELL SPRINKLERS
McCUTCHEON LINENS
PETER SCHUYLER CIGARS
ANSCO CAMERAS AND FILM
COLUMBIA WINDOW SHADES
ARCADIAN SULPHATE OF AMMONIA
DUZ
TARVIA
HAVOLINE OIL
WALLACE SILVER
THE DICTAPHONE
BARRETT ROOFINGS
NAIRN INLAID LINOLEUM
COOPER HEWITT WORK-LIGHT
NEWSPAPER INSTITUTE OF AMERICA
PLYMOUTH BINDER TWINE
SEMET-SOLVAY COKE
TAVANNES WATCHES
INDIAN GASOLINE
BONDED FLOORS
NEW-SKIN

What we've done for others we can do for you.

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

The OPEN FORUM

Individual Views Frankly Expressed

"Billboard Restriction"

THE Billboard Restriction Committee of the General Federation of Women's Clubs is now responsible for the statement that one hundred and forty-one of the largest national advertisers and sixteen advertising agencies agree with the purposes of that committee; namely, that the landscape is no place for advertising. This information is not only misleading in itself, but has been interpreted in some quarters to mean that the advertisers in question have given up the use of outdoor advertising, and that the agencies in question are ceasing to recommend the use of outdoor display.

We have not as yet had the opportunity fully to investigate the advertising plans of all of the advertisers listed, but our survey to date reflects the following information respecting the first sixty-five, whose names were used previously.

The names of thirty-one of the sixty-five have been carried since 1924. Of these thirty-one, the majority are using outdoor advertising today to a greater extent than before. Fifteen this year renewed their contracts for poster advertising and nine renewed their contracts for painted display. Two never used the medium.

Of the thirty-four remaining advertisers, the list contains the names of eighteen who never used outdoor display, six who are now using it, and the contracts of the balance, with one exception, expired long ago. As the average painted display contract is made for a period averaging a little over a year, and contracts for poster advertising, striking a general average, are for about four months, it is fair to say that the majority of the advertisers listed could have either cancelled their contracts or not renewed them upon expiration had it been their intention to discontinue the use of the outdoor medium.

Obviously, the fact must be that these various advertisers are subscribing to the program of the organized industry to confine advertising to locations where they will not interfere with scenic views or be placed on residential streets in communities. (In making the above computation, we have made no provision for the normal change in advertising plans.)

Sixteen advertising agencies are mentioned, but the name of only one is given. Inquiry at the headquarters

of the Billboard Restriction Committee has failed to produce a list of these sixteen agencies, but we have secured elsewhere the names of nine.

We have examined the accounts handled by these nine agencies and find that according to our best information, only one account has used outdoor advertising nationally. That account is still using outdoor display on an extensive scale.

With one exception the agencies listed are not large, and more than ninety per cent of the total number of their accounts appear to be local. Many of the advertisers who are listed as national are also local advertisers.

There is one agency listed which is a member of the American Association of Advertising Agencies and also a member of the National Outdoor Advertising Bureau. We are communicating at this time with that agency to determine just what its indorsement meant.

Although this analysis is as yet incomplete because we have so far had access only to the records of our own company, we believe it will be indicative of the plans of all of the advertisers whose names were published by the Billboard Restriction Committee.

I. W. DIGGES, *Secretary*,
General Outdoor Advertising Co., Inc.
New York.

Mr. Gundlach Speaks His Mind

MR. EARNEST ELMO CALKINS in his rather sympathetic review of my book, "Old Sox on Trumpeting," remarks that the picture is one-sided, and that there is also too much "bunk" in business, in law, in medicine and in other lines.

Quite true! Yet when we speak of the "bunk" in medicine, or the "bunk" in law, what else do we mean but the advertising directly or indirectly undertaken by the physician and the lawyer; i. e. the impression he is trying to create by his little "publicity stunts"?

There lies whatever of quackery may remain in medicine and in law.

At any rate, we cannot deny that the advertising man stands at the hub of all efforts in all lines of men to make more public what they are and also quite commonly to appear to be what they are not. He is the servant of all these others in the "trumpeting" phase of their activity.

As for the bunking business man, the point that Mr. Calkins makes is pre-

cisely the point of my treatise: The cause of all the "bunk" in advertising is the advertiser himself. First he is "bunked" by the methods of solicitation; because he wants to be "solicited." He will not look up his counsel on advertising since (as Old Sox says) it is beneath the dignity of the mountain to go to the prophet. Next he is "bunked" by the "plan," "high class" effects, meaningless pictures and rhetorical phrases.

Why? Not because the advertising counselor, if intelligent, revels in this piffle, but because the average business man's mind is "too simple to understand that only the deeper thinking can lead us back to simplicity." (A Socratean thesis which runs through all of Plato.)

The business, or profession, of advertising probably has less of the bally-hoo in it than the average industry; at least in our solicitation we practise it less coarsely, more deftly (though hardly as deftly as many skillful physicians). And our efforts at service, though far from 100 per cent, include attempts at sincere advice; not merely catering to the whims of customers like most merchants and manufacturers.

As for the "trumpeting," I have no doubt that the majority of the better grade of advertising men at one time or another feel forced to advise a client or a prospect to "tone down" his statements. This burden has been lightened for us by the Better Business Bureaus and it may perhaps be further facilitated to some degree by a deliberately cultivated mass-reaction against the "tooting" by the business man, of himself and his wares, particularly the kind of copy that is written, not to cause "action" by millions of readers, but to satisfy by "impressions" the vanities of advertisers and the notions of untutored retailers.

In other words, what we need is the emancipation of the business man from self-deception and from a sense of superiority because he is "spending the money" (like Zeus-ikin revising the slogan) and from his petty vanities (like Zeus-ikin when he sees the bust of himself made by a great sculptor) and in lieu of all this nonsense, a close Socratean analysis of advertising theories.

With that movement under way, the sincere-minded, rightly *intentioned* advertising man may, perhaps, find his path a little thorny.

400 North Michigan Avenue,
Chicago.

ON EXPERIENCE

Experience is the vital determining factor that makes for sound constructive advice in any business

SINCE its inception, over 25 years ago, the Einson-Freeman organization has definitely held that every window campaign created must have back of its planning a sound foundation of merchandising sales facts.

To this end each problem is subjected to a study and analysis that covers:

Selling Value of the Display
Economical Distribution
Methods of Installation
The Attitude of the Dealer
The Value of Lighting

plus the creation and execution of a sales compelling idea.

The Einson-Freeman organization takes this as a matter of sound procedure in serving its clients. And this constantly increasing information, plus the actual experience of having produced thousands of displays for America's largest advertisers, places the Einson-Freeman organization in an authoritative position as Window Display Counsel.

The Einson-Freeman executive staff includes men who have had intimate contact with retail problems from the manufacturer's, sales, executive's and advertising agent's point of view.

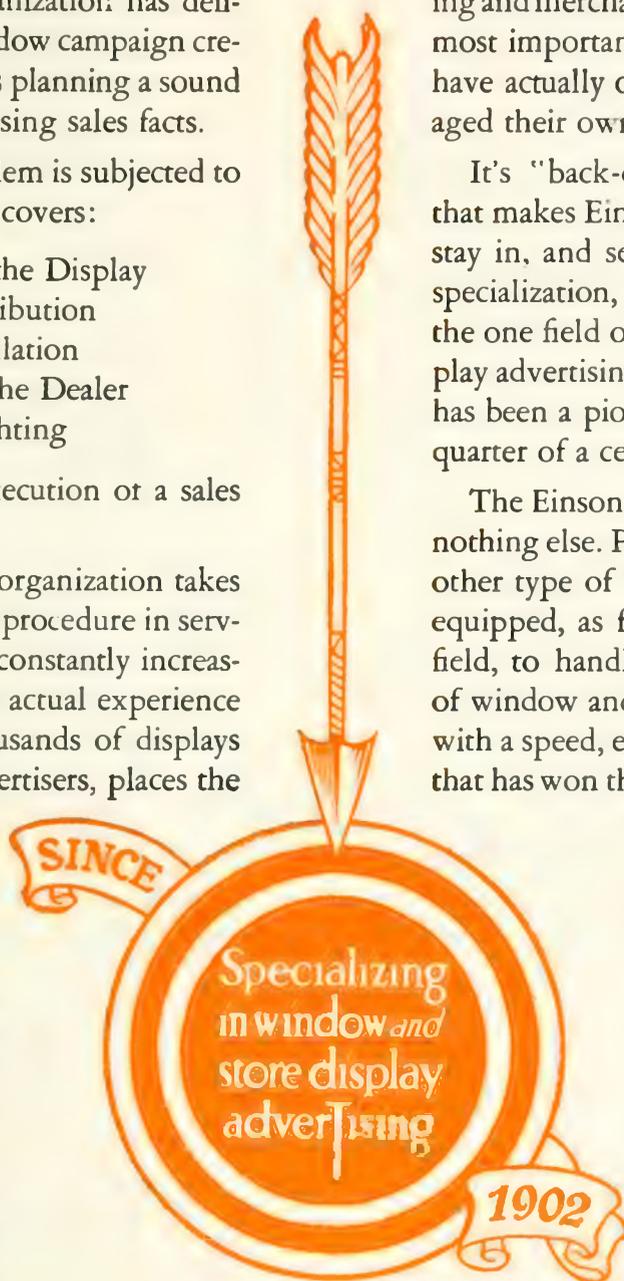
These executives have guided the advertising and merchandising of some of America's most important stores, as well as men who have actually owned and successfully managed their own retail stores.

It's "back-of-the-counter" knowledge that makes Einson-Freeman displays get in, stay in, and sell. But more than that, it's specialization, absolute concentration on the one field of Window and Counter Display advertising, in which this organization has been a pioneer and leader for the past quarter of a century.

The Einson-Freeman organization create nothing else. Produce nothing else. Seek no other type of lithographic work. And are equipped, as few organizations are in this field, to handle the complete production of window and counter display advertising with a speed, efficiency and a selling quality that has won the unusual privilege of being

Dealer Display Counsel, as well as exclusive supplier, to organizations that represent the industrial and business leadership of America.

If you want to embody in your store advertising those qualities of sound selling and merchandising that only first-hand knowledge of the retailer's problems can give, communicate with the



EINSON-FREEMAN CO. INC

Lithographers

OFFICES AND COMPLETE MANUFACTURING PLANT
511-519 East 72nd Street · New York City

Lithographic Salesman

AN important lithographic house has an unusual opening for a salesman of wide experience, sound background and established connections.

Such a man will have the backing of a large organization, one of the most complete printing equipments in the country, and an art department trained to the production of work of the highest quality.

Write "D" Box 491, Advertising & Selling, stating qualifications.

Letters will be held in strict confidence.

Our selling staff is aware of this advertisement.

FIRST In Brooklyn!

Are You Up With **THE TIMES?**

The Circulation of the Brooklyn newspapers, for the six months' period ending September 30, 1927, as shown by the Publishers' report to the Audit Bureau of Circulations is

Brooklyn Times (evening) - - 92,437

Second Newspaper (evening) - - - - - 77,338

Third Newspaper (Govt. state.) - - - - - 70,129

(A B C FIGURES NOT AVAILABLE)

Fourth Newspaper not member A B C

The Brooklyn Daily Times

Telephone 1200 Triangle

540 Atlantic Avenue

My Relations with Mr. Lasker

[CONTINUED FROM PAGE 26]

for a little time, but not for long. Business is money-making, and associates will find a way to eliminate anyone who claims too large a share.

The third element in advertising is the advertiser himself. I put him third because he seems to come third in my conception of advertising. We cannot serve the publisher or the advertising agent without serving him; but the publisher pays our commissions, the advertising agent selects and employs us. The advertiser who is a beginner makes a slight speculation on us. Old advertisers who change from one agency to another are not very valuable clients; they have failed in their ambitions. In a large percentage of cases the reason for failure cannot be corrected—so they usually switch again.

THE advertisers I value most are not those who come with large appropriations. I could list scores of such advertisers who have no prospect of attaining their desires. Each succeeding agent loses reputation and prestige when he attempts the impossible.

The most valuable clients are those who come to us with new opportunities in advertising. They are many. But the opportunity consists of a test campaign, costing under \$5,000. The agency commission on such a campaign is \$750. The cost of developing a test campaign rarely runs under \$20,000 if a competent man is employed. The men in charge may spend weeks in reading and in research.

The stake in such cases is largely with the agency. The advertiser usually gets his money back, whatever the outcome. The real stake is made by the agency.

Failure means that the advertiser loses a trifle, the agency loses much. Success may mean millions to the advertiser. To the agency it means a fifteen per cent commission on the advertising just so long as it holds the advertiser's good-will and approval. So I feel no obligation toward an advertiser who permits me to make a test. Mine is the speculation.

That is why I place advertisers last in this category. But on the success of the advertiser depends everything else. We have an obligation to the publishers who pay us our commissions. We have an obligation to the agency which gives us our chance. Our least obligation is to the advertiser, yet everything depends on his attitude.

Success in advertising depends on these three elements. Three interests must be satisfied, and all of them are crying for profits. The only way to please all is to develop profitably what you undertake.

I have devoted myself to the advertiser. Through his success must come my own success with the others. I forget the rest. The advertiser who fails in a large way becomes forever a denouncer of advertising. I know that failure is inevitable in a large percentage of cases, so I never involve the adventurer to any large extent before we are sure of a profit. If he fails, the fault lies in the product or condi-



AT the annual Insurance Advertising Conference held in Chicago, Oct. 16-18, a silver trophy was awarded The Prudential Insurance Company for the best national advertising campaign in the magazines during the past year. The Conference is made up of the advertising representatives of all branches of insurance and the award covers all lines.

Judges were Gilbert T. Hodges, President of the Advertising Club of New York; Roger B. Hull, Managing Director of the National Association of Life Underwriters; and Clarence A. Ludlum, Vice-President of Home Insurance Company of New York.

The conservation campaign of The Prudential, for which the cup was awarded, had a circulation of more than 25,000,000 copies.

Advertising of The Prudential Insurance Company is placed by the Frank Presbrey Company of New York.

BIG *names* *articles* *stories*

The FORUM stands on its own merits

JUDGE BEN B. LINDSAY in the December *Forum* tells what would be an ideal new kind of court—"The House of Human Welfare." Clarence Darrow asks the question, and answers it, "Is Man Fundamentally Honest?" Blair Niles writes of Devil's Island—desperate escapes from the French Penal Colony. There is the third instalment of the novel "Disraeli," by André Maurois, author of "Ariel." A debate of North America against South America on the question of the imperialism of Uncle Sam. And short stories, sketches, regular department articles.

In quality and variety this is a sample of the table of contents. The *Forum* is a magazine of stimulation. From December 1926 to June 1927—months when many other quality magazines were showing small but steady losses in circulation—the *Forum* gained from 71,135 to 77,249. Advertisements in the *Forum* talk to an increasing audience, mentally awake, an audience with a purchasing power well above the average.

Tell this critical, intelligent, responsive group the story of your product or service. Advertise in the *Forum*.

FORUM

Edited by HENRY GODDARD LEACH, 441 Lexington Avenue, New York

**Effective results can be
obtained with this bold,
but interesting typeface.
If your printing problems
warrant something out
of the ordinary
consult**

**The Marchbanks Press
114 East 13th St.
New York**

tions, not in the advertising. His loss is little or nothing. If he succeeds, his winnings may run into millions.

How have I been able to gain from this situation so many great successes? Simply by making so many mistakes in a small way, and learning something from each. I made no mistake twice. Every once in a while I developed some advertising principle that endured.

This method cost me, beginning as I did in the infancy of advertising, an enormous amount of time—more time than other men are likely to devote to this primitive experience—much more time, much more sacrifice than I would want a son of mine to devote. That is the purpose of this autobiography: to help other men to start where I ended.

Mr. A. D. Lasker, who is a very wise man, often attributed much of my success to living among simple people. He always wanted me to work in the woods where I wrote this history, and I have done so for two decades. Here most of the people I talk with are my gardeners, their families, and the village folk nearby. I learn what they buy and their reasons for buying. Those reasons would surprise many who gain their impressions from golf club associates.

The reason for making a purchase is rarely economy. We hear people with large incomes boast of their economies. They are not humiliated by them. But where economy is a necessity most people like to defy it. When silk shirts cost fifteen dollars they became so common among laboring men that other classes went to broadcloth. Every shoppgirl demands silk stockings. My experience with cosmetics proves that a low price on perfumes and the like does not appeal to the girl who should economize. She demands what the "best people" use.

Many around me, working at small wages, consider cost far less than I do. A woman who does our washing has a fad for antiques. She picks up many pieces of value—pieces we are glad to buy from her when she becomes financially involved.

The proudest people I know are the people who work on my country place. Suggest a thing to them because it is economical and you arouse opposition. You hurt their pride. But direct your appeal to those who do not consider cost and they like to be included.

That is a single example of the things we learn by contact from the people who form ninety-five per cent of our customers. America is a land of equality.

Every campaign that I devise or write is aimed at some individual member of this vast majority. I do not consult managers and boards of directors. Their viewpoint is nearly always distorted. I submit them to the simple people around me who typify America. They are our customers. Their reactions are the only ones that count.

There is another field, ably occupied. It is typified by the advertising of Cadillac cars. People of small incomes can well be excluded. But those are not the great advertising fields. I have confined my appeals to the "common people," to the products which they buy.

The next installment—the fourteenth—of Mr. Hopkins' autobiography will appear in the issue of ADVERTISING AND SELLING for November 30.

American Druggist

Founded in 1871

The Pharmaceutical Business Paper

December
1927
50 Cents



The lack of a necktie on an otherwise well-dressed man doesn't prove that he is mentally unbalanced.

The American Druggist *can* be just as sound editorially without a rattling good cover.

But, you will admit that this December cover goes a long ways in taking the American Druggist out of the class of a trade paper, and making it an interesting magazine.

Druggists the country over like to read the American Druggist. Over 400 suggestions for titles to the covers have been received each month.

Is the American Druggist on your 1928 list?

May we send you a complete copy to show you that the entire magazine is a good advertising medium?



HEARST BLDG.
CHICAGO, ILL.

119 WEST 40th STREET
NEW YORK, N. Y.

5 WINTHROP SQ.
BOSTON, MASS.

The "Route List" Continued

As the result of a mechanical error there was left out of the last issue of **ADVERTISING AND SELLING**, a portion of H. A. Haring's article, "The 'Route List'—Another Newspaper Help," the fourth of a series. Because of the wide-spread attention this series has attracted and because of its practical value to many of our readers the missing section is printed below with the conclusion already published.

On the page from which this is a continuation Mr. Haring has told of the importance of the "route list" to the manufacturer and of the surprisingly large number of manufacturers who undervalue or do not know that such material is at their disposal.

With the remark that newspaper publishers are in a position to keep such data up-to-date and often do so in convenient form, the article continues as follows:

FOR every important market, as also for probably two hundred minor markets, the local newspapers will furnish these maps and route lists. We would not describe them here were it not well demonstrated by smokestack interviews that these helps are overlooked by those who might use them to great profit. They fail to use them because they are ignorant of their existence.

Each logical unit for sales work in the community is mapped. New York has been divided into 105 districts, for the benefit of all, by New York University; St. Louis into twenty-six districts through the cooperation of some fifty civic and business organizations. Other cities have been similarly mapped, and, where no cooperation has occurred, the newspapers have done it for themselves (with the inevitable result that maps of rival papers do not always coincide as to areas or numbering).

Each district, as thus mapped, is then evaluated on the basis of its prevailing characteristics. These characteristics relate to marketing criteria, such as: expenditure groups of ultra, good, upper middle, lower middle and poor in New York; above average, average and below average in St. Louis; ratio of telephones to families, ratio of automobiles, ratio of owned homes to population or to families, foreign population, wage earnings, and so on. Key maps of the community as a whole are usually supplied by the newspapers, often with colors or hatching to indicate character. A number of papers have projected their mapping out over whole states, as one would expect with such centers as Chicago and Kansas City.

Corresponding maps to demonstrate the newspaper's own circulation, coverage, density and standing relative to competing papers accompany these data maps, as one would anticipate. Remembering that the newspaper's first task is to sell its space, the manufacturer should not be irritated at finding these maps loaded with propaganda for the particular newspaper, nor does that fact impair their usefulness to him. It is doubtful if there is elsewhere available such a mass of information for breaking down our metropolitan areas into small units for

IT isn't difficult to measure the earning power and living standards of the readers of this magazine

JUST WATCH FOR THIS EMBLEM



600,000 Circulation
\$1.350 a page

THE SHRINE MAGAZINE

1440 Broadway · New York

Phone: Pennsylvania 7827

Tribune Tower
CHICAGO

Little Building
BOSTON

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

THE JOHN ISELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

Shoe and Leather Reporter Boston

The outstanding publication of the shoe, leather and allied industries. Practically 100% coverage of the men who actually do the buying for these industries. In its 67th year. Published each Thursday. \$6 yearly. Member ABP and ABC.

THE AMERICAN ARCHITECT

A. B. C. Est. 1876 A. B. P.

"Advertising and Selling to Architects," a booklet prepared to give you a better understanding of the architectural field, is now available.

Your copy will be sent upon request.

239 West 39th St. New York

FREE! S. ROLAND HALL'S BOOK
**GETTING AHEAD IN
ADVERTISING AND SELLING**

The advertising and selling field offers unlimited opportunities to ambitious, capable men. Learn about these opportunities—how to break into this fascinating field—how to make good in it—from S. Roland Hall's 100-page book, **GETTING AHEAD IN ADVERTISING AND SELLING**.

This book is FREE for the asking. Send for your copy today.

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

The Standard Advertising Register

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

National Register Publishing Co.
Incorporated

16 Moore St., New York City
R. W. Ferrel, Manager



The net paid sale of The NEW YORKER, 64,361 copies weekly, is approximately 30 per cent in excess of our guaranteed circulation of 50,000.

+

Of 32,411 subscriptions on October 29, 24,676 are in the Metropolitan area.

+

Of a net newsstand sale amounting to 31,950, 25,650 are in the Metropolitan area.

+

50,326 copies are sold within the 50 mile radius.

+

Only two years ago, the circulation of The NEW YORKER amounted to a scant 12,000 a week.

Frankly, we're a trifle embarrassed

THE circulation of The NEW YORKER is both- to climb—and keeps on steadily ering us a bit—al- climbing. though not in the usual way. The fact is, we have a little *too much* circulation.

Only two years ago, we had a scant 12,000. Then week by week and month by month it started steadily



The net sale of The NEW YORKER now amounts to 64,361 copies weekly; that is 30 per cent in excess of our circulation guarantee of 50,000.

Naturally, in one sense this is gratify-

ing. Any publisher may well congratulate himself on that kind of circulation vitality that is shown in steadily increasing popularity with the public—especially when it is accompanied by a firm restraint on circulation effort.

But in another way, it is embarrassing; because we don't feel so altogether generous as to like to give away so large an excess circulation above our guarantee.

And yet, we have already advanced The NEW YORKER'S rate three times in three years. We don't wish to advance it again — not, at any rate, right now.

So there we are — offering you a large bonus of circulation and in prospect of having to offer still more.

Well, that's our problem — as it is your advantage.

Even greater than the advantage of the excess circulation we are offering, is the enthusiasm, the avidity with which New York seeks out The NEW YORKER every week.

In fact, it is getting so that with all our circulation, The NEW YORKER is no longer a circulation at all.

It's a cheering section.



THE NEW YORKER

25 WEST 45TH STREET / NEW YORK

More Than A MILLION TOURISTS Each Year



EVERY year during the months from October to May, Florida entertains more than a million winter visitors who stay and play here for periods varying from two weeks to six months.

Naturally people who can afford to spend their winters in Florida can also afford to spend money for the things they want. Their buying power is far above the average—and they thus create here an excellent winter market in

addition to the splendid year 'round market of Florida's permanent residents.

Besides their miscellaneous purchases of clothing, sporting

goods, motor cars, motor-boats and the like, it is estimated that these tourists bring into Florida each year a total of \$500,000,000.

All of which goes to prove that Florida has exceptional buying power which can be effectively cultivated by advertising in—

The ASSOCIATED DAILIES of Florida



DeLand Daily News
Fort Myers Press
Fort Myers Tropical News
Jacksonville Journal
Lakeland Star-Telegram
Miami Herald
New Smyrna News
Orlando Sentinel
Palm Beach News

Palm Beach Post
Pensacola News-Journal
St. Augustine Record
St. Petersburg Independent
St. Petersburg Times
Sanford Times
Tampa Times
Tampa Tribune

marketing coverage. Taken as a whole, moreover, these maps are accurate and up-to-date; and their characterization of marketing values honest.

The key map for the community is accompanied by smaller maps, one for each district, these being enlargements for the purpose of giving details. These smaller maps indicate street names, the numbering system, trolley and other transportation (usually with name or number of street car route), prominent buildings and institutions. These same maps are then reprinted in the separate route lists to indicate locations of drug stores or grocers or jewelers or radio dealers to correspond with the route lists themselves.

MANIFESTLY it is more difficult to keep these small sectional maps for drug store locations up-to-date than it is with the maps which indicate merely the enduring character of the community, such as its wealth or spending power. Newspapers vary, accordingly, in the degree to which they find it worth while to do thorough revision to their small maps.

To supplement the maps are the route lists. A route list gives the advertiser all the outlets for a particular commodity, within a district, arranged in order of salesman's calls. They are intended to eliminate doubling of tracks. More than this rather immediate value, the route lists when conjoined to their appropriate sectional maps, picture to the sales manager the concentration or thinness of the market. They provide a census of "prospects" among dealers within a limited radius. They offer many helps to check his sales force either for calls made or for volume placed.

The route lists themselves are ordinarily in compact form to fit the pocket. They are often of the loose-leaf type, with various provisions for corrections and emendations. Locations of outlets are given with the name of the firm. Chain-store affiliations are appearing increasingly as lists are revised. In a few cities the name of the buyer is given; and, in yet fewer, for department stores and jobbers and other large concerns, buyers' names are listed for each department. Additional time-saving suggestions occur such as: "Owns more than one store—buying done here," or "Owns more than one store—no buying done here."

The route lists are usually copyrighted. The intention is that they shall be made available only to advertisers of the particular newspaper, but, in this particular, actual practice shows wide variation. Many newspapers are generous, assuming that thereby they "sell our space by helping even the unbeliever," while others set a price of one dollar or a dollar and a half per route list to non-advertisers. Yet others scrutinize each application in an effort to judge each request on its merits. Still another group adopt iron-clad methods. They number each route list and its map and require of the recipient a signed agreement in some such form as this:

In accepting this Portfolio and Route List, the undersigned agrees that it will not be shown or loaned to anyone and that it is to be used exclusively by

in conjunction with their advertising campaign in and further agrees to surrender the same to the on demand.

Route lists run to imposing magni-

SUGGESTIONS

- American Magazine \$2.50
 - American Mercury 5.00
 - Bookman 4.00
 - Century 5.00
 - Collier's 2.00
 - Cosmopolitan 3.00
 - Country Gentleman (3 yrs.) 1.00
 - Country Life 5.00
 - Golden Book 3.00
 - Harpers 4.00
 - Mentor 4.00
 - Popular Mechanic 2.50
 - Red Book 2.50
 - Review of Reviews 4.00
 - Saturday Evening Post 2.00
 - Time 5.00
 - World's Work 4.00
- Agency for all magazines
Send for catalog.

CHRISTMAS GIFTS!

Magazine subscriptions are most acceptable Christmas gifts. They offer a convenient and economical way to remember business associates and friends. Tastes vary but there is a publication for every name on your list.

No puzzling "size" questions, no shopping, no wrapping, no mailing, no standing in line at the Post Office. One list and one check now to solve your Christmas problems.

To each person to whom you wish to present subscriptions a gift announcement card will be sent inscribed in your name to arrive Christmas Day.

PARK SUBSCRIPTION AGENCY

506 Park Place, Brooklyn, N. Y.

Enter my subscription to for one year for

which I enclose Also enter the gift subscriptions listed on the attached card.

Name

Address

The Lillibridge Viewpoint

Number Eighteen

Issued by Ray D. Lillibridge Incorporated

New York

Dwarfs of Detail

IN her interesting book, *An Irishwoman in China*, Mrs. De Burgh Daily tells of the curiously indifferent attitude of the Chinese toward the war between China and Japan in 1894-5 over the rebellion in Korea.

The Chinese looked upon this war as no concern of theirs, and thought of it only as a rebellion which would be quickly quelled by the Emperor and his troops. Many people in remote regions never heard of the war at all but it had an awakening effect on some of the more progressive, who were bitterly humiliated by their defeat at the hands of the "dwarfs."

One funny excuse the soldiers gave for bad shooting, says Mrs. Daily, was that they had been trained to fire at full-grown men, consequently their bullets went over the heads of the Japanese!

§ § §

Is it not true that we who work in advertising get so used to battling with big units—double spreads and full pages and 24-sheet posters and the like—that we sometimes lose battles because we neglect the little details of "follow-through" and shoot too high?

Here at No. 8 we try to keep before us all the time that while the big-space barrage is often necessary as preparation, with many businesses it is the carefully aimed "follow-through" that actually brings in the orders.

We have a bulletin which tells something of our ideas on "follow-through" and which we are glad to send on request.

Regardless of Commissions

IN approaching any marketing or promotion problem for a client, we always aim to select tools (either mediums or methods) that will do the job as effectively as possible,—and without waste.

Buttermilk Treatment for Copy

EVERY advertising man who has ever had to swallow the word-pecking revisions of some overly fussy client or boss will enjoy the story Charles Hanson Towne tells of Rudyard Kipling.

Kipling had written a story for an American woman's magazine in which he had mentioned whisky. The editor understood his audience so well that he knew this would never do, so he cabled Kipling and asked permission to change it.

Promptly a cablegram came back, "All right; make it buttermilk!"

Spirited advertising copy that would have a real sales "kick" can easily be turned to buttermilk with a blue pencil.

Sledge-Hammer Appropriations

MEN often use great sledge-hammer appropriations to post ideas and messages that could first be put before the public effectually with a tack hammer if their significance were realized and capitalized.

Importance of Slips of Paper

IT is related of George Washington that if a fresh idea occurred to him while he was riding through the country he would write it on a slip of paper and pin the paper to his coat. After a particularly thoughtful day he would ride up to his stopping place with papers pinned all over his clothes.

This couples with a remark made recently by A. W. Shaw: that he had observed that many of the most successful business men carry slips of paper covered with figures, and are constantly taking them out of their pockets during leisure moments and studying them or working over them.

This slip-of-paper habit is the expression of that keen interest in one's life and work that is very like to result in success. We

know that some of the most successful advertisements we have ever produced have been developed from scribbled words on little slips of paper, or on the backs of pocket-worn envelopes.

Really great ideas can easily be expressed on little slips; only the commonplace requires a large sheet for its expression. It was the late William Archer who wrote, "No dramatic critic, I think, can have failed to notice that the good plays are those of which the story can be clearly indicated in ten lines."

Counsel

WE are advertising agents, and express our clients in advertisements. But we are also business counsellors. Sometimes our recommendations go so far back of advertising that a client starts to show improvement in earnings before a single advertisement is run.

~

ALL men are human beings first and after that engineers or presidents or purchasing agents or ultimate consumers.

~

From G to M

IN Chalmers Lowell Pancoast's book, *Trail Blazers of Advertising*, is to be found a paragraph which sums up the transition of advertising rather neatly in a single paragraph:

"The G's of the old advertising game — gambling, guessing, gifts, gabble, glitter, graft, grandeur, and grit of go-getting guys — have been replaced by the modern and mechanical M's of business. Perhaps you have heard of these fundamental M's, such as — methods, money, men, media, management, materials, machinery, merchandising and markets."

From G to M; from 1897 to 1927.

Objective Passed

IT was the late Booker T. Washington, as we recall, who used to tell of meeting a colored woman and asking her, "Well, Miranda, where are you going this morning?"

To which Miranda replied, "I'se goin' nowhere, Mr. Washington. I'se been where I'se goin'."

§ . § §

Miranda was going home, having accomplished her objective.

A business is different; it must go on, from one objective to another, if it is to grow and prosper.

The reason why more businesses do not progress as rapidly as they might is that they do not set sufficiently definite objectives for their sales and advertising programs.

To focus sharply on an objective is to make every dollar count, and to make such rapid progress that, like Miranda, the business has soon "been where it is going" and can set a new objective.

We have a bulletin about our "objective method" of working which will be sent on request.

House on the Road

WE have never taken any particular interest in the dispute over whether it was or was not Emerson who originated the better mousetrap epigram. But there is food for thought, we believe, in this simple statement from Emerson's *Journal*:

"He who addresses himself to modes or wants that can be dispensed with goes out of fashion, builds his house off the road. But he who addresses himself to problems that every man must come to solve, builds his house on the road, and every man must come to it."

RAY D. LILLIBRIDGE INCORPORATED

Advertising

NO. 8 WEST 40TH STREET • NEW YORK

Telephone: Longacre 4000

Established in 1899

tude. One of the Chicago papers, as an illustration, has mapped the community into forty-eight city and two suburban districts. For each of these fifty, ten lists are maintained for ten types of retail and jobbing outlets. Thus a total of 500 route lists must be kept in readiness, with up-to-the-minute corrections if they are to be above criticism. This is not an exceptional number by any means; other cities of less size find necessary even more lists.

Route lists cover such trades as these: drugs, groceries, automotive supplies, hardware, jewelry, radio, soft drink, confectionery, building materials, men's wear, women's wear, notions, furniture, restaurants and delicatessen shops, musical goods, medical and dental (other than drug stores), toilet goods, shoes, cigars and tobacco, automobiles, other garages, tool shops, electrical supplies, department stores, office supplies, carpenters, contractors, hotels, paper, office furniture, transportation companies, chain groceries, commission merchants, corsets, furs, costumers, five-and-ten stores, tailors, handkerchiefs, millinery, raincoats, overshoes, sporting goods. My notes contain twenty-one more "lists" that have been encountered.

Each route list gives a summary of the number of names it contains, "how to get there" or similar directions for finding the proper starting point, and a brief description of the district as to its population, wealth and other marketing characteristics.

The more intimately a manufacturer knows a city the keener will be his interest in route lists; for in their captions and analyses he will find endless checks and illuminating "reasons why" for his sales or lack of them. In order to convey some suggestion of the human elements that can be involved a few are quoted:

Route 1 includes a Slavic population in practically its entirety. Small, cheap homes are the rule.

The population is largely made up of Italians, Greeks, negroes, etc.—congested housing conditions, many families living above stores or in extra rooms connected directly with their place of business.

A fair workingmen's residential district and rooming-house section.

A neighborhood of laboring men and railroad workers.

A very good section of high class, restricted residences.

A poor market for introducing new, high-class products, but good trial markets for ordinary household products.

The heart of the city: the shopping, financial and business district.

Large Jewish population; Liggett stores predominate in the shopping zone.

Fair market: Chinese section of the city and part of the negro population; low purchasing power.

Poor market; contains fairly low class population.

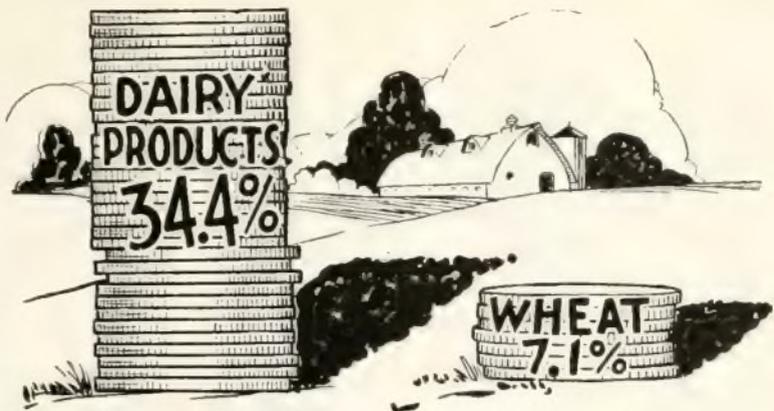
Population contains very few foreign born; homes about equally divided between cottages owned by occupants and flats of moderate rental.

Medium high class, who mostly occupy nice flats.

Robert Updegraff Joins Shaw

On Jan. 1, 1928, Robert R. Updegraff will become associated with A. W. Shaw in editing *The Magazine of Business* (formerly *System*) published by the A. W. Shaw Company.

Mr. Updegraff will make his headquarters in New York at the magazine's editorial rooms at No. 1 Park Avenue.



Is Minnesota a Wheat State?

Third place in spring wheat production has given some the impression that wheat is Minnesota's chief income source.

On the contrary—

Minnesota farmers receive nearly five times as much money from dairy products as they do from wheat. Three times as much from hogs.

Diversification has given Northwestern farmers a balanced and safe income. The farmer here does not stake his economic salvation on the rise or fall of any one farm product.

That is why prosperity here has become a habit—why dealers do a thriving business in a territory where 75 to 90 per cent of their sales are to farm families.

Insure your sales by advertising to a farm group that has insured its income. You can reach them every week through—

THE FARMER
 Wallace Publishing Co., Saint Paul, Minnesota
The Northwest's Only Weekly Farm Paper

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



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

Northwestern Member Standard Farm Paper Unit

Ask your Banker!

Ask him if he doesn't believe Banker Influence is worth securing. The Journal offers you an economical way to secure it.

Ask us!



100,000 Bank Officers in 21,000 banks read the American Bankers Association Journal.



American Bankers Association Journal

Edited by James E. Clark

110 East 42nd St., New York City

Advertising Managers

ALDEN B. BAXTER, 110 East 42nd St., New York City.

CHARLES H. RAVELL, 332 S. La Salle St., Chicago, Ill.

STANLEY IKERD, 742 So. Hill St., Los Angeles

(MEMBER A.B.C.)

Export Selling

[CONTINUED FROM PAGE 24]

twenty years there stood rotting and disintegrating in the deserts of Asia Minor thirteen American threshing machines with portable engines, because there was no American on hand to insist on flimsy, crude bridges being rebuilt so as to bear the weight of the apparatus and enable its progress to the interior wheat fields. Selling thirteen threshers may have been a feat that thrilled the manufacturers, but to what purpose?

SINGER sewing machines, typewriters, cash registers, kodaks, calculating machines, multigraphs, all of them years ago developed the idea of service to dealers plus service to users. Some of these manufacturers peremptorily refused to give a foreign agency business until the prospective agent had been taught how, and under contract had agreed, to install suitable and adequate repair and service equipment. In most of these lines the building up of a bigger business through satisfaction to users, rather than financial consideration, was the prime reason for installing their own foreign branches.

Such American specialties as electric washing machines, electric refrigerators, and several allied lines, apparently badly need servicing to foreign buyers who may have been tempted by curiosity to buy some of the innovations. Yet so far as I can learn only two manufacturers, one in one specialty and one in another, have attempted anything of the sort. One of them is controlled by a great electric company, the other by a big automobile company. They have learned in their own original enterprises the need of extending service from domestic to foreign customers. The others (I am open to correction) appear to be accepting "orders"—nothing more.

Saw manufacturers, as I remarked in a recent article in these columns, send abroad propaganda men to assist their wholesale distributors by showing saw mill operatives how best to use their special brands. So have American axe manufacturers, who have despatched to Australia the most expert woodsmen they could find to demonstrate in actual chopping down of trees, how superior their special axes were. From lecturers preaching the gospel of the healthfulness of cereals to the axe-man chopping down a tree seems a far cry, but the underlying principle and theory are identical—moving more goods off the dealers' shelves after the salesman has put them there.

The classic example is, of course, the International Harvester Company which was forced to service its foreign buyers forty years ago or more and which still continues and expands the practice. Probably its operations are well known, yet perhaps it may be worth while telling a part of the story for the sake of emphasizing the moral of this essay. The Harvester people had their "blockmen," in reality salesmen, each in charge of a special brand of Harvester machines in a particular district. They selected distributors for their machine and cultivated them, changing distributors as seemed necessary or desirable. But there was also invariably a corps of expert operators



a more productive market than in Bridgeport, Connecticut trading area?

It is compact, unified, accessible and easily covered at one cost.

50,000 families live well, earn and spend in this territory. They are all good producers, their incomes are steady and there is no such thing as hard times because in Bridgeport 443 manufacturers producing over 5,000 different commodities are busy all year 'round.

For complete coverage, the

BRIDGEPORT
Post-Telegram

with its 44,446 daily circulation is the medium that stands supreme in circulation, reader interest and prestige, in a trading territory that is remarkable for thrift and for its compactness.

National Representatives

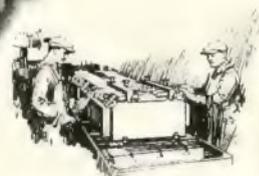
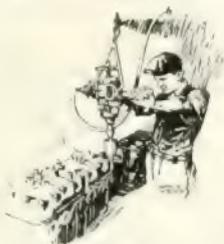
GILMAN, NICOLL & RUTHMAN
New York, Boston, Chicago, San Francisco.



Courtesy U. S. Sandpaper Co.



This and center illustrations courtesy Russell, Hardall & Ward, Roll and Nut Co.



Courtesy Metal Hose & Tubing Co.



Courtesy Foster's Pressed Steel Co.



Courtesy Chambersburg Engineering Co.

ART—AND LIFE— IN INDUSTRIAL ADVERTISING

Recognizing that the men who buy your product, are, basically, not merely so many impersonal titles like "purchasing agents," "general managers," "dealers," etc., but warm-blooded, emotional, fallible human individuals, like the rest of us, we try in our advertising to reach the *human* side first.

Then, if our technical story rings true to the logical, calculating, unemotional part of the reader's mentality, your advertising has registered.

We use art—and living art—because *people are human beings.*

Myers and Golden

INCORPORATED

GRAYBAR BUILDING

NEW YORK

Pillsbury's Low Cost Handling Described by F. D. Campbell



THE PILLSBURY FLOUR MILLS COMPANY'S 10,000 barrel plant at Buffalo is the last word in flour mills. In designing it M. A. Lehman, general superintendent of the company, determined to replace manual labor with material handling equipment wherever it could be profitably utilized. The result is a plant with many radical innovations.

F. D. Campbell describes the installation in two articles beginning in December. Impressive figures on the savings over usual practice are included in the complete data the articles supply.

These articles are typical of the information that MANUFACTURING INDUSTRIES brings its readers each month. If your product can be used to cut manufacturing costs, they will be interested in learning about it.

MANUFACTURING INDUSTRIES

Publication of The Ronald Press Company, 15 E. 26th St., New York

Member A. B. C.—A. B. P.

Larger Guest-Rooms Well Lighted Sample Rooms —and Luxury That Is Homelike



Business executives and salesmen accustomed to analyzing the success of any new undertaking, have been enthusiastic in their praise of the much larger, more airy, luxurious bedrooms, and the well lighted, proportionately larger, sample rooms of the new Detroit-Leland Hotel.

And the homelike luxury, irreproachable service, excellent cuisine and atmosphere of accustomed well-being offers you the same hospitality you would expect as the honored guest of any distinguished household.

700 large rooms with bath. 85% are priced from \$3.00 to \$5.00.

DETROIT-LELAND HOTEL

Bagley at Cass, Detroit, Michigan
(a few steps from the Michigan Theater)

WM. J. CHITTENDEN, Jr., Manager



who worked with the distributors, showing and instructing not only the farmers who bought the machines, but the distributors themselves who were forced to become experts.

For example, once in Spain I saw one of the Harvester operators from the United States go to the show machine that stood on the floor of the distributor's show room and when nobody was looking slyly remove an inconspicuous bolt. "Ha," said he, when the head of the establishment returned, "There's something the matter with that machine. Fix it." And the chief had to get into overalls and crawl on the floor while he examined the "innards" of the sick machine. It took him half an hour, but he acquired a personal knowledge of the machines he was selling and thus could better insure the satisfaction of his buyers. In other words, the distributor had not only to sell machines, but he had to sell them so that they stayed sold. The Harvester company took measures to insure both results.

One of the most curious and most incomprehensible things I know of in our export trading is the belief of so many manufacturers that a foreign customer once secured needs no further cultivation.

A manufacturer makes a trip to Europe, half business and more than half pleasure. He sells something to a high class merchant and makes him his agent, returning home highly pleased. For two or three years little orders come in. Everything is going just fine, he thinks. But then the orders cease; for his German competitors have been busy. The customer does not like their goods so well, but they have catered to his wishes in certain respects. The American could also, did he but know.

Something can always be done by everybody. Interest can be shown. The manufacturer of any sort of mechanical contrivance who does not at least provide his distant customers in other lands with adequate supplies of spares and replacement parts, and see to it that they understand them and their use, is guilty of nothing less than business negligence which is almost criminal.

Frederick L. Colver Dies

Frederick L. Colver, for the past thirteen years business director of all the scout publications of the Boy Scouts of America, died at his home in Tenafly, N. J., on Nov. 11, at the age of sixty-five. Among his various activities in the publishing field, he was formerly secretary and president of the Periodical Publishers Association of which he was one of the founders, in 1902.

At different times, Mr. Colver has served as treasurer, advertising manager and president of the Frank Leslie magazines and was instrumental in changing *Leslie's Monthly* to *The American Magazine*. From 1907 to 1908 he was secretary and advertising manager of *Success Magazine*. During the year 1913 he served as advertising and business manager of *Lippincott's Magazine of Philadelphia*, after which position he started his work with the scout publications.

Fifteen ~ AN ADVERTISEMENT BY CLAUDE C. HOPKINS

EDITED FOR THE

U P P E R 10,000

A MAN who knows said this one day in discussing Advertising & Selling:

"One might call this magazine a post-graduate course in advertising. It is edited for those who are high enough to realize the heights above.

"It is for masters who are students still. It is for climbers, not for the contented.

"All we know of advertising will soon seem rudimentary. Look back at the advertising of 1900. Soon others will be looking at our present best with the same pitying smile. Those who don't keep up will be lost in the race. The way to keep up is to watch, discuss and try out the best ideas developed. Advertising & Selling is for those who want to do that.

"The leaders of 1900 had an easy road. They were like eighth-grade pupils in a host of illiterates. But those who saw nothing new to learn quickly disappeared from the field.

"Advertising is today a contest of giants. Trade conditions are changing like a kaleidoscope. The tempo of life is altering fast, beyond all recognition. Fate has no pity for those who fail to keep step. Advertising is growing. The rewards are increasing. But the re-

quirements are becoming harder to meet.

"Advertising & Selling is for those who wish to progress. It deals with the past only to show the foundations of the present. It is written and edited for the far-sighted.

"But the pity, as in every line, is the small percentage of the ambitious. Too many close their minds, too many love the ruts. There are probably less than 10,000 advertisers and advertising men who really desire to keep up. They will inherit the earth.

"Advertising & Selling is edited for that ten thousand. It calls on the best minds for the best they know.

for the
Statistically Minded

FOUNDED as Advertising Fortnightly in May, 1923, the name was changed to Advertising & Selling upon purchase of that publication in 1924. In four and a half years its circulation has grown to 9266. Its volume of business has increased from an average of 21 pages per issue in 1923 to an average of 59 pages per issue in 1927.

"The leaders in advertising delight to reveal their experiences. Few discoveries are kept secret. There is a general feeling that the good of all depends on the growth of the field. Many of these leaders employ Advertising & Selling as the best means to help the deserving.

"Those are also the people best worth reaching in the advertising pages. They are the rulers of today and tomorrow. They welcome ideas from all who see new lights. They are the ones to court."

Fifteen ~ AN ADVERTISEMENT BY CLAUDE C. HOPKINS

WORK

UNDER the heading "Some Essentials of Business Success," that able and vigorous writer, Floyd Parsons, in the September 21 *Advertising & Selling*, wrote, "Industry is cursed with executive loafers drawing large salaries."

He also took a crack at those time and attention wasting devices known as conventions, conferences, luncheons and dinners. Immoderate indulgence in golf was also touched upon.

To me, Mr Parsons' words seemed very well chosen. And his views are corroborated in other quarters

I am told that absenteeism on the part of important officials and executives has become so flagrant that some banks now insist upon looking into that phase of the management before a loan is made.

In England, the United States is referred to as the "Big Picnic" To them, our ideas of work assume the features of a joke.

Business America seems to have forgotten that there is no substitute for hard, honest work

It is Mr. Parsons' thought that a day of reckoning will come; that we can't go on indefinitely without paying the fiddler.

I prefer to think of the situation as young ambition's golden opportunity.

Let any young man (or oldish man, either, for that matter), who wants to attain wealth, power and renown, resolve to himself to invest just a small percentage of extra work in his chosen line of endeavor. Let him do just a little more than the job seems to demand.

With other things equal, if he will consistently do this, he cannot help but win.

So simple is the secret of success.

A. R. Mayjer

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

It is an easily demonstrable fact that every mother's son, and daughter, in this interesting organization was bred to work. And, do you realize that their services are at your command? When may we go to work for YOU?

Dangers of "Variety"

[CONTINUED FROM PAGE 22]

satisfaction, and bring in money, he did not change it for nineteen years. He is the only business man I know who had sense enough not to change his money-making formula. But when a manufacturer turns to advertising, he must have variety: not to please the public but himself. He forgets that the consumers do not see his advertisement as often and as intensely as he does. They only glance at it, and they can glance at it for years without tiring of it. But even if the consumer does tire, he sees it, and it registers at a glance, without requiring him to read through it in order to find out what it is all about.

IF a constant change of advertisements is right, why not change your name and trade mark in each? Palmolive Soap posters always look alike except for a slight change of picture and layout. The same is true of Camel advertisements. Of course, the advertisers know that they are changed; but I often wonder if the public knows that any change has been made. I doubt it.

I once told Mr. Kellogg of Corn Flakes fame about the series of Cushman Parker's paintings of children which we were publishing for Beech-Nut.

He said: "Paintings? I always thought you were using only one painting. They all look alike to me."

If a great advertiser like Mr. Kellogg, who is keenly interested in advertising, did not notice the constant changes, how much less does the unsophisticated consumer notice? After all, they are slight. The general style of an artist is the same.

The old patent medicine men, who had a great deal of horse sense, hunted and experimented until they found the one advertisement which would make the consumer ask for their panacea. Then they stuck to that one advertisement.

Swamp Root had a picture of a doctor telling a patient that "thousands of people have kidney trouble and don't know it." That picture sold Swamp Root.

On six different occasions advertising agents persuaded the proprietors of Swamp Root that the advertisement was worn out. Six times they switched to new advertisements prepared by the agents, and six times their sales fell off. Six times they went back to the old ad showing the doctor and sales came back each time.

Can't you remember the old Soapine advertisement with the picture of the whale on the beach and the white spot washed on his side by Soapine? Can't you remember the old Rough on Rats picture of the kitchen full of the whole family, running after the rat, throwing flatirons, and upsetting the kitchen table? The Soapine advertisement and the rat advertisement have not been published for years, and yet we remember them. Why? Because they never changed their advertisement and in the natural course of advertising their one advertisement was repeated

so many times that it still lives in our memory.

Constant changing makes confusion enough in the consumer's mind, but not content with that most advertisers get themselves involved in still another form of complexity, to wit: Many an advertising campaign has different styles of advertising mixed up in it. The magazine and newspaper advertisements are made by the advertising agent. He works up his style and then the outdoor company independent of him sells the advertiser an outdoor campaign. The agent is not consulted and the campaign becomes another type of advertising on the same merchandise. Then the street car people, and some lithograph house do something different. Then come the trade paper men, the novelty sellers, the booklet printers, the package makers and the direct mailers, and they develop several other types of advertising. This makes about nine kinds of advertising on one product or one line of products. With all of these and a change of copy and art on each advertisement, what kind of campaign is it? Is it repetition of a single selling argument? It is simply confusion. And these confusion campaigns cost probably twice as much as a one ad-repetition campaign. But suppose these advertisers who are spending \$500,000 to \$1,000,000 and more were to sit down and take a leaf out of our patent medicine advertiser's book of experience and say to themselves: "I am going to spend \$10,000 or \$25,000 or even \$100,000 if necessary to find the selling argument and picture which will make the consumer ask for my brand. When I find it, no clever salesman is going to sell me any more confusion advertising. That selling argument, slogan, and picture is going on my letterhead, on my packages, on my packing cases, on my bill heads, on my trucks, in my magazine and newspaper advertising, in my car cards, on all my outdoor stuff, in my store displays. Everywhere you will see this same slogan and picture plastered—displayed all over the country. "I will never change it, no matter how much criticism is heaped on me; no matter how many people tell me they are sick of it. By this method I will prove that I can cut my \$500,000 appropriation in half and get many times the showing and many more sales."

THERE is one modern case to my knowledge where this was done on regular merchandise: Shaw-Walker "Built-Like-a-Skyscraper" Steel Letter Files. Some variations have been made, but the public never noticed the changes. The consumer knows nothing about Shaw-Walker advertisements except the man jumping in the drawer, and the slogan "Built-Like-a-Skyscraper" which "sells" them the strength of "Shaw-Walker" Steel Files. The slogan and picture are thoroughly known and yet the cost of implanting them into public consciousness has been unbelievably small. Why? Because Shaw-Walker always repeated the same advertisement.

Very few advertisers, however, will

The Chicago Evening American Sells at 3c a Copy While the Chicago Daily News Sells at 2c a Copy

Does the Public Care for a Penny?

The public *does*, but what the public cares for *more* than a penny is the *kind* of a newspaper it *wants*.

Given that, as the Chicago Evening American gives it, the importance of the penny in the purchase price becomes merely a definite *expression of preference*.

In 1917 the Chicago Daily News (at 1c a copy) led the Chicago Evening American (also at 1c a copy) in point of circulation sales.

In 1919 (with both of these newspapers selling at 2c a copy) the Chicago Evening American passed the Chicago Daily News, in circulation sales.

In 1921 (Chicago Evening American selling at 3c a copy while Chicago Daily News remained at 2c a copy) the Chicago Evening American passed the Chicago Daily News and *has steadily increased its lead*.

In 1927 the Chicago Evening American (at 3c a copy) leads the Chicago Daily News (at 2c a copy) by

113,733 Daily Average Sales

(The circulation records for October, 1927, are employed)

CHICAGO  AMERICAN

a good newspaper

The Year's Great Book for Advertising Men



MY LIFE IN ADVERTISING

By CLAUDE C. HOPKINS
Former President, Lord & Thomas

HERE is the inspiring autobiography of one of the world authorities on advertising. For 37 years, Claude C. Hopkins has been a developer of modern advertising principles. As copy chief and President of Lord & Thomas he has written \$100,000,000.00 of national advertising. His own income as an advertising man has run as high as \$185,000.00 a year. Now, from his lofty peak at the top of the profession, he has reviewed his life work and set down for the benefit of others the knowledge which he has spent a life time in acquiring.

MORE THAN AN AUTOBIOGRAPHY

This book gives intimate details of many advertising successes. It tells how great advertisers started, the methods and strategy which were used to secure world-wide success. It also discloses methods which failed, and the reasons why. The discussion is amazingly frank, revealing both facts and figures. Each campaign is so presented as to illustrate definite advertising principles. It is probably the most valuable exposition of right advertising and marketing methods which has ever appeared in print.

A FEW OF THE CHAPTERS

My Start in Business
Lessons in Advertising and Selling
Early History of Palmolive Soap
Puffed Grains and Quaker Oats
Pepsodent Tooth Paste
Automobile Advertising
Tire Advertising
My Greatest Mistake

A book of enormous value to every man in the advertising profession.

Price \$3.00

ON APPROVAL ORDER FORM

Harper & Brothers AS-16
49 East 33rd St., New York, N. Y.

Gentlemen: Please send me postpaid for ten days' FREE EXAMINATION one copy of MY LIFE IN ADVERTISING, \$3.00.

- I agree to remit \$3.00 within ten days of receipt of this book or to return it.
- I enclose my check for \$.....
- Please send C.O.D.

Name

Address

Business Connection

(Please fill in)

adopt this policy, because they want to play with their advertising. They want the fun of getting up new variety. They want to exploit their intelligence. They cannot believe that their judgment as to what is best can be wrong. They want to say to their friends: "Look at my wonderful advertising. I'm the boy who did it. Everybody is talking about my advertising—about my idea—about me!"

Repetition is a lost art but any advertiser who can use it and who is willing to put his advertising on a business basis, can enlarge the look of his campaign and get increased sales beyond anything I could make him believe at this writing.

An A B C of Trade-Marks

[CONTINUED FROM PAGE 40]

tered letter to the registrant of the mark in question demanding a return receipt. If the letter is returned, submit it unopened with a mercantile report to the Patent Office. The Patent Office will then check by the same method to determine whether or not the owner is out of business and has disposed of his good-will and trade-mark to another. Sufficient proof will justify the commissioner in canceling the mark in favor of the new applicant.

The *Official Gazette* is a publication issued by the U. S. Patent Office listing the trade-marks, symbols, and names of applicants, and the name of the product for which the trade-mark application has been made. It also gives the claimed date of first use. It is considered sufficient notice to users of registered and common law marks, and is intended to invite interference on their part if they have any objections to the granting of the application. Their objection must be filed within thirty days from the date of publication of the *Gazette* in the Patent Office.

Interference. Voluntary interference results from the filing of a second application for the same name in the same classification, and the responsibility of the Patent Office is to determine from the evidence presented which is the prior user and rightful owner. An *involuntary* interference occurs when two or more applicants file the same name before either registers. In this case the Patent Office conducts the same procedure.

Opposition Proceedings. Opposition proceedings provide a registrant with the means of filing his objections to any subsequent mark which appears published in the *Official Gazette*, and which is considered confusingly similar to his registered mark. These proceedings must be filed within thirty days of the date of publication of the *Official Gazette*.

Cancellation. Cancellation proceedings may be filed at any time during the life of a mark on any one of the following grounds: (a) If the second applicant is in reality the prior user supplemented by documentary evidence. (b) If the mark is descriptive and invalid and injurious to your business because it deceives the trade. (c) If the mark is abandoned.

State Registration. Originally intended for intra-state trade, in some cases state registration has proved interesting to a common law user of a trade-mark who has discovered that the Federal registration has been granted on his mark. It may be discovered that the registrant in the U. S. Patent Office has confined his sales to a certain state. Thereupon state registration may be granted in those states in which the Federal registrant has not appeared. This is a dangerous practice and not advisable; for such a registrant is always subject to the possibility of being overcome by the expanding business of the Federal registrant or the registrant from another state. This is best illustrated by the tossing of two stones into the lake, the ripples of which expand undisturbed until they cross each other's paths. There are many angles to this side of the question which should be examined very carefully before placing too great a faith in state registrations.

Fundamental Principle of U. S. Registration. In the United States, registration is based upon *actual use* and sale in intra-state trade. Contrast this with the law in most South American countries where registration can be secured merely by *applying* for the mark.

Foreign Significance. If you are planning the expansion of your trade to foreign countries, it is necessary to consider the full significance of your name in the foreign language. For instance, "Reo," in Spanish, means "criminal."

Sales in Foreign Countries. In Cuba, for example, every sale of a foreign trade-mark article not registered in Cuba is subject to a fine of from fifteen to forty-five dollars.

This hurried outline can only indicate caution and thorough investigation in any trade-mark registration which you may undertake or in the protection of any trade-marks which you may now hold. I want to reiterate that the services of a trade-mark specialist are most important.

New England Advertising Clubs Meet

ON Nov. 7 and 8 the eighth annual convention of the New England Association of Advertising Clubs was held at Boston at the same time as the meeting of the Advertising Commission, some of the sessions of both groups being held together. At the opening luncheon W. K. Woodbridge of the International Advertising Association delivered the principal address.

Other speakers at the more important sessions were A. Lincoln Filene, William Filene's Sons Company, Boston; Wetmore Hodges, General Seafoods Corporation, Gloucester, Mass.; M. H. Aylesworth, National Broadcasting Company, New York; J. C. McQuiston, Westinghouse Electric & Manufacturing Company, East Pittsburgh, Pa.; Amos Parrish, Amos Parrish & Company, New York; Ben Nash, advertising counsellor, New York; T. W. LeQuatte, *Farm Life*, Spencer, Ind.; H. J. Kenner, New York Better Business Bureau; and Merle Thorpe, *Nation's Business*, Washington, D. C.

PHOTOGRAPHS
Live Forever



*The Thoughtful Man
fulfills this family obligation!*



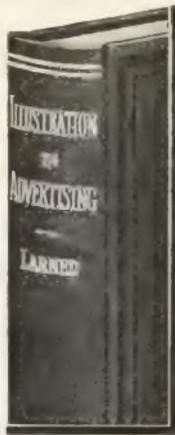
*Good photographers display this
Mark of Membership and appreciate
the high ideals and ethics of
the profession*

*THE MOST manly thing that a
man can do to give his
loved ones a lasting remembrance
of himself his Photograph.
Why risk putting it off any longer?*

VISIT YOUR FAMILY PHOTOGRAPHER ONCE A YEAR

When you and this book get together—

—something's going to happen illustrationwise. Look through the book. Send for a copy to examine FREE.



LARNED'S Illustration in Advertising

319 pages, 6 x 9, 212 illustrations,
\$4.00 net, postpaid.

THIS book explains the methods, principles and possibilities of illustrations in meeting the requirements of modern advertising.

The characteristics of different treatments are fully explained. The technique employed, the advantages and disadvantages, the effects, the limitations, the psychology, the many and varied uses of dozens of illustrative methods are described in detail.

Practically every type of advertising effort—as reflected in magazines and newspapers—is given attention. The book has valuable data on everything from a one-time insertion right through to a seasonal campaign or a continuous advertising program.

It indicates thoroughly the hundred and one different ways in which illustrations can be brought to the aid of sales.

Some Special Topics

- how to secure individuality;
- how to use white space;
- how to use pen drawings;
- how to use photographic illustrations;
- how to inject life into inanimate products;
- how to picture a family of products;
- how to employ black treatments;
- how to feature a trade mark;
- how to use woodcut technique;
- how to use negative illustrations;
- how to outline technique.

Examine It for 10 Days

Let us send you a copy of this book for free examination. Look through it with some advertising problem of your own in mind. Send the coupon now—examination is free.

Examine this book for 10 days FREE

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

Send me Larned's ILLUSTRATION IN ADVERTISING, \$4.00, for 10 days' free examination.

I will return the book, postpaid, in 10 days or remit for it then.

Name

Address

City State

Position

Company

AP 11-16-27

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

How to Select Salesmen

[CONTINUED FROM PAGE 32]

them up with the spirit of youth and progress."

Some believe in getting in friends of their present salesmen. "In trying this method," confesses the salesmanager for a mill supply house, "I had some bad experiences at the start. I found a tendency for the salesman in our employ to recommend men too much on the basis of friendship. Then when the friend was hired and later had to be fired there were hard feelings to get over. I still use this method but I go very carefully into the applicant's selling record and hire him with even more care than the man who comes in as an utter stranger. A better method, in my opinion, is to make trips now and then among friendly jobbers and retailers, asking them the names of particularly good salesmen who are calling on them. Where a man is well-liked in his territory, you are likely to find someone who will make good if you can manage to get him."

ANOTHER company which has built up a fine selling force in only two years has done so by advertising in college papers. They want young men of good education and personality. They have offered summer jobs to students who are nearing the end of their college courses and have thus tried out their recruits and proved them before giving them permanent positions on graduation.

The problem of getting good recruits for a sales force is in many cases further complicated by the fact that the type of goods may be stocked by more different kinds of outlets than ever before. Alarm clocks, for example, may be sold through jewelry stores, drug stores, stationery stores, cigar stores, hardware stores, department stores, furniture and house-furnishings stores. In such a case the salesman must have enough range to meet these different types of merchants. He must have broad enough interests to adapt his story to the different problems of these varied outlets. Such equipment is more important than his ability to talk about alarm clocks.

In some cases different crews of men are hired to sell to one type of outlet alone. For example, in the grocery field, an old-fashioned grocery salesman may do very well with the grocery stores, but a different type of man succeeds better in selling to hospitals, hotels, private schools and other institutions.

Again, with keener competition at hand, different types of men may be needed to call on different types of outlets. The salesmanager for a house selling to cobblers learned this a few years ago. He had a bright young Italian who did work about his house and also acted as his chauffeur. One day the thought struck the executive that this chap might develop into a good salesman. Most cobblers are Italians. Why not Italian salesmanship? The experiment worked so well that nearly every salesman added since that time has been a son of the blue Mediterranean.

All of which throws further light on the success of ex-architects in selling to

WANTED Sales Promotion Manager

A magazine in the industrial field is looking for a sales promotion manager of potentiality.

The specifications are:

(1) Ability to grasp the problems confronting manufacturers of power-plant, power transmission and conveying machinery.

(2) Originality.

(3) Initiative.

(4) Ability to write well.

(5) Some sales ability.

(6) Compatible personality.

(7) Ability to cooperate.

Actual experience in sales promotion work on a magazine is not considered necessary, but an acquaintance with or knowledge of the field is essential.

This magazine is one of the fastest growing in its field. It is only seven years old and is owned and operated by a group of young, alert and aggressive men.

The position of sales promotion manager will be a newly created one, so that the man will have a virgin field before him.

He will also have the enthusiastic support and cooperation of everyone in the outfit.

He will be a member of an organization that has made a habit of success and one which still has "most of its future before it."

Due to the youth of the magazine and its owners there is an almost unlimited opportunity for the man who can qualify.

In making application please write about your education and experience fully enough to enable a fair judgment to be formed.

That you want the position is not enough. Make the position want you.

This organization knows of this advertisement. You can therefore write fully with the assurance that your letter will be held in the strictest confidence.

JUSTIN F. BARBOUR
Western Manager,
Advertising & Selling
122 South Michigan Ave.
CHICAGO

To Select the Proper Advertising Mediums—You Need

STANDARD RATE & DATA SERVICE

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



magazines, business papers, religious and foreign language publications.

Confidence

Every great business enterprise, that has endured over a span of time, has been founded upon—and, has prospered through—the confidence of those comprising the market to which it sought to sell its merchandise or service—confidence in honor, intelligence, appreciation and goodwill!

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

Published Monthly

—supplemented with bulletins—and covers daily newspapers, farm papers, general

During the short span of eight years STANDARD RATE & DATA SERVICE has done what it has taken other successful institutions many years to accomplish.

USE THIS COUPON

Special 15-Day Approval Order

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

.....192.....

GENTLEMEN: You may send to us, prepaid, a copy of the current number of Standard Rate & Data Service, together with all bulletins issued since it was published for "15 days" use. Unless we return it at the end of fifteen days you may bill us for \$30.00, which is the cost of one year's subscription. The issue we receive is to be considered the initial number to be followed by a revised copy on the first of each month. The Service is to be maintained accurately by bulletins issued every other day.

Form Name Street Address

City State

Individual Signing Order Official Position

Did you get your Copy



of that helpful manual for the production advertising manager?

This book will not be reprinted and when the present edition is exhausted, further copies will be unobtainable. Only a limited number of copies left.

Order Your Copy NOW!

THE PRICE IS FIFTY CENTS

Due to our rapidly diminishing supply, that old but fair practice, "first come, first served" will follow.



NEW YORK GROUP OF
Advertising Typographers of America
461 Eighth Avenue, New York

MEMBERS

Ad Service Co. · Advertising Agencies' Service Co. · The Advertype Co., Inc.
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Standard Ad Service · Supreme Ad Service · Tri-Arts Press, Inc.
Typographic Service Company of New York, Inc. · Kurt H. Volk, Inc.
The Woodrow Press, Inc.

REPRINTS OF

CLAUDE C. HOPKINS AUTOBIOGRAPHY

REQUESTS continue to be received from newer subscribers for the first chapters of the Hopkins' autobiography. The issues were exhausted soon after publication.

If you have missed any of the earlier chapters of this brilliant autobiography here is an opportunity to get them now.

A twenty-four page reprint of the first nine installments has been made. Copies are available at 35 cents each.

ADVERTISING AND SELLING

9 East 38th Street

New York, N. Y.

architects, ex-engineers in selling to engineers and ex-dentists who place dental equipment before practising dentists.

Ex-actors often made good salesmen. They are used to one-night stands, have good voices, good memories and good presence. The successful retail clerk is often a good "line" salesman; he has had to keep track of 1001 items in a store, so a mere 500 don't bother him at all when he goes out to sell for some manufacturer.

A timely warning was sounded by one salesmanager with whom I talked. "In hiring today," he said, "I will take only men who come fresh from jobs where selling has been especially difficult. I prefer men who have succeeded at selling products to which there was stiff resistance. Selling is getting harder and I can't afford to gamble on men who have succeeded only where there was easy trade acceptance."

Stranger Within Your Gates

[CONTINUED FROM PAGE 25]

company through an outsider's eyes and ears? Try calling them on the phone, of course disguising your voice, with some question or out-of-the-ordinary request. Ask for yourself and see what sort of an impression you get of the interest shown in transferring the call to someone else who might handle your hypothetical business. Or coach a friend to come into your office in person on some more or less vague pretense, hinting at the possible presence of a customer and see how your organization handles a deviation from the usual.)

There is, however, one point which I have never yet seen included in the sermon on courtesy to strangers within our gates. It is hinted at in the story of the insurance agency's economy.

As far as my own experience goes, whenever a concern or an organization is large enough to be departmentalized, the selection and management of the telephone operator or operators and, if there is one, of the man or woman at the information desk, is assigned to the office manager or to some other official whose major interest lies in holding down "overhead expense" rather than in building sales. There is a certain illogic in this, as evidenced in the insurance incident.

The telephone operator and the greeter at the information desk should be emphatically part and parcel of the sales-department. In contact with the public just as directly as are their company's advertising and their company's outside representatives, their inspiration, training and guidance should also flow from the sales department. (If you as sales manager are too busy, delegate the responsibility to your advertising manager. He will understand the needs and the import of the assignment.)

The logic of the recommended change should certainly be sufficiently self-evident to convince anyone to whom it is proposed. Obviously, the efforts of sales-manager and salesmen to create customers and hold their good will should not be imperiled by shortcomings at telephone exchange and information desk.

Business Leaders ask us Questions

to the extent of 11,000 inquiries a month. They are located in all of the large centers of population in the United States and are readers of our unique medium. They consult us as to the wisdom of their investments and act upon our advice. *This is reader interest not enjoyed by other magazines.*

The **MAGAZINE**
of **WALL STREET**

Member A.B.C.

42 BROADWAY

NEW YORK CITY

No. 10 of a Series

Quick

DON'T you like to turn over your ideas for a folder or booklet or other piece of direct advertising to an organization which grasps them quickly and thoroughly without a lot of explaining and directing from you?

The
Cargill Company
Grand Rapids

A New 300 Room Hotel and a 22 Story Skyscraper

Two of the many evidences
of Unusual Prosperity in

ALLENTOWN PA.

75% of its 250,000
Trading Area
Read The

Allentown Morning Call

Story, Brooks & Finley
National Representatives

"Ask Us About
Advertisers Cooperation"

How Should We Advertise?

[CONTINUED FROM PAGE 28]

wealth" within their domain. To us the restriction is heavy in more ways than one. It limits the fluidity of our investments by depriving us of the privilege of shifting investments, inasmuch as cumbersome formality attends any substitution of one deposited security for another. For a small company, and ours is such, a half dozen states can easily total so great amounts of these deposits that we have little opportunity to profit by reinvestment of our funds. When conflagrations occur that impose losses out of the ordinary, the natural recourse would be for us either to sell or borrow against our prime securities, but when these are deposited with the states we have been deprived of possession we must, in such a case, sacrifice other "free" securities. An expanding fire company must step warily, as it qualifies in the states, lest it clip its own chances from this requirement as to deposits; a predicament no less real than the continual demand for greater and greater "reserves" if business expands too rapidly.

As another consideration in entering the states, each one "makes an inspection" before issuing to us a certificate to do business. The state insurance superintendent makes us a visit, regardless of the distance he must travel, bringing along a force of auditors and specialists for the purpose of examining "our condition." We are charged a flat fee for this inspection, plus the expenses of these men, and, occasionally, an arbitrary *per diem* for their time. Annually thereafter, for all the states except a few, the "inspection" is repeated on the same basis of cost.

I AM not protesting against these well-meant efforts to safeguard citizens. The state supervision has done much to insure fire insurance; rank abuses of the earlier years gave abundant reason for severity. We do grumble because in so many instances rascality and fraud upon the public persist among fly-by-night and fictitious companies. I am, just the same, calling attention to one of the underlying reasons why a fire insurance company cannot expand with the ease that a merchandising product can.

I have referred to our dread of density in the risks we carry.

Our only protection against excessive density is by mapping our risks. For each city, and each town, the insurance companies require most detailed maps. These maps are on so large a scale that every dwelling and business building is shown, every detached garage in a "back yard" in fact. For a manufacturing plant, or a downtown business block, every detail is shown: material, type of construction, kind of roof, height and size of each structure, nature of use and occupancy, and endless technical information.

As buildings are torn down or new

ones erected or alterations made, these maps must be corrected. This constant change is effected by pasting over the appropriate space a fresh "section" to indicate the alterations. It is impossible to convey an idea of the complexity of maintaining the "insurance maps," but a moment's thought of the monthly transformations of any city street will picture the problem we face. The cost is tremendous for maps and "corrections" and "map service"; it is equally heavy for clerical hire within our offices it is considerable for the ever-growing demand for map racks and map records and map storage.

YET these maps are absolutely indispensable. On them our clerks enter a record of what we have at risk for each city block and each structure therein. Before any new business is accepted by us the map must be consulted. Not to do so is courting sure bankruptcy.

Think of our situation. In each city we will have several brokers. Working independently of each other they will submit policies, and while each policy may be strictly within our "rules" as to amount and "acceptable business" we can very easily receive a great deal of business that will obligate us beyond reasonable limits. No device other than a map will reveal these excessive "lines." Only by using maps can our officers visualize the total we have at risk within a city block or within "one fire hazard." To do a fire insurance business without maps would be ruinous; to use them is costly. Not for a single city must we have them, but for every city and every town where we have business.

Beyond office records we are obliged to inspect new risks. After the business has been accepted our traveling inspectors make a physical examination of the property, with an eye to the elimination of hazards. Often they recommend that "we get off the risk," which means that we shall, by telegraph in all likelihood, exercise our five days' privilege of cancellation. In important cities the companies are banded together for joint inspection bureaus in the effort to do a better job of inspection at a less cost to each of ourselves. Some states specifically forbid, and others attempt to prevent, this joint action on our part.

Maps, then, because of the cost of maintenance, curtail expansion of our business. If we should enter new cities too rapidly we would find our assets tied up in "maps and mapping service" to such an extent that solvency might be impaired. The only way we have seen is to restrict expansion to the point where our budgeted expense ratio will cover the initial cost of new cities as well as carry the augmented monthly "service" without and within our offices.

Mapping is a sort of expense not encountered in the marketing of a product. Like "density" itself it seems to

run contrary to the goal of other businesses. They want market concentration. We must fight to avoid density. Yet concentrated marketing reduces the cost of selling; we, in requiring thinness of distribution, must deliberately accept additional costs in order to escape concentration.

The whole situation of a fire insurance company, except for the few very large ones of which we are not one, is diametrically opposite to the type helped by advertising.

AT present, and consistently from the beginning, we use trade paper (in the insurance field) spaces directed at local agencies (brokers). Our "selling," too, is done with them in the sense that we persuade a good broker to let us "place our agency" with him. Thereafter our men "sell" our company to this broker and his executives, in the effort to obtain for us a larger and larger share of their preferred risks and less of the "cat-and-dog" business.

In each community the buyer of fire insurance entrusts his all to the broker. The reader may test himself by trying to recall the name of a single fire insurance company whose policy he holds. He can answer immediately as to his life insurance, or accident, or employees' bonds—but for fire, never!

Make a second test. Unless you live in a city such as Hartford and unless you have personal association with fire insurance, how many fire underwriting companies can you name? If you can call three names you are well informed. Yet there are hundreds and hundreds of them doing business in America: you probably have contracts, in the form of insurance policies, with a score of them.

Only the mutual fire insurance companies can go direct to their customers. Such a concern as our company cannot. At least, we have never seen how to do it. Even when we have urged our own stockholders to specify that they shall be insured in our company, they have found it impossible, under the laws, to deal with the company direct, but must approach us through local brokers, and, for our own people, we, as responsible executives, dare not assume the risk for all their insurance. Stockholders we treat as we do all: we limit the sum at risk.

Within his local community each broker does his own advertising. He does not advertise our company, or any other, by name. He advertises "fire insurance in sound companies"; he advertises "service in getting the individual the lowest consistent rate" he promises "speedy adjustment of losses and prompt payment." All that is good. It builds good will for him—but not for us.

In selling merchandise the small concern can advertise in a small way to a restricted territory or group of customers. We, as one of the "small" fire insurance companies, cannot, for reasons already given; namely, that advertising will produce density of volume, which is the thing we most dread, or that advertising will induce growth so rapid that we cannot finance ourselves through it.

At all the conventions I am told, from the platform, of the need to advertise our business. Will some one, please, show us how a "small" fire insurance company should do it?

[This is the second of two articles on this subject. The first appeared in the issue for October 19, 1927.]

Announcing the FICTION HOUSE GROUP

BEGINNING with the April, 1928, issues, the magazines published by this Company, which initiated the Newsstand Group, will be sold to advertisers under the new group title of THE FICTION HOUSE GROUP.

This change was determined by a desire to pass on to space buyers the resulting economies of conservative and controlled distribution of our magazines and low returns of unsold copies from newsdealers, which has been a trade policy of Fiction House for the past seven years.

The manufacturing economies from this policy consistently adhered to enables Fiction House to now offer space buyers an all-men market of

700,000 GUARANTEED NET PAID AT A \$3.50 LINE RATE

Members of the A. B. C.

which is the lowest existing line rate for big unit, all-men, voluntary newsstand circulation.

Included in the FICTION HOUSE GROUP will be AIR STORIES, the pioneer all-fiction magazine of aviation (first issue published June, 1927) which in five months has attained a circulation among air-minded readers larger than the combined circulation of all the aviation magazines. This new buying public is now yours in the FICTION HOUSE GROUP without extra cost.

You may now buy on a rising market at the \$3.50 line rate. Preferred positions, \$850. Per page inside covers, \$1,050. Back covers \$2,100. Your order now for space in the next twelve issues will protect you from possible rate increases.

FICTION HOUSE, Inc.

Publishers of

THE FICTION HOUSE GROUP
271 Madison Avenue, New York

EASTERN OFFICE

Rhodes and Leisenring Co.
624 Graybar Bldg.,
New York, N. Y.

WESTERN OFFICE

Harry R. Fisher Co.
1618 Mallers Bldg.,
Chicago, Ill.

**ACTION
STORIES**

**AIR
STORIES**

**LOVE
ROMANCES**

**North-West
STORIES**

Lariat

STORY MAGAZINE

AIR-ADVENTURE STORIES

WINGS

Have you seen the Book Advertising men are talking about?

We have it and shall be glad to send it to you. Just fill out and mail the coupon—it will bring you for FIVE DAYS' FREE EXAMINATION, Kleppner's "ADVERTISING PROCEDURE." That is the book Earnest Elmo Calkins refers to as "A very good job!"

Price \$5

539 pages, 6x9 inches

Sent on Approval

Prentice-Hall, Inc.
NEW YORK

PRENTICE-HALL, INC.,
70 Fifth Avenue, New York, N. Y.

You may send me a copy of Kleppner's "Advertising Procedure" for FREE EXAMINATION. After five days, I will either return the book or keep it and send \$5 in full payment.

Firm _____

Name _____

Address _____

AM-501



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

Positions Wanted

Except for the little matter of color, Robinson Crusoe's good man, "Friday," and myself might be twins!

During the past ten years I have been "Friday" to the sales executives of three of the largest manufacturers in the World. My titles have been "Advertising Manager," "Sales Promotion Manager," and "Direct-Mail Sales Manager," but my job in each case was to help increase sales.

My work consisted of planning and carrying through, general advertising and direct-mail campaigns (including making the layouts, writing the copy, selecting the media, and buying the accessories), writing and editing house organs, planning window, counter and wall displays, selling merchandise on the road and over the dealer's counter.

29 years of age; single; university trained; available at any time. Neither "high-powered" nor "high-priced." Splendid references. May be interviewed at your convenience. Write J. P. Duffy, 232 Sixth Avenue, Brooklyn, New York.

Experienced publicity man, now handling all municipal advertising for a large seaport and tourist resort city, will end four year contract in December. Qualifications:

Nationally known illustrator.
Copywriter of repute.
Specialist in industrial development and research.

In executive positions since 1913.
Formerly located in Washington, D. C., where handled many National accounts.

Extensive travel, as member of port authority, in present position has created many valuable industrial and political contacts.

Only first-class proposition where a skilled and aggressive man can find advancement will be considered.

Address Box 490, Advertising and Selling, 9 East 38th Street, New York City.

ADVERTISING COPYWRITER

Good assistant for busy advertising manager or account executive. Agency experience in all phases. New York City only. \$50 week. Box 488, Advertising and Selling, 9 East 38th St., New York City.

Advertising Woman, wants full time or part-time position. Have been employed in a large advertising agency where my work was highly specialized. Also in a small agency where my duties included copy writing, preparing layouts, and entire detail of correspondence and production. The last six months has been spent rounding out my advertising experience with selling space for a trade paper. Please write Apartment 4 HN, Botanical Garden Arms, New York.

Married man (43), highest references, desires connection with Daily publication in Kansas, Missouri or Colorado, as Advertising Solicitor. Would also be interested in taking the management of Country Weekly. Write W. O. Jones, Peabody, Kansas.

Young Man, now in accounting seeks change to advertising. Original, terse and forceful writer. Versatile in effective copy, practical ideas, attractive layouts and pulling publicity. Address Box 487, Advertising and Selling, 9 East 38th St., New York City.

Position Wanted

COPYWRITER

Clear, convincing writer with a sound understanding of the requirements of copywriting seeks connection where he can put this ability to productive use. For 5 years he has been with two manufacturers, handling every phase of advertising. Due to existing conditions, he has not been given the opportunity to devote to copywriting the attention and deeper thought that real selling copy demands. He hopes to find this opportunity with some New York agency. University man, 28; married. Salary depends on opportunity. Address Box 489, Advertising and Selling, 9 East 38th Street, New York City.

Help Wanted

A Sales Managership will be open immediately for a man at present employed and thoroughly capable of developing dealer organization and sales in domestic utility field. Salary \$10,000 to \$12,000. Address Box 486, Advertising and Selling, 9 East 38th Street, New York City.

Multigraphing

Quality and Quantity Multigraphing.
Addressing, Filling In, Folding, Etc.

DEHAAN CIRCULAR LETTER CO., INC.
120 W 42nd St., New York City
Telephone Wis. 5483

Stationery and Printing

STATIONERY AND PRINTING

Save money on Stationery, Printing and Office Supplies. Tell us your requirements and we will be pleased to quote lowest prices. Champion Stationery and Printing Co., 125 Church Street, New York City, Phone Barclay 1295.

Miscellaneous

BOUND VOLUMES

A bound volume of Advertising and Selling makes a handsome and valuable addition to your library. They are bound in black cloth and die-stamped in gold lettering. Each volume is complete with index, cross-filed under title of article and name of author making it valuable for reference purposes. The cost (which includes postage) is \$5.00 per volume. Send your check to Advertising and Selling, 9 East 38th St., New York City.

BINDERS

Use a binder to preserve your file of Advertising and Selling copies for reference. 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 E. 38th St., New York City.

Everybody's Business

[CONTINUED FROM PAGE 5]

menting with a few garden peas. The discoverer of metallic calcium had no idea that this seemingly useless metal would find service as a generator of hydrogen in deep-sea sound-detecting devices during the war. The people who converted gasoline from a smelly nuisance around oil refineries into a wonderful fuel, never realized how greatly their work would influence world transportation.

THOUSANDS of such developments in the span of a few years have brought us to believe that there is no such thing as a product, a process, or even a faith that does not alter with time. Nor does the average thoughtful American deceive himself into believing that our mad plunge ahead into an unexplored realm has been accomplished without surrounding our lives with a multitude of evils. We find comfort in knowing that folks live longer, do less back-breaking labor and lead fuller lives. But few are so foolish as to assume that life can be revolutionized in such a startling manner without our having to pay in some way for the numberless benefits derived.

We are not alarmed over the charges of our critics that the United States has become soft-headed in its humanitarian efforts and is building up an army of parasites. Nor are we greatly disturbed by the assertions of a few psychologists that our newly-created conditions have so lessened the need for physical effort that many human senses have been dulled through non-use. Nature has devoted so many millions of years to developing the human body that while all else may have changed with lightning speed, our physical selves remain practically the same. In fact, recent exhaustive tests indicate we still retain the sight and hearing of the savage notwithstanding our artificial environments.

Instead of worrying over the destiny of humankind, let us develop a sufficient sense of humor to carry us cheerfully along while we do our best to solve current problems. Let us get amusement out of our fads and half-baked theories without taking the whole thing too seriously. In spite of eugenics, we will go on breeding slow minds and quick ones, for Nature clearly recognizes the danger of having a world made up only of fast thinkers given to snap judgments.

We will get along better and have fewer disappointments if we open our eyes to several truths. First there is the fact that our machine age to date is a failure when viewed from the standpoint of a higher culture. It is one thing to remodel a factory quickly, and quite another to speedily effect any marked change in human instincts. It is perfectly clear that a majority of our people at present do not want to be cultured. They prefer bodily to mental exercise and are not easily sold on the notion that as much pleasure can be derived from arduous intellectual occupations as from patronizing things that are stirring and sensational.

Science, invention and competition forced us into a day of mass production, so it is only natural that in our inexperience we are trying to stand-

ardize art and literature as we have shoes and shirts. Nor is it surprising that our less scrupulous leaders are also bent on securing control of mass opinion. The introduction of the radio, the moving picture, and the chain newspaper has supplied an opportunity for a few people to bring education under the direction of great trusts in much the same way as iron and oil are controlled.

We are fooling with tools, the proper use of which we do not yet fully understand. Mechanical production has gone ahead so fast that advertising and selling methods have been unable to keep up. That is why we are now witnessing the greatest effort the world has ever known to increase consumption. In order to sell still more goods, industry joined hands with science to force people to be continually discarding the old for the new. Every effort has been made to play on our vanity and make us acutely conscious of style.

Recognizing the futility of a policy that makes the consumer buy more than he needs or wants, straws now indicate a turn in the wind of business opinion. Just as we cannot continue feeding the human body without giving it time to digest and assimilate the food that has already been eaten, so we cannot go on supplying and utilizing every new idea and invention without stopping occasionally to let the laggard sectors of our industrial front catch up. It is for this reason that the present efforts to effect greater centralization of industry and to create huge international trusts is rapidly becoming the major movement and the biggest problem of the day.

In the era we are entering operations will be on such an immense scale that radical changes in methods, models and materials will become far less frequent because of the heavy losses incurred in scrapping equipment. A new character will be given to our business advance. Management will be in the hands of fewer men, and new ideas and inventions will be substituted periodically in mass instead of one at a time. Many discoveries of great merit will be laid on the shelf until the time is opportune for their economical introduction. Quality will again rank with style, and while the tendency to hold back may make life less thrilling, there will not be so much confusion concerning the course and bearings of America's industrial ship.

Sales Letters

[CONTINUED FROM PAGE 27]

Frankly, I'd appreciate your opinion. Look over the enclosed illustration. Then check your judgment below and return it to me in stamped envelope enclosed.

You can tear off the return coupon and keep the letter for your files.

Sincerely yours,
X Y Z

(Check one of the following)
... Believe your chuck will save money—
quote us on various sizes.
... Don't agree on saving.
Name of Firm Here
Address
City and State

The "opinion approach" offers great opportunities where the buyer would resist the usual selling appeal. Try "getting under their skin" and letting them sell themselves.

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The NEWS DIGEST

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

CHANGES IN PERSONNEL—(Advertisers, etc.)

Name	Former Company and Position	Now Associated With	Position
Philip H. Duer	Henry Sonneborn Co., Inc., Baltimore, Md., Vice-Pres.	Demley, Inc., New York.	Pres.
Edgar McNall	Cedar Rapids Republican, Cedar Rapids, Iowa, In Charge of Display Adv. Dept.	Speeder Machinery Corp., Cedar Rapids, Iowa	Adv. Mgr.
Charles L. Simon	Atkin-Kynett Co., Philadelphia, Pa., Contact and Research	Tulip Cup Corp., College Point, N. Y.	Adv. and Sales Promotion Mgr.
Bernard E. Esters	Physical Culture, New York, Boston Office	Hartman Shoe Manufacturing Co., Inc., Haverhill, Mass.	Adv. and Sales Promotion Mgr.
W. H. Douglass	The News, New York, Nat'l Adv. Dept.	Vaniva Products Co., Inc., New York	Sales Mgr.
Gansey R. Johnston, Jr.	The B. F. Kerr & Sons Co., Columbus, Ohio, Adv. Mgr. and Ass't Buyer	The Columbus Union Oil Cloth Co., Columbus, Ohio	Sales Promotion
Harry D. Thorn	E. L. Bruce Co., Memphis, Tenn., Adv. Mgr.	Insulite Co., Minneapolis, Minn.	Adv. Mgr.
R. W. Estey	J. Walter Thompson Co., Inc., New York	The Barrett Co., New York	Dir. of Adv. and Sales Promotion
A. W. Spaulding	Hartford Accident & Indemnity Co., Hartford, Conn., Ass't Adv. Mgr.	Same Company	Adv. Mgr.
A. C. Ebbesen	Orange-Crush Co., Chicago, Ill., Ass't Gen. Sales Mgr.	Same Company	Adv. Mgr.
M. Kenneth Stolz	National Metal Moulding Co., Pittsburgh, Pa., Adv. Mgr.	Resigned	
B. B. Popell	Illinois Tool Works, Chicago, Ill., Adv. Mgr.	R. G. Haskins Co., Chicago, Ill.	Adv. Mgr.
William H. Enell	The Servel Corporation, New York, N. Y., Purchasing Agent	Paterson Parchment Paper Co., Passaic, N. J.	Adv. Mgr.
T. M. Evans	L. S. Gillham Co., Inc., Salt Lake City, Utah, Prod. Mgr. and Space Buyer	Nelson-Ricks Creamery Co., Omaha, Neb.	Sales Mgr.
O. C. Olin	Northam Warren Corp., New York, In Charge of Sales (Chicago)	Same Company, New York	Sales Mgr.
Laurence E. Corcoran	The Pierce-Arrow Motor Car Co., Buffalo, N. Y., Gen. Sales Mgr.	F. B. Stearns Co., Cleveland, Ohio	Sales Capacity
George G. Rich	Plain Dealer, Cleveland, Ohio, Adv. Staff	Kibler Co., Cleveland, Ohio	Adv. Mgr.

CHANGES IN PERSONNEL—(Agencies, etc.)

Name	Former Company and Position	Now Associated With	Position
Harold Palmer	Whitman Advertisers Service, Inc., New York	Stanley E. Gunnison, Inc., New York	Acc't Executive
F. H. Borneman	Curtiss Candy Co., Chicago, Ill., Gen. Sales and Adv. Mgr.	Carlin-Middleton, Inc., Chicago, Ill.	Acc't Executive in Charge of Merchandising Dept.
George B. Larson	George Batten Co., Inc., New York, Marketing Dept.	Evans, Kip & Hackett, Inc., New York	Copy
Lynn B. Dudley	Campbell-Ewald Co., Inc., Detroit, Mich., Head of Accessories Division	Same Company	New York Branch Mgr.
Arthur Cummings	McGraw-Hill Publishing Co., Inc., Cleveland, Ohio, Marketing Counsellors Staff	T. H. Ball & Staff, Cleveland, Ohio	In Charge of Creative Work and Production
James W. Elliott	Dolman Co., San Francisco, Cal.	Lord & Thomas and Logan, Inc., San Francisco	Service Dept.

CLEVELAND WOMEN Keep House Through The Plain Dealer



—and these
240,000 Women Buyers
also Buy

- | | |
|-----------------------|----------------------|
| Apparel | Musical |
| Automobiles | Instruments |
| Books | Notions |
| Candy | Paints |
| Cleansers | Proprietary |
| Cloaks and Suits | Medicine |
| Corsets | Radio |
| Cutlery | Equipment |
| Dentifrices | Schools and Colleges |
| Drugs | Sewing |
| Electrical Appliances | Machines |
| Floor Coverings | Shoes |
| Furniture | Silks |
| Furs | Talking Machines |
| Gloves | Toilet Requisites |
| Hair Goods | Travel |
| Jewelry | Underwear |
| Knit Goods | Vacuum Cleaners |
| Lingerie | Women's Wear |
| Men's Furnishings | |
| Millinery | |

—through the Plain Dealer

This Remarkable Photograph

shows 3,000 Home Managers at one of the four sessions of the Plain Dealer's Fourth Annual Home Makers' School, held at Cleveland's Masonic Temple on October 11-12-13. These 3,000 Cleveland Women are merely representative of the 240,000 Women who hold Cleveland's Purse-Strings—who "Keep House thru the Plain Dealer!"

Home Contact is not secured for the advertiser by throwing a newspaper on a porch—that's only house-contact and "the house isn't the home." Home Contact is only secured for the advertiser where the newspaper is read and believed by the Wife or Mother who is the Head of the Home—by the Key Buyer from whom husband, father, daughter and son take their buying cue.

No daily paper in the United States has a larger percentage of this true HOME CONTACT circulation than the Cleveland Plain Dealer--none a larger percentage of Progressive Women Readers.

The Cleveland Plain Dealer

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

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

CHICAGO
Woodward & Kelly
360 N. Michigan Ave.

DETROIT
Woodward & Kelly
Fine Arts Bldg.

PACIFIC COAST: R. J. Bidwell Company,
Times Building, Los Angeles;
742 Market St., San Francisco


 Advertising
& Selling

The NEWS DIGEST

 Issue of
Nov. 16, 1927
 

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

Name	Former Company and Position	Now Associated With	Position
A. E. Whitehill	Cleveland & Whitehill, Newburgh, N. Y., Gen. Sales Mgr.	Reimers & Osborn, Inc., New York	Acc't Executive
Seymour Schiele	Porter-Eastman-Byrne Co., Chicago, Ill., Mgr. of St. Louis Office	The Seymour Schiele Advertising Co., St. Louis, Mo.	Pres.
Robert P. Crane	Lord & Thomas and Logan, Inc., New York, Pacific Coast Mgr.	Crowell, Williams & Co., Inc., Chicago, Ill.	Vice-Pres.
Kennon Jewett	J. Walter Thompson Co., New York, Group Head of Copy Dept.	Frank Seaman, Inc., New York	Acc't Executive
A. L. Rice	Street & Finney, Inc., New York, Mgr. of Boston Office	Same Company	Vice-Pres.
S. S. Caplan	Numas Naplac Co., Chicago, Ill., Adv. Mgr.	Marvin Advertising Agency, Chicago, Ill.	President
Robert V. Titus	Brooklyn Daily Eagle, New York, Adv. Dir.	Barton, Durstine & Osborn, Inc., New York	Acc't Executive
Roy C. Nelson	Wm. H. Rankin Co., Inc., Chicago, Ill.	The Joseph Katz Co., Adv., Baltimore, Md.	Space Buyer
Joseph Leopold	Sherwood Bros., Baltimore, Md., Adv. Mgr.	The Joseph Katz Co., Adv., Baltimore, Md.	Acc't Executive
A. B. Sullivan	Winsten & Sullivan, Inc., New York, Sec'y	Same Company	Vice-Pres.
M. O. Launch	Warfield Advertising Co., Omaha, Neb., Pres. and Mgr.	L. S. Gillham Co., Inc., Salt Lake City, Utah	Prod. Mgr. and Space Buyer

CHANGES IN PERSONNEL—(Media, etc.)

Name	Former Company and Position	Now Associated With	Position
Ernest Eberhard	Advertising Club of New York, New York, Promotion Mgr.	Kriechbaum Publishing Co., St. Louis, Mo.	Vice-Pres. and Dir. (Effective Nov. 23)
Lester E. Lloyd	Houston Post-Dispatch, Houston, Texas, Mgr. of Merchandising Service Dept.	Same Company	Ass't Nat'l Adv. Mgr.
O. M. Lowe	Wm. E. Easterwood, Jr., Co., Dallas, Texas, Gen. Mgr.	Houston Post-Dispatch, Houston, Texas	Nat'l Adv. Mgr.
W. O. Woodward	W. O. Woodward Co., Inc., New York, President	The W. F. Powers Co., New York	Merchandising Mgr.
E. A. Lum	R. R. Donnelley & Sons Co., Chicago, Ill., Representative	The Stillson Press, New York	Representative
D. B. Eisenberg	Ben Franklin & Western Printing, Chicago, Ill., Adv. Mgr.	Open Shop News, Chicago, Ill.	In Charge of Adv. and Circulation
Charles G. Burke	H. K. McCann Co., New York, Adjustment Dept.	S. C. Theis Co., Inc., New York	Solicitor
Allan A. Ackley	W. G. Kreicker & Co., Chicago, Ill.	Buckley, Dement & Co., Chicago, Ill.	Merchandising Staff
Ralph A. Sayres	Grant & Wadsworth, Inc., New York	The Outlook, New York	Adv. Staff
Stewart L. Paton	The Servel Corporation, New York, Sales Mgr.	The Outlook, New York	Adv. Staff
W. Clark Priskey	Condé Nast Publications, New York, Eastern Adv. Mgr. of Vanity Fair	Same Company	In Charge of Adv. Promotion Dept.
Walter F. Zimmerman	Ernst & Ernst, Detroit, Mich.	Franklin Press & Offset Company, Detroit, Mich.	Treas. and Dir.
N. R. Swartwout	Orange-Crush Co., Chicago, Ill., Adv. Mgr.	Bakers' Helper, Chicago, Ill.	Dir. of Art and Copy Service Dept.
Wm. R. Shannon	Gage International Publishing Corp., New York, Vice-Pres. and Western Mgr.	Wiring for Profit, Chicago, Ill.	Western Mgr.
Walter Ives	At one time, Industrial Management, New York, Vice-Pres. and Adv. Mgr.	Manufacturing Industries, New York	Adv. Mgr. in Charge of Sales



Identifying the Users of the Consolidated Textile Catalog

WE set out to label the clientele of the Consolidated Textile Catalog. A small cross-section of the result appears above.

Four out of five replies to our queries, addressed to hundreds of mills, revealed that the Catalog is consulted by *more than one* official. It is simple enough to determine, in the light of this investigation, that the Catalog is used by a total of more than 14,000 textile executives in the U. S. alone. In addition to these the Catalog is distributed to, and used by the following:—100 mill architects and engi-

neers, 42 United States consular agents, more than 1200 mills in Canada, Mexico, Central and South America, China, Japan, India and many of the countries of Europe. The influence of the Consolidated Textile Catalog in the buying of machinery, equipment and supplies is world-wide in scope.

Advertise in Textile World, yes, but let the Catalog follow up with *specifications*. The two make a powerful, direct-hit combination.

The 1928-29 Catalog is now being prepared. Is it on your list?

BRAGDON, LORD & NAGLE COMPANY

Publishers of **Textile World**

334 Fourth Avenue, New York

Advertising
& Selling

The NEWS DIGEST

Issue of
Nov. 16, 1927

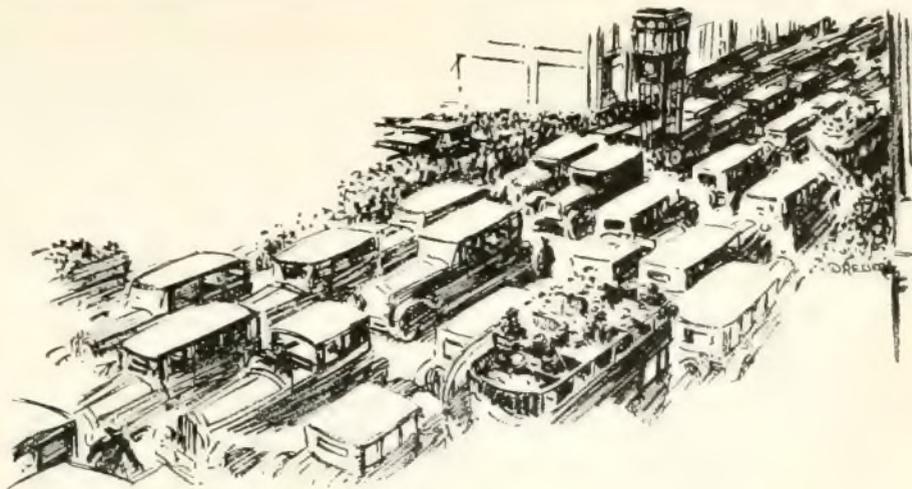
CHANGES IN PERSONNEL—(Media, etc., continued)

Name	Former Company and Position	Now Associated With	Position
C. J. Edelmann	Verree & Conklin, Inc., New York	Hearst Picture Newspapers, Chicago, Ill.	Representative (Boston Daily Advertiser, and N. Y. Daily Mirror)
C. S. Heminway	Judge, New York, Adv. Mgr.	The American Weekly, New York	Adv. Staff
Harold A. Wise	True Story, New York, Adv. Mgr.	The Macfadden Publications, Inc., New York	Supervising Dir. of Adv.
D. F. Cass	Fairchild Publications, Chicago, Ill., Rep.	Modern Publications, New York	Mgr. of Chicago Office
Emmett Gowen	The Fourth Estate, New York, Managing Editor	Better Business Bureau of New York, New York	Publicity Mgr.

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
The Jewel Tea Co., Inc.	Chicago	Tea	Ray D. Lillibridge, Inc., New York
Monroe Calculating Machine Co.	Orange, N. J.	Adding-Calculators	Barrows, Richardson & Alley, New York
Hurley & Co.	Chicago, Ill.	Finance	The Quinlan Co., Chicago, Ill.
Oral Products, Inc.	New York	Tooth Paste	The Quinlan Co., Chicago, Ill.
Belle City Incubator Co.	Racine, Wis.	Incubators & Brooders	The Quinlan Co., Chicago, Ill.
E. I. DuPont de Nemours & Co., Inc.	Buffalo, N. Y.	Rayon	Frank Seaman, Inc., New York
American Viscose Co.	New York		
Industrial Fibre Co.	Cleveland, Ohio		
Classic Art Products Co.	Port Washington, Wis.	Art Products	Klau-Van Pietersom-Dunlap-Young-green, Milwaukee, Wis.
Linendoll Heater Corp.	Chicago, Ill.	Car Heaters	Hurja-Chase & Hooker, Inc., Chicago, Ill.
The Checker Cab Co.	Chicago, Ill.	Cabs	The Quinlan Company, Chicago, Ill.
Vandercook & Sons	Chicago, Ill.	Proof Presses	Hurja-Chase & Hooker, Inc., Chicago, Ill.
Tao Tea Co., Inc.	New York	Tea Balls	Cross & LaBeaume, Inc., New York
The Manor	Asheville, N. C.	Hotel	J. C. Bull, Inc., New York
The Simplex Piston Ring Co. of America	Cleveland, Ohio	Piston Rings	The Edwin A. Machen Co., Cleveland, Ohio
Otto Schmidt Products Co.	Chicago	Mineral Water	Woolf-Gurwit Advertising Agency, Chicago, Ill.
William F. Pelham Co.	Chicago	Finance	Maurice H. Needham Co., Chicago, Ill.
Michigan Tea Rusk Co.	Holland, Mich.	Dutch Tea Rusk	Maurice H. Needham Co., Chicago, Ill.
*American Radiator Co.	New York	Radiators	Ruthrauff & Ryan, Inc., New York
Charles of the Ritz	New York	Hairdresser	Wilson & Bristol, New York (Effective Jan. 1, 1928)
Philadelphia & Reading Coal & Iron Co.	Philadelphia, Pa.	Coal and Iron	The Buchen Company, Chicago, Ill.
Columbia University	New York	Home Study Courses	Cross & LaBeaume, Inc., New York (Effective Jan. 1)
The Photomaton Operating Corp.	New York	Automatic Photographing Machines	Reimers & Osborn, Inc., New York
The Postum Co., Inc.	New York	Minute Tapioca	Erwin, Wasey & Company, New York
F. W. Fitch Co.	Des Moines, Iowa	Perfume	Ruthrauff & Ryan, Inc., Chicago, Ill.
George H. Smith Casting Co.	Milwaukee, Wis.	Electric Steel Castings	Dearborn Adv. Agency, Chicago, Ill.
Randolph Radio Corp.	Chicago, Ill.	Radio	Brandt Advertising Co., Chicago, Ill.
Agmel Corporation	Los Angeles, Cal.	Invalid Food	Beaumont & Hohman, Los Angeles, Cal.
Daily News	San Francisco, Cal.	Newspaper	Lewis H. Waldron Advertising Agency, San Francisco, Cal.
Abbey & Imbrie	New York	Fishing Tackle	Young & Rubicam, New York
Cereal Soaps Co., Inc.	New York	Shampoo Soap and Combs	C. J. Oliphant Advertising Agency, Inc., New York
The Longacre Cold Cream Co.	New York	Cold Cream	James A. Devine Advertising Agency, New York
Rockwood & Co.	Brooklyn, N. Y.	Chocolate	Frank Presbrey Co., New York

*Not to be confused with the advertising for the Industrial and Accessories Division of the American Radiator Co., which continues to be handled by MacManus, Inc., Detroit, Mich.



ONE OF THE TWO morning newspapers in New York to show a gain in display automotive lineage for the first ten months of 1927 is THE NEWS, New York's Picture Newspaper. The gain is 50,244 lines. All large-size New York morning papers show losses.

SIGNIFICANCE: Lineage, usually, doesn't mean much. But a gain when losses are the rule, with the highest line rate of any newspaper in America; and a money gain exceeding any other New York newspaper—shows the growing recognition of this comparatively new type of automotive medium.

Huge circulation, high visibility, low cost—what better selling instrument for the largest and richest automotive market in the world? And what better medium for Show Week? Please get your reservation in early.

October Circulation Averages: Daily 1,251,050; Sunday 1,399,641. These are the largest circulations in America.

THE  **NEWS**
New York's Picture Newspaper
Tribune Tower, Chicago 25 Park Place, New York

	<i>Advertising & Selling</i>	<h1 style="margin: 0;">The NEWS DIGEST</h1>	<i>Issue of Nov. 16, 1927</i>	
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CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (Continued)

Name	Address	Product	Now Advertising Through
Bergdorf & Goodman	New York	Couturiers and Furriers	Ray D. Lillibridge, Inc., New York
J. Allen Smith & Co.	Knoxville, Tenn.	White Lily and Flo-Rosa Flour	James A. Greene & Co., Atlanta, Ga.

PUBLICATION CHANGES AND APPOINTMENTS

Fiction House Group, New York	Has appointed Rhodes & Leisenring Co., New York, as its eastern advertising representative.
Nation's Business, Washington, D. C.	Effective with the January issue, will have a page size of 8½ by 11½ inches. The type page size will be 7 by 10 3/16 inches.
Register, Santa Ana, Cal.	Has appointed Robert E. Ward, Inc., New York, as its advertising representative in eastern territory, and Fred L. Hall Co., Inc., San Francisco, as its Pacific Coast representative.
The Outlook, New York	Has appointed Read and Wildes, Boston, Mass., as its New England advertising representative.
Case-Shepperd-Mann Publishing Corp., New York	Has appointed A. L. Marsh, New York, as its Eastern advertising representative.
Clarksburg Publishing Co., Clarksburg, W. Va.	Has appointed Devine-Wallis Corp., New York, as its national advertising representative.
Dinuba Sentinel, Dinuba, Cal.	Has appointed M. C. Mogensen & Co., Inc., San Francisco, as its national advertising representative.
The Syracuse Herald, Syracuse, N. Y.	Has appointed O'Mara & Ormsbee, Inc., New York, as its national advertising representative. (Effective Dec. 1, 1927.)
Iowa Farmer, Des Moines, Iowa	Has changed its issuance from monthly to semi-monthly. (Effective Jan. 1, 1928)
Forest and Stream, New York	Has appointed Roger A. Johnstone, San Francisco, Cal., as its Pacific Coast advertising representative.

NEW ADVERTISING AGENCIES AND SERVICES, ETC.

Martin, Debrest & Nelson, Inc.	New York	Advertising	Harold Debrest, Pres.; Martin Bernstein, Treas.; Nelson Bernstein, Sec'y
The Seymour Schiele Advertising Co.	St. Louis, Mo.	Advertising	Seymour Schiele, Pres.; E. R. Evans, Vice-Pres.; L. Brunswick, Sec'y; P. Brunswick, Treas.

MISCELLANEOUS

The F. B. Vogel Publishing Co., Philadelphia, Pa., publishing the International Railway Journal, The American Mason, and Realty & Resort World.	Has formed the F. B. Vogel Magazines, Inc.
Rudolph Guenther Russell Law, Inc., New York, Financial Agency	Has opened a new office at the Packard Building, Philadelphia, Pa. The office is under the management of R. F. Record.
*Demley, Inc., New York	Has been organized to undertake the sale and distribution of the M. E. Bernhardt Co., New York, pocket lighters and novelty products.

*Not to be confused with the distribution of the lighters through tobacco, drug and grocery trades, which continues to be handled by William Demuth & Co., N. Y.

NEW PUBLICATIONS

Name	Published by	Address	First Issue	Issuance	Page	Type	Size
Country Newspaper Advertising	C. A. Baumgart	Des Moines, Iowa	Oct., 1927	Monthly	7		10 x 7
The Nation's Schools	The Nation's Schools Publishing Co.	660 Cass St., Chicago, Ill.	Jan. 1928	Monthly	7		10 x 7
Creative Art	Albert & Charles Boni, Inc.	New York	Nov. 19, 1927	Monthly	6		9½ x 6

*Creative Art is the American edition of *The Studio* published in London, England.

CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

Name	Business	From	To
The American Architect	Publication	239 West 39th St., New York	501 Fifth Ave., New York

THE AMERICAN PRINTER



THE AMERICAN PRINTER

Timely

THE AMERICAN PRINTER

Friendly

THE AMERICAN PRINTER

Different

THE AMERICAN PRINTER

Original

THE AMERICAN PRINTER

Best

THE AMERICAN PRINTER

High Spots of
the November
Number of
The
American
Printer



*Discussion of the Fresh Note
in Typography*

by

*Updike, Dwiggin,
Anderson, Marchbanks,
Radcliffe*



Pictured Progress

*A new series of
articles on new equipment
for the printer*



Brass Tacks

ried from convention speeches



*What Printers Say in Their
Advertising*



*The American Printer
is the
livest periodical
in the
printing industry*



*Printers are reached
through advertisements in
The American Printer
9 East 38th Street
(Caledonia 9770)
New York*



Easy to buy good envelopes now even for the novice

BUYING envelopes used to be like buying paintings — not a job for the novice. No more, though.

Now you can order envelopes by name, and know what you're going to get, and what you may expect from them.

Name — Box — Watermark — Guarantee

Columbian USE White Wove Envelopes are made by the world's largest manufacturers of envelopes. They come in a different, attractive, non-soiling box — one you'll know among a thousand.

They're watermarked, too — with the makers' initials, USE. You can tell them anywhere, even out of the box and banding.

And every box carries a printed guarantee of satisfaction. If a defective lot should get by the factory inspection, the dealer you bought them from will exchange them without quibble or question.

Remember the Name

Note the name — Columbian USE White Wove. When you need a new supply, get them through your printer or stationer. If he does not stock them, write us.

UNITED STATES ENVELOPE COMPANY

The world's largest manufacturers of envelopes

SPRINGFIELD, MASSACHUSETTS

With fourteen manufacturing divisions covering the country



USE

The watermark appears in every envelope



This attractive box with the USE all-over design will not soil or show dust in your stock



The guarantee protects your customer — and YOU

COLUMBIAN *White USE Wove* ENVELOPES