

Advertising & Selling

PUBLISHED FORTNIGHTLY



Drawn by W. F. White for Ovington's.

DECEMBER 14, 1927

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In this issue:

"Let the Comments Come In on Order Blanks" By DON FRANCISCO; "Chaos in the Air?" By EDWARD T. CASWALL; "Distribution Enters a New Phase" By T. W. McALLISTER; "Selling for Export by Letter" By B. OLNEY HOUGH; "Small Space" By J. ALAN FLETCHER; "The News Digest" on Page 98

For 1927-1928

Chicago's Retail Advertisers Recommend The Daily News

HERE is a graphic comparison of newspaper advertising values as determined by one of the best informed groups of advertisers in the Chicago market.

The advertising of Chicago's department stores, which deal with ALL Chicago people, totals one-third of all local advertising in Chicago newspapers. Alone it equals more than 85% of all national advertising. The judgment it represents is important.

Note that the largest department stores, those in the "Loop," advertise more than twice as much in The Daily News as in any other weekday paper.

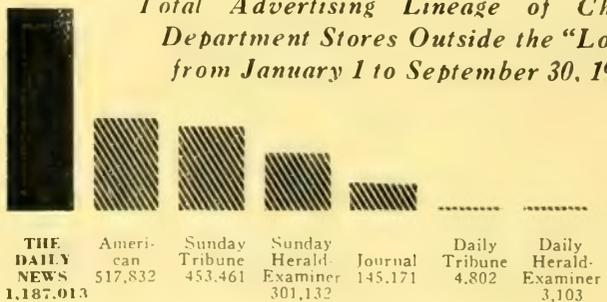
And note the overwhelming leadership of The Daily News in advertising of the outlying department stores. The requirements of these stores are very similar to those of national advertisers. They can devote less space than the larger stores to general advertising. They eliminate still more ruthlessly than the larger stores the newspapers less effective for advertising. With six daily papers and two Sunday papers from which to choose they place more than 45% of all their advertising in The Daily News alone!

More people are buying The Daily News this year than ever before. Its circulation average for the nine months ending September 30, 1927—438,745—is the highest it has ever been for this period—a gain of 36,912 daily average over the same period in 1926. This will give you added effectiveness for your advertising, just as it does for Chicago's local advertisers.

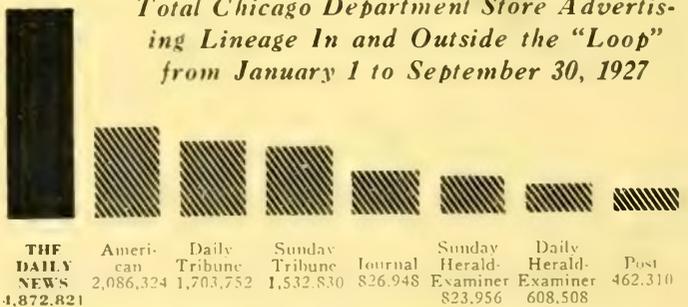
Total Advertising Lineage of Chicago Department Stores in the "Loop" from January 1 to September 30, 1927



Total Advertising Lineage of Chicago Department Stores Outside the "Loop" from January 1 to September 30, 1927



Total Chicago Department Store Advertising Lineage In and Outside the "Loop" from January 1 to September 30, 1927



THE CHICAGO DAILY NEWS

Advertising Representatives:	NEW YORK J. B. Woodward 110 E. 42d St.	CHICAGO Woodward & Kelly 360 N. Michigan Ave.	DETROIT Woodward & Kelly 408 Fine Arts Bldg.	SAN FRANCISCO C. Geo. Krogness 253 First National Bank Bldg.
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MEMBER OF THE 100,000 GROUP OF AMERICAN CITIES

AVERAGE DAILY NET PAID CIRCULATION FOR OCTOBER, 1927—441,533

THE Pittsburgh Press has overwhelming leadership in Pittsburgh.....Complete coverage through one great newspaper. Advertising in the Press SELLS the product. There is no substitute for sales.



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

Get the "A-B-C"

of Indianapolis Newspaper Values

*from the Impartial
A.B.C. Reports*

THE AUDIT BUREAU OF CIRCULATIONS, through its reports, gives you a clear, impartial picture of the comparative values of Indianapolis newspapers.

Compare the total daily circulations of the three papers. (Note the overwhelming public preference for The INDIANAPOLIS NEWS). . . . Then note how Carrier-Delivered circulation is distinguished from Street Sales. (The NEWS has more home-delivered city circulation than both other Indianapolis dailies combined.)

Study the ratios of city circulation to circulation in the surrounding territory. (Both types of circulation are essential in this 2,000,000 population market.) The NEWS, emphatically first in city circulation, has the most consistent ratio of suburban and country circulation.

A thorough study of these A. B. C. reports is sure to strengthen your understanding and appreciation of The NEWS as the dominant advertising medium in this rich market.

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

So Said Napoleon

GET rid of the idea that famous people possess infallible judgment. Few men are consistently and continuously supermen. That's why so many worthless securities are found in the safety boxes of prominent people.

Schemers are always playing on the gullibility of their friends and followers. The ancient oracles were the powerful organs of tainted news. The prophecies usually represented tricks of the priests to aid their political schemes. The Delphic oracle instead of being a single individual was really an institution. All down through the ages false prophecies have overthrown kingdoms, created misery and brought about disaster.

In 1453, when Constantinople came into possession of the Moslems, the success of the assailants was due to the want of energy of the townsfolk who relied on a prophecy which foretold that the Turks would advance as far as the Pillar of Constantine and then be driven back by an angel from heaven. The famous prophecies of the Archbishop of Malines, published about 1871 and believed by the people, led to great suffering and were a contributing cause to the overthrow of the French.

Newton said world history would be catastrophic, basing his forecast on his belief that a comet overtook the earth from behind fifty centuries ago, precipitating its whole substance upon her and producing a glacial condition. When people today hear that a comet is likely to come near the earth, instead of hiding in cellars as they did many times in the past, they get out their sun glasses and block traffic while they look at the heavenly body.

The astute Pitt predicted the end of the Papacy. In 1760 Rousseau said England would be ruined and lose her liberty in twenty years. Michel Chevalier stated that the development of the railway system in Europe would cement the nations together and completely remove hereditary animosities. Shortly after the discovery of the Leyden jar, the most famous electrician of the day expressed the belief that the subject of electricity would soon be exhausted. The introduction of the first incandescent lamp brought a precipitant drop in the stocks of gas companies, because folks were told that very soon there would be no further use for gas.



Nast's Cartoon That Ended Tweed's Career

Prior to the World War leading statesmen in several countries pointed out that the only way to prevent war was to provide enormous armaments. From the beginning to the end of the struggle the world was filled with loose talk. Hostilities would only last a few months. The cost could not be more than two billion dollars. There would be a severe drop in prices at the end of the conflict. But the war lasted more than four years; it cost tens of billions of dollars; and instead of going down, prices went up rapidly after its conclusion.

Three centuries ago a skillful astrologer was as essential to the government as a prime minister, and monarchs rarely undertook any enterprise of importance without consulting the court astrologer. Being primitive astronomers and able to forecast happenings in the heavens, these fakirs lost no time in laying claim to occult powers which rendered it possible for them to predict earthly events. Their methods were not un-

like those of their modern counterparts, some of whom came near making us believe that this year would be summerless and a time of widespread crop disaster.

Napoleon said, "This will be the last war." Today the world is full of Napoleons spreading equally erroneous assumptions. Hundreds of thousands of people who buy and sell stocks at present believe they are acting entirely on their own judgment, whereas if the truth were known, it would be shown that there is not one person in ten who isn't influenced to a large extent by the opinions of others, most of them unqualified.

The wrecked hopes of people who still give ear to random predictions continue to litter the path of our business advance. In view of the increasing complexities of commerce and trade, it is surprising how few of us insist on doing our own thinking. No longer can we determine future prospects by last year's performances. A few politicians who may place the success of their party above the welfare of the nation's industry may upset all calculations. A group of powerful speculators with subcellular methods can give us a most unexpected slap. Human nature may start to cut up without rhyme or reason and no living soul can clearly see the final outcome.

The decisions that have exerted the greatest influence
[CONTINUED ON PAGE 76]

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

"give me four porterhouse steaks"



FEW days ago in Detroit a modestly gowned woman stepped into her "regular" butcher shop. Knowing her, said butcher reached for a soup bone, as that had been the limit on meat expenditures in that family for some time. With a happy smile in her eyes she waved the soup bone away and said "give me four porterhouse steaks, John is back making Fords."



Briefly that summarizes the situation in Detroit today. Thousands of families are ordering porterhouse steaks that have been denied them for months. Thousands of families will be eager and happy to buy the little luxuries and necessities of living that have been out of reach by virtue of curtailed incomes.



The Detroit market is getting set for its greatest era of pros-

perity. Automotive experts are predicting five million motor cars to be produced in 1928, and it should be remembered that 85% of them are made and shipped in the Detroit market. The new Ford is now a reality, model "A's" are coming regularly out of the huge Highland Park and Fordson plants . . . seventy thousand men are packing full dinner pails there, and there's a new lift to their shoulders as they plunge into the giant hum of this huge industry. Hundreds of other industries have caught the infection and the wheels of business are rolling merrily along, faster

and faster here in the Detroit market.



The Detroit market will undoubtedly spend more money in the coming months than ever before in its history, and advertisers desirous of acquiring their share of this business will obviously full-schedule their way into the hearts and pocketbooks of the 550,000 homes in this area.



The Detroit Free Press offers a coverage of every other home in the market, which means practically every worthwhile advertising-to-home.



The "three o'clock shift" at the Highland Park plant of the Ford Motor Company

The Detroit Free Press

Verree & Conklin, Inc.
NEW YORK CHICAGO



National Representatives
DETROIT SAN FRANCISCO

Coordination makes for LEA



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

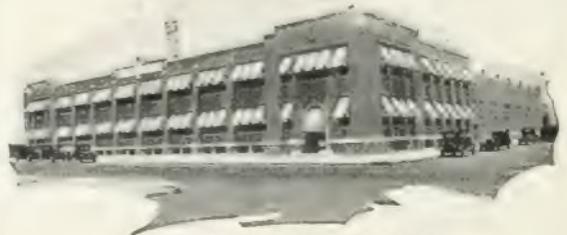


A. C. PEARSON
Chairman of the Board of
the U. P. C.
President of the Textile
Publishing Co., N. Y. C.

FRITZ J. FRANK
President of the U. P. C.
President of the Iron Age
Publishing Co., N. Y. C.

C. A. MUSSELMAN
Vice-President of the
U. P. C.
President of the Chilton
Class Journal Co., Phila.

F. C. STEVENS
Treasurer of the U. P. C.
President of the Federal
Printing Co., N. Y. C.



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

of Facilities LEADERSHIP



THE accumulation of extensive facilities may, or may not be of great significance.

It is the proper handling of power that converts it to the good of all.

The United Publishers Corporation represents vast resources, both physical and mental.

Properly coordinated these resources are responsible for the leadership of United Publishers Corporation publications in their respective fields.



UNITED PUBLISHERS CORPORATION

Complete Coverage of
The **BOOTH NEWSPAPER AREA**
ONE OF AMERICA'S 15 LEADING MARKETS



In the 8 Principal Centers There Are:—

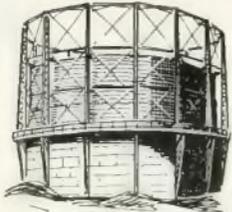
118,894 Water Users
 165,686 Net Paid City Subscribers



119,652 Telephone Subscribers
 165,686 Net Paid City Subscribers



158,623 Electric Users
 165,686 Net Paid City Subscribers



131,164 Gas Consumers
 165,686 Net Paid City Subscribers



161,455 Families
 165,686 Net Paid City Subscribers

1,254,000 Total Population
 265,564 Net Paid City Subscribers

A.B.C. Net Paid, Six Months Ending Sept. 30, 1927

Grand Rapids Press
 Flint Daily Journal

Saginaw Daily News
 Kalamazoo Gazette

Jackson Citizen Patriot
 Bay City Daily Times

Muskegon Chronicle
 Ann Arbor Times News

What *** marketing is a science?

YES; with all modesty we say it: modern marketing is a science.

This statement is not coming to you from under a high hat; though perhaps the word "science" may seem 'way uptown.

Call the first witness! Mr. Noah Webster, being duly sworn, deposes as follows: "SCIENCE: knowledge of facts, laws, and proximate causes, gained and verified by exact observation and correct thinking."

Successful marketing, under modern conditions, requires a background and an application of method every bit as comprehensive as that of any other science. Marketing embraces all the means by which merchandise or ideas are moved from originator to consumer—at a profit.

Marketing, as we use the term, includes advertising, merchandising, and sales promotion—but with no bias in favor of any medium or any sales strategy. We have no formulas.

Our attack on any business problem is modeled by our "knowledge of facts, laws, and proximate causes" which we have "gained and verified by exact observation" of that and of many other merchandising problems, and which we have organized into business-building forces by the practice of "correct thinking."

So far we jibe with Webster all the way. Let us call him back into the witness box for one more definition of science. Science is also, he avers, "expert ability to do, resulting from knowledge."



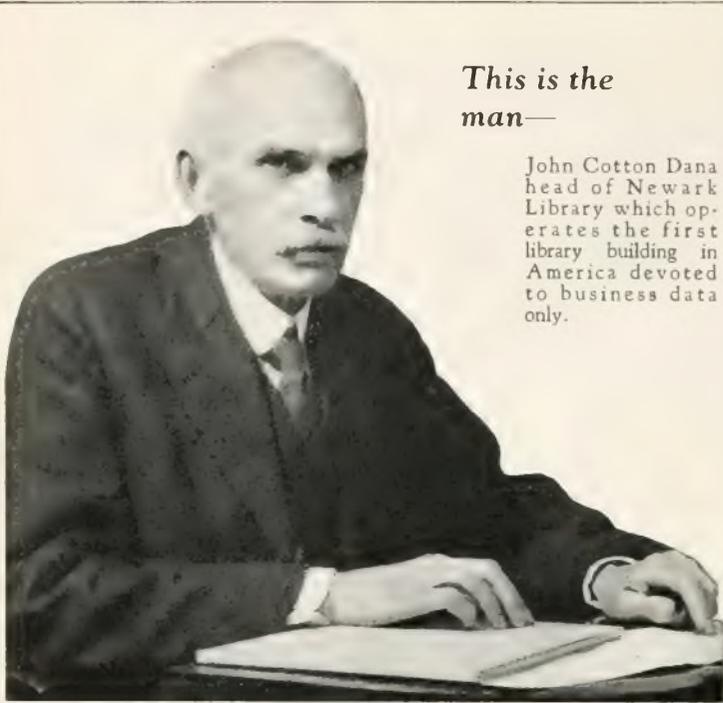
Whether we are working with an old client, a new one, or with a prospective client, our procedure at every step is one of laying all the cards on the table, exposing our limitations as well as our qualifications. Our clients always know why we recommend and do certain things in certain cases. And all persons who are interested in any statements we make about our service are invited to refer to our clients for verification.

JAMES F. NEWCOMB & Co. INC.

Advertising • Merchandising

330 SEVENTH AVENUE, NEW YORK, N. Y.

Telephone PENnsylvania 7200



*This is the
man—*

John Cotton Dana
head of Newark
Library which op-
erates the first
library building in
America devoted
to business data
only.

*This is what he says the
business man asks about today—*

1. Costs and Cost Accounting
2. Credits and Collection Methods
3. Personnel Management
4. Forecasts of Trade Conditions
5. Marketing Methods
6. Advertising Methods
7. Sales Quotas
8. Investment Service
9. Engineering Data
10. New Appliances
11. Professional Progress
12. Inventions
13. Exchange Rates
14. Statistics
15. Prices
16. Overhead Studies
17. Office Methods and Systems

This Man Knows What BUSINESS MEN Want to Read

JOHN COTTON DANA, head of the Newark library, knows that the modern business man is a reader and thinker.

He knows, very well indeed, that the management of modern business is passing surely and rapidly into the hands of men and women who make a study of business—and of their own business. For Mr. Dana's prestige among advertising men and others interested in business research, as one of the men who have done most to encourage the centralization and compilation of business data, is evidence to that effect.

The first library building in the United States devoted wholly to business data and literature, operated as a branch of the Newark Public Library, is a

monument to the success of his ideas.

Hundreds of other progressive communities are giving similar attention to the organization of business men's library facilities. Altogether we have a picture of alert business communities throughout the country, tremen-

dously interested in the science and literature of business and eager readers of the business and professional journals of their own particular calling.

That is why the character and function of the business and professional paper has been so completely changed in recent years. The business and professional paper of today is eagerly followed by its readers because it is not only the source of the latest and most up-to-date information as to the technique of its particular line, but because it is also the leader of the progressive movements in its field.

The A. B. P. is an Association of 126 such business and professional publications — each conspicuous for leadership—and the chosen vehicle for the progressive advertising to its field.



The A. B. P. is a non-profit organization whose members have pledged themselves to a working code of practice in which the interests of the men of American industry, trade and professions are placed first—a code demanding unbiased editorial pages, classified and verified paid subscribers, and honest advertising of dependable products.

The Associated
Business Papers, Inc.
52 Vanderbilt Avenue,
New York



DRAWING MADE FOR PHILIP RUXTON, INC.

A single page is but a "breath in the oration" when one attempts justice to T. M. Cleland. Only such a volume as the one now being printed by the Pynson Printers, can hope to pay full tribute to the exceptional gift of this master of the Graphic Arts of today.

A CRITIC (of the illustrator's art) must approach opinion of Thomas Maitland Cleland on tiptoe. Moreover he must utter no classification but he do it tentatively—unless he exclaim boldly the realization—"There, but for the lack of sacred walls goes the great Mural painter of his day." What shall we say of such an artist? What shall we say of a man who designs books and sets the master printers to envying—who designs an initial and creates a standard—who decorates a page and discourages his contemporaries? What shall we say of a man who paints an announcement

T. M. CLELAND

for the Metropolitan Museum and makes it a representative and unforgettable addition to that institution's magnificent exhibition? Thomas Maitland Cleland—artist, writer, scholar and gentleman treads the pathway of the truly great. His inspiration is Olympian, his taste exquisite. So exquisite that his craftsman's gift, envied by fine painters, never quite satisfies his own estimate. No one can suspect the infinite toil and the beautiful sacrifices that precede each splendid work that attains the signature of T.M. Cleland.



THE WALKER ENGRAVING COMPANY

MEMBER AMERICAN PHOTO

ENGRAVERS ASSOCIATION

When an office boy exclaimed his delight at a Cleland drawing—we knew he belonged here. Without taste there can be no discernment of values nor discrimination. To the eyes of



taste all plates are not alike. Each is the pigmented rhetoric of a definite creative individual, whose beautiful individuality must be fully expressed in the final engraving.

VERMONT—

An Active Market “After the Flood”

Vermont's rehabilitation program, following the flood damage of November 4, is already under way in accordance with a plan outlined by Secretary Hoover after a visit to the State.

HERE ARE THE FOUR MAIN ACTIVITIES:

1. Rehabilitation of farms, homes and families, including replacement of buildings, stock and equipment, through the agency of the American Red Cross. These purchases are made through established local distribution channels.
2. Extension of long-term, low-rate credits to impaired industry and commerce through the medium of a Flood Credit Corporation backed by the banking resources of New England.
3. Reconstruction of highways and bridges by the State Highway Department, assisted by the Federal Government. Vermont itself has already appropriated \$8,000,000 for this work.
4. Immediate rebuilding of railway lines, on which freight and express service already is approaching normal. Resources of the Canadian Pacific and Canadian National Railways are back of this enterprise.

Pursuance of this program can mean but one thing—an *unprecedented demand for labor and merchandise in Vermont during the next year*. Far from being impaired, the State's purchasing power will be greatly increased. In addition to an abnormal demand for building materials, other merchandise of all sorts will be needed to replace damaged stocks, for which the labor of thousands employed in the rehabilitation program will create an active demand.

Vermont Allied Dailies

Barre Times

Bennington Banner

Rutland Herald

Brattleboro Reformer

Burlington Free Press

St. Johnsbury Caledonian-Record

*** NEWS THE DAY IT HAPPENS ***

ON THE PACIFIC COAST....
 the evening paper is
 the man's paper!

Because, the three hours' difference
 in time between the east and west
 coasts, enables Pacific coast after-
 noon newspapers to print

Complete Financial News
Complete World News
Complete Sports News

the day it happens!

The JOURNAL is the evening newspaper
 that is to be found in the hands of Portland
 MEN—because of its timely, comprehensive
 Financial, Sports and World News.

The **JOURNAL**
Portland, Oregon

BENJAMIN & KENTNOR COMPANY *** Special Representatives

CHICAGO
 Lake State B'k Bldg.

NEW YORK
 2 W. 45th Street

LOS ANGELES
 117 West Ninth St.

SAN FRANCISCO
 58 Sutter Street

PHILADELPHIA
 1524 Chestnut Street

31% gain

DURING the first eleven months* of 1927

Delineator

showed an increase in advertising lineage of 31% compared with the corresponding months of the previous year...This is a greater gain than any other woman's magazine (of large circulation) showed...whether figured either in percentage or in actual number of lines or pages

*Eleven months are used because all the figures in comparison with other magazines are not available for the full year

Advertising & Selling

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© Ewing Galloway

WHEN Henry Ford first rode in the car that was to make him one of the most widely known figures of his period, and a great influence in altering the life of his own country and of the world, he could not have realized the extraordinary rôle he was to play. Today, the position that both Mr. Ford and his car hold in the imagination and lives of the peoples of entire continents is phenomenal; and it has made the introduction to the public and the advertising of his New Ford an event to millions. The story of the publicity and advertising that attended this unusual debut of a factory product is a timely one. It is told in this issue by Maurice Coates, in his article, "Henry Ford Shows Us a Trick or Two about Advertising."

M. C. ROBBINS, PRESIDENT

J. H. MOORE, General Manager

OFFICES: 9 EAST 38TH STREET, NEW YORK

Telephone: Caledonia 9770

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

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

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

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

NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

Subscription Prices: U. S. and possessions and Canada \$3.00 a year; foreign \$4.00 a year, payable in advance. 15 cents a copy

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. Member Audit Bureau of Circulations and Associated Business Papers, Inc. Copyright, 1927, By Advertising Fortnightly, Inc.



1,600,000 families could buy cheaper magazines—but they prefer *Cosmopolitan*
These 1,600,000 families could live more economically—but they have the means and the desire for a more complete, enjoyable existence

The manufacturer of quality products cannot afford to overlook the relationship of these salient facts—

*For they explain the strength of *Cosmopolitan's* class market, over 90% of which is concentrated in the urban areas where 80% of all buying and selling is done.*

Advertising Offices: 119 West 40th Street, New York City

326 West Madison Street, Chicago
5 Winthrop Square, Boston

General Motors Bldg., Detroit
625 Market Street, San Francisco

DECEMBER 14, 1927

Advertising & Selling

FREDERICK C. KENDALL, *Editor*

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CHARLES AUSTIN BATES FLOYD W. PARSONS KENNETH M. GOODE G. LYNN SUMNER
RAY GILES N. S. GREENSFELDER JAMES M. CAMPBELL FRANK HOUGH, *Associate Editor*

Let the Comments Come In on Order Blanks

Don't Be Misled by Superficial Comments from People Who
Think Your Advertising Is "Cute" or "Nice"

By Don Francisco

Vice-President, Lord & Thomas and Logan, Inc., Los Angeles

THE gold bricks of advertising seem to have a lasting lure. Advertisers are constantly buying them. Worse than that, advertising men are always being buncoed by them. They strive so earnestly for superlative values of attention, brevity, cleverness or beauty in their advertisements that they quite forget to test the material beneath, and so fail to discover base metal where true selling value should be. Attention, brevity, cleverness and beauty are excellent qualities in advertising, but they are merely the plating over the selling message. A well-plated gold brick is a credit to its maker only if it is pure gold beneath the plating.

You cannot say, of advertising, that there is only one way in which it should be done—that every way but your own way is a "gold brick." In a given case, there may be one way that is better than others for that particular purpose. Even mediocre advertising gets some results if you do enough of it. There is room for different ideas, and the longer we study advertising methods, the more tolerant we tend to become.



As advertising manager of "Sun-kist" citrus fruits, before forming an agency connection, I was trained in the salesman's point of view. Our effort was to sell through advertising just as though we were calling on the prospective customer—a type of advertising that is tested by the number of actual, traceable inquiries or sales. On the basis of that expe-

rience I will discuss in this article four varieties of superficial plating that can make advertising appear to be good when it may be almost worthless.

Attention is the first.

Nowadays, everybody is interested in advertising; not only the advertiser, and the advertising men who work for him, but also the public that reads his advertisements. This interest takes the form of criticism or commendation. People say, "There's a good advertisement," or "What a rotten ad!"; although they are merely readers—consumers of advertised products. Your wife, your children, your friends at the club, will speak of a showy advertisement with admiration—because it has attracted their attention by some ingenious catch-line, or picture, or type arrangement, or leading idea—and pronounce it a wonderful piece of advertising. But they are content with admiration. It is quite possible that no sales resulted; because there was nothing in the text of the advertisement to make them read, consider the goods offered, and buy. Such an advertiser's gold brick was

unprofitably plated with attention.

It is a common experience to find people who admire Jones' "different" advertising confessing that they do all their buying from Brown—"But Jones is a remarkable advertiser, don't you think?"

It is gratifying that advertising should have so captured public interest. But we should be more gratified if people treated it as they do the glass in a show window, rather than have them take so much interest in how the glass is made, in its size, shape, and color. This public interest is a danger to the adver-

tising man. He becomes self-conscious, and strives to attract attention to his work. It is perfectly natural, and human, to try to create advertising that will arouse reader comment, be reproduced in the business press, and perhaps win prizes. Those are all goals worth striving for; but only if the advertising also has the substance that sells goods.

An attention-compelling advertisement may be like some salesman who stutters. It will attract attention, and talk a lot, but not sell anything.

At one time a man of ours—no

longer with us—was going to Seattle. I suggested that he call on a manufacturer there, and help us form a business connection, which he agreed to do. When he came back from Seattle, he reported a pleasant conference. After a second visit he mentioned playing golf with the Seattle man, and on the third trip said they now called each other by their first names. A little later I met the manufacturer, who spoke enthusiastically of our representative. "By the way," he asked, "who is he with, anyway?"

[CONTINUED ON PAGE 44]

The Triumph of Paid Advertising

By Earnest Elmo Calkins

IT is not often that an advertising campaign gets into the news the way the Ford advertising has. Public curiosity has been whetted for months. It was an example of teaser advertising on a gigantic scale. The climax was a daily series of page advertisements in two thousand newspapers. The first week's run, it has been estimated, cost \$1,200,000. The total appropriation is said to be \$15,000,000, by no means too large for what Ford has to do. Never in the history of business has so much free publicity been given to a private commercial enterprise. The substance of the first page advertisement was reprinted by nearly every newspaper as front page news. It is significant, however, that at the very moment when the newspapers were giving him the greatest free publicity of his career, Ford was paying for the largest amount of space ever used in the same period by any business. Here then were the paid-for page and the front page news story in the same issue, containing practically the same thing. We will leave it to anyone, Dr. Starch and the research sharps or the man in the street who knows nothing about psychology but only what hits him, which was the most effective presentation, which sold the goods. For the goods certainly sold. In salesrooms, skating rinks, dance halls, winter gardens and auditoriums all over the United States, the few cars on exhibition were surrounded by circus-day crowds while clerks sat at desks and wrote out orders as fast as they could write for customers who waited in line to sign. It is perhaps the most conclusive demonstration of the power of advertising to sell goods since the Treasury sold \$6,000,000,000 worth of Liberty Bonds.

That first announcement, supposedly Henry Ford's personal message, but actually, no doubt, prepared by a capable copy writer in the Ayer organization, falls just a little short of the perfect advertisement. On the whole it was restrained and within the facts, but some exuberance crops out here and there. For instance, Mr. Ford, or his ghost writer, says, "We believe the new Ford car is as great an improvement in motor car building as the Model T Ford was in 1908." This, I maintain, is impossible. The Model T was an advance from zero, from no car at all. No improvement in the Ford car can ever equal the inception of the Ford car.

The advertisement also says, "In one year our profits were so much larger than we expected that we voluntarily returned fifty dollars to cash purchasers of a car." I file an exception to that word "voluntary." I was one of those purchasers. The car was sold under a written agreement that if the sales for the year reached a certain figure, fifty dollars would be rebated. The sales did reach that figure, and I got my fifty dollars. The original offer was voluntary, but having been made it became an agreement which the Ford Company was bound to live up to.

However, to offset these two instances, the heading of the Ford advertisement for Monday of the second week might be awarded the prize for understatement. It reads, "New Ford car exceeds all expectations. Official announcement of the new model last week created unusual interest throughout the country." "Unusual interest" is inadequate. Given such an unusual opportunity for a legitimate splurge, few copy writers could have resisted the temptation.



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Chaos in the Air?

A "Fan" Gives His Interpretation of the Radio Situation

By Edward T. Caswall

Assistant Sales Manager, The Climalene Co., Canton, Ohio

IF there is any chaos in the radio market, I didn't know about it until I read H. A. Haring's article "Chaos in the Radio Market" in the Nov. 16 issue of *ADVERTISING AND SELLING*. But there is a chaos in the radio world of some kind or other. Of that I am sure.

I am merely one member of what advertising men call "the consuming public," and I am not conscious of anybody's campaign on anything; and least of all was I aware, up to the time of reading Mr. Haring's article, that radio manufacturers are in the dumps, so far as selling radios is concerned.

I am just one of those fellows who places himself before his set each night and wonders what he is going to get—if anything. I usually can get something after a struggle; of that I am very proud.

Within the past week the radio page of my favorite newspaper told me that the Federal Radio Commission is undertaking a plan to re-allocate the wave lengths of all the bigger and better known stations. The Commission recognizes the fact that there is chaos in the air—even

if it does not know anything about the chaos in the radio market. There is a possibility that the one hinges on the other. It announced that possibly the first of December would see a reallocation of wave lengths of all the high-powered stations to a band somewhere between 300 and 500 meters. This, it seems, means the end for the smaller stations.

Chaos in the air—Chaos in the radio market!

RADIO editors are telling us that we need not hesitate to make our first investment in ethereal enjoyment because we have read occasionally of heterodynes and other more or less fearsome things. They tell us that there are enjoyable programs on the air. Perhaps they are there. I can't get them.

I have a little five-tube set of a popular make which has, up to this fall, been all that I desired in radio. It runs on wet and dry batteries and has never given me a bit of trouble in the two years during which I have had it.

As a listener I am one of the most "hide-bound" enthusiasts that you

could get in any land. But my enthusiasm is wearing off when I can't listen to my favorite station without a heterodyne of some kind.

The other night I sat down and without moving the dials listened to announcements and programs from Akron, St. Louis, Milwaukee and Asheville, N. C. Between times I heard the worst conglomeration of cat-calls, whistles and squeals that I ever listened to in my life.

And that's not the worst of it. All my D-X stations have departed from my set. No longer can I listen to Los Angeles. Seldom do I get Denver and seldom do I get Kansas City. About the best thing I can do is to listen (if that is possible) to the station closest to me and let it go at that.

As I said before, I am not conscious and haven't been conscious of big space advertising on this set or that set. In fact, I haven't been interested in radio advertising of any kind. I have been interested for the most part in trying to hear something once in a while. If I could only hear something I might be interested in buying a new set; but I feel that

[CONTINUED ON PAGE 51]

The Common People Think Asseveration* Is Applesauce

By Wallace Meyer

Vice-President, Reincke-Ellis Company, Chicago

UNFORTUNATELY for sophisticated city advertising geniuses, a great many of the millions of people who are expected to read advertisements are common people—not advertising agency employees; not artists; not copywriters; not members of any factory or store advertising department. In fact, they don't know much about how advertisements are planned and made. They only read them.

Spend a week in small towns, and listen to what these readers of advertisements say about some of the world's greatest claimers. What they say proves that they are very common people. For they don't know how "clever" some advertisements are. They don't know what ingenuity was practised in order to get the use of this great name or that. They are not supposed to know, and they don't. But they wonder. They are wondering more and more.

Just let them know that you are in the advertising business, then listen; don't lead.

"A lot of this stuff is applesauce, now isn't it?" they ask you. "Do you get up that kind of bunk yourself?"

Then tell them that to the best of your knowledge and belief every product you advertise is advertised truthfully. That even if you wanted to, you couldn't make any false claims, because the manufacturer wouldn't stand for it.

"That may go for you," they'll say. "But just the same, look at all these swell people writing testimonials for cigarettes, and face creams, and hair dyes, and tooth paste, and yeast, and pills, and beds, and what not. You can't tell me that they do



that for nothing. I'll bet a lot of them get stuck in the company that makes the stuff they brag about, or they get paid somehow.

"It used to be that some housewife wrote in that some medicine cured her of kidney pains, or some syrup cured her baby of wind colic, or some old man that had rheumatism got better after he used somebody's blood purifier. But now the magazines and papers are full of advertisements telling how people you read about in the news think the world and all of something to buy. You can't tell me it isn't applesauce."

SPEND a week in small towns. Listening, not talking; just asking questions and listening.

A great many millions of "circulation" live in these small towns of ours. They are not different from metropolitan residents, or rural population. But they probably have more time to read, and to tell you what they think.

Coming in from a visit to several prosperous small towns, and one county fair, in New York State, it occurred to me that advertisers who feel that asseveration is necessary to sell their goods, should do something

about the common people getting the notion that asseveration is applesauce.

The solution occurred to me before I fell asleep that night. In the morning, when the train stopped in Grand Central Station, the plan was as clearly outlined in my mind as the New Jersey Palisades and signboards in September sunlight.

It's really a very simple plan and should prove inexpensive to stage.

Let the principal asseverators get together and put on a monster, mammoth, mastodontic demonstration by living testimonials of proof by use.

Deputize that great entrepreneur of honest professional sports, Mr. C. C. Pyle, to sign up the Prominent Personages whose names appear most frequently in the present wave of testimonial advertising. Commission Mr. Pyle to sign them up on a cast-iron contract to appear in person so that their public can see them in the flesh, and in the acts of smoking, creaming, yeasting, sleeping, complexioning, dying, washing, bathing, eating, drinking, singing, announcing, acting, or what have you. Run the whole gamut. Sign each personage for the testimonial act which he or she does best, or most frequently.

Then authorize Mr. Tex Rickard, that peerless showman and organizer of civic uplifts, to stage this sesquicentennial, this world's fair, this Wembly of vicarious veracity.

Tex would make it a wow.

No need to outline details. Anyone who has pride in the advertising business would be glad to stay up nights, writing the scenario. But Tex should have a free hand. Don't stilt or cramp him. Give him room. Give him space. Give him latitude. It will be his Mount Everest of expositions. It will be his Arc de Triomphe.

Just a word as to plot and cast, that's all Tex would need.

[CONTINUED ON PAGE 62]

*Asseveration: Act of asseverating, or that which is asseverated; positive affirmation or assertion; solemn declaration. "Another abuse of the tongue, I might add—vehement asseverations upon slight and trivial occasions."—Ray.

Distribution Enters a New Phase

The Clash between Its Various Methods Will Form
a New Competition for the Consumer's Dollar

By *T. W. McAllister*

Editor in Chief, *Southern Automotive Dealer and Electrical South*, Atlanta, Ga.

GROWING complexities of distribution are arousing much speculation as to what the future may hold for the independent retailer, the general-line jobber, and for the manufacturer who is dependent upon these outlets. Perhaps no other business problem is receiving such widespread attention at the present time as that which concerns probable future developments in bridging the gap between producer and consumer.

It is probable that the historians of future years will record the twenty-five to fifty-year period ending with the close of the world war as the Industrial Age. This, no doubt, will be classified as the period during which the substitution of machines for manual labor, coupled with standardization, consolidation and big-scale production resulted in a tremendous increase in manufacturing efficiency and brought about a condition where supply speedily outstripped demand.

And if this be the case, it would seem logical to assume that the years immediately ahead will be recorded as the Age of Distribution—as the period when the pressure from over-

expanded production facilities, together with the tendency of capital to seek new fields of activity, resulted in the reduction of waste, lost motion and slipshod methods, and brought about a tremendous increase in the efficiency of our distribution system.

THAT there is room for such increased efficiency can scarcely be questioned. In fact, the investigations made by various research organizations and trade associations, as well as the records of individual firms, all tend to indicate that in both the wholesale and retail branches of distribution, and in practically all lines of trade, there has been a marked increase in the cost of doing business within recent years. The increase in distribution expenses has been out of proportion to the increase in commodity prices.

This may not be due to lessened efficiency so much as to the multiplied competition for the consumer's dollar, which has brought about an increase in selling expense all along the line. Yet, this increased cost of distribution, as well as the widespread complaint of scanty profits

in many lines of trade, indicates that in general the challenge of the chain store has not yet been met successfully.

Can this challenge be met? The chain stores are already dominant in the grocery and variety fields in the larger cities and are rapidly extending their spheres of activity to the smaller communities. Will their present rapid development continue unchecked? Are their inherent advantages such that the jobber-dealer method of distribution must be forced to wage a losing battle and eventually retire from the field?

It may be well to remember that the chain store does not, in fact, present a short-cut from manufacturer to consumer. The warehousing function of the jobber must still be performed somewhere along the line. No method has yet been devised whereby stores which handle small stocks of many hundreds of different items can obtain these stocks economically, direct from hundreds of different manufacturers.

The outstanding feature of the chain store method of merchandising is the elimination of waste, lost motion and non-essential services. Cen-



Before



After

THE improvement effected in this small-town Alabama hardware store is typical of the changes which are being made by thousands of independent retailers to meet the challenge of the chain store, the mail order house, and other new developments. But the cost of distribution in such stores still remains high

tralized buying results in a substantial saving in the time of buyers and salesmen. The cost of selling is likewise reduced through such arrangement and display of stock as enables the customer to make his own selections, practically unaided. Accounting expense is reduced to a minimum through the use of standardized systems and, in many cases, the elimination of credit accounts; while as a rule there is no item of delivery expense.

In this resultant saving in the time of buyers, salesmen, credit men, accountants and delivery men, there is, of course, a material reduction in the cost of moving goods from factory to consumer as compared with the wasteful practices involved in the jobber-dealer method of distribution.

A glance at the picture of wholesale and retail distribution will re-

veal some of these wasteful practices.

The "want book" is still relied upon as the sole buying guide in many retail stores. The profitless investments in duplicate lines, the cluttered-up stocks, the untrained salesmen, are indicative of a general tendency to continue in the rut of long-established routine until economic pressure forces the institution of more efficient methods.

The "missionary men," seemingly required by jobbers in ever-increasing numbers; the unprofitable small accounts of individuals and firms who are not entitled to buy at wholesale prices; the opening bills sold to stores which have been encouraged to open up in fields already badly over-crowded; the "specials" offered to bring business from another jobber's territory; all these indicate that

many wholesalers are not yet operating entirely with an eye to the requirements of efficient distribution.

There is evidence here and there of organized effort on the part of individual manufacturers, jobbers and retailers to meet the challenge of the chain store. However, if a careful analysis were to be made, it would doubtless be found that more people actually are required to move a certain volume of merchandise from producer to consumer, today, through jobber-dealer channels, than before the chain store came into existence.

In other words, during the very period when the chain store has been forging ahead because of its elimination of waste and lost motion, the jobber-dealer branch of distribution has nevertheless been increasing its motions, its services and its costs.

[CONTINUED ON PAGE 66]

The Man Who Missed Christmas

By Edward A. Muschamp

VINCENT DE VAL, editor and enthusiast, lingered for a moment over his vigorous "O.K." on the final page proof of the biggest number of *The Ladies' Popular Gazette* that had ever been issued.

Then swinging around in his chair he gazed intently at the ceiling. In his mind's eye he visualized the complete publication as distinctly as though he were turning the pages of the finished magazine, still warm from the press. And, by jingo, it was some bang-up number, from the purple rabbit on the front cover to the full-page advertisement of the new orthospoon mouth organ on the back cover. Page by page, figuratively speaking, he thumbed through the body of the magazine—seasonal stories and articles, timely and original suggestions for parties, new ideas for decorating the dining room table, designs for nifty home-made gifts and place cards, pages of smart fashions and four or five million dollars' worth of advertisements. Already he could see the issue on sale and crowds of people fighting their way up to the news-stands to buy copies!

Then De Val suddenly remembered that he had promised his wife to be home early for dinner. So he jumped from his chair, stepped briskly across the floor to the mahogany wardrobe, took his hat and overcoat, and walking stick, and

completely unmindful of the existence of such things as elevators, hurried down the two flights of stairs and out to the sidewalk, where he found himself being swept rapidly up the street by a wave of humanity that seemed to engulf him completely.

People were carrying packages and bundles. Curbstone fakirs were urging their novelties on the passing throng. The streets, too, seemed more crowded than usual, and the tooting horns, clanging bells and flashing headlights in the fast descending twilight all added their share to the general hubbub and confusion.

A small boy hurrying through the crowds collided sharply with the homeward bound editor. Instantly De Val thought of his own children.

"By jiminy!" he exclaimed. "Almost forgot them again!"

TURNING abruptly he dashed into a brightly lighted store and straight at the nearest clerk.

"Let me have three of those large rabbits filled with jelly eggs, and three large chocolate eggs," he demanded.

The sales girl took one good look at De Val and said: "Say, how d'yuh get that way?"

De Val didn't know the answer and being somewhat abashed by the

girl's manner turned and walked hurriedly out of the store.

On the sidewalk he saw a policeman and stepping up to the bluecoat said:

"Pardon me, Officer, but will you tell me what day this is?"

"Surest thing you know, Brother," replied the policeman good naturedly. "It's the day before Bastille Day and all these people you see are the peasants who have come up from the Provinces to take part in tomorrow's celebration."

BUT just at that moment something diverted De Val's attention. Looking across the street he saw a man in red-trimmed-with-white plus-fours, wearing a white beard and holding a tambourine in his hand, and he began to doubt the policeman.

"Are you sure," said De Val, "that tomorrow isn't Christmas?"

"Ab-so-lutely!" replied the policeman. "It might possibly be Easter, or even Thanksgiving. But Christmas?—never!"

"Easter, eh? Then I was right after all!" announced De Val, and turning sharply he started back quickly toward the brightly lighted store. "Now I'll make that girl sell me those rabbits and chocolate eggs. It *must* be Easter because it's been months and months since we sent the Christmas number to press.

Dealer Relations in Industrial Marketing

By Melvin T. Copeland

WHEN indirect methods of distribution are used in industrial marketing, goods are sold to jobbers, distributors, or dealers for resale. The manufacturer conveys the title to the goods to merchants who perform part of the functions of marketing the goods from factories, mines, or farms to users. Some idea of the extent to which the services of distributors and merchants are employed in industrial marketing was given in the



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preceding article. The purpose of this article is to explain, in so far as our present knowledge of the subject permits, what those services are and what relations exist between manufacturers and dealers.

The picture of dealer relations in industrial marketing is a confused one; practices are varied and continually changing, and the future abounds with uncertainties. Under the circumstances dealers in industrial goods do not readily lend themselves to classification. The term jobber, for example, when used in one sense, includes firms which perform wholesale functions in distributing goods to retail dealers for resale. Electrical supply jobbers sell small motors and wiring materials to contractor-dealers who, in turn, sell the equipment for installation in factories. At the same time the jobbers who sell to contractor-dealers often sell the same sort of goods to manufacturers for plant equipment and upkeep, thus occasionally coming into competition with their own customers. The term jobber also is frequently applied to warehouse distributors, as for example in the iron and steel industry. The iron and steel jobber buys from the steel manufacturers in car lots and sells, usually in less than car lots, to ma-

chine shops and various small manufacturers and occasionally to contractors and large manufacturers, such as automobile manufacturers, who require special sizes or shapes or who need small lots for immediate use pending the receipt of car-lot shipments from the mills. Dealers in chemicals now hold much the same place in the market for chemicals that jobbers hold in the iron and steel business. In the paper industry, jobbers sell all kinds of papers to printers and to manufacturers requiring paper for miscellaneous purposes. Thus the term jobber does not have a definite connotation. Usage of terms such as distributor and dealer is similarly loose.

IN several industries in which the plants are geographically concentrated, supply firms handle all kinds of equipment and supplies purchased by those plants. In the mining industry, mining supply firms handle a general line of equipment and supplies, others in mill supplies, and frepanies. In urban markets certain dealers specialize in plumbing supplies, others in mill supplies, and frequently wholesalers who are primarily marketing consumers' goods also handle industrial items.

In so far as any classification of

industrial merchants can be attempted, the chief lines of demarcation are between (1) merchants specializing in types of products, which they sell to a variety of industries (horizontal markets), and (2) merchants who sell a variety of supplies, equipment and materials to specialized industries (vertical markets). Paper jobbers are an example of the first type, and mill supply firms of the second type. In suggesting such a differentiation, however,

it must be realized that many merchants handling industrial goods cannot be said to fall definitely into either category. The suggested differentiation probably is more useful as indicating an alignment that may develop in the future rather than one which is clearly recognized at present either by manufacturers or by the merchants themselves.

FOR industrial merchants, as for merchants marketing consumers' goods, the economic services which they render constitute the reason for their existence. An industrial merchant, for one thing, usually markets the products of numerous manufacturers; hence his marketing costs are spread over a variety of items, a factor of especial consequence when the unit sale is small, when customers are scattered sparsely over wide territories, or when demand is sporadic. A merchant, in the second place, carries stocks of goods from which immediate delivery can be made. He takes over the burden of carrying the inventory of goods that must be held available for quickly filling orders. When a merchant buys in large lots and sells in small lots, he effects a saving in transportation costs. Credit risks also are assumed by the merchants.

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Let Us Continue with "Yours of the Umph Inst. Received"

By Marshall B. Cutler

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

IN the issue for May 18, 1927, ADVERTISING AND SELLING published an article of mine which attempted to explain in detail our method of handling voluminous correspondence expeditiously. As I stated then, the only reason I can spend an occasional afternoon on the golf course is that we maintain a form letter system which includes letters proved to be effective on almost every subject that is common to a manufacturer's advertising department.

My original article was too long (much to my sorrowful surprise) and consequently this is in the nature of a second installment. In the first part I covered the subject of how our form letter system is used to handle dealer inquiries promptly and efficaciously.

Now let us take posters, another of the larger classifications in our book, and see how thoroughly the subject is handled and how ready we are to answer inquiries on this form of advertising, and how we successfully merchandise 24-sheet posters to our dealers.

I am not going to attempt to give you all the poster letters in the book, but a few examples may help you to appreciate the comprehensiveness of the system. Bear in mind, please, that our dealers pay the entire cost of poster space. We furnish the paper imprinted and place ninety per cent of the showings for the dealer. Our annual distribution of 24-sheet posters has increased from 500 in 1923 to almost 2000 in 1926.

Now to get along with our story. Say, for instance, that a requisition for advertising comes to us from a salesman. It states that the dealer is interested in Smith Smart Shoe or Reed posters, that the salesman couldn't close the contract on the spot and requests that the advertising department follow-up. This the department proceeds to do at once, first with letter P-4, which follows:

How often do you walk into the corner cigar store, throw down a

quarter and receive in return a couple of cigars or some cigarettes? And how often does the soft drink dispensary collect a twenty-five cent piece (or the best part of it) from you for a more or less fancy thirst eradicator?

We're not trying to argue you into giving up ice cream or tobacco. We use both ourselves and find them good. But the point we want to make is this: You never notice these quarters you spend daily for things that *don't help your business*; so are a few quarters a day spent for *extra sales and extra good-will* an extravagance?

We think you'll say with us—No! We think you'll say, "If we can sell more shoes and make ourselves better liked generally, we're emphatically for a little judicious spending."

Twenty-four sheet posters, if the order is placed through us, cost you only twenty-five cents a day for each location—frequently even less.

These colorful, giant displays have demonstrated their business building ability. The designs we supply *free* cost us thousands of dollars to produce. They make a vivid impression, and their regular appearance locally marks you as wide-awake, reliable merchandisers—the type people like to patronize. The inevitable result is more and better business and secure leadership.

Twenty-five cents per board per day for posters stands unequalled as a *business* investment. If you ever spend ice cream and tobacco quarters you should be only too willing to test the power of outdoor advertising.

All that is required from you for the test is the inclosed order card properly filled out and signed. We'll reserve locations, imprint the posters for you, take care of shipping, posting and any necessary replacements *free*. You pay for the locations. The cost of displays for your town is quoted on the card. It figures down to a unit cost of twenty-five cents a day—or less.

And it's worth immediate consideration.

WITH this letter we inclose color miniatures of our current poster designs and a special order card giving local rates and cost. A careful check of the actual poster orders received from dealers in response to this letter (which we have used since November, 1925) shows us that it is still worth its salt.

And here's another successful poster merchandising letter used during the months of July and August.

After summer—what?

After two months of sales and cut prices (and cut profits), we're all quite ready to open our arms to a steady, gold-lined business for fall.

The time isn't far off and it behooves us to start planning today (even if we're perspiring a little) on how to gain a heart-warming fall volume early and keep it late.

You know—and so do we—that people should seek you first when a crispness in the air and a red tinge on the leaves reminds mother and father, sister and brother, that the need of new shoes is second to nothing else.

But it doesn't do us much good to have this knowledge unless we do all we can to convince the Joneses and the Careys and Clements that you can satisfy their footwear desires.

What we must do is put on a duet—tell them about Smith Smart Shoes early—and keep telling them all through the season.

The opening publicity volley is most important. If it's well directed, and forceful it will start business your way and the echo of its thunder will roll for many days.

How can you open up most effectively? How can you make an unforgettable first impression this season and do it most economically?

Smith Smart Shoe 24-sheet posters answer that question.

For twenty-five cents (or less) a day a board you can dominate your local market not only for thirty or sixty days of the display, but for days afterward.

Get in line with this advertising now. Let us reserve locations for September or October showings far enough in advance to assure you the best locations and service.

The order card inclosed gives you full information on a local display of posters. And the color reproductions give you an idea of the type of outdoor advertising used for Smith Smart Shoes.

Talk to Mr. and Mrs. Publik so that they will hear and heed. Use the resources we offer you to put over Smith Smart Shoes decisively.

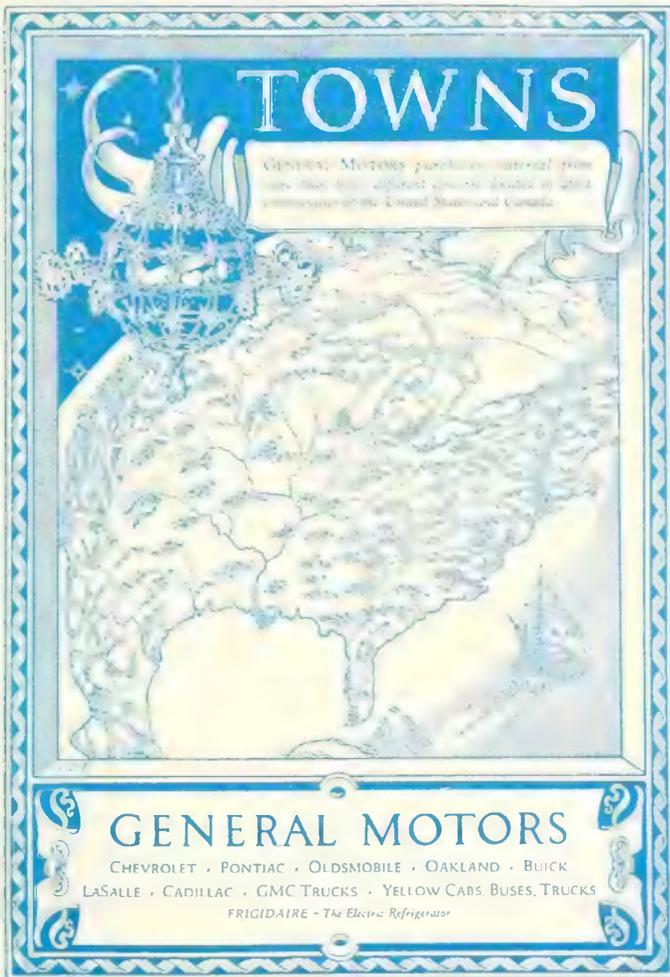
Remember all you pay for under our poster plan is the cost of locations as given on the card. Posters, imprinting, service are paid for by us.

So—after summer—what? (if not posters.)

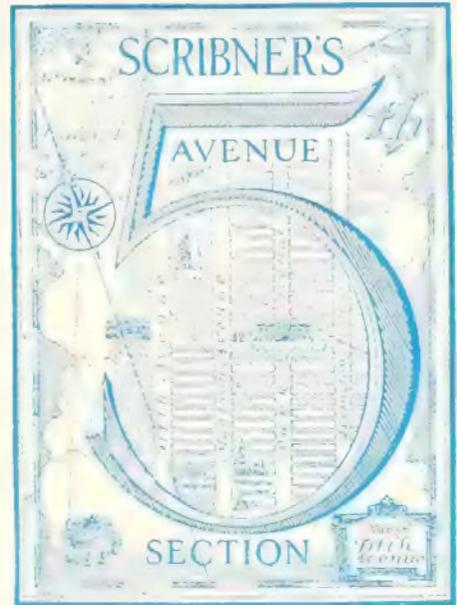
Occasionally we fail to obtain poster space ordered by a dealer—generally because he has dilly-dallied so long that all available boards have been taken by another advertiser. In a case of this kind we find

[CONTINUED ON PAGE 58]

MAPS THEIR USE AS A MODERN ADVERTISING DEVICE



Carlton D. Ellinger for General Motors Corporation (Barton, Durstine & Osborn, Inc.)



H. D. Williams for Charles Scribner's Sons, New York Publishers



John Fais for Fred F. French Companies (Huber Hoge, Inc.)

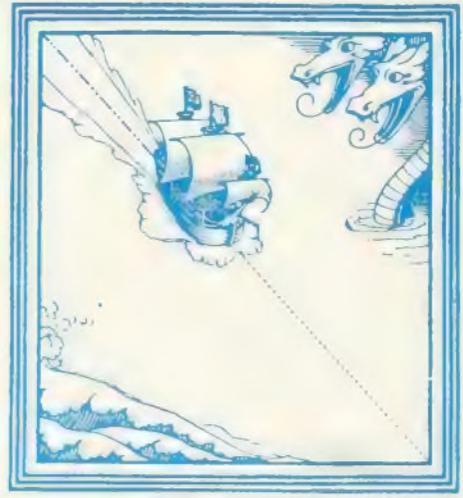
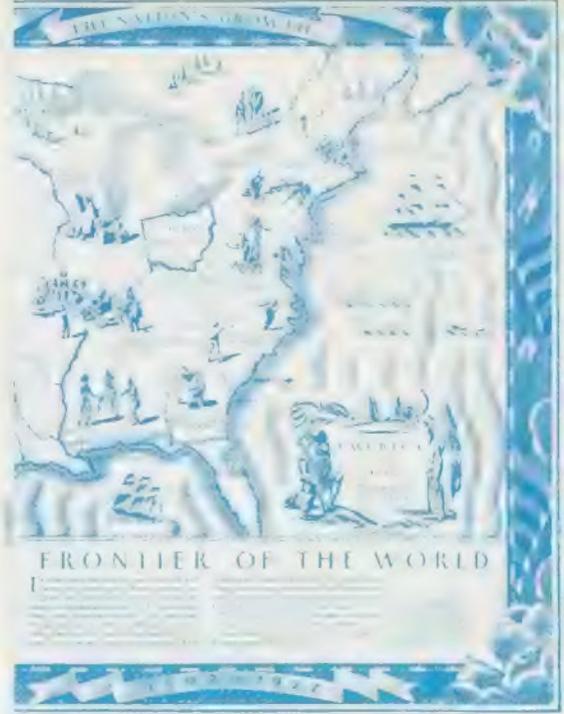
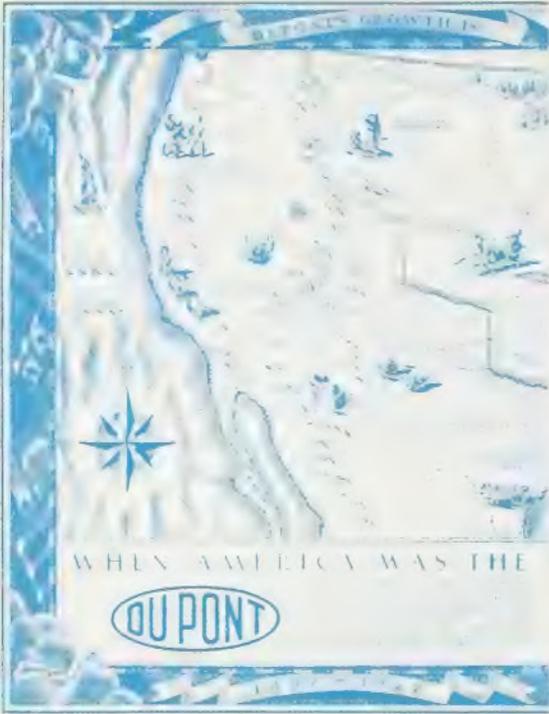


It is said the world-changing spirit and "curvature" of Columbus's voyage were the result of a map that showed the Americas as a curved land. This map was the work of a man who had a vision of the world as a curved surface. It was this vision that led to the discovery of the New World.

It is said the world-changing spirit and "curvature" of Columbus's voyage were the result of a map that showed the Americas as a curved land. This map was the work of a man who had a vision of the world as a curved surface. It was this vision that led to the discovery of the New World.



Edward A. Wilson for Phillips-Jones Corporation (Alfred Wallerstein, Inc.)

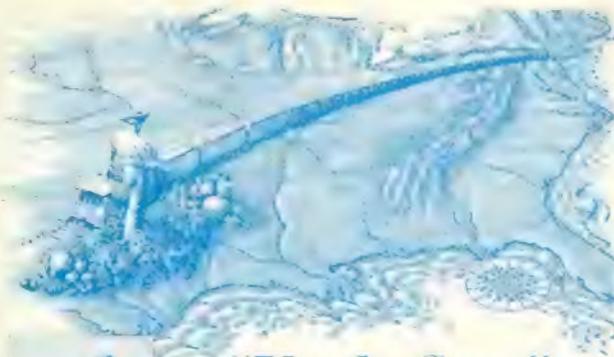


At top: Double page spread by Everett Henry for E. I. du Pont de Nemours & Co., Inc. (Frank Seaman, Inc.)

Above at left: Franklin Booth for General Electric Company. (Barton, Durstine & Osborn, Inc.)

Above at right: Line drawing for Parsons Paper Company, Holyoke, Mass.

At left: Edward A. Wilson for Strathmore Paper Company. (Federal Advertising Agency)



"Uncle Sam" A big Market Basket on Wheels

Shippers:

More than 100,000 tons of freight are shipped by the Pennsylvania Railroad every day. It is the largest carrier in the world. It carries more freight than any other railroad in America. It carries more passengers than any other railroad in America. It is the most important railroad in the world.

"Uncle Sam" is one of the great lines of 10 named Pennsylvania freight trains that have set remarkable records for regularity and dependability.

EVEN in this era of telegraphs, the Pennsylvania Railroad is a great achievement in its own right. Every day, it takes her basket on her back, carries her parcels and freight loads to her customers, and delivers them to their doors.

One of the main reasons why the Pennsylvania Railroad is always a record of shipping the products of America, is that it is the most important railroad in the world.

While the great highways of the air and the great highways of the sea are being built, the Pennsylvania Railroad is still the backbone of the nation's transportation system.

— the kind required to keep in constant touch with its schedule.

It is the kind of service that is needed in every business, for when the big carrier pulls out every morning it is like a big hand reaching out to help you.

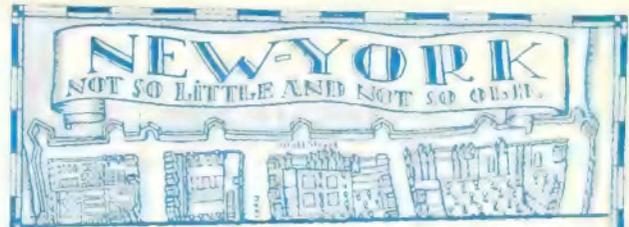
Here, too, there is a big hand reaching out to help you. It is the hand of the Pennsylvania Railroad, which is always ready to help you in every way it can.

It is the hand of the Pennsylvania Railroad, which is always ready to help you in every way it can. It is the hand of the Pennsylvania Railroad, which is always ready to help you in every way it can.

Carries more passengers, hauls more freight than any other railroad in America

PENNSYLVANIA RAILROAD

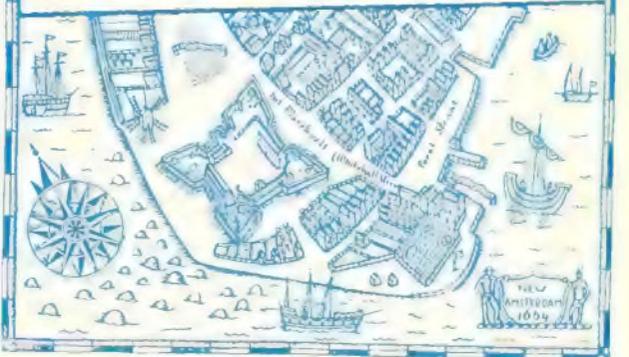
Walter D. Teague for Pennsylvania Railroad. (J. Walter Thompson Company)



Do you know who there is a blue barrel, a heater and a woodbin in New York City's present pastime? ... where the old black clock over the doorway at Tiffany's once hung? ... where the Hudson Riverward in ... when the Battery was built? ... a fat FIVE-cent note is worth as much as out of Henry Brewster's pocket!

Are you up on New York (or London, or Paris, or Vienna, or Berlin, or Rome, or Paris, or London, or Rome)? It is the most fascinating story of our times. It is all told in a book that explains New York of yesterday in terms of the city as we find it today. The book is called NEW-YORK NOT SO LITTLE AND NOT SO QUIET. It is written by Sarah E. Fox-Kent, author of "Symphony" and illustrated with many drawings by Honka Karasz. It is a perfect Christmas present for New Yorkers in spirit, wherever they live. Small book, \$3.00. A few deluxe copies, signed by the author, printed in color, \$20.00.

Published by Doubleday, Page & Co.



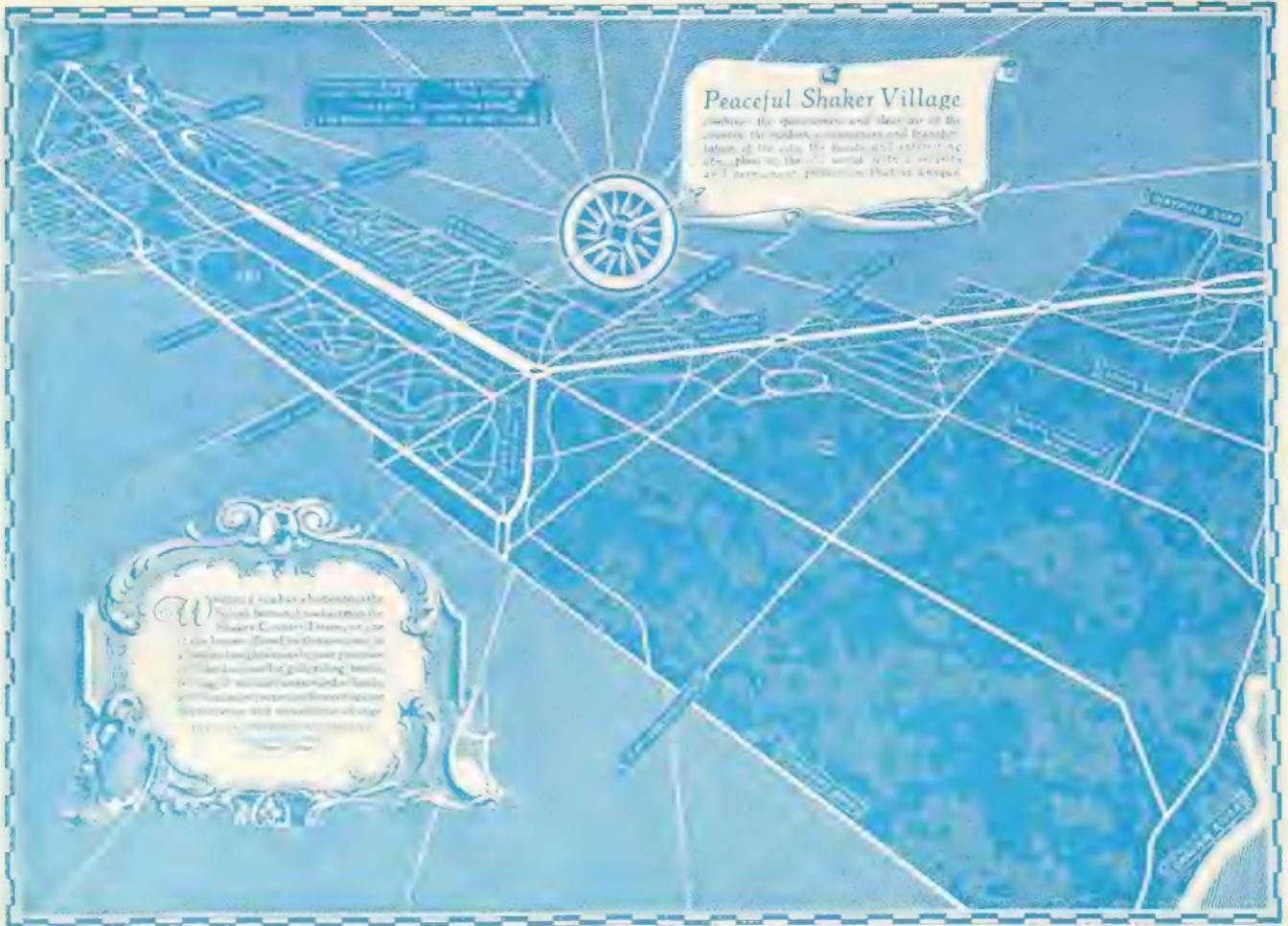
Honka Karasz for Doubleday, Page & Company. (Williams and Saylor, Inc.)



Above: Norman Kenyon for New York Employing Printers' Association. (James F. Newcomb & Co., Inc.)

At right: Paul Hawthorne for Brunswick and Lenox Hotels of Boston.





At top: Drawn by John McKay for the Van Sweringen Company. (Powers-House Co.)

Diamond, above: For Ray D. Lillibridge, Inc.

Above: Drawn for The Cloister Press, Heaton Mersey, Eng.

At left: Walter D. Teague for the Literary Digest.

Selling for Export by Letter

By B. Olney Hough

VOLUMES have been written and published on the art of selling goods by mail. Nowhere else are sales letters so important as in the cultivation of trade in foreign countries. It still remains true, as it has for half or three-quarters of a century, that the great bulk of the export business of the United States is inaugurated and, above all, developed by the use of the mails, or, what is the same thing, the cables.

Yet it seems to me that whole forests of perfectly good paper pulp trees have been devastated to no good effect and that the average export sales letter is, let us be mild about it, pretty poor stuff. How can this be true in face of my acknowledgment that the greater part of our export trade has been developed by correspondence? There is no contradiction involved, for everyone with even a scant acquaintance with our trade abroad knows and acknowledges that for the most part American goods have sold themselves. Sometimes visiting foreigners have found them here, liked and bought them; in other cases foreign buyers have been pleased by samples and trade has developed with small sales assistance from their manufacturers. But is this enough? I do not think so. I believe that many sales are being and have been missed through unintelligent efforts to sell abroad by mail.

I make my characterization of the average export sales letter largely on the basis of my own experience. I discovered it first years ago when I was in charge of an American importing house abroad. Recently I have had occasion to rediscover the fact and reaffirm my opinion because it happens that through some mistake my name is included in certain lists of New York "exporters." So, although I do no export business on



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my own account, I receive every week from one to ten letters trying to sell me goods for my foreign clients.

Shall we take an average letter from my own files, by no means as bad or as funny as some are, and use it as a "horrible example"? I shall have to paraphrase it out of all relation to the original, because I do not care to ridicule any identifiable manufacturer, but essentially the following is a copy of the original:

"**W**E can offer you," it says, "our UnXelled brand Carbon Monoxide at the low price of one dollar fifty per ton, f.o.b. cars Xenia, Ohio, and are sure that this exceptional price will insure your frequent orders." Let us not overlook the postscript—"Our terms on this special export offering, two per cent off, cash with order."

Now transpose me out of the United States and imagine for the moment that I am a merchant in Shanghai. Suppose that I receive this letter because the manufacturers have found my name on some list of the prominent importers of Shanghai. That is the way this class of manufacturers works and this letter is a fair sample of hundreds that they address to unknown people abroad, in the fond expectation that

they are "prospects." Certainly no high degree of intelligence is manifested, for the very foundation for all export selling by letter is the ability to put yourself in the other man's place, to visualize his customs and his wants.

To go on with this little fiction that I am a merchant in Shanghai who receives this offer of carbon monoxide at one dollar fifty a ton. What is my reaction? I say to myself: "Who is this Unparalleled Chemical Company that sends me this letter? I never heard

of them, and what a queer name! What in Heaven's name is carbon monoxide, and what's it good for? I don't know. It isn't in my Concise Oxford Dictionary, the only English dictionary I own. If it's good for cotton perhaps I might use it, if I knew anything about it.

"Why should I buy the UnXelled brand rather than the Preferred Policy brand, if there is such a thing, knowing nothing about either, for they evidently have competitors, else they would not cut prices. To be sure, I might spend one dollar fifty for a ton of almost anything, but the freight is the big thing. 'f.o.b. Xenia, Ohio.' Where is Xenia, Ohio? How is the stuff shipped, anyhow? Oh, I see; probably this Unparalleled Chemical Company expects me to order by the carload; wonder what a carload of carbon monoxide means? How do they expect me to figure out what their miserable stuff will cost me when I get it to my warehouse here in Shanghai? Oh, there's no good in fooling with people like that.

"Ah, here's a postscript: 'Cash with order less two per cent.' No, I'm afraid I'd lose my dollar fifty less that big inducement of three cents. Cost me more to send the money. Why didn't they send me a sample of their carbon what's-its-name?"

The One Who Forgot Himself

By Ray Giles

A GROUP of men were discussing the selling problems of a great business corporation which is famous in every part of the world. The more the problems were discussed, the more they seemed to grow and appear beyond solution. And then an unexpected remark came from one of those present. Apparently it had no connection at all with the discussion that had preceded it. Actually, however, it provided the key to the business problem to which they had been applying themselves.

"Gentlemen," said this executive, "the only reason I can find for the continuance and growth of the Christian religion is that it was founded by One who completely forgot Himself. He was so entirely successful in that respect and it was such an astounding achievement that the world has never got over it. The reason we are getting nowhere in this discussion is that we are thinking too much about ourselves and too little about the interests of our customers."

Christmas is a time when we remember that One, but on this day it is our custom to think of the Babe and the stable rather than the later career which was of such practical import to those of us in business or professional life, or even in house-keeping or gardening, for that matter.

While sermons are being preached on the beauty of that life, let us look for a few moments at the interesting question: Is it really a practical thing today to forget one's self?

If space were available, an endless succession of incidents might be related about great businesses today which owe their success to the fact that somewhere and somehow a man forgot himself in seeking another's good and from that simple act came unexpected profit to himself.

Over in England, not so many years ago, a young man sought to lighten the burden which invalidism imposed upon his mother. She was forced to spend most of her time in



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a wheel chair, and wheel chairs at that time had metal rims. Experimenting with rubber, which in those days was still something of a novelty, this man produced solid tires which, when attached to his mother's chair, added greatly to her comfort. And out of that one act of self-forgetfulness sprang a great rubber business which eventually became known the world over and made the young man many times a millionaire.

ANOTHER man in another part of the world was seeking to help the deaf. In the process of working out a device which today is a boon to thousands, he stumbled upon another invention in a different field of acoustics. His device for the deaf brought him great dividends in satisfaction, but the other invention made him a millionaire.

Back in the late nineties, a young girl in a town of moderate size used to make candy to be sold for charitable purposes. Of little means herself, this seemed to her the one way

in which she might help others. Now it is this unselfish work which always has produced superior results, and so it is not surprising that the girl's candy was exceptionally good and that one by one friends and neighbors began to ask her to supply them with sweets. Presently the girl needed helpers, so great was the call. Only a few years passed when she opened a candy store where her own goods were sold. And not many more years had gone by when her name might be seen over candy stores in many other cities. In forgetting herself, she, too, found wealth.

SEEKING to add to his son's enjoyment, a manufacturer whose success had been but indifferent, fashioned a novel type of vehicle which probably made the lad one of the happiest boys in town. And so successful was the idea that presently the manufacturer began to have calls for the vehicle in wholesale quantities. He commenced mass production in his factory.

In a short time he had one of the most asked-for items that were on sale in toy and hardware stores.

The story back of the largest manufacturer of grape juice has been told before, but will bear repeating. The founder was an ardent prohibitionist. Whatever our personal attitude may be on "prohibition" is beside the point here. The sincerity and motive of the man are the points that we are looking at. In his desire to serve the cause which interested him so greatly, he commenced production in a small way of unfermented grape juice. He had no vision of a large business with many plants. He had no expectation that a fortune would result. He was simply serving unselfishly in what he believed to be a useful movement. At that time no one imagined that "prohibition" would ever become the issue it is today. But the man had struck on something which had a quickly expanding market. Soon he had a large business. Today no similar enterprise approaches his in size.

[CONTINUED ON PAGE 94]

THE · EDITORIAL · PAGE

How to Fight Outside Competition

GLENN GRISWOLD, in one of his signed newspaper editorials, quotes a successful lumberman who is telling what is wrong with the lumber business.

This man says that the main trouble with the industry is that it is top-heavy from the production side. All the able men in it are production specialists, and are paid well. Lumber sales managers, on the other hand, are paid so poorly that the job does not attract men who are capable of coping with outside competition—the competition of substitutes—that has been making such inroads into the lumber business for several years.

Another point that this man brings out is that there is too much inside competition in the industry. He says:

"We ordinarily over-develop certain markets. That is, we create a demand, as we have the last year for No. 2 and better hemlock, and obtain for it a fair price in comparison with competing woods and then when we have this demand created we are unable to supply the stock which the average consumer wants. That's wrong and poor merchandising."

When an industry is seriously menaced by outside competition, the only way it can fight it off is through united effort. The whole industry must get together. There has been too much competition in lumber between the different sections of the country and between the sponsors of different woods.

Arkansas Pine, Oak, Cedar, Cypress, Walnut and several of the other woods have been well promoted. This effort should be continued. In addition, the whole industry should collaborate to feature wood, as opposed to synthetic products, concrete, brick, stone, etc. The work which the National Lumber Association is starting is a laudable step in this direction.



The Automobile—Our Best Advertised Product

THE only thing that kept the automobile business from being our best advertised industry, is the fact that the greatest success in it—Henry Ford—did scarcely any advertising. But now that he has been converted to advertising, it may be said without any qualification that *the automobile is the best advertised product in the world.*

What makes this statement incontestably true is that not only are nearly all the cars advertised on an extensive scale, but practically every part and material that enters into the construction of an automobile is also advertised. Even such an obscure part as the springs in the seats, which the public never sees, is advertised.

Why is it necessary for these parts manufacturers to advertise? There are a number of reasons, but these two are a sufficient explanation:

(1) Advertising has established prestige for automotive parts, and it has made these parts known to the public. This gives the equipment maker an advantage in selling to the automobile manufacturer. It keeps the latter from buying on price alone and from substituting unknown equipment at will.

(2) Using well known parts helps the automobile manufacturer to sell his cars. Motorists have come to expect trade-marked equipment. They would be

disappointed and would probably become "unsold" if they found unknown tires, starting and lighting systems, shock absorbers, spark plugs, springs, bodies, on the automobile they intended to buy.

This explains why the General Motors Corporation is advertising most of the fifteen or sixteen automotive equipment and accessory parts that it owns. Though the corporation is assured of a vast market for these equipment parts in supplying its own cars, still it finds it advisable to keep the names of these parts before the public.

It does not dare do otherwise. It cannot afford to offer a shock absorber, for instance, that is less known than the shock absorber that is being offered by a rival car manufacturer. Hence, we find General Motors advertising the Lovejoy Shock Absorber just as generously as any independently-owned shock absorber is advertised.

So long as the automobile business continues to follow these broad-visioned policies there is no danger of it being dislodged from its position as the best advertised industry.



Lawn Mowers on Farms

THE lawn mower manufacturers have been making a surprising discovery. They are learning that farmers are buying their product.

The development of apartment house living and the constant cutting down of the size of city lots has greatly hurt the sale of lawn mowers in the larger urban communities. But the smaller places have been making up for the loss. The backbone of the lawn mower business has long been in towns and cities under 100,000 population.

Not until recently was it appreciated that farmers were responsible for a good percentage of these small town sales. Up to about ten years ago no one ever heard of a genuine dirt farmer using a lawn mower. Two or three times during the summer, it was the practice of most farmers to run the regular hay mower over the farmstead to keep down the weeds. That was the only trimming given to the so-called lawn.

However, since farmers have lost the craze for more land and have adopted the policy of more intensively developing the land they have, they are also giving more attention to improving their living conditions and beautifying their homes. The lawn mower makers are not the only business men who have profited from this change.

The nurseries that cater to farm trade used to confine themselves to fruit trees, berry bushes, and to a few trees for shade and windbreak purposes. Now these same nurseries have been obliged to offer a full list of ornamental shrubs because they find farmers want them.

Similarly this raising of the ideals of the farmer has benefited the furniture and housefurnishings business. It has helped the clothing trade and is contributing to the prosperity of every business whose management has been farsighted enough to recognize that the farmer is no longer the person that he was thirty years ago.

"Small Space"

The Dramatic Art of the Summary

By J. Alan Fletcher

THERE are too few good writers of short stories. There are too few good writers of advertising small space. The author of the long-winded letter who atoned by saying, "I did not have time to write a short one," echoed the sentiments of us advertising men. We offer apologies for torrents of wasted words; worse than wasted because paid for in dear coin. But conditions are greater than individuals. When writing conditions improve, writers will write less and better copy.

Industry is calling for economy of manufacturing, distributing and selling. What can be done to eliminate waste from large scale selling?

Small space, at its best, is an advertising essence. Every idea, every word, every stroke of illustration is an essential substance, left after vigorous refining.

It tries the skill of the veteran advertising man. At the hands of a novice it becomes a caricature, distorted because the immature worker has difficulty in laying his finger on the things that count.

Small space is simple, yet hard. Into its composition enter most of the considerations involved in the pretentious big space campaign . . .

Make Mother's Work Easier!

Tink
Cleans clogged drain pipes
Keeps homes safe
Keeps Drain Pipes open. Swish! Out Goes the Water!

Only 35c at Grocery, Drug and Hardware Stores

and a score of special ones besides.

It is dramatic, if it is anything. This automatically excludes padding. Words and phrases that are accomplishing nothing have no place. There is no leisure in small space. It is sharpshooting with a fleeting mark—the reader's reluctant attention. You either hit or miss, with one possible exception: If your message misses fire, the name display of your advertisement saves your investment from utter loss.

Small space, by some perverted attitude of thought, is looked upon

by the creative departments of the agency as a job of limited opportunity. Big space alone, it is argued, gives scope for copy and art. Yet, frequently the bulk of an appropriation goes into small space. Aside from the pecuniary reason for doing a job right, why can we not get some of the pleasure in the preparation of this condensed form derived by artists in other fields—by the painter with his "thumbnails"—by the writer with his short stories?

Small space is a serious business. The writer never fully realized this until he placed a series of little pieces of copy in media aggregating the amazing total of 51,411,347 circulation. Each little advertisement printed fifty-one million times!

Is any expense of research, time, or study too much for a message of this character, reproduced in practically every important daily and weekly newspaper in the country, in a mighty list of general and women's magazines, in a host of small town, farm and religious magazines?

Small space owes its efficiency and effectiveness mainly to economy and repetition.

The necessities of economy whip [CONTINUED ON PAGE 50]

~A snack becomes a meal
~a meal becomes a feast
~a feast becomes a banquet
~when you serve

**LIEDERKRANZ
CHEESE**

"The cheese that makes the meal"
The Monroe Cheese Co Van Wert, Ohio



The WHITEHOUSE

When a man is in a position to satisfy the craving for the finer things of life, he is more likely than not, to be registered on our roster of distinguished patrons.

Very particular men like our newest and exclusive custom design . . . The Whitehouse . . . with wing or regular tip.

Exclusive Lasts and Patterns { THE JOHN J. MURPHY SHOE } Designed and Sold Only by

WHITEHOUSE & HARDY, INC.

BROADWAY AT 40TH STREET METROPOLITAN OPERA HOUSE BUILDING
144 WEST 42ND STREET KNICKERBOCKER BUILDING
84 BROADWAY - AT WALL STREET
PHILADELPHIA - 1511 CHESTNUT STREET

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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

Sheep—or Eagles?

A "Foreigner" Looks at the Citizen of the United States

By Charles W. Stokes

THE citizens of the United States are easier to enthrone than those of any other country. They are the first to respond to mass appeal, or to register a "reaction" to something new. On the other hand, however, they are the most individualistic on earth. They are in the forefront of invention. Their commercial vision, their zoning of the world to sell American products, their methods of production, are the wonder and despair of other nations. In such personal characteristics as candor, singleness of objective, enthusiasm, or ability to triumph over defeat, they are unique.

And thus we face the great paradox of modern American life. Why is the most individualistic people on earth the easiest to stampede? Individualists are, theoretically at least, the hardest to sell to, because they are the most exigent; yet Americans are the easiest to sell to. What are they—sheep, or eagles?

Whether or not that has ever puzzled Americans, it has always puzzled me, a foreigner. (Although I have entirely given up, as a Canadian, any hope of ever convincing the average American that I am a foreigner, the customs officer and the immigration official are more determined about it.) The phenomenon of this dual American personality is, to a foreigner, almost baffling. There is, of course, a somewhat cynical solution, which I believe Ibsen expressed but which was known very much earlier in the world's history, namely, that the public is a bunch of dam' fools anyway, and that a few buccaneers can exploit them, lead them around by the nose, and make them like it. But this, in the United States, must now be almost a superstition; to judge by the "success" magazines and inferiority-complex advertisements, by the almost universal surge upward



EVERY telephone has attached one of those "hush-hush" appliances which prevents a third party from "listening in" on what is said

of American life toward higher standards, great opportunities, bigger emoluments, and greater power. Everybody in the United States who is not an individualist or an egotist is avidly striving to be both or either. And surely there is no more ambitious eagle than that which has just realized his wings—no crueller buzzard than that which has just discovered that its claws scratch.

WERE this a question of abstruse psychology, it would be merely a matter of laboratory interest; but all said and done, the "why" of the consumer, of his attitude and volition toward the object offered, is of great importance in the advertising and selling fields. We might ask ourselves, therefore, why the American, whose mind is apparently fully occupied with plans and schemes for advancing his own material interests, offers apparently the least re-

sistance to plans that will advance the material interests of others. You could run rapidly through the other nationalities, and pick out those with a reputation for shrewdness or hard-headedness, and fail to find any of them with this Dr. Jekyll and Mr. Hyde personality. The Scotchman, the German, the Yorkshireman, for example, have acquired a reputation, either in buying or selling, of driving hard bargains both ways. "Getting on in the world" has always connoted, with them, a certain amount of—shall we say?—thrift. Even a good old-fashioned Yankee, we feel, would have been a hard nut to try to sell to.

Anyone who could propound a satisfactory answer to this would be a long way toward understanding the complexities of modern life. It may be that the American is unconsciously, and entirely without any thoughts of idealism, proving the inherent selfishness of what is known as the Manchester school of economics—which, although expressed in terms of commerce as "buy in the cheapest market and sell in the dearest," is really opposed to Christianity, because it implies, to a degree justified by practice, taking advantage of the mistakes of one's fellow-creatures. It may be that the American, again unconsciously, is demonstrating the economics of the Henry Ford school, which are, briefly, that the quicker you spend your profits, the bigger the second crop of profits will be. This amounts, in other words, and in terms of Dr. Jekyll and Mr. Hyde, to "sell in the dearest market, but spend in the dearest, too."

It isn't easy, either, in this paradox to find a solution in any of the stereotyped explanations. My own theory—speaking still as a foreigner, but a widely traveled one as regards the United States—is that the average American is really a

[CONTINUED ON PAGE 84]



Sitting on the President's Doorstep

YEARS ago, when the "old man" ran the railroad, sitting on the president's doorstep was the accepted method of making railway sales. Times have changed; but the "old man" must still be sold. Today, he is not an individual, figuratively speaking, but a composite of the executive, operating officers, purchasing officers and department heads. Just as the *Railway Age* reached the "old man" more than seventy years ago, it reaches the "composite old man" today.

The *Railway Age* is one of the five Simmons-Boardman departmental publications devoted to the steam railway industry. It is edited for

railway executives, operating officials, purchasing officers and department heads. The other four publications, *Railway Mechanical Engineer*, *Railway Engineering and Maintenance*, *Railway Electrical Engineer* and *Railway Signaling* are edited for those technical officers who specify the materials and products used in their respective departments.

These publications have developed with the industry and today offer an almost perfect method of placing your sales story before the railway officers, all the way down the line, who can and do influence the purchases of your products.

Simmons-Boardman Publishing Co., 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.

The Railway Service Unit

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

My Life in Advertising—XIV

"Scientific" Advertising

Some Principles That Have Been Thoroughly Tested

By Claude C. Hopkins

THROUGH a book which I wrote my name has become connected with "Scientific Advertising." That is, advertising based on fixed principles and constructed according to fundamental laws. I learned those principles through thirty-six years of traced advertising; through conducting campaigns on some hundreds of different lines, through comparing on some lines, by keyed returns, thousands of pieces of copy. Always, since I sent out my first thousand letters to the time when \$5,000,000 yearly were being spent on my copy, I have had to face records on cost and result. So I have naturally found many fundamentals which should always be applied.

I have little respect for most theories of advertising, because they have not been proved. They are based on limited experience, on exceptional conditions. Some lines seem to succeed with methods of advertising which every traced return proves impossible. The reason for their successes have little to do with the advertising. They may have succeeded in spite of the advertising. Many unadvertised lines become highly successful because of some desirable quality which people soon discover, because dealers are in some way induced to feature it, or because of a name which in itself tells an appealing story.

Cream of Wheat is an example. The name alone tells the story. It is the same with Spearmint Gum. All successful gums have succeeded through having fortunate names. There is almost no story to tell; there are no great distinctions. The very men who succeeded with one name failed again and again with others.

Any conclusions drawn from such experiences are bound to lead others astray. The cases where they apply are rare. Safe principles are evolved only by those who know with reasonable exactness what the advertising does and compare results on many lines with thousands of pieces of

copy. Mail order advertising gives the most exact basis, but most advertising can be so conducted as to give an approximate guide.

To apply scientific advertising one must recognize the fact that advertisements are salesmen. One must compare them, one by one, on a salesman's basis, and hold them responsible for cost and result. To advertise blindly teaches one nothing, and usually leads to the rocks.

I HAVE described in this series some of the methods by which we trace results, but we find that some methods which succeed in one line cannot be applied to another. We find that some methods which are profitable in some cases are not one-fourth so effective as others. So, regardless of principles, we must always experiment. But there are certain basic laws so well established, so generally accepted by those who know returns, that all who are wise will recognize and generally employ them. I intend in this chapter to deal with such principles only.

Brilliant writing has no place in advertising. A unique style takes attention away from the subject. Any apparent effort to sell creates corresponding resistance. Persuasive ability arouses the fear of over-influence. Anything which suggests an effort to sell on some basis other than merit and service is fatal.

One should be natural and simple. One's language should not be conspicuous. In fishing for buyers as in fishing for bass, one should not reveal the hook.

Never try to show off. You are selling your product, not yourself. Do nothing to cloud your objective. Use the shortest words possible. Let every phrase ring with sincerity.

From start to finish offer service; that is what you are selling, that is all your "prospect" wants. Weigh every sentence on that basis; waste no space, no money to any other end. I have seen many an advertisement killed by a single unfortunate phrase—usually a selfish phrase, indicating

ulterior desires which repel—phrases like "Insist on this brand," "Avoid imitations," "Look out for substitution." Such appeals have no good effect, and indicate a motive with which buyers cannot sympathize.

Forget yourself entirely. Have in your mind a typical "prospect," interested enough to read about your product. Keep that "prospect" before you. Seek in every word to increase your good impression. Say only what you think a good salesman should say if that "prospect" stood before him. Then, if you could sell in person, you can sell in print.

Do not boast—not about your plant or your output—not about anything more interesting to you than to your "prospect." Boasting is repulsive.

Aim to get action. Your reader is perusing a magazine or newspaper. She has paused because your subject or your headline attracts her; but in a moment she will be interested in her reading, and will usually forget you. In some way in your climax inspire immediate action in those interested. A coupon is the usual method. People cut it out. They do not lay aside their magazine or newspaper, but they clip the coupon to remind them of something they decide to do. A woman lays it on her desk; a man slips it in his vest pocket. Then on some convenient occasion it turns up for action. It is sent in for a sample or for further information. Then you have a chance to follow up that interest.

COUNTLESS tests have proved that coupons multiply returns. I have seen many tests made by mail order houses offering catalogues. Some advertisements had coupons, some did not. The difference in returns was enormous.

People are dilatory. They defer action and then forget. Many an advertiser loses in that way most of his half-made converts. One cannot afford that loss.

There are other ways to get action.

[CONTINUED ON PAGE 78]

Hard Advertising Jobs Wanted

BY hard jobs we mean those which need fifteen or twenty years' experience in advertising. Those that can only be done by rare copy and shrewd placement. Jobs where all of our executives have to get together and pool their experience. Jobs that are often solved only after months of digging—as when we got 4300 purchasing agents to ask for samples of a certain silent chain. Like the one when we evolved the idea “The radio used by great broadcasting stations.” Jobs that, when done, make the client say “Why didn't somebody think of that before.” Hard jobs. Keen jobs. Jobs that, when we do them, get us more business and hold what we have.

We are looking for trouble—and asking for hard jobs because they show quickest what an agency's got.

Some advertising accounts are being well handled, and should be let alone. Others are crying out loud for more ability—more thought—more work. We think that too much advertising is ready-made—when in this day and age it certainly ought to be painstakingly *made to order*.



If you think there's something in this, consult with us. You can tell very readily by our attitude, by our questions, and perhaps by our suggestions, whether or not we are what you need.

GROESBECK-HEARN, Inc.

An Advertising Agency Primarily Interested in Sales

**415 Lexington Ave.
New York City**

*Members, American Association of Advertising Agencies
Members, National Outdoor Advertising Bureau*

Buried Factors in Selling

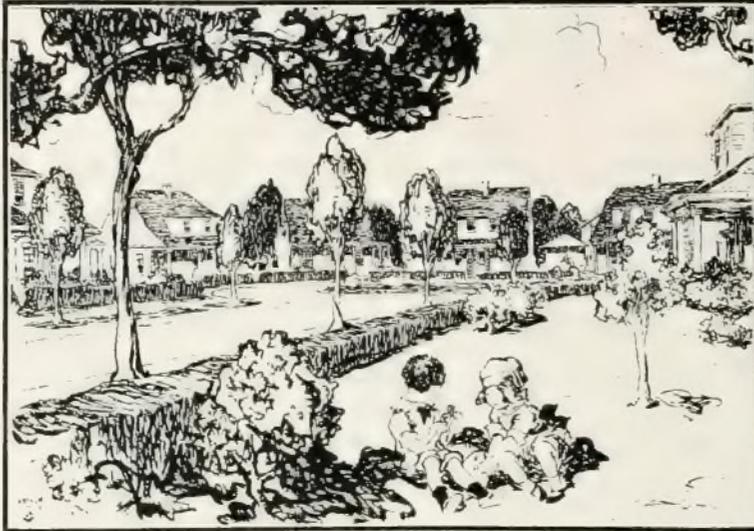
By S. R. H.

BEFORE you are brows upon rows of figures. The statistical department has done its job well. There is the data you wanted on population. Here are the figures on income, on the sales of competing products, on the possibilities of new markets. Apparently every factor has been taken into account. So far as statistics go, you are entering the new field heavily armed, fairly bristling with facts. And then something hap-

pens. Barely glimpsed forces begin moving behind the scenes, upsetting the march of the regimented figures, making so much fiction of all those carefully gathered facts.

A long experience with the statistics of production and distribution in this country convinces me that the job of research is never done until the buried factors in selling have been disinterred. For in selling we are dealing with that imponderable thing that we loosely call human nature. While some psychologists are making brave attempts to put human nature under their microscopes, no way has yet been devised to measure moods or weigh whims. Our "best laid plans" can go sadly "agley" when we stick indoors to pore over charts, convinced that we have gathered unanswerable data, irrefutable figures. Logically, human beings should act thus and so; practically, they exhibit an alarming tendency to behave exactly contrary to all logical expectations.

I recall, for example, the case of the manufacturer of high-priced furniture covering who decided to invade the Southern market. He made conscientious preliminary researches which convinced him that his price was right, that the market was ready for his product. He got good distribution, some promises of unusual dealer cooperation, and then went ahead to advertise. All his selling talk stressed the beauties of his patterns and the high qualities of his



Drawn by Arthur Little for the Kohler Co.

material. He aimed to overcome the price factor by insistence on value. But somehow nothing happened. Those coverings stuck with burr-like persistency to the dealers' shelves. Apparently Southern women were not impressed with the advertising.

THEN began a hunt for the buried factor. It was unearthed one day when the manufacturer, walking through a pretty little side street in a Southern town, noticed that all the windows in the houses were wide open. This made him think, and that night he and the advertising manager kept the lights burning late, at work on a brand new plan. The copy that they worked out together and the talk they gave their salesmen next day had very little to do with the beauties of pattern, had very much to do with the washability of the coverings. And soon after the first piece of copy which featured washability appeared, the coverings began to move. Women who had to fight with the dust which constantly drifted through their open windows were eager to buy coverings that could be washed easily. The higher price was the least of their worries.

It was in the Southern market again that factors which could not be brought within the range of statistical research played an outstanding part in changing the plans of a rug manufacturer. Studies of population and income convinced him that

there was a fruitful market for his product in Alabama. He set out to secure the widest possible distribution. Outlets were chosen all across the state. Very soon it became evident that the natives of Alabama had no passionate interest in the purchase of this sort of rug. In fact, their indifference became startlingly marked when the returns of the first six months of selling effort were all in. Much back-breaking spade work finally brought to light the hidden factor here. Despite the evidence of the statistics it was plain that concentration on five stores in three cities would swing the entire line off the dealers' floors into the prospects' homes. These were in fact the only stores in the state that could profitably handle this type of floor covering.

At first glance the distribution of a soft-sole shoe might seem to involve no particular factor that statistical work could not cover. It was not long, however, before one of the largest manufacturers of this type of footgear discovered that he was selling to neither city folk nor country people, but to youngsters in suburban communities, under eighteen years of age. This age and locality factor caused a revision of the entire advertising appeal. Indeed, this whole matter of the age factor in selling is one that deserves closer study than has yet been made. Even those who have gone rather deeply into the psychology of advertising have somehow neglected the important fact that youth and age do not buy together, nor are they reached by the same selling methods.

To one who is not content with mere figures but is anxious to get behind adding machines and into close contact with the men and women loosely grouped into markets, there is always a fascination in watching public opinion in the forming. Crowds and their psychology

[CONTINUED ON PAGE 48]



"We consider The Des Moines Register and Tribune a splendid medium for reaching the people of Iowa. Our salesmen are always pleased to have The Des Moines Register and Tribune included in any advertising campaign covering any merchandise or brands of cigars we distribute."

H. C. MARTIN
 MARTIN BROTHERS CO.
 Wholesale Cigars
 *Waterloo, Iowa

Distributors of
San Felice, Henry George, Idolita, Harvester
Dutch Masters, El Verso, "44" Invincible, La Venga

{
 The Des Moines Register and Tribune has more than 225,000 daily circulation—99% in Iowa. Most thorough trade territory coverage of any middle western newspaper
 }

*100 miles from Des Moines

Henry Ford Shows Us a Trick or Two About Marketing

Incidentally He Puts Almost One and a Half Million Dollars Into Advertising in Five Days

By Maurice Coates

HENRY FORD has at last rewarded an anxiously waiting world for its patience. He has brought out his new car.

While the much heralded revolutionary marketing plan, which was supposed to have accompanied it, did not materialize, it is nevertheless quite evident that he has been doing some serious thinking about the selling end of his business. For a man who formerly regarded marketing as an unimportant adjunct of manufacturing, Mr. Ford has certainly learned a lot about this department of business in a few months.

On every side he is being given credit for having originated one of the most skilful campaigns for introducing a new product that the commercial world has ever witnessed. The new Ford was introduced to the public with consummate strategy.

For months the motoring world was kept agog, wondering what Mr. Ford would bring out. A half dozen times it was rumored that the car was about to make its appearance, but all of these rumors proved to be baseless. Of course, this helped to increase the general expectancy.

In the meantime, the Ford Motor Company made no promises and said little. It was known that it had discontinued the production of Model T and that an entirely new car was being designed.

That it was taking so long to get the new model under way caused the public to jump to the conclusion that it must be a "humdinger."

IMPORTANT FACTS ABOUT THE NEW FORD CAR

Complete details of the new model will be available this FRIDAY in this city

Friday of this week will unquestionably be one of the most important days in the entire life of the automobile industry. On that day, complete details of the new Ford will be available in this city.

You will be inspired when you get the facts about the new Ford car, for you never have dreamed that such a really fine car could be produced at a low price. As Henry Ford himself says—

"The new Ford car embodies the best results of our experience in making 15,000,000 automobiles. We consider it our most important contribution thus far to the progress of the motor industry, to the prosperity of the country, and to the daily welfare of millions of people."

The new Ford car is daintier, a new and modern car, designed to meet new and modern conditions. It is more than a new automobile. It is the advanced experience of a wholly new idea in modern, economical transportation.

An entirely new car in every respect. The motor you get in it—indeed in it—you will realize that it is not a mere refinement of the former model. T Ford has a new car from radiator up to new axle! Many features of it are entirely new developments. Some are wholly new to automobile practice. There is nothing quite like it in quality and price.

The new Ford car has unusual beauty of line and color. It has

a 10-horse power engine. . . It will do 55 and 60 miles an hour with ease and has actually run 65 miles an hour on road tests. . . It is quiet and smooth running at all speeds. . . It is remarkably quick on the getaway. . . It has specially designed mechanical four-wheel brakes. . . It has hydraulic shock absorbers. . . It has a standard selective gear shift. . . It is quick and easy to handle on roads and steady and sure on the open road. . . It runs 20 to 30 miles on a gallon of gasoline, depending on your speed. . . And it has the range and reliability that you need for mile-after-mile and year-after-year service.

The new Ford car will sell at a surprisingly low price

When you think of such features as these, you think automatically of a car costing much more than the new Ford. The low price is as unusual as the appearance and performance of the car itself.

The low price of the six body types are undoubtedly lower than you thought they would be when you first heard that Ford was making a new car. They are, in fact, lower than we thought they could possibly be when we started to make this car.

We determined to bring new comfort, beauty, speed, safety, roominess and reliability within reach of everybody who drives a car, and then forced ourselves to find ways to make the low price possible.

The new Ford car is the result of years of careful planning. Every part of it has been tested and retested in actual practice. There is no guessing as to whether it will be a successful model. It has to be. There is no



The new Ford has unusual speed and power. It will do 55 and 60 miles an hour with ease and has run 65 miles an hour on road tests.

Some of the features of the new Ford car

In this connection we call your particular attention to the new engine, the new pump, splash and gravity oil system, the multiple dry disc clutch, the new pump and thermo-siphon cooling system, the new battery case, and distributor ignition; the low center of gravity and minimum unsprung weight which combine with the hydraulic shock absorbers to make the new Ford such an easy riding car; the irreversible steering gear, with the column and the housing of the steering gear mechanism welded into a single all-steel unit; the seamless, all-steel torque tube; the new one-piece, welded, steel spoke wheels; the three-quarters floating rear axle in a forged-steel housing of exceptional strength; the shock proof concealed lock; and the aluminum pistons which were selected after many years because of their light weight and heat-conducting qualities.

Steel forgings are used throughout

The new Ford car embodies the best results of our experience in making 15,000,000 automobiles. We consider it our most important contribution thus far to the progress of the motor industry, to the prosperity of the country, and to the daily welfare of millions of people."

except, of course, for the engine casting. More steel forgings, in fact, are used on the new Ford than in almost any other car, regardless of price.

We are able to sell this new Ford car at a low price because we have found new ways to give you greater value without a great increase in our own costs. Because we own our own ore mines, coal mines and timberlands and the source of most of our raw materials. Because we make virtually every part used in the new Ford car. Because it is the Ford policy to make a small profit on a large number of cars, rather than a large profit on a small number of cars.

There is nothing like it in quality or price.

No other manufacturer can possibly duplicate the new Ford car at the Ford price because no other manufacturer does business the way we do. The public aside this business possible. We believe we should share our profits with the public by continually giving greater and greater value for the money.

There are good and substantial reasons, therefore, why the new Ford car is the most unusual value ever offered in a low-price car.

By all means learn about the new Ford on Friday when it is officially announced in this city. You will know then that there is nothing quite like it anywhere in quality and price.

pany had both objects in view. Certainly it was necessary to keep competitors guessing. If they had learned what sort of a car the company was designing, what features it would have, and what its price would be, it would have given them an advantage which might handicap the Ford Motor Company's new venture.

The strategy, whatever its purpose, assuredly did affect the public. When Ford first stopped production the business of other companies was greatly stimulated, especially on lower-priced models. In recent months, however, ever since people began to expect the new Ford, the sales of all cars fell off. The whole automobile industry was slowed up.

Tens of thousands of motorists who were in the market for a new car did not buy, even though they had no intention of buying a Ford. People who might have bought a Chevrolet held off, waiting to see the new Ford. Prospective Dodge purchasers wanted to see what Chevrolet was going to do. Chrysler addicts postponed purchasing so as to see what Dodge did when the new Ford came out. Similarly, the Chrysler affected the Buick, the Buick affected the Cadillac, the Cadillac reacted on the Packard Eight and the Packard Eight on the Rolls-Royce. It is no wonder that the entire industry breathed a sigh of relief when the new Ford was offered to the public.

The Ford Motor Company put its new model on sale on Friday, the second of December. For several

FORD MOTOR COMPANY, Detroit, Michigan

The new Ford car has exceptional beauty of line and color. It is, in every respect, a new and modern car, designed to meet new and modern conditions.



HUNGRY for Ideas

INDUSTRY IS IDEA-HUNGRY. Hungry for new and better ways of doing things. The methods of yesterday and even of today are not enough. Keen competition enforces, as the price of success, a hard and constant striving for betterment.

The progress of 1928 will be built on the lessons learned in 1927. That great division of the industrial market, composed of manufacturers of metal products, looks to the ANNUAL REVIEW NUMBER of THE IRON AGE to bring it up-to-date on the developments of the past year.

Specialists are studying each industry—each process. The works manager, the company head, the purchasing agent—the engineer—all will use this famous volume to insure that the

New Year will be begun in full knowledge of ground gained in 1927.

In advertising as well as in editorial pages, the Annual will be an encyclopedic presentation of ideas for increasing profits by reducing production costs, improving product, modernizing both plant and methods.

“The Annual is a storehouse of reliable information,” says the Ford Motor Co.”

What have your clients to offer this great market? Industry looks to the Annual for the message of those who sell to industry.

Though there is no advance in rates, *the life of the advertising you place in the Annual will be one year*, for it is the year book of the industry.

**Quick action is necessary
—Send your copy NOW.**



THE IRON AGE

239 West 39th Street, New York

What Are We Going to Do with Our Shock-Proof Readers?

By *Laura Carson*

Federal Advertising Agency, Inc., New York

BECAUSE of our post-war freedom in both speech and action and our revolt against the ideals of the Victorian era, we now discuss in mixed company incidents which were formerly discussed in whispers—if at all—by members of the same sex. We use freely the expressive short Anglo-Saxon words which many of our grandmothers never heard. Few of us would wish for the return of the old restraint—but we must all of us take account of some of the obvious disadvantages of its absence. One of the most obvious and most disconcerting to the writer—of books, plays, or advertising—is the increased difficulty of securing dramatic effect.

If a piece of music is played *fortissimo* throughout, it is every bit as monotonous as one played in an unvaried *pianissimo*. A painting all in vivid red can hardly hope to achieve the effect possible with a judicious *contrast* of colors. Readers who have been shocked at every turn for the last ten years are rapidly approaching a state which may be aptly described as shock proof! Indeed it is true—"nothing shocks them" any more, and those of us who deal in words must look about for new bags of tricks with which to attract and hold attention.

In advertising, it may well be that we are on the brink of an era in which we shall again avail ourselves of the emphasis of understatement, in which products will cease to be super, and best, and finest, and take unto themselves selective adjectives which will really describe and distinguish them. Between the covers of Webster's Unabridged Dictionary lies many a good English word, trampled underfoot by raucous superlatives, crowded out of use by crude catch-phrases, yet bearing in its humble bosom a leaven of true meaning with which to lift a banal phrase to the heights of appeal.



The search for "le mot juste" is more than a poet's pastime—it is a necessity for the man or woman who wants to gain effects with certainty. Words are dynamite and must be handled with care. It requires only a moment's thought to make us realize that the use of the English language requires more than a formal acquaintance with the dictionary meanings of words. You have only to undertake a very simple translation to become conscious of the fine distinctions existing between English words which, to a foreigner, seem synonymous.

A GENERATION brought up on slang is, to a large extent, inarticulate, despite the fact that it talks loudly and constantly. It feels as variously as ever; but it is condemned to express its feelings in the catch phrases of the moment. And it is just because the average person is so grotesquely limited in his daily speech that the well-chosen word, the word which adequately and sensitively expresses a thought, is to him so arresting and so moving.

Yes, we will have to go back to

the dictionary, back to the words of the true vernacular, the earthy, simple words around which have grown up the associated ideas of the race. You can no longer stir readers with the shocking impact of physical facts presented without reticence, nor with a bombardment of superlatives, but you can stimulate them with the skillful contrast of *ideas*. The point is, of course, to determine the ideas.

PROBABLY no other one discovery in our time possesses such possibilities for altering the relation of the individual to his environment as our slowly growing understanding of the part played in our lives by the subconscious mind. It was a great misfortune that some of the superficial aspects of this discovery made such an immediate appeal to the popular imagination. Psycho-analysis became a parlor game. One's most innocent remarks were likely to be distorted into dark revelations. Inferiority complexes and Oedipus complexes jumped out from every dark corner. But now that the dust has settled we find that the psychology of the unconscious is a serious science, concerning itself with the things nearest and dearest to all of us. Among other surprising facts, we discover that our conscious mind—the pride and joy of all rationalists—exists largely to accomplish the purposes of the subconscious, out of whose vast reservoir rise up all our most urgent desires.

How then can we, makers of advertising, reach down into this well and stir up action? Primarily by means of symbols—pictures, words, ideas, which through unrecorded eons have been storing up associations in the mind of the race. All of us have had the experience of being profoundly impressed by a picture, by a phrase in a book, by a piece of music, and yet being unable, even to ourselves, to explain just why we were moved. To a certain extent each man has his own set of symbols, but

[CONTINUED ON PAGE 96]

Portions of an address delivered recently before the Philadelphia Club of Advertising Women.

"BLUE PRINTS" for PRINTERS

"I WANT YOU to build me a house," said the printer.

"Yes, sir," replied the contractor. "About how many rooms?"

"About twelve rooms and three baths."

"Very well, sir, I'll have it ready for you next Thursday."

So on next Thursday (this is only a story) the contractor came around in his car to take the printer to see his new house.

"Well, this is a very nice house," began the printer, looking it over, "but it isn't just what I had in mind. You have built a three-story house and I like two-story houses. Don't you think yourself a two-story house would be better? And then it is a Colonial house and my wife doesn't like Colonial houses. Can't you put some stucco and half timbering on the upper part? We saw a house with that the other day. And the living-room ought to be larger and there should be more emphasis on the dining-room—we all like to eat, you know."

So the contractor took the house apart and put it together again and moved the porch and the bathroom and changed the fireplace and the garage doors and he and the printer spent the rest of the summer arguing about which were "author's corrections" and which were "office corrections."

Now, before we have a chance to point out the moral of this fable, somebody will object, "but contractors don't do things that way."

No, but printers do.

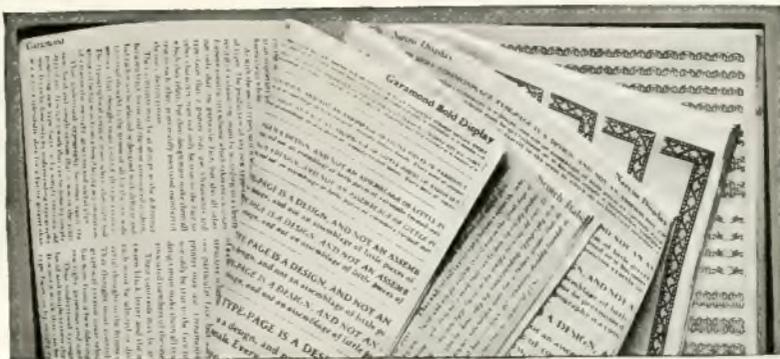
And why should they when it is so easy to start each job with a

complete working dummy that will show the customer in advance just what he will get and show the composing-room just how to do it?

Good printing—printing with style and distinction—doesn't just happen. It is the result of having

a definite scheme and bringing every detail into conformity with that scheme. It usually means a lot of experimenting which can be done more economically with proofs than with type. Set it with scissors first.

Give your printer a "blue print" that shows exactly what you want



The Linotype Layout Kit contains 88 pages of type and borders, everything you need to paste up a layout that will show you exactly how your advertisement, booklet or folder will look in type and that will give your printer exact specifications. Its use avoids misunderstandings and expensive resettings. It enables you to do your experimenting with scissors and paste-pot instead of with type. And it only costs \$1



MERGENTHALER LINOTYPE COMPANY

Department of Linotype Typography

461 Eighth Avenue, New York

C O U P O N

Mergenthaler Linotype Company, 461 Eighth Avenue, New York

- Enclosed is One Dollar
- Send on Approval

One Copy
The Linotype Layout Kit

The 8pt. Page

by
Odds Bodkins



THE returns are beginning to come in on my "Kasidah of Haji Abdu El-Yezdi" contest for the pattest definition of advertising.

One reader, who apparently "has a book" (for he signs only his initials—M. V. M.—and gives no address), writes:

"Advertising, Odds Bodkins, is literature on a spree."

—8-pt—

Geo. Van de Carr, of DePinna's, New York, submits:

Dear Odds:

Jack Hamilton, the newsboy, won twenty-five dollars once by defining advertising as "a picture and a price."

You might send him your copy of "The Kasidah of Haji Abdu El-Yezdi."

Jack Hamilton does not qualify. His definition must have been written before John E. Kennedy and Claude Hopkins began reasoning-why—and before Mrs. Resor started the style for Sunday features on iced noses and the like.

—8-pt—

I see by the papers that a new worsted mill in Maine has adopted the policy of confining its styles to individual purchasers, following the custom of some of the foreign textile producers.

Is it possible that we have gone so far forward in marketing developments that by going back to some of the older methods we shall achieve distinction and insure sales? . . . It might be well to look over our shoulders occasionally at yesterday's methods and see if they might not be adapted to today's or tomorrow's selling.

—8-pt—

I. I. Sperling, of the Cleveland Trust Company, writes Ted Thackrey, editor of the *Cleveland Press*, this letter:

Dear Thackrey:

Having often undergone the mental travail of headline writing for your contemporary, the *Plain Dealer*, I pause to salute the copy writer on your staff who recently wrote the headline about Chicago's mayor:

Bill continues to

Fe-Fi-Fo-Fum

That, to my mind, is a classic.

It's a fine head, all right, but it wouldn't have done in the old days of hand-set headings. What, with the old 3A 16a fonts of display type, the comp would have run out of cap F's.

—8-pt—

Anent this coined word discussion, John H. Hawley of the Hawley Advertising Company, writes:

Dear Editor:

A good many years ago my sister, then eighteen, had sent out cards for a modest, old-fashioned Euchre party. A day or two

before the scheduled event I came down with a hard throat attack, diagnosed as tonsillitis, though diphtheria was suspected. The party was postponed.

My youngest sister, aged seven, being questioned as to the reason for calling off my sister's party, struggling hard with the family news that had been conveyed in two brand-new, undigested words, as far as she was concerned, stammered and said—"he has the Postponus."

—8-pt—

"The Cry of the Newsboy" is about to burst forth. Which is by way of observing that Sidney D. Long's story of the human side of the distribution machine that gets our newspapers into circulation is to be published in book form next month. S. D. L. is business manager of *The Wichita Daily Eagle* and, having started as a newsboy himself, he knows his news.

—8-pt—

Up in Westchester County, New York, is a group known as the Beechwood Players, society amateurs. In their unusually interesting program I ran across this unusually interesting advertisement:

Does everyone say "HOW YOUNG YOU LOOK!"?

Do you feel as skittish as a 2-year-old colt?

NEVERTHELESS WATCH YOUR STEP

If you can't make up your mind to

TRY SOMETHING NEW

YOU ARE GETTING OLD

so the psychoanalysts all say.

DOES THIS MEAN YOU?

So you can settle this BIG QUESTION once and for all, we have worked out a little test so simple, when you know about it you will be surprised you did not think of it yourself.

Begin tomorrow!

Send no money till you hear from us!

Don't worry. We won't forget about it.

1. Close eyes and pocketbook when passing FLORIST SHOPS. (Very important.)

2. Drive to Mr. Vanderlip's greenhouses. Take Riverroad entrance on the Scarborough Station hill. If you believe in signs, you'll find them all right.

3. Say to Larry, the Italiano, who will be holding the fort: "What have you?" He'll show you—ivy, chrysanthemums, carnations, snapdragons, begonias, ferns. What you can't crowd into the car, he'll have sent. Leave with him your order for roses.

4. REPEAT AT FREQUENT INTERVALS.

Larry will tell us your reactions and the first of every month we will send you a confidential report.

Note: This test was originated by Mr. Harold C. Pierson, who is running the Vanderlip greenhouses. Patent applied for.

Stanton Massey, editor of *Eckels Magazine*, published by H. S. Eckels & Co., manufacturing chemists of Philadelphia, is greatly excited about the growing practice of abbreviating Christmas to Xmas.

He has written a lengthy editorial on the subject in which he says that, instead of ringing from his heart-strings the pleasant harmonies which should arise at this happy time, "Xmas" strikes a discordant note entirely out of tune with his spirit. "Let's not remove CHRIST from CHRISTmas."

He says in a letter that Bruce Barton agrees with him. Well, I'll make it a threesome. Let's spell out CHRISTMAS this year.

—8-pt—

After reading the publicity and the first three or four advertisements about the new Ford car—and the complete specifications—I've almost made up my mind to turn in my Packard and get three or four new Fords.

I have found the Packard a remarkably fine, comfortable car—but it won't do some of those things!

—8-pt—

Someone is jealous of the recent item on this page about the Paris garter guarantee and sends me a Bull Dog Garter card with the guarantee circled in red: "Guaranteed for 365 days wear.—We will cheerfully replace this pair if imperfect or if they do not fulfill the guarantee for Double Wear."

Having published this second item, I declare the Garter Campaign closed. I think it was in the nature of a hold-up game, anyway.

—8-pt—

"Immoral Isabella" is the name of a play written by Lawton Campbell, of the advertising department of the Postum Company, which is playing in New York. The star is Frances Starr.

What I can't figure out is, how did Lawton Campbell get the stimulus for a play like *that* on Postum?

—8-pt—

And now, to you all, from everybody around our shop from the Publisher to the purp who stands outside my door: Merry Christmas! Merry Christmas! Merry Christmas!

STICKS TO
THE
POINT

WHY THE HOUSE BEAUTIFUL

Heads the Schedules of So Many
Building Material Accounts

Because—

Editorially, it leaves dogs in their kennels.

Horses in their stables.

Dresses to the dressmaker.

Because—

It deals exclusively with the house—its building
decorating and furnishing.

HIGHEST DIRECT RETURNS PER DOLLAR
LOWEST COST PER INQUIRY (Coupon test)

Shall we give you the facts—there's advertising profit
for you in them?

THE HOUSE BEAUTIFUL PUBLISHING CORP.

A Member of the National Shelter Group

8 ARLINGTON STREET

BOSTON, MASS.

CIRCULATION 80,000 NET PAID A. B. C.
WITH BONUS OF OVER 10,000 AT
CURRENT RATES



Let the Comments Come In on Order Blanks

[CONTINUED FROM PAGE 20]

As an attention-compeller, that fellow was a wonder. As a salesman, he reminded me of a good many much-admired advertisements.

In "Sunkist" advertising we were constantly receiving suggestions for exploiting lemons from people who honestly believed that anything that attracted attention to lemons would be good advertising. To sell lemons, of course, we were trying to obliterate the "Hand him a lemon," "He's a lemon" wise-cracks that made people laugh at the fruit and stop thinking favorably about it. To do that, it was necessary to show the lemon in dignified surroundings, being served in fine hotels, with the tea and the fish. Today it is the smart thing to serve lemons in these ways.

"LOOK at this advertisement," says the average individual. "See how it stands out from other advertising. I am a busy man. I seldom look at advertisements. But this one attracted my attention immediately. Therefore, it is a strong advertisement."

And he lets it go at that. He doesn't read any further to see what the advertiser may be selling. That is a common viewpoint—one we have every reason to avoid in creating advertising—the gold plating of attention.

Brevity is another gold brick test of advertising value with the layman.

"People won't read long ads," you hear. "Advertising must be short and snappy. These are busy days—telegraph your message."

The truth is, advertisements of the past were shorter than those of today. In earlier years business concerns merely put a card in the paper: "Jones & Brown, Undertakers. We aim to please." The trend now is toward longer copy. Compare the Campbell Soup, Gold Medal, Cream of Wheat, Maxwell House Coffee, Postum and other well-known publication copy of today with the same advertising in magazines and newspapers yesterday. Poster effects have been dropped for detailed explanation that appeals to the reader's self-interest.

Advertising that says too little is just as bad from the selling standpoint as that which says too much.

In motoring up the Coast, some years ago, I saw a single word painted on culverts and rocks—"Oildag." I thought it might be the work of the fanatic who paints "Prepare for the end." It looked like a mystic message. Not until several years later did I learn that it was a motor oil, and then nothing was said about its merits. This is certainly "confidential advertising." The theory probably was that it aroused curiosity. The practical result was that somebody paid good money to convey no message at all. He bought the brevity gold brick.

Gold Medal Flour furnishes a good example of the change from brevity to explanatory copy. The advertising man responsible for the change of method

with this famous product maintained that people were not "sold" by the brief copy.

"Ninety per cent of the women whom I asked named Gold Medal as the leading brand of flour," he reported some years ago, after a thorough survey.

"Well, doesn't that prove that our brief copy has sold the product?" asked the manufacturers.

"Wait until I tell you what reply I got to my second question," he said.

"When I asked them what brand they bought, only twelve per cent said, 'Gold Medal.'"

Brevity does not of itself make an advertisement interesting. I remember a double page advertisement of an etiquette book, printed in small type, which brought in thousands of inquiries. In a lemon advertisement, a part of the illustration showed a letter addressed to "Mr. John Smith, Esquire," and thirty or forty readers wrote to tell us that "Mr." and "Esquire" should not be used together. But at the bottom of this advertisement of many words was a coupon offering a booklet—and that brought 18,000 requests, from readers who wasted no time on the superficialities of the advertisement but got right down to the meat that was in it.

LENGTH of copy does not depend upon flashing a message before your readers can get away from you, but upon making your story interesting. Nobody thinks of limiting the words of a salesman or his time. If you are advertising an automobile or a player-piano, or an electric refrigerating machine, or anything calling for a balanced decision, people will read every pertinent word you have to say, and then send for literature.

"That is all very well, where a large expenditure is to be made," is the objection that is often made, "but how about inexpensive articles?" The rule applies to many articles of small price which are important in other ways. A dollar for a hair restorer is no great amount of money, but for the man who is getting bald the decision as to which remedy he should buy is a serious one. The man or woman who is thinking about health, or appearance, or the home, or the children, will read at considerable length to get all the facts. Insufficient information may meet the idea of brevity, but it won't sell the product. Brevity in such cases is a gold brick to the public as well as to the advertiser.

Advertising slogans compose a form of brevity which says too little. That has been shown by questionnaires, embodying supposedly well-known slogans, which were passed among advertising men. These professionals could not tell what more than eight in ten of the slogans were exploiting. Any audience of intelligent people, men or women, will give several answers when they are asked to name the article adver-

tised by "The skin you love to touch" or "Eventually—Why not now?" The slogans are remembered, but the article is forgotten.

When the song, "Yes, We Have No Bananas," sprang into popularity, I was freely "kidded." "The banana people have certainly slipped one over on the orange people," was a typical comment. "What do you think they paid for a song like that?" I replied, "I don't know, but whatever they paid, they paid too much. We don't want people singing and laughing at oranges, and making fun of them. We are working to connect oranges with thoughts of health and fine flavor. The banana song won't increase the consumption of bananas at all." As a matter of fact, because of conditions in the industry that year, there were fewer bananas consumed in this country than in previous years. Contrast the value of that song with the fine educational advertising being done by the banana people today. Slogans, songs, vaudeville gags and other evidences of apparent popularity are taken by the public to mean clever advertising stunts. They call forth admiration, and the advertising man, and the advertiser, may be just human enough to take credit for them. But if they do not glorify the product the credit is fictitious. This form of brevity is the thinnest kind of gold plating.

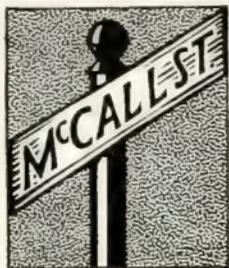
Cleverness comes right in here.

The fact is, people admire both attention value and brevity as clever stunts of the advertising man. "You can't beat that fellow Smith for attracting attention," they say. "His advertising knocks your eye out, it's so clever." And of the short sentences and slogans of Jones they say, "He tells the whole story in a dozen words."

I KNOW many advertising men, and advertisers, too, who are unhappy because they never have achieved a clever slogan or an ingenious advertising character like "Sunny Jim" or "Old Man Mileage." I once felt badly about this myself, but now I know I was lucky. The truth is that an advertising character burdens the copy with a double job—it has to put over the trade character as well as the product. And most trade characters of that kind succeed only in toting the cleverness, which is proved by the fact that few people can tell what any dozen of such characters advertise.

Since the public has taken an interest in the mechanism of advertising, it regards advertising men as funny, clever, smart. The truth is, most of the advertising men I know are average in intelligence, rather plain and hard-working. None wish to be regarded as professional cut-ups. Yet we put ourselves in that class with clever advertising. To make advertising truly clever that quality should go through the entire brick. Perhaps the most clever advertisement is the one

K N O W N M E R I T



OTTO R. EGGERS

Home Building





picture readers ~ all!

THE radio has done two things. It has increased the number of stay-at-homes, the number of readers. But it has also decreased the concentration they give the printed page. Today, he who sits, reads almost as sketchily as he who runs.

The only answer is to tell your story at a glance. And the only method is—by pictures.

Results are the true measure of economy. If the best engravings did cost more, they would still be the cheapest. But as a matter of fact more than one customer has told us, on analysis, that his engraving bills were actually lower since he started with G & M.

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

which is read without any thought that it is a selling message.

Beauty is the last of our lures.

IT has a legitimate place in much advertising. Every advertiser wants his advertising to be beautiful. So there is the temptation to make advertising beautiful, whether the product calls for a beauty appeal or not.

In the early days of "Sunkist" advertising we showed oranges against backgrounds characteristic of California. The beauty of California is conceded by millions of people who have never visited the state, as well as by most people who have done so, and it has a very definite appeal. But in orange advertising it was a distraction. We showed orange groves, and old missions, and romance; and we got letters from hundreds of people who did not seem to care much about oranges, but wanted to know, "What is the best time of year to visit California?" and "What is the price of land out there?" and "Can you send me another of those ads with the church in the background, because the girl in that ad looks like my cousin." Therefore, the beauty of California has been subordinated to backgrounds, and the beauty of oranges and lemons, and the dishes that can be made from them, are played up so prominently that there is nothing on the page to attract attention from the goods we wish to sell.

When beauty is in the product, in the form of the appetizing color of a food or of the feminine beauty that goes with a toilet preparation, then it may legitimately form the attraction for advertising that goes further than the traditional skin-deep and sells the article. But a plating of beauty is too often put onto advertising not suited in character. There are, in fact, a good many products that attract by their very homeliness, like a well-bred bulldog.

How much of the product does the advertising sell? That is the standard by which to measure the value of advertising. And instead of what is the popular comment about attention, brevity, cleverness and beauty, the pertinent question to you, who prepared the advertising, or to your client, who paid for it, is "What are people saying to each other about the goods?" What every advertiser needs is, not a few dozen friends to tell him that his advertising is wonderful, but an army of recommenders. Let the comments come in on order blanks.

Winter Golf League to Hold Tournament

The Winter Golf League of Advertising Interests will leave New York on Jan. 12, for its 1928 trip to St. Augustine, Fla., where a tournament will be held from Jan. 16-20.

Rodney Boone of New York is again president of the organization. The following are chairmen of their respective committees: R. Murray Purves, Tournament Committee; Charles W. Hoyt, Membership Committee; S. Wilbur Corman, Trophy Committee; Raymond Bill, Entertainment Committee; W. E. Conklyn, Transportation Committee; Ray McCarthy, Publicity Committee.

MAY WE MENTION MEN?

So much is written these days of, by and for the ladies, that it may seem a bit out of place to mention the fact that men buy things, too. Ever so many things.

But since this is a fact of interest to you who are just old-fashioned enough to keep on making things that men keep on buying, we dwell on it long enough to remind you that the magazines the mere males love to read are in the ALL-FICTION FIELD. And how they do read them! And how they do respond to any announcement of goods or services that has about it the masculine appeal!



All-Fiction Field

Magazines of Clean Fiction

NEW YORK CHICAGO BOSTON SAN FRANCISCO

DIARIO DE LA MARINA

LA HABANA, CUBA

Cuba's Greatest Newspaper

Diario de La Marina has the distinction of being the oldest newspaper in Cuba, with continuous, uninterrupted publication since 1832, the year it was founded. A safe and sane, yet progressive policy, in a difficult field, has guided this newspaper through many a chaos to its present enviable position.

Diario de La Marina's readers are the aristocratic and the commercially successful class. This portion of the population represents the moneyed group who have the cash to spend for any product.

Diario de La Marina is the only newspaper in Cuba with a Sunday and Thursday Rotogravure Section. This Sunday and Thursday supplement is the greatest sales producer in the country.

Diario de La Marina is the first newspaper on the list of every successful Cuban advertising campaign; it has been for almost a hundred years.

For rates and full particulars on the Daily and Sunday editions and the rotogravure section please apply to any of the accredited export advertising agencies in the United States, or direct to Jose Sobrino, Administrador, Diario de La Marina, Prado 103, Habana, Cuba.

DIARIO DE LA MARINA



*.....those who like nice things
choose....*

Colton Manor

One of Atlantic City's finest Hotels

Reduced Winter Rates

American and European Plans

Charles D. Boughton, Manager

Buried Factors in Selling

[CONTINUED FROM PAGE 36]

are meat and drink to such a one. He knows that forces may any day arise from the most obscure origins that will set a whole nation at work on cross-word puzzles, for instance, or put inverted pipes in the mouths of college boys all across the country. He knows, too, that the distribution of culture and the love of good living indispensable to most sales efforts is at best decidedly spotty. While, of course, he would not regard Herrin, Ill., as a good market for prayer-books, he would hardly think of the Osage Indians in Oklahoma as live encyclopædia prospects, until he found that this is indeed the case.

A MANUFACTURER of push-in picture hooks is wrestling today with this knotty problem of cultural distribution. The facts that he is after are not statistics on income, but data on good taste. Where a town has decided that hanging pictures from wires hooked into the molding is decidedly out of date, there is his market. If good taste in these matters of civilized living went hand in hand with income, the researcher's lot would be a happy one. But any book-clerk will tell you of the last millionaire to step from his limousine and order half a yard of red books to match the library's color scheme.

Lack of human contacts not only with the ultimate consumer but with the dealer as well is working havoc right now with certain narrow-visioned radio manufacturers. Just as the makers of vacuum cleaners were constantly going to the wall because they did not allow sufficient margin to the dealer and spread their distribution too widely, so some of the radio people are busy biting the hands that feed them. It is impossible for a small hardware dealer to give the service that is generally expected of him and at the same time make a living on the sort of margin that is too frequently allowed him. It is a short business sense that expects a dealer in a little town to train his customers in the ways and mysteries of the electrical transmission of sound and then refuses to protect him against cut prices and the invasion of unbranded goods. Too many radio manufacturers are simply frittering away the respect and good will of their dealers. No amount of statistical research will bring this out as clearly as a short visit to some small-town hardware shops.

MY plan then as one who has dealt with statistics through all his business life is the old one of not letting the trees interfere with our vision of the wood. Let us by all means get all the figures that have meaning. And then let us take them out of doors and submit them to the light of common day. Of all of the activities of modern business, selling is the most concerned with the emotions and prides and prejudices of average men and women. Statistics are, after all, but skeletons. To revert to our original figure, it is the buried factor that may be all-important.

LITTLE DRAMAS IN THE LIFE OF A GREAT NEWSPAPER SYSTEM



PAINTED FOR SCRIPPS-HOWARD NEWSPAPERS
BY SAUL TEPPER

How the injured employee is nursed back to health . . . *without financial loss*

An employee in a small Ohio shop met with an accident at his work bench.

The employer, a fair-minded man, felt that the accident was an act of Providence. He gladly offered to continue the employee's pay during his lay-off, but claimed he couldn't afford to pay for a costly but necessary surgical operation.

A bitter lawsuit resulted.

"Why not a joint Employers' Fund, administered by the State, to take care of such cases?" a public-spirited legislator suggested. "Let each employer contribute a modest premium each year. And thus, both employer and employee will be protected from heavy individual money losses when accident strikes."

The SCRIPPS-HOWARD Newspapers took up the idea and sponsored it insistently and continuously until the Workman's Compensation Act became an Ohio law.

At first, Capital opposed the plan on the ground that it was confiscatory and an invasion of private rights. But today, there isn't a business man in Ohio who doesn't regard the Workman's Compensation Act not only as humane and wholesome, but as sound business protection.

The SCRIPPS-HOWARD Newspapers are not narrow partisans of either Capital or Labor. They are jealous guardians of the rights of the general public whenever those rights are blocked or threatened by entrenched power.

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*

SCRIPPS-HOWARD
MEMBERS AUDIT BUREAU OF CIRCULATIONS

NEWSPAPERS
AND MEMBERS OF THE UNITED PRESS

ALLIED NEWSPAPERS, INC., *National Representatives*
 250 PARK AVENUE, NEW YORK • CHICAGO • SEATTLE • SAN FRANCISCO
 PORTLAND • DETROIT • LOS ANGELES • ATLANTA

THE EXPLOSIVES ENGINEER

DO YOU WANT
TO REACH
MINING MEN?
QUARRY MEN?
CONTRACTORS?

THE Explosives Engineer does not blanket any industry, but it is eagerly read by many men who influence purchases for mines, quarries and contractors.

The Explosives Engineer will be five years old in March, 1928. Its net paid circulation is approaching six thousand A. B. C. Its gross circulation is at present 9,000. Most of its subscribers are managers, superintendents, and their assistants.

The Explosives Engineer is the only publication devoted to the important problems of moving coal, ore and stone safely and effectively with the aid of explosives. Its articles on accident prevention keep it prominently before the management of the industries it serves.

The Explosives Engineer should be on your list for 1928. Sample copy and A. B. C. statement on request. Address The Explosives Engineer, 1000 Delaware Trust Building, Wilmington, Delaware.

FORERUNNER
OF PROGRESS

Small Space

[CONTINUED FROM PAGE 30]

genius to the creation of masterpieces. Eleonora Duse, Italy's foremost actress, attributed her artistic triumphs to studied elimination of inconsequential.

The power of repetition was utilized by primitive peoples. Merciless toms beat down the morale of the enemy.

Advertising is an offensive. It is the laying on of thought pressure to mold and exalt the human mind. It goes farther than to shape buying habits. It forces out old ideas of living for new. The initiated advertiser knows that mass education is sometimes a labored and slow process. He lays his plans accordingly. Too many brilliant but disastrous splurges have ended when sustained effort would have accomplished the task.

AN analysis of current small space of successful advertisers indicates a common denominator of practice.

Theme—a very simple theme—must lend unity to the small space campaign. The specialist, with a simple story of service, has the odds in his favor.

It is said of a widely marketed cathartic—that it is just as good a cough syrup as a laxative. The makers, however, are shrewd enough to restrict the claims and market of this product to the laxative field. They are reaping a harvest. Concentration on a single, big market is more to be desired than a scattered and weakened effort over many.

In contrast, another manufacturer, with a property whose brand name is a generic term in the dictionary, is steadily slipping. His sales policy, while as good as the other fellow's a quarter century ago, is antiquated today. Under a dominant family name he successfully submerged the identity of some two dozen individual items. He refuses to associate one definite, outstanding purpose with each, and is vainly struggling to hold his own against competing specialists who are boring into his markets with simple objectives.

Consistency—everlasting consistency—is the price of implanting a single, substantial idea in public consciousness. A good story bears repeating; in advertising it must be repeated. After the "prospect" is "sold," he must be kept "sold." And the new generation of millions is coming in every day. There is no rest for the salesman.

Telling the same story year in and year out does not necessitate becoming a bore. Only in basics is there monotony. In detail there is infinite variety. There are a thousand new, sparkling ways of telling the one best story of the product.

Glancing Value—the richest return of small space—is the object of gravest concern in its preparation. Some masters of small space assign as much as two-thirds of the space to headlines, visuals, and nameplate. They are striving for maximum poster effect. Those who run through newspapers must read.

A sound practice in composition is to formulate the series first in terms of headline, illustration, and name dis-

play. The body of the copy slips through freely once the leads are settled.

A finely proportioned advertisement, rich in glancing values, delivers the product's dominant idea and brand name to even remotely interested "prospects."

Positive and Negative Appeals—the two approaches to consumer interest—constitute the double-edged sword of salesmanship. People act through fear or love, push or pull. Campaigning for a hair tonic offers a temptation to headline and visualize the tragedy of a comb full of falling hair quite as often as the blessing of a beautiful, healthy shock of it.

Headlines—the most important feature of small space—must epitomize, in colorful, dramatic words, the service of the product. To do this they must summon to mind quickly the need or desire of the "prospect" as well as show him a remedy. An advertisement without a headline is like a house without a door. Headlines are the "open sesame" to the reader's consideration.

Visualizations—that do the work of pages of copy—communicate their ideas like a flash. Small space depends on pictures for pace. Pictures register first, then headlines, then copy. Pictures have the power to arrest attention and to interpret the message.

Even the simplest outline drawings can express the emotions. They can delineate character and envelop the product with atmosphere. Pictures are primitive story tellers. An idea is not grasped until it is seen as a picture. The more competitive advertising becomes, the more advertisers are forced to say it with pictures.

Copy—small space copy—pen portraits executed with incisive strokes—is more powerful for what it suggests than what it says. Every word is as a brush stroke to the canvas. Picture-words paint situations, characters and action.

THE merchandising of the advertising man is ideas. Printed salesmanship has but two vehicles for the expression of ideas. The picture and the word in type are harnessed to the same task. Art and copy should never work at cross purposes. What cannot be said visually is said with words.

Anatole France's writing craftsmanship is an example for commercial writers also to emulate. He describes his first writing of a manuscript as being quite as anyone else could do it. Not until the fifth or sixth re-writing does it become really Anatole France.

Stevenson's charming style was the result of studied revision. Beethoven has re-cast scores as many as a dozen times. The condensed form of advertising will yet develop a craftsmanship unknown to these time-harried days. Advertising will have its golden age when quality is at a greater premium than quantity.

Layout—the apparel that proclaims the Ad—reflects credit or discredit on the product and its maker. Products like human beings have their char-

acters. They should be dressed appropriately. Illustration, typography, hand-lettering, borders, and white space are the hats, shoes, neckwear, and clothing of an advertisement. A clever art director can dress up small space till it fairly dominates a busy page of big space.

It is not the actor with the loudest voice who commands the closest attention. Quality of address counts most in inviting the attention. The smaller the advertisement, the more carefully it should be composed.

Small space skilfully composed is an economical and telling way of using an advertising appropriation. As newspapers reach a point of advertising saturation, more small space will be used. It will be used in preferred position even at the cost of fifty to one hundred per cent in size. These thought-packed compact areas are reliable carriers of good news of commerce. They deliver more slowly but surely and savingly. They are the gems of advertising.

Chaos in the Air?

[CONTINUED FROM PAGE 21]

there is no use in getting a better set or in putting anything additional on the one I do have under the present conditions, and I think that goes for all of us who now own sets.

I am not waiting for an electric set. I am not waiting for any particular kind of a set. I'm waiting to hear something without a lot of squeals and cat-calls. The other day my B batteries or dry batteries ran down and I had to buy a new pair. So I asked a radio dealer if he thought it advisable to replace them with an eliminator. I would never buy any new-fangled thing just because it is new-fangled. I want to buy it if it will be of service to me. The radio dealer asked me how long my B batteries usually lasted, and I told him. He said, "It's no use for you to buy an eliminator. You are getting service; if there ever is any service from a set." I asked him about the advisability of buying an eliminator for my wet battery. He asked me what service I was getting from that, and I told him. Again he told me "No."

Now, he was of real service to me. He probably could have sold me something for the pure sake of selling, but he realized that a listener of two years' duration knows a little about sets, or at least knows about what he can expect from a set, and thinks, along with everybody else, "What's the use? You can buy all the new improvements you want now, but if you can't listen when you do get them, what's the use of buying them?"

I can readily agree that it is much nicer to have a set that will run on the electric light power than one that functions under the conditions that govern mine; but in other years I have managed to get foreign stations (not many) and both Coasts, when the night was right. But this year it seems almost impossible to get anything. The best written advertisement in the world wouldn't lure me into buying a new set. The best advertisement for an attachment I will probably never notice; because whatever they get out or whatever they want to sell will not appeal to me until I know that I can listen to

Up-to-Date

Q The subscribers to **THE FARMER'S WIFE** represent the cream of the nation's "purchasing agents" for the farm.

Q Farm women of the progressive type who subscribe to a high grade publication like **THE FARMER'S WIFE**, do 90% of the buying on the farm. These women have adequate incomes and are in a position to influence your sales volume to an astonishing degree.

Q These up-to-date women follow suggestions in their own magazine carefully, indicating by their many letters to the editors the unusually keen reader-interest this magazine inspires.

Q Identify your product with **THE FARMER'S WIFE**, the only magazine in America published exclusively for rural women.

THE FARMER'S WIFE

A Magazine for Farm Women

WEBB PUBLISHING COMPANY PUBLISHERS
SAINT PAUL, MINNESOTA

Western Representatives
STANDARD FARM PAPERS, INC.
307 N. Michigan Avenue,
Chicago, Ill.

Eastern Representatives
WALLACE C. RICHARDSON, INC.
250 Park Avenue
New York City

Member Audit Bureau of Circulations

Up!

Up!

Up!

His sales volume responded to

INDUSTRIAL ADVERTISING

LISTEN to this story of a business that pulled itself up by its own boot straps, the story of a manufacturer who defied the trend of general business and gained sales volume regardless.

From a minor position to recognized leadership by steady yearly gains, always exceeding the progress of industry as a whole—that is what took place, and how it was done is an open book.

It was a young business, making power plant supplies and small parts—sort of a line of industrial “notions”—just the type that might be thought too small to employ Industrial Advertising effectively. In the light of what happened, no one can tell this manufacturer that Industrial Advertising cannot be geared to a small business. That is just what he did—

Geared Industrial Advertising to His Business

At the outset the policy was established to specialize on worthwhile markets. The buyers' habits were studied intently and a complete plan of Industrial Advertising and Selling was built around their needs. The counsel of an experienced advertising agent was retained.

Thoughtful attention was devoted to the selection of industrial publications and the preparation of advertising copy. In team-work fashion both sales and advertising strategy were aimed at one thing—*Recognition by worthwhile buyers.*

This *Recognition* was found to be the straight line to larger sales volume. Tangible results were greater than a previous inquiry campaign had produced. A check of actual buyers against McGraw-Hill subscribers showed that 80% were on both lists.

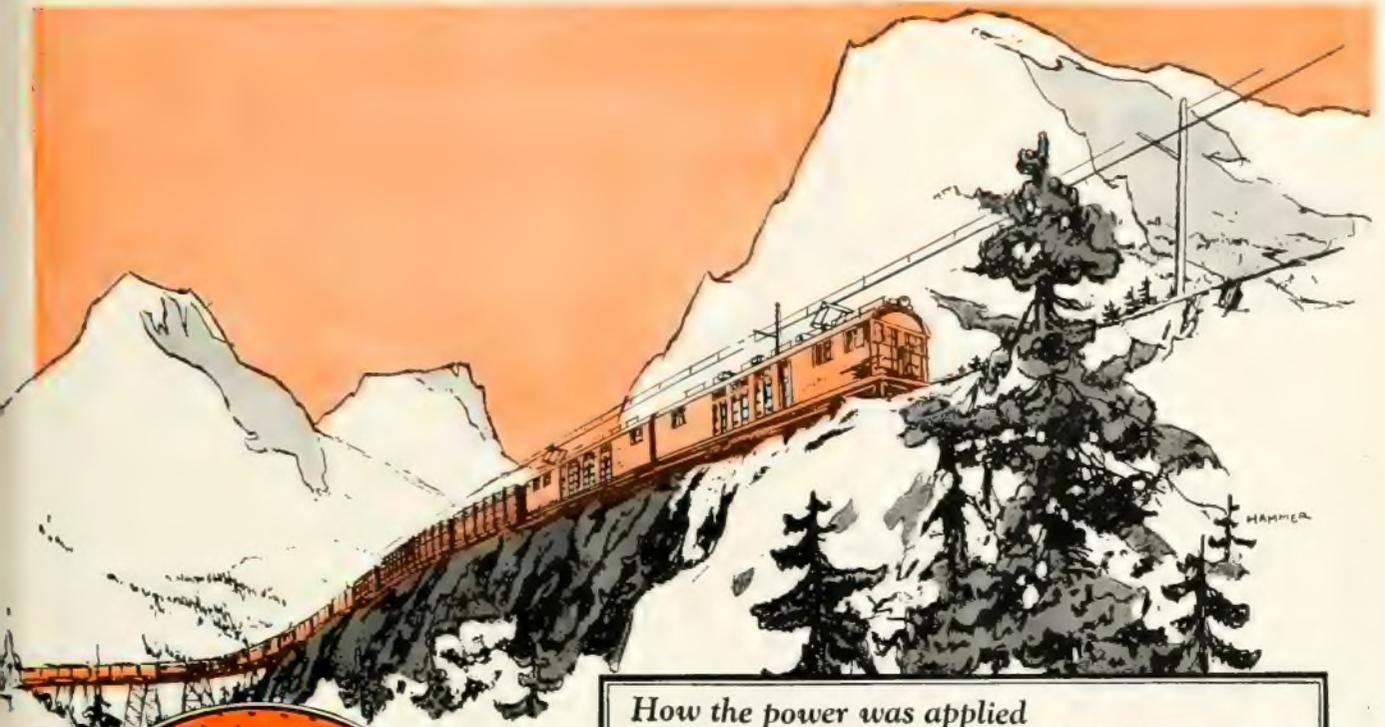
From each year's business came the wherewithal to produce next year's increase. Eight per cent of gross revenue appropriated for Industrial Advertising produced an average yearly gain in sales volume of nearly 30%. Only once did the manufacturer experiment with a reduced appropriation. And this was the only period when he experienced reduced sales. Comparing the three curves of the chart shows that this manufacturer's growth was controlled not so much by general business conditions as by his volume of Industrial Advertising.

His curve of net profits has closely paralleled the curves of gross sales and advertising for the past six years and is still ascending steadily.

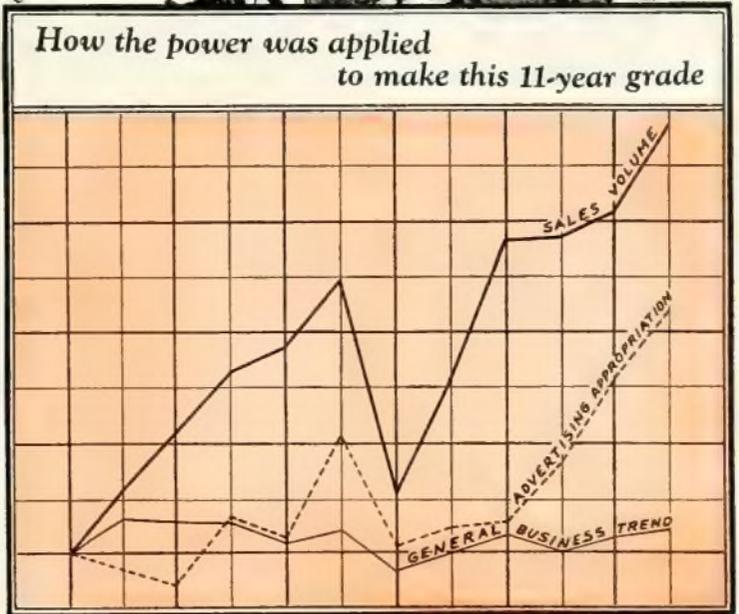
Industrial Marketing at Work

After studying hundreds of such successful cases as this, McGraw-Hill prepared its new book, “Industrial Marketing at Work.” This book establishes *recognition* as the proper goal of industrial marketing and offers a practical method, in ten logical steps, for its accomplishment.

If your markets lie within any field of industry broader than your strictly local territory a McGraw-Hill representative will gladly discuss this study and present a copy to you or your advertising agency. For promptness, address your nearest McGraw-Hill office.



How the power was applied
to make this 11-year grade



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

McGraw-Hill Publications

Electrical

- ELECTRICAL WEST
- ELECTRICAL WORLD
- ELECTRICAL MERCHANDISING

Construction & Civil Engineering

- ENGINEERING NEWS-RECORD
- CONSTRUCTION METHODS

Industrial

- POWER
- AMERICAN MACHINIST
- INDUSTRIAL ENGINEERING
- CHEMICAL & METALLURGICAL ENGINEERING

Catalogs and Directories

- McGraw-Hill Electrical Engineering Catalog
- McGraw-Hill Electrical Trade Catalog
- Keystone Coal Mining Catalog
- Keystone Metal Quarry Catalog
- Keystone Coal Buyers Catalog
- Bonbright Survey of Electric Power & Light Companies in the U.S.
- McGraw Central Station Directory
- McGraw Electric Railway Directory
- Metal Quarry Directory
- Coal Field Directory

Radio

RADIO RETAILING

Transportation

BUS TRANSPORTATION

ELECTRIC RAILWAY JOURNAL

Mining

COAL AGE

COAL AGE NEWS

ENGINEERING & MINING JOURNAL

Overseas

INGENIERIA INTERNACIONAL

AMERICAN MACHINIST

(EUROPEAN EDITION)

48,000 PAGES USED ANNUALLY BY 3,500 INDUSTRIAL ADVERTISERS TO HELP INDUSTRY BUY MORE INTELLIGENTLY

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

LINEAGE

During the first nine months of 1927 LA PRENSA printed a monthly average of 1,267,887 lines of advertising, exceeding any other paper in Buenos Aires by more than a quarter of a million lines monthly. These figures include classified advertising, usually considered a better indication to circulation and prestige than display.

A week-day edition of LA PRENSA will commonly contain about sixty columns, approximately 18,000 lines, of ordinary classified and twenty columns of real estate and auction classified. The quality and rates of this advertising are high.

The significance of these figures is emphasized when one realizes that most of the display advertising and practically all of the classified are not solicited, but are voluntarily brought in as a result of leadership during many years in circulation and prestige.

Exclusive Advertising Representative

JOSHUA B. POWERS

14, Cockspur St., LONDON, S. W. 1

250 Park Ave., NEW YORK

programs without the interference which is prevalent today.

In a little club of which I am a member (there are about ten of us) six have radio sets. Of course, all six sets are of different makes. There are four members who do not have sets, and those four will remain without sets—although each has the money to buy one—until he can listen satisfactorily to ours.

ALL radios (every radio that is in anyone's home today) should be an advertisement for radios in general. Mine would be, were I to have a few friends come in for an evening and enjoy my set. It would be if I could start at the bottom of my dials and dial right up through, bringing in station after station. I could, two years ago, if the weather was right—but I can't do that now. Almost every set today, it seems, is not an advertisement for a radio. It is almost an advertisement not to buy a radio.

When my friends come in now, those who do not have sets say, "Turn it off. Let's play some cards." It's seldom that I can leave the dials in any one place and listen to the entire program without receiving heterodynes, squeals and cat-calls. That is not the fault of my set. It is the fault of broadcasting. And I am sure that none of my friends, either those who have sets or those who do not have them, are going to buy any sets until the chaos in the air is cleaned up.

Mr. Haring told us toward the end of his article that radio manufacturers have not discovered any real explanation for the astounding slump in demand. He stated that he believed the nearest anyone has come to a satisfactory cause is the overhanging effect of the "electrified" set.

No doubt that is true. But as a listener I don't think it is. I believe that the radio manufacturers will have to suffer, not because they haven't produced good sets, not because they're going to get out better sets, but because they're up against something that is entirely outside of their control—broadcasting.

BROADCASTING is the paramount feature of a radio set, no matter what make it is. A receiving set is no good unless someone broadcasts. Likewise, a receiving set is absolutely worthless if everybody broadcasts, and that seems to be the trouble right now.

I'm a "dyed-in-the-wool" fan, but I can hardly recommend any of my friends to buy any kind of a set, regardless of whether it is electrified or not, when I cannot tell them for certain they will hear anything after they get it.

And so I say I can easily see now why there is such a thing as chaos in the radio market, for I know that there is such a thing as chaos in the air. If the latter gets cleaned up, the former will disperse automatically.

My suggestion (if a listener can make one) is that manufacturers get together, if they only will, to help organize the air. They are interested primarily, of course, in selling sets, but they are also interested in giving service, to prospective buyers as well as to those who have radios now. The greatest service they can render now, perhaps even before selling sets, is to the latter—by bringing order out of the chaos in the air.



TELL IT TO Sweeney!

(. . . at home after the first)

IT seems it was only yesterday when she started to school. . . . Her mother sheds a few tears. The rest of the guests look solemnly pleased. The man of the church repeats the ancient formulae. The young man fumbles with the ring. Soft music. A bridesmaid giggles. Some sort of refreshments which nobody wants, and subdued talk. Then the sound of a car door closing and she's gone

Gone into a new world, apart, different. Clothes, cosmetics, fun and the future used to occupy her whole mind. Now she piles up problems. Managing a maid or chauffeuring a can-opener. Trying to get a round steak and a square deal from the butcher. Debating about the cash difference between deliveries and carrying things home from the chain store, between broiling and burning, cream soup and the canned kind, the cash coefficient of expansion that is credit. Wondering whether a washing machine should precede a player piano, and if Cogswell chairs come before chenille carpets, and what to put on a bathroom floor, and how to make curtains hang respectably. Studying ways and means to make salads stick together and boiled rice grains stay apart.

She spends more money in the first few months than she ever saw before, and realizes that she must get more for every dollar spent in the future. She depends more on advertisements than she does on

mother-in-law. She is in business for herself, the most absorbing business in the world.

EIGHT YEARS ago when The News first started, it was said that it was mostly read by young women. Maybe it was, but those women readers are no longer so very young.

In these eight years some 500,000 New York girls have become Mrs. Half a million homes have been started. Some of them are only two room walk-ups in the Village, or more pretentious apartments in Brooklyn or Bronx, or houses in Queens, or close-to-nature cottages in Connecticut or Jersey. But they are all homes, with families to be fed, furnished, raised, and futued. They are all customers and consumers, equivalent in their sum to a city like Cleveland.

You need their business today to grow in the New York market. You will need their business more ten years from now.

These young married women have made The News the larg-

est advertising medium for furniture—not only in New York but in the world. It has made The News the first medium in New York for musical instrument advertising, and paid rich returns to manufacturers of foods, radio, and to dealers in real estate. It has made The News a department store advertising medium that has established new high volume days. And by its support and adherence, it has given The News not only the largest circulation in America but a degree and variety of confidence and responsiveness that is unequalled in any reading audience.

TELL IT TO SWEENEY (Mrs.) in The News. If you must sell the women in New York, The News will carry your sell-



ing message to more women than any other newspaper. Its million and a quarter daily circulation reaches more readers—women and men—in more homes and more kinds of homes in more kinds of neighborhoods than any other newspaper. And the smaller paper of small size pages gives your advertisement a better working chance, because of its high visibility, its attention value, its continuity of interest that takes all the readers through all the paper. Couple these advantages with low cost—and The News is easily the most important advertising medium in New York today. Investigate—before settling 1928 schedules.

THE NEWS

New York's Picture Newspaper

25 Park Place, New York
Tribune Tower, Chicago



The Pressure for Orders Grows Greater . . . The Response to Sales Talk Grows Less **WHY?**

Talk alone has spent itself. Certified Visual Evidence is needed by your Salesmen to close orders.

THE B. & L. SALES PROJECTOR confirms sales talk, removes misunderstanding, eliminates doubt and frees selling from wasteful controversy. 15 minutes explains the idea—our representative awaits your invitation.

Please use coupon below

BAUSCH & LOMB OPTICAL CO.

Sales Projector Division

694 St. Paul Street, Rochester, New York

Tell us how to meet the Pressure for Sales with the Bausch & Lomb Optical Co.

SALES PROJECTOR

Name _____

Address _____

*Cutting this Coupon May Lead to
Cutting the Interest Bearing Kind!*

Henry Ford Shows Us Some Tricks

[CONTINUED FROM PAGE 38]

days previous to that the car was advertised in full-page space in about two thousand newspapers throughout the United States and Canada. This is believed to be the largest and most spectacular introductory campaign ever staged in such a short period of time. It is estimated that in five days the company put close to one and a half million dollars into advertising.

THE advertising was planned so as to sustain that public suspense which has been so admirably maintained all fall. The first advertisement described the new car only in general terms. It was signed by Henry Ford himself.

The advertisement that appeared on the thirtieth of November announced that, "The New Ford Car will sell at a surprisingly low price." That advertisement also gave the public its first inkling of the features which the new model would contain. It described them in detail.

Not until the first of December did the advertisements show illustrations of the new models. The page on that day pictured all six models, and was the first advertisement to announce the prices of the new car.

Up to this time the public had not been given a chance to see the revised Ford. A few days earlier a delegation of newspaper men had been allowed to inspect it, but not until the second of December did the Ford salesrooms throw their doors open to the *hoi polloi*.

So successful was the preliminary advertising that every Ford salesroom throughout the country was swamped with visitors. In New York, despite a rainstorm, people began standing in line before Ford sales agencies at three o'clock in the morning. And a good portion of those visitors placed orders, too. In fact, it is said that the preliminary orders which the company received, together with the orders placed on the opening day, will take several months to execute. At the rate at which the car is being accepted, it will take the company a year or two to catch up with its orders.

It is this fact that is likely to influence the future advertising plans of the Ford Motor Company. It is gossiped in advertising circles that the company will continue to advertise on a large scale and that Henry Ford, a man who once did not believe in advertising, will become the world's largest advertiser.

Many authorities in the automotive trade, however, claim that he will play true to form. They say that while the success of his introductory campaign has given him a magnificent demonstration of the efficacy of advertising, nevertheless it is going to be difficult for his engineer-trained mind to see the need for advertising when business is pouring in much faster than it can be handled. But, notwithstanding these cynical views, it is likely that the Ford

Motor Company will become a permanent advertiser. Eventually the company will catch up with its orders and will find itself once more in a hotly competitive market. Then it will find advertising of powerful assistance in helping it to maintain its stride in this competitive battle.

In the meantime, what effect will the new Ford have on the rest of the industry? It will help it. Unless something that is now unforeseen happens, 1928 will probably be the best year the motor car business has ever known. J. J. Raskob, vice-president of the General Motors Corporation, predicts that the production of the industry will rise to five million units in 1928. The bringing out of the new Ford will take the strain off the industry and enable it to go ahead with its plans. Innumerable motorists who have been putting off buying while waiting to see the Ford will now turn in their orders.

One of the things that has slowed up the industry is the uncertainty that has existed as to what prices Ford would put on his new models. The prices that have been announced approximate those that prevailed on the Model T types. If the new model had not been a vast improvement over the old, these prices would not have been regarded as especially low. However, since the new Ford contains practically all of the features to be found on cars selling at four, five, and six times as much, it is generally conceded in the trade that the Ford price schedule is nothing short of sensational.

What effect is this price schedule going to have on other car manufacturers? Ultimately its effect is likely to be far-reaching. For the first year or two, Ford is going to be so busy tuning up his production to take care of demand that he will not seriously annoy his competitors.

This is fortunate for the competitors; it gives them time in which to prepare to meet his competition later. For one thing, there will probably be several downward price revisions. But even more of a necessity than price changes is that the other manufacturers put their cars on an equipment and accessory "par" with the new Ford. This applies especially to the cars selling under \$1,200. These are the cars that will feel the Ford competition. They will not necessarily have to compete with Ford prices, but they will have to compete with Ford equipment.

FOR example, the new Ford comes equipped with shock absorbers. Most of the lower priced cars are not equipped with them at the factory, and it has been estimated that more than two million cars left the factories during 1927 without shock absorbers. It is a safe guess that this number will not be nearly so large during 1928.

It is likely that during the next few months we will see a grand scramble



Don't Fire Your Sales Manager!



ONE of the most interesting phases of an advertising agency's work is its collaboration (or that is what it should be) with the advertiser's sales department. It has been our pleasurable experience in the course of a number of years to have worked with a great many sales managers. We have worked

with the high-pressure, million-dollar, hard-drinking, fast-living, romantic, imaginative spell-binder who was better than any man on his staff—and knew it—and they knew it—and . . .

{ Wants to use double spreads in color everywhere. "Let's get Leyendecker to make this one." Calls up Norman Rockwell himself. "Let's merchandise this next year's program." Bind the portfolio in full levant, gold stamped. }

with the hard-boiled, steel-edged Simon Legree who was inexorable fate personified—nothing counted but orders, quotas made, and expenses kept down—you made your quota or were fired—no questions asked.

{ He has the checking department working overtime on make good insertions, lineage short, coupons returned. Believes agency overpaid; should split commissions. "Everybody knows it's being done." Welcomes competitive bids from other agencies. }

with the gray haired veteran who even misspelled "dear sir" and always had a small piece of "eating tobacco" in the corner of his cheek but who could handle a crew of salesmen with the intuitive sureness of a Rockne handling a football team.

{ He wants to see that the jobbers and dealers get all the local advertising they want. Plenty of dealer helps. "And get some red in those ads." }

with the "human" type, no salesman himself; in fact retiring to the point of shyness, but with that uncanny knowledge of everything that was going on and a personal magnetism that made his men work for him—he was the "house" and they did things for him they would never have dreamed of doing for the business itself.

{ Knows everything that is going on—loosens up once in a while. Suggests keynote then encourages agency to do best. Keeps you on your toes by making the success of the business a personal thing. }

with the fledgling who by some accident of managerial brainstorm or sudden wholesale house-cleaning has been thrust into the coveted position with the down on his chin still unshorn.

{ He has the brightest ideas about advertising. "Let's get up a slogan." "Why don't WE get a trade name like Kodak?" But he has the saving grace of youth—he'll learn! }

with the slowly-developed, conscientious, plugging "average", who tried hard, studied hard, worked with his men, suffered with them, pleaded with them and, because they could depend on him, inspired them and built a smooth running steadily productive sales force.

{ The copy, the illustrations, the typography must be "tested". Study the returns of last year's campaign. Use a local try-out campaign in morning papers only. Then try the evening papers. No crowding but agency always knows the account is in the house. }

These are not fanciful portraits—they all have names. They were all men who had studied or learned or had beaten into them, the essentials of their jobs. The scale of their efficiency score ranged from about 25 to close to the century mark. But they were all on their job!

It has been association with hundreds of men of this type that has taught us to respect sales managers. And we can truthfully say that the respect has been mutual.

When the advertising counselor takes over the functions of the sales manager, we confess to being skeptical of results. They are a team and must be handled as a team. Don't let your sales manager write your advertising copy and—if your advertising counsel thinks he knows how to handle your sales department, listen carefully but

DON'T FIRE YOUR SALES MANAGER!

P. S.—Our cooperation with sales managers has taught us many unusual ways of getting the greatest sales value out of the advertising. This should prove of value to other sales managers.



Myers and Golden

INCORPORATED

GRAYBAR BUILDING

NEW YORK





Fine Words Merit Fine Covers

You want your message read. You want your ideas accepted, whether they pertain to merchandise, service or anything else. *Burk-Art covers command attention and favorably impress your prospects.

*Burk-Art
The art of embossing and decorating Fabrikoid, and other materials used in making book, catalog and loose-leaf covers.

THE BURKHARDT COMPANY, INC.
DETROIT, MICH.



The NEIL HOUSE

The newest and now the Leading Hotel in COLUMBUS, OHIO
Opposite the State Capital
655 ROOMS - 655 BATHS
RATES FROM \$12.00
EUROPEAN PLAN

The facilities for dances, luncheon, dinner and card parties, large or small are unusually good that Sorority and Fraternity functions are always enjoyed

SPECIAL FEATURES
Club Meals in Main Dining Room and Grill Room,
Blue Plate Luncheon
An Inter-collegiate Alumni Hotel

Headquarters OLD COLONY CLUB
also Republican & Democratic Committees
GUSTAVE W. DRACH, President and Architect
FREDERICK W. BERGMAN, Managing Director

THERMOMETERS

CALL FOR TRADE HERE SAVE

An effective tie-up between your advertising and the dealers' that costs little.
Dealers will pay the cost of this dealer help with a 365 day-a year effectiveness.
Every thermometer is manufactured in our factory and carries our guarantee.
Hundreds of national advertisers are now using them. Write us for samples and plan showing effective tie-up between your advertising and that of the dealer.

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

among the manufacturers to get on their cars shock absorbers, four-wheel brakes, and other equipment which they may now lack. This is going to cause one of the biggest booms in the automotive equipment business that it has ever experienced.

Every motor car manufacturer is constantly considering new equipment of a type not now used in the industry at all. Ordinarily the companies are rather hesitant about adopting revolutionary devices of this character, unless they are forced to do so for competitive reasons. However, it is now likely that some of these devices will be speedily adopted. In that way, these companies can steal a march, not only on their regular competitors, but also on Ford. Ford has not got everything on his new car, as other manufacturers will soon show him.

"Yours of the Umph Inst. Received"

[CONTINUED FROM PAGE 26]

letter P-3, written well in advance of the next season, convinces the procrastinator of the error of his ways and often brings an immediate order. Here's the letter:

One thing we want to avoid as much as possible is disappointing you on poster space. The only reason that we failed to obtain locations for you for spring was because your order was not received far enough in advance of the poster period. We know that it hurts us when, after you have signed a contract, we inform you that we cannot give you the showing desired. The poster medium of advertising is so popular, however, that locations, especially in larger towns, are in great demand. Unless we can contract for space some time in advance of the months wanted, we often lose out.

We know you realize the value of Smith Smart Shoe posters and how much they will mean to your business and we want to protect you against a situation over which we have no direct control. Therefore we would suggest that you book showings for September, October and November at once. You want Smith Smart Shoe posters and you want to be sure that they go up on the best locations. You will not be disappointed again if you will forward your order now. We are inclosing a contract card for your convenience and we urge you to use it immediately for reserving fall space.

Our policy is to place poster contracts from here for our dealers. But under certain circumstances we make exceptions and send the paper direct to the dealer. When we do we write him letter P-10 as follows:

When you receive the twenty-four sheet posters we are sending direct at your request will you please

- (1) Use them conscientiously. (Each one costs us four dollars to produce and imprint)
- (2) Have them mounted by a man who is experienced in this work. (24-sheet posters come in sections. It requires skill and care to join the sections smoothly and accurately)
- (3) Inspect them frequently. (Inclement weather may spoil them. They may get torn or disfigured and we would rather furnish replacements than have this advertising unattractive)

Smith Smart Shoe posters will bring you into favorable public notice if they're displayed—if they're expertly mounted—if they're carefully maintained. We were glad to supply beautiful designs correctly imprinted; your value to you depends a great deal on how and where they're posted.

There are eleven more letters in this poster classification. There are letters covering complaints on location of boards, letters acknowledging con-

tracts, letters acknowledging dealer's reports of satisfactory display, letters covering change in local rates. And finally let me quote letter P-15 which has been used effectively since May, 1924:

Our Mr. (Salesman) writes us that you have decided to pass up Smith Smart Shoe poster advertising for fall. Your decision is of rather personal concern to us—and is disappointing, to say the least.

We are trying very hard to arrange all displays so that dealers will have no cause for complaint. Occasionally we fall down, as poster distribution cannot be prearranged exactly. We ask you to remember, though, that it is the composite influence of the entire display that makes money for you. Even if one location is not exactly what it should be, this fact will not seriously interfere with the business building power of the campaign as a whole.

Smith Smart Shoe posters have certainly proved their worth and we do not like to have you drop them now, just when they will do you the most good.

If you will reconsider your decision and sign up for another showing for next season, the writer will take it upon himself, personally, to have your display absolutely right. We urge this action because we know it is wise and because we want to develop your Smith Smart Shoe volume to the point where it crowds all competition into the dim background.

We are optimists enough to think that you will come to see things as we do, so we inclose a poster contract card and will look forward to receiving an order for a future showing.

Other classifications in our form letter system are as complete as the one just analyzed; some, such as newspaper advertising, direct mail and consumer letters have been developing to an even greater extent.

One of the most common requests of a friendly dealer family is, "Get us up a good sales letter to mail to our list." The dealer is usually in a hurry for your suggestions (he always waits until the last minute) and you're anxious, of course, that he do as much advertising on your line as possible. With a choice of nearly half a hundred tested consumer letters at your elbow you waste no time in answering his request—and prompt replies often mean that your merchandise—not someone else's—will be featured in the dealer's direct mail effort.

THIS consumer letter classification, more than any other perhaps, requires the closest supervision, and continuous weeding out and building up. It is not always easy for even the most versatile letter writer to sit down and compose a sales-letter that will ring the cash register bell to the satisfaction of the dealer. A good sales-letter takes thought and time—just like a good anything else. Forcing yourself to create printed salesmanship in a hurry usually eliminates the salesmanship—or most of it. But with a wealth of proved resultful letters in your form book you can provide your dealers with the material needed by return mail. And you can keep your series of consumer letters always up-to-date and new by adding your best efforts as they are produced.

To my way of thinking, our form letter book is worth thousands of dollars a year to us. It is one essential part of a department system which enables us to operate efficiently with a personnel of four and for an administration cost extremely low.

(Note to Editor: If any of your subscribers are interested in receiving samples of the letters in any of our form letter book classifications, I'll be glad to supply them, together with a detailed analysis of the classification.)



Executed for the Littlehale Adv. Agency of New York

AT your service!
PHOTOGRAPHICALLY

Pins or automobiles,
Laces or concrete

We can PHOTO-SELL it.

Our output runs into millions of photographs per year.

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

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

The OPEN FORUM

Individual Views Frankly Expressed

Advertising's First Case Book

PROF. NATHANIEL W. BARNES, of the University of Chicago, and new head of the International Advertising Association's Research Bureau, recently said:

"We plan to make a collection of 1000 cases of advertising. . . . It will be the first time that advertising has ever had its own case book."

This is Professor Barnes' error. I have been editing advertising's first case book for the past two and a half years. It is called *Keyed Copy*, and is subscribed to by over two thousand advertising executives, sixty advertising clubs, and eighteen universities.

When the idea for publishing *Keyed Copy*, an advertising case book, was first broached, a great number of eminent advertising men scorned our humble attempts to question the infallibility of human opinions as to what constitutes a good advertisement. Most of these men today are hailing Professor Barnes' work as their great discovery.

I am sure that any *Keyed Copy* reader will confirm the importance of the pioneer work in the development of advertising cases that it has carried on entirely alone, save for the editorial encouragement of a few score of farsighted advertising men and the financial backing of Macfadden Publications.

CARROLL RHEINSTROM, *Director,*
Advertising Service Bureau,
Macfadden Publications,
New York.

Cooperative Advertising and Selling

NO single phase of American business, with the possible exception of the chain store, has shown such phenomenal growth as cooperative selling effort. One hears about the subject everywhere, but there is so much happening that the situation becomes confusing, and one does not see the picture as a whole. What is happening, and why? Is the method approaching its peak of development or has it been passed?

The answer seems to be that it is nowhere near its peak. Its ramifications become more bewildering and extensive each year. There is now to be even a school of cooperative marketing, to be held annually under the leadership of the Division of Cooperative

Marketing of the Bureau of Agricultural Economics.

Studies of cooperative selling are constantly being made. One is going on now, for the possible benefit of the tobacco growers of the South. Its purpose is to study the failures in the application of this method as well as the successes.

As is already known, the cooperative marketing idea has made its most brilliant demonstration in the agricultural field. Instances of success in the State of California are numerous. The center of the stage has been held so long by agricultural associations that the method seemed to be peculiarly their own.

However, the cooperative idea has equally outstanding success to its credit in the manufacturing field.

It now becomes obvious that the manufacturing field in general, being thoroughly awakened to the widespread intra-industry competition, is resolved to make use of a tool whose efficiency has been so well certified.

What is striking is the size of the sums which are now being appropriated for cooperative selling and advertising.

At one time it was considered rather phenomenal when a group succeeded in raising \$100,000 or \$200,000 for joint advertising. Such appropriations are now commonplace. Cooperative selling and advertising cannot bring back the cost of production plus a profit if supply is excessive, demand weak, and grading unstandardized or deceptive. Furthermore, cooperative selling and advertising cannot overcome excessive marketing cost, or cut down retail waste and high cost.

Where cooperative selling and advertising scores is in standardizing grades and packs; in eliminating undesirable varieties; in creating new demands; in encouraging better production by means of pooling systems which make returns according to quality.

The time is coming when an analysis of competition between districts and work arrangements will become necessary in order to minimize friction.

Is it not possible that practically every industry will in time utilize to some degree the cooperative advertising method?

The well known fact that a bundle of sticks has greater strength than the sum of its individual sticks must make itself apparent even in the selling field.

P. V. OLDERSHAW,
Cleveland, Ohio.

Extra! Extra!

LAST week the cry of the newsboys selling their papers on the Indianapolis streets was *News! Evening News! New Ford ad! Indianapolis News!*—Announcement of new Ford car! *News!*

Which is something I have never heard before.

C. C. JACKSON,
Farm Life Publishing Company,
Spencer, Ind.

Canadian Foreign Trade

IN his article, "Canadian in Name—American in Ownership," Mr. Campbell has touched the fringe of an interesting subject. He rather gloats over the idea that such wide-awake American concerns, to whose decided advantage it is to establish their products are, to use his own expression, "sure enough" Canadian goods. There is no need to place any doubt upon the recognition of goods manufactured in Canada as being Canadian goods. The parentage of the organization matters nothing.

Any manufacturer in any part of the world may establish a factory here and we are perfectly willing to accept the product as "Canadian." The more foreign organizations we can induce to establish here, the better for Canada and Canadians.

It is, however, interesting to note that at least one American organization with factories in two of the principal cities in Canada and having national distribution for its product, is turning out not only a better product than the parent organization, but is using entirely Canadian and British raw materials, Canadian labour and Canadian brains. This Canadian subsidiary is showing better profits on the capital invested than the parent company.

In fact, so proud are the "parents" of this child that the offspring (in capital only) is constantly being invited to give practical demonstrations of "how" it is done.

No doubt Canadian policy and the laws which, to use Mr. Campbell's expression, are "at least as good as ours," accounts for the fact that Canada leads the world in per capita foreign trade.

W. A. CHADWICK,
The Chronicle-Telegraph Publishing
Company, Ltd.,

Quebec, Canada.

The Order Read—

Delivery in Three Weeks

DELIVERY in three weeks read the order. Twenty thousand window displays lithographed in 8 colors, mounted, varnished, die-cut, easled and packed for parcel post shipment.

Our art department put in a little overtime—cameras clicked—presses rumbled, gathered speed, and—

Exactly three weeks from the day the sketches were approved, trains were carrying the completed job to 35 distributing points to link up with our client's newspaper campaign at the actual point of sale—the dealer's window.

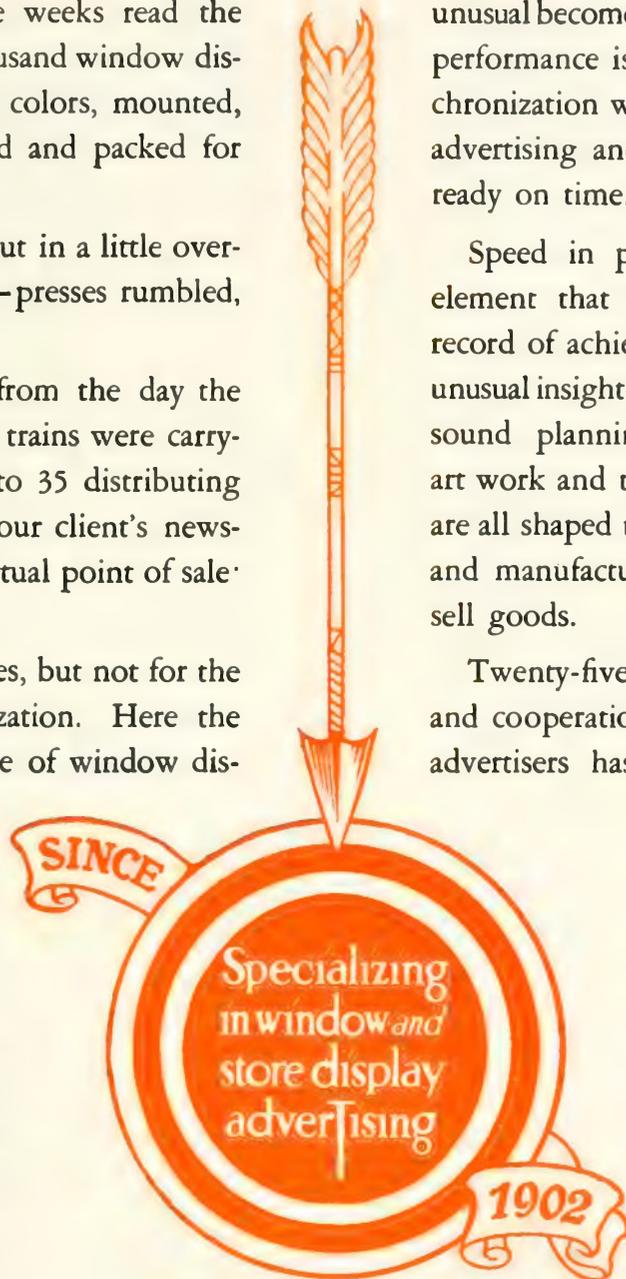
Exceptional? Well, yes, but not for the Einson-Freeman organization. Here the creation and manufacture of window display is recognized as a logical part of modern merchandising methods with its definite demands for speed.

With every modern facility for the creation and manufacture of window display all under one roof under one centralized supervision, the

unusual becomes the usual. Einson-Freeman performance is a day in and day out synchronization with the demands of modern advertising and selling. The job must be ready on time.

Speed in production is not the only element that contributes to an unusual record of achievement: thoro research, an unusual insight into merchandising methods, sound planning, exceptionally attractive art work and the most modern equipment are all shaped to one purpose: the creation and manufacture of window displays that sell goods.

Twenty-five years of close association and cooperation with the nation's largest advertisers has developed an experience and an understanding of window display problems and conditions that smooth the path for any manufacturer who sells thru the retail stores.



There are still a few copies of "Creating a Successful Window and Counter Display" available. Send for yours today.

EINSON-FREEMAN CO. INC

Lithographers

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

For the Right Lithographic Sales Executive—

there is an opening with one of the country's oldest and largest Lithographing Companies. This man must be a man with a proven past behind him and a productive future ahead of him. He must be able to fit in with an established organization of the highest standards. He must be able to create sane and sound merchandising ideas that will sell Offset Lithography for the company and the salesmen under him. He must possess to a high degree the ability and tact to direct the sales effort of these salesmen. Full particulars, detailing past experience and accomplishments addressed to Box 496, Advertising and Selling, 9 East 38th Street, New York City, will be given courteous, immediate and confidential consideration.

NO SELLING TALK
Just Lots of Space
for Your Signature

Name..... Position.....
Company.....
Address.....
City..... State.....

ADVERTISING AND SELLING
9 East 38th Street, New York
Please enter my subscription for one year (26 issues) at \$3.00 and send bill.

12-14-27

OUR
Demonstrating
DISPLAYS
Will
MOVE
YOUR PRODUCTS



ACTION
at the point of purchase

Original ideas for utilizing new processes and new actions in the manufacture of window and counter displays.

Sales are increased, at low per-sale cost. We can demonstrate your product every few seconds, with your own copy, by the use of light, color, and motion. Ask for suggestions.

ACTION ADVERTISING DISPLAYS, Inc.
Office and Studio:
233-239 W. 42nd Street
NEW YORK CITY
Phone Wisconsin 6909
(Factory in New York City)

Are you in need of a competent advertising manager, copywriter, promotion manager, etc.?

A few well chosen lines in THE MARKET PLACE will bring you applications from several who have the qualifications you require.

Asseveration Is Applesauce

[CONTINUED FROM PAGE 22]

Plot: To prove, once and for all, to the common people, that the great persons love to use and recommend the things for which they give testimonials.

Start off with a pageant of pulchritude. Lead off the parade with the world's greatest band, consisting of all the grand opera stars, the light opera stars, the musical comedy stars, the radio announcers, the actors, the actorines, the senators, the congressmen, and the other great golden voiced orators, who owe their wonderful God-given talents to certain brands of cigars, cigarettes and tobacco.

Let Tex arrange the balance of the pageant. He knows values well enough to keep Lydia Pinkham, Peruna, Father John, and all those other perennials in the background. Most of their testifiers are honest enough; but not swell enough. No matter if the modern miraculous amazing beauty preparations which make actresses flappers at 120 do follow the same earnest testimony of Syrup of Figs for Babes and Grandparents—play up the beauties.

Feature the foreign queens, the princesses, the countesses, the ladies, the princes, the counts, the dukes, sirs, the native movie queens, society headliners, and other notables. Have them making the beds they love. Have them using the toilet preparations they so adore. Have them do the before and after. In a word, have them busily engaged in strutting their stuff.

Don't forget the Babe Ruths, Red Granges, the Suzanne Lenglens, the Gene Tunneys, the Jack Dempseys, the Rin Tin Tins. Put them all in.

Tell them to look happy. To smile. To swell with pride at the products they so generously, so freely, so spontaneously approve.

That will prove to the common people, beyond the shadow of a doubt, that asseveration is not applesauce. For the proof of the pudding is in the eating thereof, and seeing is believing.

Better Copy Contest

THE Public Utilities Advertising Association has inaugurated a Better Copy Contest to encourage the development of public utility advertising, and to award recognition to outstanding advertisements.

Although the contest will cover the entire field of public utility operation it will operate in three distinct divisions, covering separately electricity, gas and transportation. Arrangements have been made whereby each of the three national bodies will make awards in their respective fields. Certificates of merit for the best advertisement will be given, and honorary awards for second and third place.

The contest will be under the chairmanship of Irving M. Tuteur, and will be open to all public utility operating companies. It will cover advertisements released during 1927 and the early part of 1928. All subjects dealing with public utility operation and service are eligible in their respective divisions and will include advertisements released in newspapers, periodicals, by direct mail or other media.



“ THE BEST IN THE WORLD ”

We do not claim to be the best advertising agency in the world, nor the best in New York, nor the best at 247 Park Avenue.

We have some very definite beliefs about advertising which we have expressed from time to time. One is that advertising may be devoid of all exaggeration, hyperbole and false tricks—and thereby succeed all the better.

Another is that simple everyday things may be made to appear fresh and desirable by the artist or writer who knows how to find the beauty in objects themselves without going far afield.

Advertisers who do not agree with our principles might class us among the worst of the agencies.

For those who agree with our ideas, we do, perhaps, prove to be the best.

CALKINS & HOLDEN INC **ADVERTISING**
2 4 7 P A R K A V E N U E • N E W Y O R K C I T Y

McGraw-Hill Catalog and Directory Co., Inc.

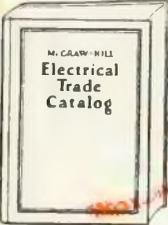
475 Tenth Avenue, at 36th Street

NEW YORK, N. Y.

Sales Offices

CHICAGO, ILL. 7 So. Dearborn Street
 CLEVELAND, OHIO Guardian Building
 PHILADELPHIA, PA. 16th and Parkway
 PITTSBURGH, PA. First National Bank Building
 ST. LOUIS, MO. Star Building
 SAN FRANCISCO, CALIF. 883 Mission Street
 BIRMINGHAM, ALA. Power Company Building

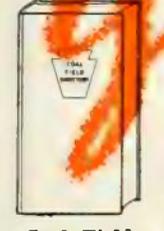
Data on Volumes in the McGraw-Hill Catalog and Directory Service

Volume	Field of service	Type of buyers reached	Contents	Type of products cataloged
 McGraw-Hill Electrical Engineering Catalog*	<p>Serves in a reference way—Central Stations, Electric Railway Plants, Steam Railway Repair Shops, Large Electrified Industrial Plants, Consulting Electrical Engineers, Electrical Jobbers handling equipment and supplies for the above fields.</p> <p>Serves in a sales way—Manufacturers desirous of having their catalog data effectively distributed to and maintained with the "key" buyers in the above fields.</p>	<p>The "key" men responsible for the purchases of electrical and allied equipment, whether they be Electrical Engineers, Chief Engineers, Power Plant Supts., Supts. of Transmission and Distribution, Master Mechanics, Purchasing Agents, etc.</p>	<p>Standardized, indexed catalogs of the representative manufacturers of equipment and supplies used in the generation, transmission and utilization of electric power.</p> <p>Complete classified directory of the manufacturers of the above equipment and supplies.</p> <p>Tabular buying data, giving tables on sizes, weights, capacities, resistances, etc.</p>	<p>Boilers, Engines, Turbines, Generators, Motors, Transformers, Large Capacity Batteries, Switchboards, Panelboard, Instruments, Switches, Circuit Breakers, Controllers, Poles, Towers, Crossarms, Transmission and Distribution Equipment, Street Lamp Posts, Wire, Cable, Cord, Wiring Devices, Signaling Systems, Speed Reducers, Couplings, etc., etc.</p>
 McGraw-Hill Electrical Trade Catalog*	<p>Serves in a reference way—Electrical Jobbers, Electrical Supply Dealers, Electrical Contractors, Manufacturers of electrical apparatus using electrical supplies in the fabrication of, or for installation into their products.</p> <p>Serves in a sales way—Manufacturers selling to the above fields.</p>	<p>The individuals responsible for the purchases of electrical supplies and equipment.</p> <p>In the manufacturing plants, the Production Manager or Designing Engineer.</p>	<p>Standardized, indexed catalogs of the representative manufacturers serving this field.</p> <p>Complete classified directory of the manufacturers of electrical supplies and equipment used or sold by the electrical trade.</p>	<p>Wires, Cables and Cords, Insulators and Insulating Materials, Conduit, Boxes and Fittings, Sockets, Receptacles and Attachment Plugs, Switches, Fuses, Cutouts, Rains and Cabinets, Motors and Transformers, Heating Appliances, Lamps and Portables, Shades, Reflectors and Floodlights, Instruments, Batteries, Fans, Annunciators and Signal Devices, etc., etc.</p>
 Keystone Coal Mining Catalog†	<p>Serves in a reference way—All important coal mines in the United States and Canada.</p> <p>Serves in a sales way—Manufacturers and Supply Houses selling to the coal mining field.</p>	<p>The important operating officials responsible for the requisitioning, specifying and buying—consisting chiefly of General Managers, General and Division Superintendents, Mine Superintendents, Engineers, and Purchasing Agents.</p>	<p>Standardized, indexed catalogs of the representative manufacturers of materials, equipment and supplies for the coal mining field.</p> <p>Tabular buying and engineering data covering the various operations in coal mining.</p>	<p>Prospecting Equipment, Building Materials, Coal Handling and Preparation Equipment, Power Plant and Power Transmission Equipment, Electrical Machinery and Supplies, Fans, Blowers, Pumps, Cutting, Drilling and Mining Tools, Hoists, Conveyors, Tramways, Cableways, Locomotives, Mine Cars, Track, Lubricants, Explosives, Lighting Equipment, Safety and Sanitation Equipment, etc., etc.</p>
 Keystone Metal Quarry Catalog†	<p>Serves in a reference way—The Metal and Non-metallic Mining, Sand, Gravel, Quarrying, Lime and Cement Industries.</p> <p>Serves in a sales way—Manufacturers, Mill Supply Houses and Distributors selling to the above fields.</p>	<p>The important operating officials responsible for the requisitioning, specifying and buying—consisting chiefly of General Managers, General Superintendents, Purchasing Agents, Consulting, Chief, Mining, Electrical, Metallurgical and Mechanical Engineers.</p>	<p>Standardized, indexed catalogs of the representative manufacturers of equipment, materials and supplies for the fields served.</p> <p>Standard engineering data covering mining and quarrying practice.</p>	<p>Equipment, materials, supplies and machinery for Prospecting and Development, Building and Construction, Power Generation and Transmission, Ventilation, Pumping, Excavating, Loading and Dredging, Hoisting, Conveying, Transportation, Lubrication, Crushing, Grinding and Screening, Concentration, Hydrometallurgy, Smelting, Refining and Metallurgy, Lime and Cement Burning, Laboratory, Blasting and Drilling, Mine Lighting, Safety and Sanitation, etc., etc.</p>

*Type page size of Catalog, 6 5/8 x 9 3/4 in. Rates for cataloging on request.

†Type page size of Catalog, 7 x 10 in. Rates for cataloging on request.

Data on Volumes in the McGraw-Hill Catalog and Directory Service (Continued)

Volume	Field served	Partial list of contents	Subscription price Style of binding
 <p>Keystone Coal Buyers Catalog</p>	<p>Serves in a reference way—Coal Retail Dealers, Coal Wholesalers, Industrials, Railways, Public Utilities, etc., who are big buyers of coal.</p> <p>Serves as a catalog sales medium—Mine Operators, Coal Sales Agents, Coke Producers, Exporters desirous of cataloging their coal, coke or coal services to the above fields.</p>	<p>Catalogs of over 300 representative Coal Producers and Sales Agents—arranged geographically and giving essential information on their coals and coal services.</p> <p>Description of all seams mined in each state; description of coal according to rank, qualifications of coal for each commercial use; coal sampling; coal storage; coke; fusibility of coal ash.</p> <p>Tables giving analyses of all seams mined in the United States; weights of coals and fusion point of ash by seams and states; seams arranged by rank; seams for each commercial usage.</p> <p>Directory of coal mining companies in each state with office address; names of President and Sales Manager or Sales Agent; name of mine, county wherein located; seam worked and approx. thickness; shipping point and railroad; daily capacity; list of preparation equipment used in preparing coal for market.</p> <p>Coal Geology and state maps showing coal fields; list of operators', wholesalers and retailers' associations, with headquarters and names of officials.</p>	<p>\$15.00</p> <p>Flexible Keratol Thumb Indexed</p>
 <p>Coal Field Directory</p>	<p>Manufacturers, Jobbers, Mill Supply Houses, Sales Representatives, etc., selling to the Coal Mining Industry.</p> <p>Also mining officials, association heads, etc., desirous of improving their contacts with this field.</p>	<p>Names and addresses of Coal Mining Companies in the United States and Canada, arranged geographically according to Post Office location. (Where mine is located in different county from Post Office, the actual mine location is also given.)</p> <p>Names and titles of company officials such as President, General Manager, Vice-President of Operations, Purchasing Agent, Mine Superintendent, Mining Engineer, Electrical Engineer, Master Mechanic, Mine Electrician, name and address of Buyer for Company Store.</p> <p>Name of mine; railroad shipping point; geological name of seam and approximate thickness of seam mined; number of coke ovens.</p> <p>Type of mine opening; number of employees; daily output capacity; amount of power used, and whether purchased or generated.</p> <p>Kind of coal shipped, whether "run of mine" sized or washed.</p>	<p>\$25.00**</p> <p>Heavy Board</p>
 <p>Metal Quarry Directory</p>	<p>Manufacturers, Supply Dealers, Sales Representatives, etc., selling to metal mines, mills, smelters, refineries; non-metallic mines, mills and quarries; sand and gravel, lime and cement industries.</p>	<p>Names, location and general office addresses of all active operations throughout the United States, Canada and Mexico.</p> <p>Names, titles and local addresses of executives and principal operating officials.</p> <p>Post Office address and local freight receiving point.</p> <p>Kind of mineral produced.</p> <p>Number of employees.</p> <p>Daily output.</p> <p>Type of opening for each mine.</p> <p>Process employed at mill.</p> <p>Amount of power used and whether purchased or generated.</p> <p>Data on companies in development stage.</p>	<p>\$25.00**</p> <p>Heavy Board</p>
 <p>McGraw Central Station Directory</p>	<p>Manufacturers, Sales Engineers and Representatives selling to Electric Light, Heat and Power Companies.</p> <p>Manufacturers of electrically operated apparatus.</p> <p>Central Station Executives, Financial, Investment and Operating Companies.</p>	<p>Names and addresses of Central Stations in United States, Canada, Mexico, Central and South America. Each station, whether subsidiary or independent, is listed in its proper geographical position.</p> <p>Names and titles of Executive Personnel and Operating Officials.</p> <p>Location of Main Office.</p> <p>Names and location of Holding Companies or Controlling Office. Names and addresses of Operating Companies. Correct names and location of Central Stations by alphabetical listing.</p> <p>List of State Public Utility Commissions with names of their commissioners and principal assistants. Total horsepower of each type of prime mover. Types of generators, whether a-c. or d-c. and total kw. or kv-a. capacity of each type. Total kv-a. capacity for each Central Station. A-c. distribution voltage, phase, cycles and number of wires. Amount of power purchased, recorded in kv-a. and volts. Amount of power transmitted, recorded in kv-a. and volts. Number of meters served. Companies having city lighting contracts. Latest population census figures for all towns and cities listed.</p>	<p>\$25.00*</p> <p>Flexible Keratol Thumb Indexed</p>
 <p>McGraw Electric Railway Directory</p>	<p>Manufacturers, Sales Representatives and Distributors selling to the Electric Railway Industry or to Electric Railway Subsidiary Bus Companies.</p> <p>Officials of electric railways, associations, state commissioners, etc.</p> <p>Financial and Investment Companies.</p>	<p>Names and addresses of the electric railway companies in the United States, Canada and the West Indies, arranged geographically by states and cities.</p> <p>Names and addresses of officials and principal department heads, including Purchasing Agents, Master Mechanics, Chief Engineers of power stations, etc.</p> <p>Names of subsidiary bus companies.</p> <p>Names of principal communities reached by each company.</p> <p>Names and addresses of officers of affiliated holding or controlling companies and lists of properties controlled by each.</p> <p>Names and addresses of Receivers and Consulting Engineers.</p> <p>Location of repair shops. Location of power plants and the total capacity.</p> <p>Mileage of the road, owned, leased and trackage rights. Miles in paved street. Gage of track. Number and kind of cars used. Number of one-man cars. Number of buses operated. Number of garages and capacity. Rates of fare. Whether also doing a light and power business. Transmission and Trolley voltages. Number and capacity of substations, number of rotary converters and motor generator sets used.</p> <p>Officers and executive committees of Electric Railway Associations.</p> <p>Commissioners and principal assistants of National and State Railway and Public Utility Commissions.</p> <p>List of electric railway officials, giving company connections.</p>	<p>\$7.50*</p> <p>Flexible Keratol</p>

*Orders for 5 or more copies subject to 10% discount

†Also available in State sections for use of Sales Representatives, etc. Prices for State sections on request

‡Type size of Catalog, 7x10 in. Rates for cataloging on request.

WANTED Business Paper 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

Distribution Enters a New Phase

[CONTINUED FROM PAGE 24]

Excessive duplication of sales effort may perhaps be held largely responsible for this increased motion and this consequent growing cost of distribution.

As far as the manufacturer is concerned, the usual tendency seems to be to direct the business program toward an increase in volume each year. To attain this goal in the face of growing competition, additional salesmen are employed, new outlets are opened and old customers are solicited more frequently—with a resultant decrease in the size of the individual order and an increase in the selling expense.

There is a noticeable tendency, even on the part of manufacturers who have attained national distribution, to proceed on the theory that increased jobbing outlets mean increased volume. However, when the theory is carried too far it simply means that the business is divided up into such small slices that, through smaller orders and increased selling expense, both manufacturer and jobber are penalized.

The fruits of a policy of creating an excessive number of jobbing outlets are, for the manufacturer, increased selling expense and inability to maintain close contact with distributors; and, for the jobber, smaller orders, longer terms, rebates and price cutting.

To attain the goal of increased volume, too, it seemingly becomes necessary for the manufacturer not only to sell more jobbers and to sell to them more frequently, but also to sell for them.

The average jobber will not concede that missionary men are necessary, unless it be in promoting the sale of new specialties or highly technical devices. Still, if some additional sales assistance is to be had without cost, why not take advantage of it? And so the requests for the services of missionary men increase, with consequent increased duplication of sales effort and increased expense.

A MANUFACTURER of patches tells me that he has nineteen missionary men and no salesmen. Sales to the jobbers are taken care of by this manufacturer personally, in semi-annual trips over the territory. The sole duty of these nineteen missionary men is to help sell the jobbers' stocks, and no commission is forthcoming, should any jobber place an order with them.

Lest this be construed as criticism of any manufacturer's sales policy, let me add that, in all probability, this plan is much more effective than to maintain nineteen salesmen whose sole duty is to clutter up the jobbers' offices. Still, one would be inclined to question whether the average jobber's salesman is not intelligent enough to sell tire patches.

It is in the solicitation of the retailer's business that waste, lost motion and excessive duplication of sales effort have become especially pronounced in

recent years. For instance, a survey made by the National Hardware Council, an organization composed of representatives of all three branches of the trade, indicates that the average store is visited by considerably more than twice as many jobbers' salesmen as solicited its business in the pre-war period. Since 1913 the number has increased from seven each week to more than sixteen. And, in all probability, the number of factory salesmen has increased in still greater proportion because of the growth of direct selling to the retail trade.

SIXTEEN jobbers' salesmen call on the average hardware store each week. It is scarcely possible for the owner of the store to give each one of these salesmen time to "put over" his sales talk, even if he were so inclined. He should, no doubt, limit his business to three or four salesmen, at the most; but often, as a result of friendship or charitable tendencies, he is persuaded to divide it into such small slices as to be unprofitable to all who share in it.

Still, there are other salesmen who are supposed to get business in this town. If it is not to be had in the regular channels of trade, then perhaps it may be found elsewhere. The druggist may need a new stove, the garage foreman may be induced to buy a new kit of tools, the building contractor may be solicited or perhaps some belting may be sold to the local planing mill. All of this, of course, is business which should go to the established local stores; but with the pressure which is exerted by his house for additional outlets and more volume, the salesman is seldom over-critical about the status of his customers in towns where he has difficulty in selling through the regular channels of trade.

In a report issued some months ago by the National Distribution Conference of the U. S. Chamber of Commerce, the statement is made that, "A movement which is growing in importance is the attempt of manufacturers and wholesalers to reduce expenses by eliminating unprofitable customers and restricting their sales effort to that territory which can be served economically."

This movement does not seem to be gaining any whirlwind speed as yet, but here and there may be found evidence of a growing belief that the elimination of waste and lost motion is fully as important as the building up of volume.

For instance, a certain jobber found on careful analysis that something more than one-half of the accounts on his books were unprofitable; and furthermore, that in selling those accounts he was not only incurring a loss for himself but was injuring the business of his profitable customers. In the resultant weeding out of those accounts and the elimination of territory which

The Lillibridge Viewpoint

Number Nineteen

Issued by Ray D. Lillibridge Incorporated

New York

We Advertise for a Client

THE latest company to become a Lillibridge client—the Jewel Tea Co., Inc., of Chicago—comes to us as a direct result of an advertisement.

The advertisement in question occupied five and one-half inches single column and was one of a series published in *Time*. This particular advertisement attracted the attention of the president of the company and he wrote us a letter and sent us a case of samples of Jewel products for study. He had never heard of the Lillibridge agency, but the advertisement impressed him sufficiently that he opened negotiations in this direct fashion.

More than a year elapsed between the writing of this letter and the signing of the contract, during which time the Jewel organization and our organization were becoming acquainted. There was no high-pressure solicitation; it was a matter of the development of mutual interest and confidence.

We believe this is a rather unusual "case" in agency solicitation; and yet it is the Lillibridge way of selling. We have no soliciting staff. We place our dependence on our own advertising and on the attention the advertising we are doing for our clients is attracting in business circles.

When you come to think of it, it does seem rather appropriate for an advertising agency to secure its clients by means of advertising!

A Shine in London

CRUDELY lettered on the side of the shine-box of a little London bootblack were these words:

Such a shine in a minute!

We stepped up and patronized. We wanted to become acquainted with one who could say so much about his busi-

ness and himself in half a dozen words. We found the lad interesting and we found that his shine-box told the truth.

That shine seemed to last longer than any other that ever graced our shoes. And now, long after the shine has worn off, the urchin's slogan remains fresh and sparkling in our memory.

How much can be done with words if they are handled with imagination and sincerity: *Such a shine in a minute!*

Stamp of Humanity

WE should be thoughtless indeed did we not let the Christmas spirit creep into this issue of the *Viewpoint* to the extent of a reminder that this is the season when we can all, as individuals and business houses, help to stamp out tuberculosis by buying liberally of Christmas seals.

Psychology of Advertising

CARL SANDBURG tells this story of Lincoln, illustrative of his impressive height and the effect on people when he started to "unfold."

Lincoln was driving a two-horse team over a road heavy with mud. It was late afternoon and Abe had his back to the sunset. Along the road came another driver with a two-horse wagon. Both knew that whoever turned out would be up to the hubs in mud.

"Turn out," the other fellow called. "Turn out yourself," called Abe. The other fellow refused. Then Abe, with his back to the sunset, began to rise from his seat in the wagon. Rising and rising and rising, his tall shape unfolded ominously against the setting sun.

"Don't go any higher," called the other driver in alarm. "I'll turn out."

After he had struggled through the mud and passed Lincoln, he called back, "Say,

what would you have done if I hadn't turned out?"

"I'd've turned out myself," laughed Abe.

§ § §

After all, the merchant or manufacturer who advertises aggressively has considerable of an advantage over his non-advertising competitors just in the fact that he is constantly "unfolding" between them and the public and making them go "out around" on their road to market!

Sales Resistance

A *Viewpoint* reader, our former client and good friend Frank V. Burton, sends us this contribution:

Willie: "Father, what is sales resistance?"

Father: "Sales resistance, my son, is the superiority of mind over patter."

Fortunes in Hidden "Leaders"

THIS from an advertisement in the *Manchester Guardian*: "Great discoveries arise out of something which everybody has seen but only one man has noticed. The biggest fortunes are made out of the opportunity which many men had but only one man saw."

Certainly, the genesis of many an American fortune has been the "noticing" of some humble product—such as the soft stone from which Bon Ami is made, the smooth cheese which we now know as Phenix, the humble yeast cake, wheat middlings, a radiator valve—and the application of advertising to make the millions "notice" it, and buy it.

There are today, in dozens of fields, odd specialties or commonplace staples that could be lifted out of the line and used as the basis for a substantial business through the application of marketing imagination and advertising.

It would be a pleasure to us to be invited

by any manufacturer, or any firm dealing in raw materials, to go over his products or manufactures to discover whether there may not be among them some unsuspected "leader" that could be developed with great profit into a business of substantial proportions.

Household Client Wanted

WE are especially qualified to serve the manufacturer of an electric washing machine, a kitchen cabinet, an electric dishwasher, or any like specialty for the home.

Nothing Good is Typical

THERE is one brief passage in Tomlinson's latest book, *Gallion's Reach*, that is worthy the thoughtful consideration of advertisers. Just two sentences: *Nothing good is typical. It's a surprise.*

This observation seems to apply with peculiar force to advertising. Good advertising is seldom "typical." If it is, it fails of the first requisite of effective advertising: to attract attention.

The best advertising is "surprising" in the sense that its novelty, either of form or illustration or idea, surprises people into noticing it—jolts them out of their easy familiarity with the product or subject dealt with in the advertising; leads them into reading it, absorbing it.

Large Rivers

SOME business men reveal the same reverse thinking in their attitude toward advertising as was revealed by the man who said he had observed that large rivers were very apt to run by large cities.

They are! But the rivers were there first.

Few big advertisers started as big advertisers, but fewer would be big if they had waited to advertise in a broad spirit of faith until they were big.

RAY D. LILLIBRIDGE INCORPORATED

Advertising

NO. 8 WEST 40TH STREET • NEW YORK

Telephone: Longacre 4000

Established in 1899

cost too much to cover, he increased his net profit by a very substantial amount.

IN the retail field there seems to be more general recognition of the necessity of reducing distribution costs through the elimination of waste and lost motion—which is but natural, since it is the retailer who first comes into contact with this new competition.

The influence of the chain store may be seen in the changed appearance of so many independent stores, even in the smaller towns. Stocks are being departmentized. Shelf boxes and drawers are being discarded in favor of open display tables. Everywhere there is a growing appreciation of the possibilities of speeding up sales and reducing selling expense, merely by making it easier for the customers to buy. The store arrangement which was a relic of the days when merchandising was largely a social function, is fast disappearing.

Relieved of some of the excessive competition which has been forced upon him by manufacturers and jobbers, and given the advantage of the economies they might effect in distribution, the independent retailer might well expect to hold his own in the merchandising warfare of the future.

The independent retailer, however, is faced with the necessity of training his sales force—and assisting in this task is perhaps the most effective sales promotion work that can be undertaken by manufacturers and jobbers.

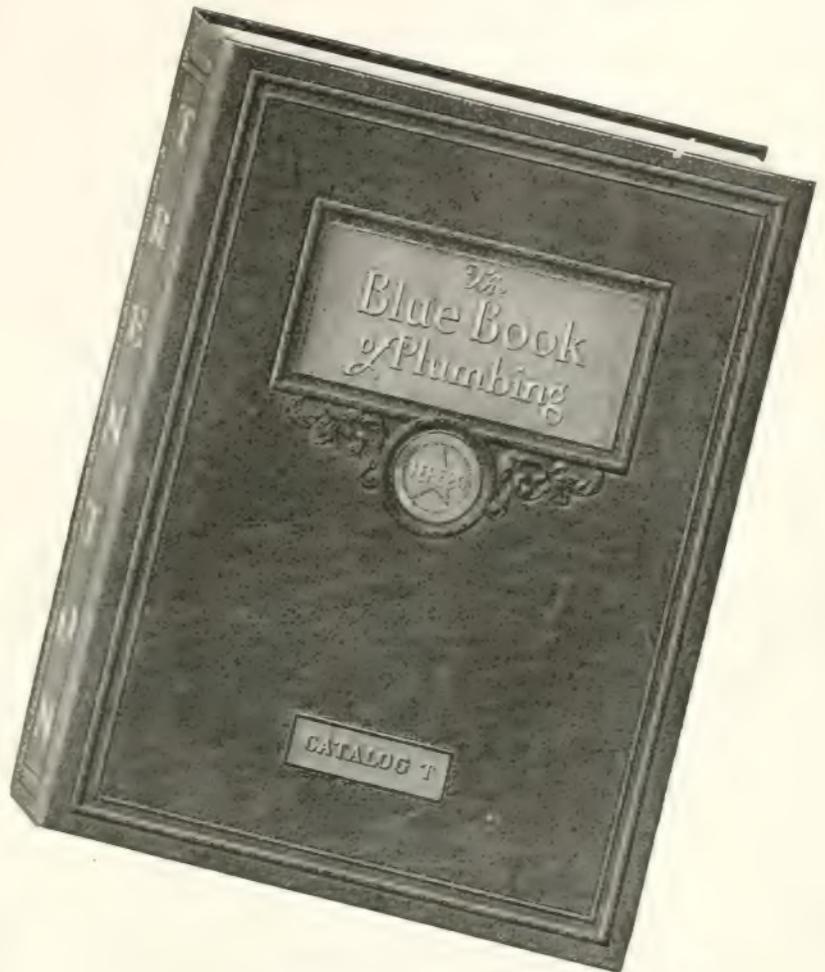
The trained retail salesman is still very much the exception rather than the rule. The salesman who is really conversant with the sales points of the article he is trying to sell, and who uses the art of suggestion to sell other goods in addition to the one item the customer expected to buy, is very rarely encountered.

The independent retailer, too, has the opportunity of effecting a substantial saving in distribution costs through more systematic buying. In this respect he seems to have been headed in the wrong direction in recent years. So-called hand-to-mouth buying has been carried to such extremes that distribution costs have been increased materially; and yet, in at least one line with which the writer is familiar, trade surveys show that there has been no perceptible increase in the average rate of turnover of retail stocks in the last several years, notwithstanding the growing tendency to buy only for immediate requirements.

THIS tendency has been fostered by the advice of so-called merchandising authorities whose knowledge of distribution problems is too often of a theoretical rather than a practical nature. Listening to their repeated suggestions that the way to more satisfactory profits is to be found only in quicker stock turnovers, retailers generally seem to have come to the conclusion that here is the remedy for all their business ailments.

The theory is plausible when we reflect on the comparatively small margin that is necessary for the retailer in lines that turn rapidly, as groceries, or gasoline and oils, for instance. Yet, it must be remembered that there are only two ways to increase the turnover; the one being to increase the sales and the other to cut down the

Does Your Catalog Command Attention?



YOUR new book merits the mighty selling force of Molloy Made Covers. Into that book you are putting a message of value—of profit to the concerns to whom it is addressed—designed, through their action, to return profit to you. Such a message can accomplish its purpose only if it is read, preserved, acted upon.

Trenton Potteries want their new "Blue Book of Plumbing" to create an immediate favorable impression. They want it to sell plumbing fixtures as no other catalog ever has. So, to insure deserved attention for the fine plates and fine printing which carry their message of meritorious products, Trenton Potteries selected a Molloy Made Cover which cannot fail of its purpose.

Permit us to offer you the advantage of our experience in planning a cover which will insure the attention your book should receive. Whether it be a catalog—sales manual—sample book, market report, or portfolio—it will do its work better in a Molloy Made Cover. Invest it with the importance it warrants! Your request for samples and suggestions will meet with our immediate response, and will place you under no obligation.



THE DAVID J. MOLLOY COMPANY
2863 North Western Ave. CHICAGO Branch Offices in Principal Cities
Commercial Covers for Every Purpose

No. X

FROM OUR CODE OF ETHICS

"Unfair Competition, embracing all acts characterized by bad faith, deception, fraud, or oppression, including commercial bribery, is wasteful, despicable, and a public wrong. Business will rely for its success on the excellence of its own service."



PLEDGED to honesty in every transaction through the *code of ethics*, members of Advertising Typographers of America are as honorable and trustworthy as your own bank. A.T.A. typography is invoiced strictly on time basis which assures a just price.



NEW YORK GROUP OF

Advertising Typographers of America

461 Eighth Avenue, New York

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SEND FIFTY CENTS FOR A COPY OF THE A. T. A. SERVICE BOOK

stock investment. Sales possibilities being limited for the average retailer, he follows the latter method and begins to practice the quick-and-often theory of buying.

The resultant release of a small fraction of the investment in stock may mean some small saving in the retailer's interest charges. On the other hand it means buying for a week's requirements instead of for thirty or sixty days; buying a sixth of a dozen instead of a dozen; buying in broken packages; increasing the amount of time spent in buying, selling and delivering a certain quantity of merchandise; increasing the work of bookkeepers and correspondents; losing sales because of broken stocks; forcing the wholesaler to sell in retail quantities and increasing the waste and lost motion involved in the process of distribution.

There is such universal complaint among manufacturers and jobbers about the ill effects of hand-to-mouth buying that in this case the remedy evidently is worse than the disease, and distribution costs have been increased rather than the reverse, by the general adherence to this theory.

Manufacturers and jobbers have the opportunity of pointing out to the retailer the more practical and more economical way of increasing his turnover, by the elimination of duplicate lines and "shelf warmers" and by limiting his purchases to fewer sources of supply.

ONE way in which retailers may be encouraged to buy more systematically is indicated in the plan which a southwestern jobber recently devised. As a preliminary move this jobber started a campaign to educate his customers to the advantages of buying in reasonable quantities after taking their cash discounts. He then announced that, at certain intervals, he would send out to the discount customers what he termed "profit-sharing" checks, the amount of each check to be based on the increased volume and increased gross profit of the customer's account.

This jobber says that during the few months this plan has been in effect it has already made better customers of his old customers; that they are discounting their bills, buying in larger quantities and favoring him with their orders for arbitrarily-priced goods. This is but logical, for the plan is simply one of decreasing waste and lost motion and reducing distribution expense.

THE manufacturers, wholesalers and retailers in any line of trade have certain mutual responsibilities which must be recognized; for, as a rule, the success of the one is dependent to a considerable extent upon the success of the other. At the present time the big mutual responsibility is to take whatever steps may be possible to reduce distribution costs through the elimination of waste, lost motion and excessive duplication of sales effort. In no other way can the challenge of the chain store be met successfully.

Distribution is entering a new phase. The competition for the consumer's dollar, in future, will not be so much in the nature of competition between individuals, firms or industries. Rather, it will be competition between methods of distribution.

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 Mechanics	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
 200 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 sheet.

Name _____

Address _____

289 Tobacco Dealers Recommend The Press *exclusively!*

In the most comprehensive survey of its kind ever made in Cleveland 289 tobacco dealers out of a total of 512 interviewed chose to recommend The Press exclusively for Tobacco advertising. The next highest paper received only 74 exclusive recommendations! 500 out of 512 were

readers of The Press! 342 preferred it above all others!

Below are two tables from a recently completed city-wide survey which gives the rank in sale and per cent of distribution of every tobacco product sold in Cleveland. Write for your copy.

NEWSPAPERS PREFERRED BY TOBACCO DEALERS	
Stores Interviewed.....	512
Press exclusively	No. 233
Daily Plain Dealer exclusively	95
Daily News exclusively	58
Press with 1	57
Daily Plain Dealer with 1	46
Daily News with 1	29
All three daily papers	52
Total Press	342
Total Daily Plain Dealer	193
Total Daily News	139

NEWSPAPERS RECOMMENDED FOR ADVERTISING BY TOBACCO DEALERS	
Press exclusively	No. 289
Daily Plain Dealer	71
Daily News exclusively	23
Press with 1	76
Daily Plain Dealer with 1	66
Daily News with 1	26
All three daily papers	32
Total Press	397
Total Daily Plain Dealer	172
Total Daily News	81

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

FIRST ADVERTISING

BUY IN CLEVELAND

The Press is FIRST in Tobacco Advertising Lineage

In the first ten months of 1927 The Cleveland Press has published more tobacco advertising than in all twelve months of 1926, more in six days than any other newspaper has published in seven days, and gained more than all

other daily and Sunday newspapers combined. Here are the tobacco advertising lineage records of The Advertising Record Co., 810 Tower Court, Chicago, for the ten months of 1926 and 1927, January to October inclusive:

	1926	1927	GAIN
PRESS	217,621	323,649	106,028
DAILY PLAIN DEALER	194,179	219,838	25,659
SUNDAY PLAIN DEALER	68,709	51,500	(loss) 17,209
DAILY NEWS	128,499	184,708	56,209
SUNDAY NEWS	25,831	48,903	23,072

This overwhelming Press supremacy in tobacco advertising can be attributed to but one fact: The Press is read by more men than any other newspaper and therefore makes more sales of tobacco products. Those who know — Cleveland merchants who check advertising in their

cash registers, who depend for success upon advertising to get customers into their stores, who have experimented with Cleveland newspapers for more than 50 years—give The Press more of their advertising in six days than any other newspaper in seven days.

The Cleveland Press

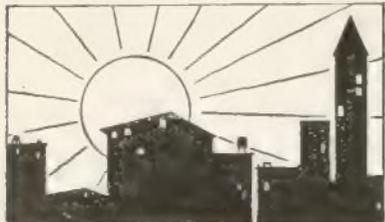
NATIONAL REPRESENTATIVES:
250 Park Avenue, New York City
Cleveland · Detroit · San Francisco



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

FIRST ADVERTISING

BUY IN CLEVELAND



Picture a Busy Industrial City

With Its People
Employed in
Skilled Industries

- who earn good incomes
- who live in their own homes or in two-family homes
- who are busy all year 'round
- who are seldom unemployed
- who spend freely and who patronize their neighborhood stores.

and you have
a Picture
of
Bridgeport
Connecticut
Trading
Market

Merchants will tell you that the POST-TELEGRAM reaches a buying class whose 64,000 wage earners alone have an \$84,000,000 payroll to spend annually.

The POST-TELEGRAM with its 44,446 daily circulation represents quality, quantity and volume. Manufacturers of luxuries or necessities can obtain quick and economical distribution in Bridgeport, and the entire trading area can be merchandised as one unit with one cost, because 98% of the POST-TELEGRAM circulation is concentrated in this territory.



National Representatives

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



Stop! Stop!

More than a few brickbats have been hurled at my poor head because, in a recent issue of ADVERTISING AND SELLING, I had the audacity to say "outside of them (buyers for department stores) I doubt if five business women in America are paid as much as \$5,000 a year."

One woman writes: "There are nineteen women in this one organization alone who earn more than \$5,000 a year—and at least four of them must earn many times that amount."

I'll take her word for it, even though she says they *earn* \$5,000 a year. I was talking of women who are *paid* that much. I still stick to my belief that "if there is anything in the business world which is a profound secret, it is the annual income of women who have positions of responsibility."

Not long ago, I took dinner with a business woman who carries as heavy a load as all but a few men. This is what she said: "I'm 'supposed' to get ten thousand a year. Actually, my salary is less than half that. I'm 'supposed,' too, to be one of the 'big' stockholders in my company. Actually, all the stock I have is twenty shares—and they're not all paid for."

And I have a faint recollection that I read in the *Atlantic Monthly*, a year or two ago, the frank admission of a woman who, according to current gossip, was getting \$50,000, that she never drew more than a tenth that salary.

The Lord Looks After His Own

A woman whom I know very well dropped in a few evenings ago, to ask my advice about investing money. She had sold—or, rather, was about to sell—a few shares of stock in a Canadian bank which had been in her possession for several years and which showed her a handsome profit. And she wanted to know what to do with the proceeds. My suggestion was that she buy some Canadian bonds.

"I have some," she said, as if that were a good reason why she should buy no more.

"Yes?" said I. "Did you get them at par?"

"Certainly not," was her indignant reply. "I got them at my bank."

Further questioning disclosed the fact that she had not the least idea of the fundamental difference between stocks and bonds. "It's all Greek to me," she said. Yet she is a woman of considerable means. She owns two or three houses, has mortgages on two or three more, has accounts in five different banks and some Liberty bonds.

JAMOC.

"Bigger and Better" Programs

I do not pretend to know what is going on in the minds of the "maggots" of the motion-picture world, but it seems to me that "Roxy" has most of them standing on their heads. Hardly a week passes without an announcement that this, that or the other picture-palace has changed—or is about to change—its policy. The purpose, of course, is as plain as a pikestaff—to divert to their own box offices the crowds that are headed for Roxy's "Cathedral of the Motion Picture."

I wish them all the luck in the world. The bigger and better their programs are, the more I shall be pleased. For this reason: Several times, lately, I have been unable to get into Roxy's on account of the crowds and it is a satisfaction to know that around the corner or a block or two away, is a picture-theater which gives "a pretty good show"—not as good as Roxy's, of course, but pretty good.

The trouble with competing with Roxy is that, like the Irishman's flea, he "ain't there when you put your finger on him." Just when one says "I've got him," one finds one hasn't—he has pulled a new one. Roxy's critics say that he is not a money-maker. They may be right. But of his "showmanship" there is no question. The presentations he puts on are of extraordinary beauty. Not even the Metropolitan Opera House equals—much less surpasses—them.

And All His Paths Are Peace

I think, sometimes, that if I were to go through life again, I would be a "yes, yes" man. He seems to have all the best of it. No hard-boiled employer ever takes his job away from him because he has ideas of his own. His associates do not regard him as a crank because he does not agree with everything they do. As the Good Book says, his ways are ways of pleasantness and all his paths are peace.

And yet—there is a grim pleasure in being licked if one knows that one is right—a pleasure the "yes, yes" man never enjoys.

If you will forget everything save facts —

FACTS undeniably form the only accurate measurement by which may be judged the value of any newspaper as an advertising medium. What you *think* about a newspaper cannot be proved sound in the face of contrary facts. If you will study the evening newspaper situation in Chicago as actual facts reveal it, you will agree that as a matter of cold business the Evening American must be considered first because it *is* first. Facts undistorted by personal opinion prove it beyond legitimate dispute.

551,266

*Daily Average Circulation
for November—the foremost fact*

CHICAGO  AMERICAN

a good newspaper

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

Selling for Export by Letter

[CONTINUED FROM PAGE 27]

That is a perfectly fair picture of the thoughts that pass through a foreign merchant's mind when he receives a letter like this one. In the first place, if he speaks a little English he may not be too familiar with our language, above all with our technical terms.

In the next place, he must have all the information necessary for him to figure accurately the cost of the merchandise which he may consider ordering. Finally he must be told about the goods which are offered to him, how and why they are desirable and to be preferred, and the unknown house that offers the goods must properly introduce itself. In some of these respects export sales letters differ from domestic. These differences consist chiefly in the necessity of giving the prospect abroad many more details and specifications than might be thought required here at home.

In other words, visualizing the conditions, customs, habits of thought and business usages of people of other bloods amid other and perhaps very different surroundings. Take, for example, the quotation of one dollar fifty "per ton." If the chemical company is quoting our usual American or "short" ton of 2000 lb. it is likely to get into trouble with some foreign customers who suppose that the English or what we call the "long" ton of 2240 lb. is meant, since that is what is employed in their market. Quotations per ton ought to specify "ton of 2000 lb."

BUT can the reader guess what reply such a manufacturer makes when it is diplomatically intimated to him that his letter might well be revised in the respects just indicated? His reply will very likely be "I don't want any man as my customer who hasn't sense enough to know what carbon monoxide is." But this reflects a total lack of comprehension that other countries have other languages and varying trade names and customs. After all, all the world isn't the same as our United States.

There is one other respect in which export sales letters should be differentiated from domestic; indeed, differentiated among themselves, according to the markets to which they are addressed. Informality in style and language may sometimes be pardoned in letters to Latin American countries, never to other countries. Latin American merchants, especially the smaller ones, are often disposed to regard any manufacturer from whom they have received two or three shipments as their personal friend. Not so in the more formal markets of the world. The same brand of intimate correspondence which might please some Latin Americans and achieve the highly desirable result of convincing them that the manufacturer is in fact their very good friend, would be regarded as a pure impertinence in more formal England or Australia, for example.

Above all, or first of all, be informa-

"Impressive Facts About the Gas Industry"

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

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

**GAS ENGINEERING AND
APPLIANCE CATALOGUE**





Hands
that will spend
thirty billion dollars

These are the hands of Mrs. Liberal Spender and Mrs. Careful Buyer. They control the nation's purse strings. The eyes that see the things these ladies buy are eyes that read the rotogravure sections of newspapers. Put some of the responsibility of next year's sales volume on rotogravure. It will build prestige while making immediate sales.

ROTOPLATE

the perfect paper for rotogravure printing. Made by the Kimberly-Clark Company, Neenah, Wis.



ROTOGRAVURE sections are
published every week in fifty-three
cities of North America by these
eighty-four newspapers

- | | | |
|-----------------------------|-----------------------------|--------------------------------|
| *Albany Knickerbocker Press | *Los Angeles Sunday Times | *New York Sunday News |
| *Atlanta Constitution | *Louisville Courier Journal | *New York World |
| *Atlanta Journal | *Louisville Sunday Herald | *Omaha Sunday Bee |
| *Baltimore Sun | Post | *Peoria Journal Transcript |
| *Birmingham News | Memphis Commercial Appeal | *Peoria Star |
| *Boston Herald | Mexico City, El Excelsior | *Philadelphia L'Opinione |
| *Boston Traveler | *Mexico City, El Universal | *Philadelphia Inquirer |
| *Buffalo Courier Express | *Miami Daily News | *Philadelphia Public Ledger |
| *Buffalo Sunday Times | *Milwaukee Journal | & North American |
| Chicago Daily News | *Minneapolis Journal | *Providence Sunday Journal |
| *Chicago Jewish Daily | *Minneapolis Tribune | *Richmond, Va., Times- |
| Forward | *Montreal La Patrie | Dispatch |
| *Chicago Sunday Tribune | Montreal La Presse | *Rochester Democrat |
| *Cincinnati Enquirer | *Montreal Standard | Chronicle |
| *Cleveland News | *Nashville Banner | *St. Louis Globe-Democrat |
| *Cleveland Plain Dealer | *Newark Sunday Call | *St. Louis Post Dispatch |
| *Denver Rocky Mountain | *New Bedford Sunday | *St. Paul Daily News |
| News | Standard | *St. Paul Sunday Pioneer Press |
| *Des Moines Sunday Register | *New Orleans Times Picayune | *San Francisco Chronicle |
| *Detroit Free Press | New York Bollettino Della | *Seattle Daily Times |
| *Detroit News | Sera | *South Bend News Times |
| *Evanston News-Index | *New York Corriere | *Springfield, Mass., Union- |
| *Fort Wayne News-Sentinel | D'America | Republican |
| *Fresno Bee | *New York Evening Graphic | *Syracuse Herald |
| *Habana, Cuba, Diario De La | *New York Jewish Daily | *Syracuse Post Standard |
| Marina | Forward | *Toledo Sunday Times |
| *Hartford Courant | *New York Morning Telegraph | *Toronto Star Weekly |
| *Houston Chronicle | New York Il Progresso | *Washington Post |
| *Houston Post-Dispatch | Italo Americano | *Washington Sunday Star |
| *Indianapolis Sunday Star | *New York Evening Post | *Waterbury Sunday |
| *Kansas City Journal Post | New York Herald Tribune | Republican |
| *Kansas City Star | *New York Times | *Wichita Sunday Eagle |
| *Long Beach, Calif., Press | | *Youngstown, O., Vindicator |
| Telegram | | |

Reg. U. S. **ROTOPLATE** Pat. Off.

the perfect paper for rotogravure printing is supplied
by Kimberly-Clark Company to above
papers marked with a star

Kimberly-Clark Company

Established 1872

Neenah, Wis.

NEW YORK
51 Chambers Street

LOS ANGELES
716 Sun Finance Building

CHICAGO
208 S. La Salle Street

Write for our new book, the A B C of Rotogravure, showing many interesting specimens printed by this modern process. It will be sent to you without charge. Address Kimberly-Clark Company, Rotogravure Development Department, 208 S. LaSalle St., Chicago

tive. Every last detail must be given in the export sales letter, including sizes and weights of shipping cases and their contents. As we have seen, the possible buyer abroad must be able to calculate, not what the goods cost in "Xenia, O.," or even in New York, but in his own place of business. It is easy for a New York merchant to know or to estimate the freight charges from Xenia to New York; it is impossible for the merchant in Shanghai to do so, and besides he has ocean freights to pay, levied either on weight or cubic measurement, and a dozen minor charges incurred in transit and on arrival before he can put the goods in stock. Making buying easy for the foreigner means, therefore, giving him all the information necessary for his calculations.

THERE must be inspiration, of course. A plain, unadorned offer of a price certainly is not inspiring. The common rejoinder of the unimaginative manufacturer to a suggestion that he describe peculiar or especially desirable features of his goods is "There's nothing special about them." But there is something "special" about any product.

The difficulty comes in putting into writing what the salesman instinctively uses every day in his sales conversation. It must be done in export letters to make them really efficient. Possibly an offer with a price may bring a few haphazard orders of small importance. But that is not real business. It is perfectly possible through export sales letters to get good business and to build it into better business, to establish highly desirable connections in other markets of the world and to build them into big connections. Scores of our manufacturers have done it, but hundreds of others have failed.

Then there is the question of "follow-ups" in export sales correspondence. They are just as desirable as in our home trade, but again thought must be given to the possibly varying psychology of other peoples of the world, particularly as to the point when repeated follow-ups are likely to be regarded as a nuisance. I am reminded of the time when I personally received a series of no less than ten follow-ups from a paint manufacturer urging me to repaint my factory or warehouse with his wonderfully desirable product. I was not at all interested in the first letter, but before the series was automatically run out I was ready to kick the man who wrote them, though I happened to know that the paint in question was an excellent one. It takes a peculiarly adroit letter writer to make effective more than one or two follow-ups.

MOREOVER, there should be realization of the distance away from us of the markets addressed. It takes thirty days for a letter to reach Australia, hence it is worse than useless to send a follow-up a week or ten days after the first letter, inquiring in a hurt, if not indignant, way why no reply has been received to the first attractive offer.

The export sales letter writer must put himself in the other man's place, must visualize foreign merchants and foreign conditions, and put in his letters what the other fellows want.



Halt This Shopping Frenzy!

WHAT shall I give him . . . and him . . . and *him*? Over and over again that eternal question that never seems to be answered quite satisfactorily. A last minute rush for a gift, distinctive and yet one that will not require an overdraft.

DON'T you dread it all? Well, you needn't. What could be more appropriate than a subscription to ADVERTISING AND SELLING for a fellow executive—a friend—a business associate? A gift that will be a happy reminder—twenty-six times during the year—of your friendship and thoughtfulness.

USE the coupon now. Additional names can be attached on a separate sheet and each will receive a card inscribed with your name, announcing the gift. The cost—a mere \$3.00 for each name. [Canadian postage 50c and Foreign \$1.00 extra yearly.]

YOUR Christmas worries are over when you mail this coupon.

ADVERTISING AND SELLING
9 East 38th Street, New York City

CANADIAN \$3.50
FOREIGN \$4.00

Please enter the following name to receive A. & S. for the next year. My check for \$3.00 is enclosed.

Name

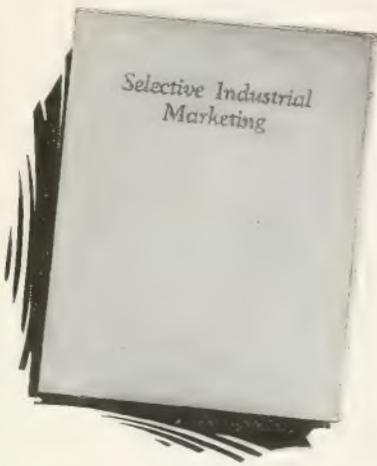
Addr

City and State

My Name

Address

A Helpful Handbook



SEND for a free copy of "Selective Industrial Marketing" ~ ~ ~ It will give you a detailed analysis of the American industrial market and an outline of the principles of horizontal and vertical selection ~ ~ ~ It will show you how 70 per cent of the purchasing power for industrial and power plant materials and equipment is concentrated in the hands of some 15,000 buying and specifying engineers, whose names, titles and addresses are listed in our research files ~ ~ ~ It will describe a singularly efficient and economical method of reaching this concentrated purchasing power ~ ~ ~

Sweet's Engineering Catalogue

(Publication of F. W. Dodge Corporation)

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

OFFICES IN

Boston Cleveland
Philadelphia Chicago
Pittsburgh Los Angeles

Everybody's Business

[CONTINUED FROM PAGE 5]

on life were made before the evidence was known. People's feelings frequently count more than the events themselves. The Civil War was a battle between two factions, both of whom were agreed that slavery was a moral wrong and an economic mistake. All of which indicates how difficult is prophecy in an age when so many substitute emotions for figures and facts.

We read a few things or talk to several people and conclude at once that morality has disappeared from the earth. But the truth is that the churches of America now enroll a larger percentage of the population than ever before in history. Church membership since 1891 has increased 130 per cent, while population has grown only 80 per cent. In 1850 one person in six belonged to a church; now one in three is a church member.

Then there are the stories that make us weep over present political corruption. A little original investigation would reassure us somewhat, for our First Congress was regarded by some of our greatest leaders as being a prize aggregation of "rascals." They were chiefly engaged in filling their own pockets. In fact, we live in a Sunday-school era when the present is compared to the golden age of graft that covered the half century commencing about 1840. Then the United States was a nation on a spree. It appears that the prime purpose of most people at that time was to get rich quickly.

In this period we had our Black Friday, the Orange riots and numberless other sensational happenings. The Collector of the Port of New York stole a million dollars from the Government and fled to Europe. Ballot-boxes were stuffed and elections stolen. Henry Clay and James K. Polk both received many thousands more votes in New York City than there were qualified voters. John Morrissey, a prize fighter, was elected to Congress, and Isaiah Rynders, the champion intimidator of the day, was made a United States Marshal.

THE famous Boss Tweed became a power toward the end of this gilded age, and Denis Lynch, in his interesting description of the period, tells how Tweed and his associates got away with \$200,000,000, and would probably have gained control of the United States Government as well as the Empire State if it had not been for confessions made by important members of the gang. The courts were in Tweed's hands, and the judges issued decrees as commanded. One of them frequently held court in a house of prostitution.

Such is the story of a grim generation made up of such dramatic figures as Jay Gould, who supplied a million dollars bail to get Tweed out of jail after he had been brought back from Spain a prisoner. We still have a lot of dishonest statesmen, but sincere criticism today at least has a chance to start corrective forces that frequently succeed in landing the boss crook in the highest office.

Current morals and methods are not

above reproach. Eminent jurists tell us that perjury is now committed in 90 per cent of all criminal cases. Yet out of a total prison population of 120,000 recently, less than 200 were perjurers. The burglars outnumber the liars ninety to one. But before long our judges will commit perjurers on the spot, as is done in England, and this will not only rid us of long and expensive trials, but will cause our legal fraternity to stop "fighting fire with fire." A few magistrates may decide it is their duty to ask the Bar Association to investigate the conduct of lawyers offering perjured testimony and then the ordinary oath will become something more than a mere formality.

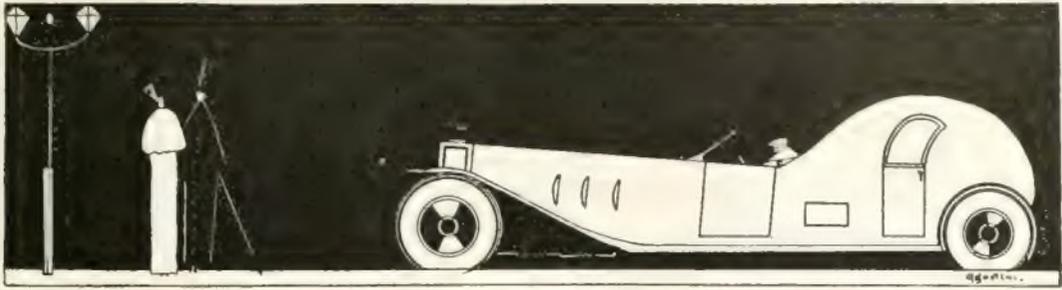
TRULY it is a time for one to be on one's guard. Propaganda flows from every direction and source. What can we believe? For instance, let's take the German debt. Nine Americans out of ten have dismissed their fears concerning this problem. But what are the facts?

Germany's payments so far have been taken entirely out of borrowed funds. The actual debt is being merely postponed, not remedied. American money invested in apartment houses in Berlin adds nothing to the capacity of the Teutons to pay. Soon we will see the necessity of refusing loans to Germany except for operations producing goods to be sold abroad. Without adequate return we have gone ahead blindly adding to foreign credits. We will have to get our interest money in the form of large imports which will give us an unfavorable trade balance and demoralize some of our industries. The only alternative is a default of payments bringing immense losses to American investors.

In the face of such a situation, we may well regard with suspicion many current forecasts, and give serious thought to the words of Dr. Ernest Minor Patterson, who warns that when the truth about Germany is widely recognized, an extensive liquidation will take place and the crisis will be on. All of us hope that this conclusion is not true. But Dr. Patterson's report to the American Academy of Political and Social Science, published in the November "Annals" is sure to make many people wonder if we have not been lulled into a feeling of false security with respect to Europe.

Soon we will have more hundreds of alloys, synthetic chemistry will give us unheard of materials, and engineers will supply us with new and strange machines that will be amazingly ingenious. Wireless power, radio controls and dozens of other developments of scientific research will completely revolutionize life. Where is the seer who can portray the nature of this coming Utopia? If we are to judge by the past, he is nowhere in sight.

The need of the moment is a return to first principles; to hard work and thrift; and to a recognition of the futility of attempting to create artificial methods to avert the operation of economic laws. The surest thing in the



The January 7th Issue
will contain The New Yorker's
Pre-Review of the Automobile Show



THE New York Automobile Show will start off the 1928 automobile year.

The January 7th issue of The New Yorker will start off the New York Automobile Show.

Appearing the day before the show opens, The New Yorker will be in the hands of the elect of New York with a comprehensive pre-review of the new models to be on view.

Most of the high class automotive accounts have already scheduled advertising for this issue. The closing date is December 26th.

THE
NEW YORKER

25 WEST 45TH STREET , NEW YORK

The Art and Practice of Typography

By EDMUND G. GRESS

Editor of The American Printer

THE second edition, improved, revised and enlarged. A big, practical book on types and type arrangement, usable a lifetime. Twenty-eight chapters—615 high-class type arrangements, of permanent goodness and mostly in color. Forty full-page inserts. Nearly 100,000 words of text, directly relating to examples shown. A remarkable collection of the best work of many of America's best typographers, with practical analyses and applications.

An entirely new chapter on type-faces in this second edition discusses standard representative type-faces, development of the roman type-face, the serif, thick-and-thin strokes, ascenders and descenders, proportion of letters, legibility, space between words and lines, length of lines, Italic, text, block, bold and ornamental types. Every statement is illustrated. This chapter is a book in itself.

New chapters are on the typography of Newspapers, Periodicals, House-Organs, Blotters and Package Labels. These chapters have been greatly altered: Booklets, Catalogs, Announcements, Letterheads, Billheads, Business Cards, Posters, Advertisements, Imprints. Other chapters are entitled: The Layout Man, Harmony and Appropriateness, Tone and Contrast, Proportion, Balance and Spacing, Ornamentation, The Typography of Books, Programs, Tickets.

The chapters on the history of typography, well illustrated with type arrangements, and especially valuable, include When Books Were Written, The Origin of Typography, The Spread of Typography, Typography in Colonial Days. Typography in the 19th Century. Interestingly written and illustrated. Necessary information for the typographer.

There are shown in an appendix, printed in brown halftone, more than one hundred attractive holiday greetings.

300 pages, 41 inserts, 615 illustrations, size 9½x12¼ inches, strongly bound in cloth, \$10.00; 45 cents extra for postage and packing.

THE AMERICAN PRINTER

9 East 38th Street, New York

world is change. The cheapest thing on earth is advice. Most people would get along better if they had more eyes and fewer ears. Let us not be guided too greatly by the loose talk of glib prophets of either sunshine or gloom. Do your own thinking.

"Scientific" Advertising

[CONTINUED FROM PAGE 34]

The "week" sales have that end in view; so have the retail offers which apply to a certain day or hour. That is the purpose of limited offers of every sort. Something to induce prompt action, to avoid procrastination is always an important factor.

Frivolity has no place in advertising—nor has humor. Spending money is usually serious business. This does not apply to amusement advertising, but it does to all other forms. Money represents life and work. It is highly respected. To most people spending money in one direction means skimping in another. So money-spending usually has a serious purpose. People want full value. They want something worth more to them than the same amount spent in other ways would buy.

Such subjects should not be treated lightly. No writer who really knows the average person will ever treat it lightly. Money comes slowly and by sacrifice. Few people have enough. The average person is constantly choosing between one way to spend and another. Appeal for money in a light way and you will never get it. "Sunny Jim" proved that. So did many others who are long forgotten. Nobody can cite a permanent success built on frivolity. People do not buy from clowns.

Never seek to amuse. That is not the purpose of advertising. People get their amusement in the reading-matter columns. The only interest you can offer profitably is something people want.

Do not try to compete with the stories or with the news columns, with the pictures or with the cartoons. You may win attention, but not valuable attention. Most of the people you attract in this way have no interest in your subject.

The advertising columns and the reading matter have their separate purposes. You cannot fool people by any resemblance. None should attempt it if it were possible. What does it profit an advertiser to attract a reader who has no interest in his subject? Any product worth advertising, if rightly presented, has more interest than a story. It means economy, or help, or pleasure—perhaps for years to come. Amusement is transient. Why sacrifice your great appeal to secure a moment's fickle attention?

Advertising means salesmanship to millions. Because of its big field it is very expensive. In national advertising the average cost is at least ten dollars a word. One must take that into account. Make every word count to the limit. Cut out every word which is not worth those ten dollars. Never repeat. This should be done without stilted effects, but it must be done.

A salesman who wastes his time, who

The Amazing 37 Year Growth in Prestige and Reader Influence
of The Literary Digest Enables Us to Offer
for 1928 a Circulation of

1,400,000
Guaranteed!

This guarantee is for net paid average circulation for the year, based on the standard requirements of the Audit Bureau of Circulations. We make the above guarantee now, to give certainty to all 1928 advertisers.

This Means—You Pay Only for Audited Net Paid Circulation

The page cost of The Literary Digest is based, for 1928, on this guaranteed total—net paid average circulation—of 1,400,000 copies. No uncertainty. Our rebate agreement protects you for the entire year—giving you the unqualified assurance that you will pay only for the circulation established by the audit.

**It Means—You Know the Exact Cost of Reaching
Every Thousand Digest Readers**

Probably nowhere in the world can you find a more active thinking body of men and women than The Digest subscribers. They have found in The Digest a source of power—a living, progressive contact with the great events of the world. Look about you! Pick out the men and women whose opinions you respect—the leaders. Young or old, they gather their strength from a knowledge of facts. The Digest readers live in a world of achievement and of deeds. They number millions. Make any investigation you desire, and you will find them to be men and women who are successful in life—who are doing big things in your city. They are the great cross section of alert America. Under our guarantee, you know just what it costs to reach every one of this unexampled group—the people who see into the heart of the modern world through the pages of The Digest. As these people think—so America acts.

January Print Order
1,600,000—

Each issue!—the largest circulation in the
world ever attained by a ten cent weekly!

*If you want the simplest explanation of this
rapid growth of The Digest, just buy the
current issue on the nearest news-stand.
The Digest is the weekly mirror of
the World To-day!*

The Literary Digest



Let us send you this fact-packed mail sales book for 10 days free

You will find every one of the thirty-two sections of this book filled with definite, usable material which can be applied to your own needs. You will get from the book hundreds of profitable possibilities—new suggestions—new avenues of approach—the best ways of getting the most out of mail sales work.

Selling by Mail

By V. E. PRATT

President, Guild of Master Direct Mail Craftsmen. Former Departmental Advertising Manager Sears, Roebuck & Co., Organizer Drug Topics Syndicate and Sales Promotion Manager American Druggists' Syndicate.

428 pages, 5 x 8, illustrated, \$4.00 net, postpaid

This new book covers every phase of the art of making sales and customers through the mail. It gives for every angle of mail sales work just what practice has proved to be profitable, just what experience has found worth while.

The author has drawn on his long experience in this work for definite, concrete facts about mail-order possibilities, market analysis, campaign preparations, mailing lists, mail-order appeals, mail-order copy, layout, illustration, booklet and catalog making, sales letters, order blanks, follow-up, credit and collection practice—every element that enters into the successful capture of a mail market.

Mail Marketing Complete

One big section of the book contains valuable, usable material on mail-order media, showing with satisfying completeness just what may be expected from some and what from others.

Another section gives the soundest kind of information on specific application of mail-order principles—specialized practice to meet the requirements of specialized ventures.

The entire book is fact-packed with good, sound, needed mail-order strategy. See it free!

Send only this coupon!

McGRAW-HILL BOOK CO., Inc.
370 Seventh Ave., New York

Send me for 10 days' free examination Pratt's Selling by Mail, \$4.00 net, postpaid. I agree to remit for the book or to return it, postpaid, within 10 days of receipt.

Name

Address

Position

Company

(Books sent on approval to retail purchasers in U. S. and Canada only.)

A. F. 12-14-27

says useless things and repeats, may cost a dollar an hour. But an advertisement which does the same is wasting ten dollars a word. And such wastes are important. The difference between profit and loss in advertising is usually not very great. If success were easy, the field would be overcrowded. Most success comes through efficiency. Most failures are due to waste.

DO not waste space in any way. It is very expensive. Remember that all our ordinary reading is done in 8-point type. Most mail order advertisers, presenting something more interesting than ordinary reading matter, have adopted 6-point type. Despite these facts, countless advertisers present their story in larger type. I do not know the theory. Certainly the easiest type to read is the ordinary one. Anything unusual presents difficulties.

Advertisers struggle for attention. They strive to demand it, not to induce it; and big type is one of their methods. Anyone who traces results can quickly prove that the use of over-size type does not pay. Double your necessary space and you double your cost. All mail order advertising proves that, as do all other forms of traced advertising. If your story is interesting people will read it in the types they are accustomed to. If it isn't interesting, they will not read it in any size of type. Or, if they do, their reading will not help you.

On the same theory, many put their display lines entirely in "caps." They think that they look more prominent. But all of our reading is done in upper-and-lower case type. We are accustomed to that. When we meet lines set in capitals we have to study them out. This may not be a severe handicap, but it is always a detriment. Why not follow the usual and natural course?

Then come the principles connected with art in advertising. The inclination is to use pictures, a tendency which has grown until many advertisers pay from \$1,700 to \$4,000 for a drawing.

No test that I know of proves such expense to be profitable. Nor do I know of a single case where colored pictures paid better than black-and-white ones. People use them more and more, but rarely on traced advertising.

I AM prepared to believe that with some lines, such as fruits and deserts, colored pictures may prove to be profitable. But I know of no line as yet in which, by traced returns, they have warranted their extra cost. And I have made a good many comparisons. At one time an advertising journal appealed for proofs that colored advertising paid. But no such actual proof has come to my attention yet.

That is a question for further experiment. Especially fine art work and colored art work have not yet proved their advantages. If they do so in certain lines, I doubt if the results can ever be applied to all lines.

The incentive involved is not allied to salesmanship. One cares little how a salesman dresses. We regard being over-dressed as a fault. So it is with salesmanship-in-print. I have never found a case where fine appearance paid its cost in extra sales. And I know of no one else who has done so. My idea is that fine art work, like fine

The "Supreme Authority" for the Schools

Webster's New International Dictionary

Constantly revised and improved to keep abreast of modern needs and information.

Thousands of NEW WORDS such as audion, joy stick, Coolidge tube, Fascisti, radiophone, Freud, aerograph, eugenism, etc.

Whatever Your Question about words, persons, places, you find here a ready accurate answer. 2,700 pages; 452,000 entries, including 408,000 vocabulary terms, 12,000 biographical names, 32,000 geographical subjects; 100 tables; 6,000 illustrations.

One of the wisest of our school superintendents says: "I have never yet seen a person, whether pupil or teacher, who was accustomed to the frequent use of the dictionary who was not at the same time a good or superior all-around scholar." A better test than this of the value of dictionary work could not be found.



G. & C. MERRIAM COMPANY
Springfield, Massachusetts



New York's newest and most beautifully furnished hotel. Accommodating 1034 guests

Equal Distance from Pennsylvania and Grand Central Stations. ...Broadway at 63rd St...

ROOM WITH PRIVATE TOILET \$2.50
ROOM WITH PRIVATE BATH \$3.50
ALL OUTSIDE ROOMS

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.

“Not working? Conroy? Why he’s the fourth best man I’ve got!”

“IF SOME of the others would only work as hard and produce as well,” said the Sales Manager, “I’d never worry about quotas again.”

The President hadn’t known about Conroy, in fact had been urging his dismissal. But he’d been doing it on a vague general impression—not on facts.

The Sales Manager, however, told a different story and backed it up with records that couldn’t be disputed. For there on Conroy’s card, visible at a glance, showed all his calls, sales, re-orders, new prospects—weekly, monthly and yearly results as checked against quotas—all concisely recorded where their story could not be misinterpreted or overlooked.

And on the visible edge of the card was a summary of his entire record—charted in color for convenience of reference, a complete synopsis of the man’s unmistakably fine performance as a salesman.

Acme Visible Records, with their twelve points of superiority, are helping hundreds of sales managers to a better handling of their men. They can, and will, help *you* if you’ll let them.

May we send you a copy of “Profitable Business Control”—an interesting and authoritative book which covers sales records and all other types of visible records? There’s not the least obligation involved and we believe you’ll find it very well worth your while. Just send the coupon, filled out or attached to your letterhead.



ACME VISIBLE RECORDS

ACME CARD SYSTEM COMPANY A. S. 12-27
 116 South Michigan Avenue, Chicago

Gentlemen:

Without obligation on my part, you may send your representative to show me your book of 1,500 record forms.

Please write me concerning your system for handling _____ records.

NAME _____

FIRM NAME _____

CITY _____ STATE _____

Modern Business English

By A. C. BABENROTH, Ph.D.

Assistant Professor of English, Columbia University

MODERN Business English is based on the actual practice of many of the most progressive houses in America. It covers practically every situation and problem which can be analyzed and solved by writing.

SALES LETTERS

Under this topic, the book takes up in logical order each step necessary to build a letter which will accomplish its primary purpose—to make sales. It shows the weakness of apologies frequently used in opening paragraphs, and gives examples of good beginnings. It explains why, when, and where to use facts, testimonials, and special inducements.

466 pages, 6x9 inches, \$4.00

SENT ON APPROVAL

PRENTICE-HALL, Inc., New York

Free Examination Coupon

PRENTICE-HALL, Inc.
70 Fifth Ave., New York, N. Y.

Without cost or obligation, you may send me MODERN BUSINESS ENGLISH for examination. After five days I will either remit \$4 in full payment or return the book.

Name

Firm

Address

111501

language, simply makes buyers wary. Another principle taught by experience is that advertisements should tell the full story. People do not read them in series. The advertiser who today attracts a reader may not again get attention for months. So, when you get a reading, present all your arguments. In an advertising campaign we find facts which appeal, and we retain them. We find other facts which don't appeal, and we drop them. We find these things out by featuring our various claims in headlines. We find that one lead brings a great deal of interest, while another brings little or none. So we gage our appeals accordingly.

SOME will buy for one reason, some for another. But all appeals which prove themselves important should be included in every advertisement. Otherwise, our most convincing appeal to certain classes will be lacking.

We cannot expect people to read our advertisements again and again. Our subject attracts them, and they give us brief attention. It is up to us then to convince them or forever lose their interest. They will not read another advertisement of ours if we fail to present in an enticing way something they desire.

We should not lose our opportunity. Every advertisement should include whatever we have found appealing to any considerable class of people.

Then there are different ways of stating things. Some are impressive, some are not. Superlative claims do not count. To say that something is "the best in the world" makes no impression whatever. That is an expected claim. The reader may not blame us for exaggeration, but we lose much of his respect. He naturally minimizes whatever else we may say.

When we say such things as, "the best product in existence," "the supreme creation of its kind," we may arouse only a smile at our frailties. No resentment may be engendered. But whatever else we say is discounted.

People are pretty well educated to the belief that advertising must tell the truth. They know that we cannot, in the better media, deliberately mislead them. But they do not regard superlatives as misleading, because they never are.

ON the other hand, when you state actual figures, definite facts, they accept them. Such definite statements are either facts or lies, and people do not expect that reputable people or concerns will lie.

Give actual figures, state definite facts. Take the Tungsten lamp as an example. Say that it gives more light than other lamps, and people are but mildly impressed. Say that it gives three and one-third times the light of carbon lamps, and people will realize that you have made actual comparisons. They will accept your claims.

So it is in everything. Indefinite claims leave indefinite impressions, and most of them are weak. But definite claims get full credit and value. The reader must either decide that you are correct or decide that you are lying. And the latter supposition is unusual.

Never advertise negatively. Always present the attractive side, not the offensive side of a subject. Do not picture or feature ills. The people you appeal to have enough. Show and feature the happier results which come

from using your products or methods.

People are seeking happiness, safety, beauty and content. Then show them the way to it. Picture happy people, not unfortunate ones. Tell of what comes from right methods, not what results from the wrong. For instance, no tooth paste manufacturer ever made an impression by picturing dingy teeth or by talking of decay. The successes have been made by featuring the attractive sides of the problem.

ALL experience in advertising proves that people will do little to prevent troubles. They do not cross bridges in advance. They will do anything to cure troubles which exist, but legitimate advertising has little scope there. All are seeking advantages, improvements, new ways to satisfy desires. They are not inclined to anticipate disasters. Those who have met misfortune form in most lines a percentage too small to consider.

There are many things in advertising too costly to attempt. One must avoid them; otherwise one will become disheartened—an ointment, for instance, or a germicide, a treatment for asthma or hay fever, a rub for rheumatism.

On some such things one appeals to a very small percentage of people. The cost of reaching them in media of universal circulation is excessive. The money spent cannot come back for decades. On others, the cost of securing a customer is many years' return from a customer. Repeat sales are too far apart.

I know many products which every home should have. The reasons are convincing. A large percentage of homes can be induced to buy them, but a single purchase lasts for months and sometimes years. The cost of securing a customer far exceeds the first-sale profit. Further sales and profits are very long deferred. The advertiser and the advertising man become discouraged long before the tide can turn.

THE world is full of such things. Things that appeal to the one per cent. Things that do not repeat until funds and patience are exhausted. I have seen many men of great ability discouraged by such undertakings.

Another thing to learn exactly is what sort of headline appeals the most. Again and again I have multiplied results from an advertisement by eight or ten with a simple change in the headline.

A headline is intended to salute the people you desire to reach. It is just like the heading on a news article. All of us depend on headlines to point out what we desire to read.

Consider your ordinary reading. You have presented to you perhaps a hundred times what you have time to peruse. You select your reading by the headings. So it is in advertisements.

We must discover which appeals are the most impressive. We learn by keyed tests, by comparing one headline with another. We find that one sort of headline appeals to twenty-five per cent of our "prospects," and another to fifty per cent. We must use them accordingly.

Any other method involves tremendous waste. Anyone can quickly prove that if he uses keyed returns. Good advertisements on any line cannot vary greatly. They must be complete, and completeness means similarity. The great difference lies in the headline. One attracts a certain percentage of

416

NATIONAL ADVERTISERS

whose goods are sold
through dealers

424

MAIL ORDER ADVERTISERS

have used

The Christian Science Monitor

thus far in 1927



*"A Quality Medium
for
Quality Products"*

THE CHRISTIAN SCIENCE MONITOR

AN INTERNATIONAL DAILY NEWSPAPER

107 Falmouth St., Boston, Massachusetts

New Rates

effective

January 1, 1928

General—\$300 a page
Publishers—\$225 a page

THESE prices are based on a guaranteed average circulation of 90,000 A. B. C. for one year, *i. e.* through December, 1928.

This is an increase from 41,936 to 90,000 in two years.

To hold current rates

Contracts received prior to January 1, 1928, will be accepted at current rates through 1928.

F O R U M

Edited by HENRY GODDARD LEACH · 441 Lexington Ave., New York

New
FORREST HOTEL
49th Street just West of Broadway
Adjoining the Forrest Theatre
NEW YORK

A recent addition to New York's new hotels in the heart of the theatre and business district and within easy access to all transportation lines. The Forrest offers beautifully furnished and sunny rooms. Circulating ice water. Restaurant at moderate prices.

300 ROOMS (EACH WITH BATH AND SHOWER) ³/₄ UP

Booklet with map sent upon request

WM. F. THOMANN
MANAGER

The Standard Advertising Register

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

National Register Publishing Co.
Incorporated

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

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

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

THE JOHN IJELSTROEM COMPANY
Mansfield, Ohio Good Salesmen Wanted

The Taxi Weekly Covers the Whole Cab Industry

NEW YORK EDITION goes to 10,000 taxicab individual, fleet and company operators. Issued Mondays.

NATIONAL EDITION, ready January 1, 1928, goes to 4,000 fleet and company operators throughout the U. S. Issued Wednesdays.

Published in its Own Printing Plant at
54 West 74th Street—New York City

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.

PHOTOGRAPHS

ANY SIZE—ANY QUANTITY
Schaefer-Ross Company, Inc.
ROCHESTER, N. Y.

Don't miss an issue of
Advertising & Selling
Send in your old and
new address one week
before the change is to
take effect.



MOVING

readers; another, ten times as many. One must find that out if one expects one's advertising to appeal to a profitable audience.

One must also study human psychology. That may not be considered to be a principle, but there is nothing more fixed and enduring. Fully half the mistakes in advertising are made in respect to psychology. In analyzing great successes I find psychology the chief factor.

One person presents a subject in a way to flatter, another in a way to humiliate. One bases his claims on self-interest, another on service. One tries to sell, another tries to please. These things all alter one's attitude and that is what leads to decision.

But psychology goes further. It recognizes pride and individuality. One must know how to appeal to those instincts. These things can hardly be taught. They come through kindly instincts, through love and understanding, through desires to please and serve. No man out of tune with his fellows can be taught them.

The best school I know is canvassing, going from house to house. Many great advertising writers spend half their time in that way. They learn by personal contacts what wins and what repulses. Then they apply their findings to appeals in print.

These factors must all be considered. They form the foundation of advertising. Suppose it were different? Anyone who can write a fair letter can write a fair advertisement. Suppose that ordinary presentations, without regard to the subject, could sell lines at a profit? There would be no room in advertising for men of ambition.

But such things can't be done. The line is fiercely competitive. Every advertisement is surrounded by countless appeals. Every effort involves much expense. The man who wins and survives does so only because of superior science and strategy. He must know more, must be better grounded, must be shrewder than his rivals. The only way to that end is to start with fixed principles, proved by decades of experience, and never swerve from them.

The fifteenth installment of Mr. Hopkins' autobiography will appear in an early issue of ADVERTISING AND SELLING.

Sheep or Eagles?

[CONTINUED FROM PAGE 32]

very lonely fellow. He is quarantined by his own ambition and individualism. Let us consider the life of the average American business man.

He tumbles out of bed to the noise of a widely advertised alarm clock, and grabs a more or less stereotyped breakfast of grapefruit, toast and coffee. He gulps through a finely pulverized newspaper, turning usually to the baseball scores and the comic strips—and to a foreigner—the very few things in which the typical American newspaper reader is interested is rather pathetic! Clinging to a strap, our Yankee, Chicagoan, Ohioan or what not, arrives at a crowded office, lit all day by artificial light because it is darkened permanently by the cliffs of the great city canyons.

This office is generally, in accordance with the mandates of efficiency experts,

YOUTH and infectious COPY



GEORGE
BATTEN
COMPANY
INC.

Advertising

+

NEW YORK
CHICAGO
BOSTON

A good piece of copy, like a healthy case of chicken pox, has an infectious quality.

As soon as you see the headline, its enthusiasm warms you to read farther.

Copy written by young men or young women is apt to be that way. Their enthusiasm hasn't been calloused by too many years of growing cautious.

This morning I strolled through the copy department to chat with the bright-eyed men and women whose services this organization offers.

In one office a member of the group working on Armstrong's Linoleum sat writing.

Last week he had been selling linoleum on the floor of one of New York's largest department stores. His mind was peopled with the shoppers on whom he had waited. He was fidgety until I left—impatient to talk about linoleum in print.

Across the aisle I encountered one of the writers serving the Easy Washer. Last month he hired himself out as a salesman for the machine. Thirteen hours a day he tramped the streets of Bridgeport, Conn.—pushing bells, struggling to demonstrate the Easy Washer to the woman who held the door to a tiny crack . . . finding out the things that caused that door to open wider.

He found out. It's in the copy he writes.

Two offices farther away I dropped into a chair beside the desk of a young woman whose life ambition is to increase the sale of Pompeian Beauty products.

Fresh from a recent course in cosmetics at a leading school, she was handing on feminine secrets to the readers of the women's magazines. She asked my opinion on three alternative headlines. They were all good. How could they fail to be? She knew her subject. Her copy blazed with an enthusiasm that captured you from the first phrase.

For once, I think, I have a sharp focus on our copy department.

Here it is: Young—average age thirty. Enthusiastic—their work is exciting. Stirred up over the things they write about, their copy throbs with human interest.

We have been established since 1892, and the average age of our eight officers and directors is forty-eight years. They can furnish the "poise" if and when needed.

Wm. H. Johns
President

1928 Outlook

What is the Business and Financial Outlook for 1928?

Advance suggestions on the probable trend of General Business, Stocks and Bonds, Commodities, Sales, and Labor will be of inestimable value to YOU in determining your policy for 1928.

If you would like a copy of these suggestions, gratis, fill out and return the coupon below.



Babson's Reports

The Babson Statistical Organization,
Div. 1-91, Babson Park, Mass.

Largest Statistical Community in America

Send me, gratis, a copy of your suggestions on the Outlook for 1928.

Name _____

Street _____

City _____ State _____

an open office without private partitioning, and it is usually rendered so noisy by street traffic that one cannot always carry on conversation across an ordinary desk. Nevertheless, every telephone instrument has probably attached one of those "hush-hush" appliances which prevent a third party listening in. Marooned at a flat-topped desk sits the American business man, completely concentrated upon his own affairs and as completely uninterested in what goes on, in the ocean of welter and noise outside his own little island, as the pagan inhabitant of one atoll in the life and manners of another.

WHEN you call upon him, he blinks at you through glasses, and perhaps thrusts a perfunctory cigar at you. If it's near lunch time, and if it is good policy to buy you a meal "on the firm," he rushes you off either to an overgilt and expensive hotel restaurant (a pea from a pod, if you like!) or to one of those overpowering "athletic" clubs. Otherwise he lunches at a dairy lunch, unless it is the day of the weekly meeting of the Go-Getters' Club, where he dons a large badge with his name, thus,

BILL

Wm. H. Zapatty

Zapatty Co.—Ladies' Coats

and joins lustily in "Down on the Bingo Farm" and other so-called community songs.

He dictates rapidly into dictaphones to people whom he has never met, "My dear Mr." But his conversation with his fellow workers is marked by the bleakest impersonality, and he changes his job in the quickest, awkwardest and most unexpected way. At the close of the day he pulls on his coat, closes his desk, switches off the light, and vanishes without more than a muttered "good night" into the maelstrom outside.

NOT a Babbitt, not a Scrooge, not a blurred mimeograph copy, but a kindly, well-disposed, contented man—but lonely. Not lonely, of course, in human relationships or responsibilities, but in his ego. He has spent the day so successfully in getting "reactions" from others that he has become numbed with the effort, and easily becomes a "reaction" himself. He is so used to propounding unassailable arguments that he becomes himself the easiest victim of a good argument. And thus the paradox of American life goes on, one that I have said is perpetually baffling to the outsider—that those who sell hardest are the easiest to sell to, that those who buy the easiest are in turn bought from, that the hardest-headed race on earth exists principally upon waves of emotionalism.

And on behalf of the visiting foreigners, I give it up.

"Copped Copy" Presented

The Association of Young Advertising Men presented a musical play, "Copped Copy," at the Waldorf-Astoria, New York, Tuesday, December 6.

The play, "A Mystical, Musical, Merchandising Comedy," was written by three members of the association, Alan Green, Wesley T. Jones, and Walter B. Kaspereit. The composer of the music and lyrics was Ralph Steele Sherratt, president of the organization.

OHIO'S BEST TEST MARKET for NATIONAL ADVERTISERS



COLUMBUS and its rich trading area offers every factor upon which a successful test campaign MUST be based

- 1,159,451 people
- 78 cities and towns of more than 1,000 population each
- 778 wholesale outlets
- 10,977 retail outlets
- retail purchasing power exceeding \$100,000,000.00 annually.

DISPATCH

"OHIO'S GREATEST HOME DAILY"
PAID CIRCULATION

117,077

"Arlington Operated"

HOTEL ANSONIA

Broadway, 73rd to 74th Sts.,
NEW YORK CITY

12 minutes from Penn. and Grand
Central Stations
5 minutes to Theaters and Shopping
Districts

1260 ROOMS (All Outside)

New York's most complete hotel.
Everything for comfort and convenience of our guests.

TWO RESTAURANTS

Open from 6:30 A. M. until midnight. Music, Dancing, 2 Radio Orchestras, Ladies' Turkish Bath, Beauty Parlor, Drug Store, Barber Shop, Stock Broker's Office. All in the Ansonia Hotel.

TRANSIENT RATES

300 Rooms and Bath...\$3.50 per day
Large Double Rooms,
Twin Beds, Bath...\$6.00 per day
Parlor, Bedroom and
Bath (2 persons)...\$7.00 per day
Special Weekly and Monthly Rates

A restful hotel—away from all the noise and "dirt" of the "Roaring Forties."
No coal smoke; our steam plant equipped oil fuel. Coolest Hotel in New York in Summer.

THE ANSONIA

IN CONJUNCTION WITH THE
Hotels Colonial, Anderson, Richmond
and Cosmopolitan

"Arlington Operated"

The LOUIS K. LIGGETT COMPANY on December 3rd placed an order for 454 subscriptions to

American Druggist Founded in 1871 The Pharmaceutical Business Paper

This order covers the 454 biggest stores.

In addition, another order covered the executives in the General Offices.

Form 211B 374 (1001) 9-27

New York Depot
140 WEST FOURTH STREET

General Office
LIGGETT BUILDING
41 EAST 42nd STREET
NEW YORK, N. Y.

Chicago Depot
1110 INDIANA AVENUE
Oakland Depot
1125 CASTRO STREET

LOUIS K. LIGGETT COMPANY

To Mr. E.P. Flynn,
American Druggist,
119 West 40th St.,
New York City.

Date Dec. 3 1927

SHIP TO

AND MARK EACH PACKAGE

Stores Expense
Order No. X44882

PLEASE SHIP MERCHANDISE TO (OR PERFORM WORK AT) ADDRESS SHOWN TO RIGHT, AS PER SPECIFICATIONS BELOW

**DO NOT MAIL INVOICE TO OUR STORE
SEND IT TO 41 EAST 42nd STREET, NEW YORK, N. Y.**

QUANTITY	DESCRIPTION
1 only	Subscription to the American Druggist from January 1st to December 31st, 1928 for each of the stores on the attached list. 454 Subscriptions at ----- \$3.00 less 25% New stores for part of year open at yearly rates Credit memo to be issued for closed stores at monthly portion of yearly rate.

EXPENSE DEPARTMENT
C.B. Flynn

In the last 30 days, orders have also been received from OWL DRUG CO. and the PEOPLES DRUG STORES.

An unbiased editorial policy makes the American Druggist of value and interest to the entire drug trade field.

Is the American Druggist on your lists for 1928?

ANY ONE OF THESE OFFICES WILL GIVE YOU THE FACTS.

Hearst Bldg., Chicago

119 W. 40th, New York

5 Winthrop Sq., Boston



Meet Mr. "407" "A Really Successful Farmer"

"No. 407" was one of the three most successful dairymen in a group of 78 studied by the Farm Management Department of Cornell University.

His average sales of milk were \$4,125 yearly marketed through the Dairymen's League Co-operative Association, Inc. In addition, he sold cash crops worth on the average \$1,649 yearly, making his total gross income \$5,774.

After paying the expenses of operating his 174-acre farm and allowing 5% on his investment, his net "labor income" was \$1,932 yearly. "A really successful farmer," comments the farm management specialist.

This young man—he is under forty—is typical of the keen, forward-looking men who own, control and read the Dairymen's League News.

You can reach them through the columns of their own paper, and the cost is only 50c a line.

Write today for Sample Copy and Rate Card

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



DAIRYMEN'S *League* NEWS

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

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

for Salesmen! "The Art of Argument"

By HAROLD F. GRAVES, B.S., A.M.,
Assistant Professor of English Composition,
Pennsylvania State College

CARLE B. SPOTTS, B.A., M.A.,
Instructor in English Composition,
Pennsylvania State College

Just Published

\$2

On 5 days'
approval

Prentice-Hall, Inc.
NEW YORK

PRENTICE-HALL, INC.
70 Fifth Avenue, New York, N. Y.

You may send me a copy of "The Art of Argument" by Graves & Spotts, for FREE EXAMINATION. After five days, I will either return the book or keep it and send \$2 in full payment.

Title

Name

Address

AP-501

Harvard Advertising Award Jury An- nounced

Will Meet in January to Make
Awards

DEAN WALLACE B. DONHAM of the School of Business Administration of Harvard University has announced the jury of the Harvard Advertising Awards for 1927. They are:

M. T. Copeland, Professor of Marketing, Harvard Business School, Chairman; Joseph H. Appel, Advertising Manager, John Wanamaker, New York; Neil H. Borden, Assistant Professor of Advertising, Harvard Business School; Frank Braucher, Advertising Director of the Crowell Publishing Company, New York; George M. Burbach, Advertising Manager of the St. Louis Post-Dispatch, St. Louis; J. K. Fraser, of The Blackman Company, New York; G. B. Hotchkiss, Professor of Marketing, New York University; Henry Lewis Johnson, President of the Graphic Arts Company, Boston; T. J. McManis, Assistant Manager of Publicity Department, General Electric Company, Schenectady, N. Y.; Fred T. Singleton, Evans-Winter-Hebb, Inc., Advertising, Detroit; H. L. Staples, President of Staples and Staples, Inc., Richmond, Va., and Henry H. Taylor, Typographer, San Francisco.

The Harvard Advertising Awards, comprising annual prizes for outstanding advertisements, advertising campaigns, and research in advertising, were founded in 1923 by Edward W. Bok.

The awards for the year 1927 are:

(1) Four prizes of \$2,000 each for the campaigns most conspicuous for the excellence of planning and execution, seeking publicity on a national scale, seeking publicity for industrial products primarily through trade journals, seeking publicity in a local area, and for the campaign executed locally in cities of 100,000 population or less.

(2) Four prizes of \$1,000 each for the advertisement most effective in its use of text, for the advertisement most effective in its use of pictorial illustration, for the advertisement most effective in its combination of text and illustration, and for the advertisement most effective in typography.

(3) A prize of \$2,000 for the advertising research of the year most conspicuous either because it has brought about economy or secured efficiency in advertising by producing information of general value in furthering the science of advertising, or because it has reduced or precluded unwise or wasteful expenditure in a specific advertising program.

(4) A gold medal, awarded to the individual or organization deemed by the Jury to merit recognition for distinguished contemporary services to advertising.

Advertising material to be eligible for this year's competition must be submitted to the Harvard Advertising Awards, Harvard Business School, Soldiers Field Station, Boston, Mass., not later than December 31, 1927.

NEW GOVERNMENT FIGURES CONFIRM OREGONIAN LEADERSHIP OF THE ENTIRE PACIFIC NORTHWEST

OCTOBER 1st reports to the United States Postoffice Department, shown on this page, reveal:



1 The Oregonian has the largest daily circulation of any newspaper in the Pacific Northwest.

2 It has the largest Sunday circulation of any newspaper in the Pacific Northwest.

3 It leads by a large margin the circulation of the papers in Seattle, despite Seattle's larger population. Its readers pay 5 cents a copy, 75 cents a month, 8 dollars a year by mail—a higher price than any

other Portland paper receives. Thinking people can draw their own conclusions as to this leadership.

The Oregonian is admittedly a good newspaper. Many have said it is more, and that it possesses "a Tremendous Good Will," found in but few newspapers in America, which wins its readers, holds them, and exerts an influence out of all proportion to ordinary standards.

COMPARATIVE newspaper circulation figures as shown in the United States Government statement of October 1, 1927:

Portland		Daily	Sunday
Oregonian	106,618	155,608	
2nd paper	*100,159	126,535	
3rd paper	48,924		
4th paper	47,645		
Seattle			
1st paper	94,164	**154,360	
2nd paper	89,312	115,371	
3rd paper	87,556		

*These figures include post-dated Morning Edition of 21,300 copies, which if deducted leave evening circulation of 78,859.
**These Sunday figures include so-called "bulldog" editions which are issued as early as Thursday.

That's one big reason why The Oregonian is read by more people, in more homes, than any other newspaper in the Pacific Northwest.

The Oregonian

PORTLAND, OREGON

THE GREAT NEWSPAPER OF THE PACIFIC NORTHWEST

Circulation over 106,000 daily, over 158,000 Sunday

Nationally represented by VERREE & CONKLIN
 NEW YORK 285 Madison Avenue CHICAGO Steger Building DETROIT 121 Lafayette Blvd. SAN FRANCISCO Monadnock Building

76 YEARS OF UNBROKEN DOMINANCE IN THE OREGON MARKET

Dealer Relations in Industrial Marketing

[CONTINUED FROM PAGE 25]

WALK into the home of almost any well-to-do farmer down our way and you'll probably see a copy of the **Southern Planter** on the reading table. In some homes it has been wanted—subscribed for—and studied since 1840.

Some say they could not farm well without it. They subscribe for their sons and their grandsons. They rely on it to sell their seed, plants or baby chicks. It is to 200,000 of them just what your most assiduously read publication is to you. It has more than reader interest. It has reader *friendship*.

Southern Planter advertisers are hospitably received, where crop values average \$41.00 per acre and where 70% own their own farms. The **Southern Planter**, Richmond, Va. Established 1840.



Home of the Southern Planter

In certain trades special sorts of services are rendered by industrial merchants. In the civil engineering and construction business, for example, although large numbers of machines are sold to contractors, the renting of machinery also is a common practice. This machinery includes steam shovels, concrete mixers, pile drivers, hoists, pavers, ditchers, cranes, derricks, marine equipment, and so on. When such equipment is rented to contractors, it is rented not only by companies which specialize entirely on the equipment renting business, but also by manufacturers' agents and distributors, and sometimes by contractors to each other. Dealers in used equipment often rent equipment while awaiting an opportunity for selling it; sometimes they carry on regularly an auxiliary rental service. Manufacturers' agents and distributors occasionally rent equipment which they have accepted on trade-ins or they rent new equipment as a means of inducing small contractors to try machines that those users are reluctant to purchase outright. The wide extent of this rental practice is the result of the non-continuous character of construction work and the varied requirements of different jobs. A contractor at one time may have a construction job, at another time a sewer job, and at still another time a road job; and each of those jobs calls for different equipment. Only a large contracting firm can afford to own all the types of equipment required for different purposes.

This practice in the construction business is interesting from several standpoints. In the first place it shows how the merchants in one industry have adjusted their methods to deal with special conditions. In the second place it illustrates one method of meeting the used-equipment problem, for the practice of renting makes possible the more rapid introduction of new and improved types of equipment without experiencing all the demoralizing disadvantages of accepting used equipment in trade. The practice of renting equipment, finally, illustrates a method of marketing which has been developed to enable small contractors to make use of a type of expensive equipment which only the large contracting companies can afford to purchase outright.

THERE is a difference of opinion among those familiar with the industry as to whether the construction business is becoming what the economists call a "capitalistic" industry. Several years ago it appeared that the construction business was in the course of changing from one carried on by small firms with little capital investment to one conducted by large companies with well developed organizations and strong financial resources. Although no statistics have been compiled to furnish definite evidence regarding the trend, some of the men well acquainted with the in-

dustry state that there are indications that within the last few years the small contracting firms have gained ground more rapidly than the large construction companies. At all events, whatever the trend may be, the rental practice has enabled manufacturers of the equipment to find markets for expensive machines among small contractors, and this practice has been developed by manufacturers and dealers working on the common problem.

ANOTHER industry in which notable changes in marketing methods have occurred during the last ten years is the chemical industry. Prior to the war a common method of marketing chemicals was by means of brokers and dealers. The broker received a commission, from the seller, for negotiating transactions which were finally consummated by the seller and the buyer. The broker carried no stocks, did not take title to the goods, and assumed no financial risks. His commission varied for different types of chemicals; the commission received by an oil broker, for example, was one percent of the selling price. The chemical dealer carried stocks and sold goods on his own account. He handled a variety of chemicals and usually entered into contracts with each manufacturer from whom he bought to receive a specified number of tons of material monthly.

After the war, when competition between chemical manufacturers became severe, several large chemical manufacturing companies decided to develop sales organizations for handling the large-volume business directly. Since then direct selling has become a general practice in marketing heavy chemicals and appears to be increasing in the markets for several other types of chemicals. The dealers now sell chemicals chiefly to users who buy in small quantities. The dealers in many instances receive no price protection on car-lot orders; a user buying directly in car lots obtains as low a price as is quoted to dealers. On small orders, however, the chemical dealer, like the iron and steel jobber, gains a protection from the differential in freight rates between car-lot and less than car-lot shipments.

The reason for this marked change in the marketing of chemicals is partly the increased size of chemical manufacturing companies, partly the increased volume of purchases by users, and partly the strained relations between manufacturers and dealers over price protection and patronage control. When costs and prices were rising, it was difficult for a manufacturer to put an increased scale of prices into effect. As long as any low-price contracts were in force any dealer was reluctant to sign a new contract at a higher price, since he would be competing with other dealers who enjoyed lower prices under unexpired contracts. The dealers, furthermore, it is stated, sometimes

The Pacific Coast

finds outdoor advertising profitable

With its 12,000 miles of paved highways open to traffic every day in the year, the Pacific Coast lends itself ideally to effective outdoor advertising.

Here live over 7,000,000 people with more than 2,300,000 automobiles in daily use. It is an outdoor country.

Naturally, among Pacific Coast advertisers outdoor advertising is appreciated and extensively used when either national or sectional markets are to be won.

Conspicuous among western advertisers who use outdoor displays as an important part of their campaigns are:

Sunkist Oranges
Southern Pacific System
Pacific Electric Railway
Union Oil Company

These advertisers place their outdoor advertising as well as that in publications, through the Los Angeles and San Francisco offices of Lord & Thomas and Logan, a member of the National Outdoor Advertising Bureau, Inc.

Thus the plans and poster designs submitted to these advertisers are prepared with a full knowledge of the plans and copy for all other media—a fact that simplifies the advertisers' task of co-ordination.

Use **Y**our
Agency

A LARGE percentage of national outdoor advertisers are now placing their outdoor advertising through advertising agencies in co-operation with the National Outdoor Advertising Bureau, Inc.

These advertisers obtain the creative service and experienced advice of their agency executives on all phases of their advertising plans.

The National Outdoor Advertising Bureau, Inc., furthers the advantages secured, by procuring such important facilities as location, service upkeep, checking information, statistics and trade co-operation.

You, too, will find it more satisfactory to centralize responsibility by placing your outdoor advertising through your agency.

If your advertising agency is one of the 220 members of the National Outdoor Advertising Bureau, Inc., consult with its executives concerning this outdoor advertising service.

National Outdoor Advertising Bureau

INCORPORATED

New York

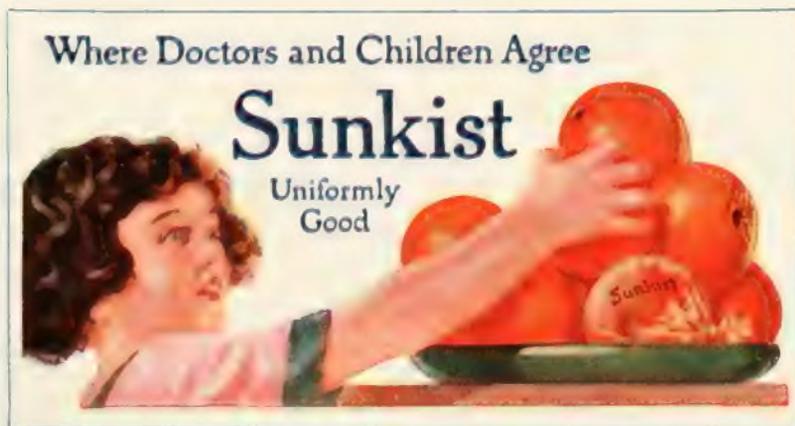
Chicago

Detroit

See following page for examples of recent posters and painted boards

Outdoor Advertising through

TYPICAL outdoor displays created in the Pacific Coast Offices of Lord & Thomas and Logan and placed through the National Outdoor Advertising Bureau, Inc.



The California Fruit Growers Exchange which markets "Sunkist" oranges and lemons, is one of the largest and oldest co-operative marketing organizations in this country. It handles 75% of the California citrus crop on a non-profit actual-cost basis for the 11,000 growers who make up its membership. Colorful posters have been effectively employed in co-operation with magazine, newspaper and other forms of advertising.

Your Advertising Agency

SAVE A BUSINESS DAY!



63 hours
to Chicago

Golden State Limited

Southern Pacific

Rock Island

Southern Pacific is one of America's greatest railway systems. It serves the entire country through its four great trans-continental routes. Posters have been used as an important part of the Southern Pacific Campaign.

new pull on hills!



UNION-ETHYL

The Super Motor Fuel

The Union Oil Company is the pioneer of the western petroleum industry. Founded in 1883, it has constantly expanded its scope until it now enjoys a leading position in the oil marketing situation on the Pacific Coast. Posters are used every month in the year to help dramatize the Union Oil advertising program.

Save While you Ride, Read & Rest!

Ride the
Big Red Cars

Pacific Electric Railway

The Pacific Electric serves the great orange district of Southern California. It is the largest interurban railway in the world. Painted bulletins like the one above are placed at strategic points on main highway traffic arteries, to help increase commutation travel on the big red cars.

diverted business from manufacturers who allowed low margins to other manufacturers who allowed wider margins. Because of the uncertainties arising from such practices, several manufacturers concluded that they could secure greater stability of sales and more orderly distribution of their products by direct marketing. Other manufacturers followed their example.

THE conditions which led to direct marketing by chemical manufacturers have many parallels in other industries. In some cases, as for example those of several belting manufacturers, experiments with direct marketing have not had satisfactory results, either because the demand was too sporadic or the unit sale too small to permit direct marketing to be carried on economically. Where manufacturers have continued to market their products through dealers, the difficulty of dealing satisfactorily with the resale price problem, the demands of dealers for protection against declines in prices, and especially the practices of dealers in shifting their patronage or of threatening to shift unless concessions are granted have caused widespread discontent and strained relations between dealers and manufacturers.

Dealer relationships in industrial marketing, like the relations between manufacturers and wholesalers in several trades handling consumers' goods, have become widely unsettled because of the conflict between dealers' practices and manufacturers' objectives. The typical industrial dealers, like the typical wholesalers, traditionally have been traders, shrewdly bargaining for price concessions and looking to favorable differentials in market prices for substantial portions of their net profits. In some trades, furthermore, as for example in the paper jobbing trade, the jobbers have sought to control patronage by featuring their own private brands. Such practices as those just cited often have threatened the stability of a manufacturer's sales or have frustrated his efforts to direct the demand for his products.

FROM a manufacturer's standpoint, market stability is essential for the economical operation of a large producing plant and for providing regular employment for workers. A manufacturer operating on a substantial scale wishes to be assured, if possible, of a steady volume of sales, both for the present and for the future. In an effort to attain stability of their markets, numerous manufacturers have undertaken to trade-mark their products, to advertise them to users or to consumers, and to adopt other methods of sales promotion. In so far as manufacturers have been enabled by such means to stabilize the demand for their products, the scope of the trading of dealers and jobbers has been restricted.

In this problem of dealer relations in industrial marketing, by no means all the fault lies with the dealers. On the contrary, the manufacturers are fully as much, if not more, at fault. Many manufacturers have not thought out logical and well-defined distribution policies; their price policies frequently are vicious; and they often fail to comprehend the dealers' problems and the dealers' point of view.

This failure to understand the deal-

WHEN YOU SIGN ONE OF THESE—

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

Please enter my subscription for one year (26 issues) at \$3.00 and send bill.

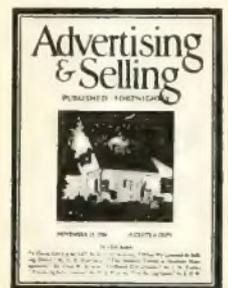
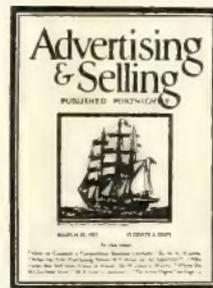
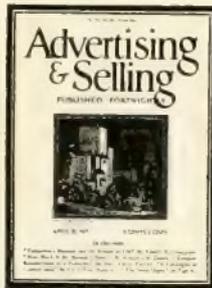
Name Position

Company Business

Address

City State

THIS IS WHAT YOU GET—



ONE EVERY OTHER WEDNESDAY FOR A YEAR

AND THIS—

Advertising and Selling

Nine East Thirty-Eighth Street
New York City

Domestic \$3.00
Canadian 3.50
Foreign 4.00

Date _____

Subscription to **Advertising and Selling**
for YEAR ENDING.....

\$3 00

To Insure Proper Credit, Please Return This Bill
No receipt will be sent unless requested. Our endorsement on your check is your receipt.

**A New 300 Room Hotel
and a
22 Story Skyscraper**

Two of the many evidences
of Unusual Prosperity in

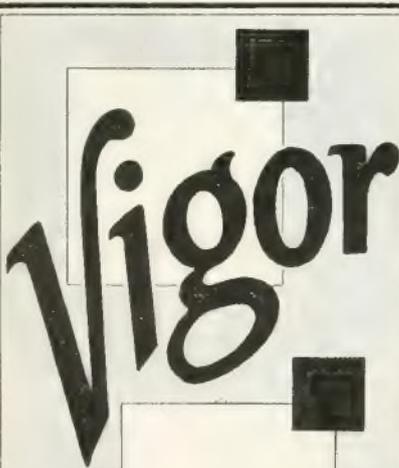
**ALLENTOWN
PA.**

75% of its 250,000
Trading Area
Read The

**Allentown Morning
Call**

Story, Brooks & Finley
National Representatives

"Ask Us About
Advertisers Cooperation"



Force and vitality—sparkle—
crispness—these characterize
Cargill catalogs, Cargill book-
lets and Cargill folders. The
labored and the bromidic are
out. Our ideas and our tech-
nique are of TODAY.

The
Cargill Company
Grand Rapids

er's problem is exemplified by manu-
facturers' complaints that distributors,
such as mill supply firms, do not *push*
each particular manufacturer's line.
Such a complaint usually represents a
short-sighted view of the distributor's
activities. If each distributor were to
push the line of each manufacturer
whose goods he carries, his costs of
doing business would rise to a point
where they would wipe out most of the
economy in selling, which constitutes
one of the chief reasons for his business
existence.

Although many manufacturers of in-
dustrial goods are distributing their
products promiscuously, through what-
ever channels offer immediate sales,
with little regard for future prospects,
two distinct types of distribution are
in process of development. One type
is intensive distribution; the other type
is selected distribution.

When a manufacturer adopts a pro-
gram of intensive distribution, he seeks
to have his goods carried by all dealers
in each community who are potential
purveyors of such merchandise. A
manufacturer of shop supplies, such as
brooms and pails, normally seeks in-
tensive distribution. Likewise manu-
facturers of sandpaper, emery cloth,
packings, bolts and nuts, and numerous
types of supplies seek intensive dis-
tribution. The goods for which inten-
sive distribution is needed are particu-
larly those for which users are likely
to accept substitution of one brand for
another rather than to go to the in-
convenience of seeking out a dealer
who carries a particular brand or of
postponing purchase till the preferred
brand can be secured. A manufacturer
whose goods call for intensive distribu-
tion loses potential sales under any
other method. The industrial goods for
which intensive distribution is desir-
able are analogous to convenience goods
sold to consumers.

AN example of selected distribution is
afforded by a company manufactur-
ing machine tools and equipment,
which markets its product through
one distributor in each market center.
The essence of selected distribution is
the selection of one or a few dealers in
each market to whom sales are confined.

Selected distribution is especially de-
sirable in instances in which each
dealer is expected to carry a full line
of goods in a range of sizes or variety
of grades. In such cases a dealer can-
not carry complete lines of several
competing manufacturers without as-
suming an excessive inventory burden.
Leather belting is an example of a line
in which dealers' inventory require-
ments call for selected distribution.
When dealer cooperation in sales pro-
motion work is required, a program of
selected distribution must be adopted,
for no dealer can be expected to incur
expense for missionary work from
which competitors may gain the chief
benefits.

The problems of dealer relationships
which are troublesome to so many
manufacturers can be solved in numer-
ous instances, not by propaganda
among the dealers, but by a better com-
prehension of his market by each man-
ufacturer and a careful planning of dis-
tribution methods for the cultivation of
that market.

This is the sixth of a series of articles
on industrial marketing by Professor Cope-
land. The seventh will appear in an early
issue.

**Just Completed, and
the Outstanding
Success of the City**

The
Belvedere
HOTEL

48th Street

West of Broadway

**Times Square's Finest
Hotel**

WITHIN convenient
walking distance to
important business centers
and theatres. Ideal transit
facilities.

450 Rooms 450 Baths

Every Room an Outside Room
— with Two Large Windows

Large Single Rooms \$4.00
Size 11' 6" x 20' per
with bath day

For 2, twin beds, \$5.00

Large Double Rooms \$6.00
Twin Beds, Bath per
day

Special Weekly Rates

Furnished or Unfurnished
Suites with serving pantries
\$95 to \$150 per Month

Moderately Priced

RESTAURANT

featuring a peerless cuisine

Illustrated booklet free on request

CURTIS A. HALE
Managing Director

**DIRECTING
SALES**

BY H. C. BONNEY
Vice-President, Ruberoid Co.

Contains more meat for responsible sales
managers than anything else ever written.
An executive noted for organizing and pro-
motion ability concentrates upon the funda-
mental, essential factors of sales manage-
ment in good sized concerns. Strong chap-
ters on hiring, paying, training, controlling;
executive control in advertising; appraising
advertising; agency cooperation, etc. Shows
how successful methods and systems are
built \$3.00.

Sent on 5 days' approval. Address Dept. M. 227

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.

**Know Printing Well
The American Handbook
of Printing**

\$2.50 plus 20c. when mailed

Practical Printing

\$2.00 plus 15c. when mailed

There are others in our catalog. Send for one.

The American Printer

9 East 38th Street New York

16 AN ADVERTISEMENT
BY ROBERT SMALLEY, LYDDON & HANFORD COMPANY

THE LORD HIGH ROLLERS OF THE SACRED LOGS

Happily, the business of advertising is still so young that there has scarcely been time for it to develop an inner cult of Brahmins. There is still to be found a breezy and open liking for rule-breakers. Most of us are so recently from the irreverent ranks of the public that we are still inclined to rate the consumer as the advertising Warwick—the king-maker.

But here and there little groups are beginning to gather at long lunches, in endless meetings, in weighty after-dinner conversations . . . crowning friends and favorites with laurel . . . giving and receiving the gracious remarks that are beginning to mean more than coupons, more than rising sales-curves, more than re-orders from a thousand dealers.

Mr. Goudy's latest type face? Not bad at all. Drian? A charming man. Fortnum and Mason, French Railway posters, The New Yorker? Delightful!

And in the meantime, long lads are clawing a way out of the swamps of Egypt (Illinois) or the salesrooms of jobbers, or the bedlam of a newspaper office. Some of them with ideas that will clot a crowd around a dealer's window. Some of them with simple little lines of talk that are destined to halt the biggest purchasing agents in their tracks. Some of them with crude, cock-eyed layouts, sprinkled with rough and burning words, that will eventually stop the creaking of every rocking chair in the Middle West for ten minutes on end.

On the up-grade, and coming fast. And wherever such people are making a real contribution to this business—the "deans" of the profession or the alert newcomers—they are not only likely to be reading *Advertising and Selling*, but writing for it.

Its pages are always open to those who have something to say. It welcomes controversies. It gets some of the clearest thinking, much of the vivid writing, many of the soundest opinions in advertising. Advertisers, agency men, salesmanagers—9266 of such people read *Advertising and Selling* because the alert and sparkling minds among them are contributing to it, speaking the same language, absorbed in the same interests.

Advertising and Selling is no place for the log-rollers. But it is a splendid opportunity for them to learn that advertising and selling are not *always* synonyms.

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.

Banks spend two hundred million dollars each year for themselves. We can show you how to get your share of this business.

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.)

The One Who Forgot Himself

[CONTINUED FROM PAGE 28]

If the histories of the greatest men and women of our times were known in detail we should no doubt be surprised at the frequency with which success and happiness have resulted from some one thought or act in which the individual has completely forgotten himself. We are not concerned here with religious teaching or belief. We are simply contemplating that one life aspect of the One who forgot Himself. It is so long since He trod the globe that it is dangerously easy to read the story of Him and pass it by without seeing its practical application today.

And yet the lesson was there long before the Man Himself appeared. In that epic story of Job it comes in a moving, quick climax. Job had lost all that most men hold dear—family, money, lands, health. The struggle that followed provides one of the most touching biographies in history. Like most of us, Job was slow to learn the lesson of it all. We get almost to the end of the book about him when the whole problem and the remedy come shining through.

ESSENTIALLY it is the same story as the stories about modern business successes which we have been looking at here. Job finally managed to forget himself. Job finally managed to put aside his own problems and tried to do something for others. And Job was rewarded in a most surprising way. How simple it all seems! We read, "And the Lord turned the captivity of Job, when he prayed for his friends; also the Lord gave Job twice as much as he had before."

Not many years ago the head of one big business was only a young salesman. He was painfully self-conscious, so much so that he admits that it is a wonder to him how he ever got started at all in such a field as salesmanship. Then he discovered that the only way in which he could make a success at selling was to forget himself. His method was interesting. He says, "I found that the most helpful thing I could do on entering a merchant's store was to imagine that I was in his employ as an assistant. I looked about and tried to think of ways to make the store more attractive. Instead of thinking up ways to force my goods on the dealer, I tried to think up ways in which I could help him to make his store more profitable. This immediately made my work easier and more interesting.

"In thinking about the other man's problems instead of my own, I suddenly discovered one day that I had lost my self-consciousness. My method was practical, too; it sold goods. And after repeated practise at trying to understand the customer's problems and lend a helping hand, I found that I had acquired an equipment which made me extremely valuable to the home office as an executive."

A writer whose works have been

printed and reprinted in many parts of the world confesses to this experience, "When I first began to write I was not thinking so much about helping the reader as exploiting myself. I did not realize at the time that a writer cannot succeed merely by trying to show the public how clever he is. But when all my manuscripts were turned down I was forced to hunt out the cause. I knew that there was substance to my work. Then, somehow, I realized that I was making a mistake in trying to have each of my articles serve also as an advertisement for myself. I went over several manuscripts, eliminating every such touch when I found it. I also eliminated the word "I" and converted personally-told experiences into impersonal anecdotes, relating them as occurrences in the lives of others. These edited articles, when re-submitted, were immediately accepted, and in the ten years since that time I have produced only two articles which were unsalable."

That the inability to forget one's self in the simpler positions in business may prove a great handicap was indicated by the employment manager of one of the big automobile companies when he said, "There are certain signs which invariably show me that a man or woman will not go far in our business. When an applicant dwells much in his conversation on what our office hours are, how soon he can expect a raise, and in short when he discloses in many little ways that he is thinking only of what he can get out of a job rather than what he can put into it, I am almost sure that he is destined to float from one house to another."

ST. PAUL, who carried constantly about him the remembrance of the One who forgot Himself summed it up when he gave this advice to the Corinthians, "Let no man seek his own, but each his neighbors' good." It is so hard to believe that this is really a practical thing to do—and so much harder to get the conviction so clear that we really want to act on it!

And yet the history of scientific work and invention, more particularly, is continually proving that advice of nineteen centuries ago to be most practical when followed. The inventor, or manufacturer, or employee who starts out with the bald idea, "How can I make the most money?" is rarely as successful as the inventor, manufacturer, or employee who thinks rather, "How can I give the most service within my power to the greatest number of people?" That is one reason why many simple inventions of inexpensive devices have proved vastly more profitable than expensive devices which were useful to but a few.

In his autobiography, Mark Twain writes of his mother who at forty had been "accounted a confirmed invalid and destined to pass soon away." And he says in part, "She had a slender,



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



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

Unusual copy man, charging premium on agency service, desires arrangement with medium-sized agency. Address Box 497, Advertising and Selling, 9 East 38th Street, New York City.

N. Y. PUBLICATION ADVERTISING MAN
Can secure half profits on exceptional proposition. \$3,000 investment required. Particulars only at interview. Address Box 498, Advertising and Selling, 9 East 38th Street, New York City.

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.

Help Wanted

An Ohio Manufacturer of plumbing supplies wants a man to take charge of its Advertising and New Business Department. Applicants should have had actual sales experience and should be familiar with all phases of advertising including a knowledge of printing, engraving, purchase of art work, space buying, copy writing, layouts, and development of mailing lists.
This is an excellent opportunity for one desirous of permanent identification with a successful and growing organization. In applying state age, education and experience in detail. Address Box 494, Advertising and Selling, 9 East 38th Street, New York City.

Help Wanted

esmen wanted for a nationally known jewelry use that enjoys national recognition and acceptance. Must be able to sell both product and advertising. Knowledge of jewelry merchandising advertising desirable, but not essential. Eastern and Pacific Northwestern territories open. Address Box 495, Advertising and Selling, 9 East 38th Street, New York City.

Business Opportunities

More than \$50,000 purchases building, stock good of long established house on Pacific Coast, selling profitable merchandise direct to consumer. Profits as high as \$21,000. Plenty room for expansion. Owner retiring; organization can be joined. Information to responsible people only. Address Box 493, Advertising and Selling, 9 East 38th Street, New York City.

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.

Press Clippings

FRANK G. WHISTON AND ASSOCIATES

offer reliable National or regional press clipping service. Branch offices Everywhere. General offices, One Terrace, Buffalo, N. Y.

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

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.

small body, but a large heart—a heart so large that everybody's grief and everybody's joys found welcome in it, and hospitable accommodation. The greatest difference which I find between her and the rest of the people whom I have known, is this, and it is a remarkable one: those others felt a strong interest in a few things, whereas to the very day of her death she felt a strong interest in the whole world and everything and everybody in it. In all her life she never knew such a thing as a half-hearted interest in affairs and people, or an interest which drew a line and left out certain affairs and was indifferent to certain people. The invalid who takes a strenuous and indestructible interest in everything and everybody but himself, and to whom a dull moment is an unknown thing and an impossibility, is a formidable adversary for disease and a hard invalid to vanquish. I am certain that it was this feature of my mother's make-up that carried her so far toward ninety."

In this passage we catch glimpses of the greater rewards that came to one who in great measure followed the example of the One who forgot Himself. But others have dwelt so well on these that we drop them here. This text is merely a reminder that every day of the year may carry something of the Christmas cheer when we remember the One who forgot Himself.

He was not unmindful of human needs. He had been referring to them as He talked to the multitude. He simply pointed out that there was a more practical way of achieving than the ordinary way of going *directly after "things."* It was to direct our efforts in the *indirect* way by seeking things only as by-products to something very much more important. And so He said, "Therefore take no thought, saying, What shall we drink? or, Wherewithal shall we be clothed? . . . Seek ye first the Kingdom of God, and his righteousness; and all these things shall be added unto you."

And again, "If any man will come after Me, let him deny himself." And that He was truly the Man who learned that greatness was won most surely through self-forgetfulness He indicated when He said, ". . . whosoever will be chief among you, let him be your servant."

In the three short years of his active ministry He accomplished more than any one in history because He was the One who forgot Himself.

What About Our Shock-Proof Readers?

[CONTINUED FROM PAGE 40]

many symbols are common to the great majority of men, and it is on those, of course, that advertising must build. A flying bird may suggest freedom, a slender female figure in a dancing pose may mean youth, the picture of a smart restaurant may suggest gaiety, the stars and stripes floating at a masthead may symbolize home so sharply to the traveler that he finds a lump in his throat and tears in his eyes. Our emotions are largely con-

"GIBBONS knows CANADA"
J. J. GIBBONS Limited, Advertising Agents
TORONTO HAMILTON MONTREAL LONDON, ENG. WINNIPEG

trolled by symbols—some very simple, some very complicated, but all effective in awakening in us sustained attention and an impulse to action of some sort. The good looking young Arrow Collar man stands not only for the handsome well groomed self which every man wants to be, but suggests as a corollary the idea that if he bought Arrow Collars and wore them he would actually become so.

Obviously we do not all react to the same symbols to the same degree. Each man has elevated certain racial symbols above the average level and is more or less conscious of them. An open fire is one to which I react with great positiveness. It stands, to me, for intimacy, for hospitality. Conversely, the idea of caging anything awakes in me acute discomfort. I do not like to look at animals in cages.

SO far as I am concerned, the man who advertised bird cages last season might better have saved his money, but fortunately for him, to many people they were symbols suggesting a sunshiny room full of peaceful domestic happiness.

And it is not only in pictures that you must look for symbols, but in the words which primitive man framed to express his ideas. Don't imagine that I believe symbols are new in advertising. But heretofore we have arrived at the use of symbols by the somewhat uncertain method of trying them on ourselves. When you chew the end of your pencil and seek inspiration in the ceiling, you are really striving to pluck out of your inner consciousness the symbols to express your thought. After you have written a number of pieces of copy, you read them over and suddenly one of them seems to you much better than the others. For the moment you have made yourself audience, not an entirely unbiased audience to be sure, but approximately what the Victorian spoke of as Gentle Reader. The reason you feel a certain piece of copy is better is because it has made the most clever use of your symbols, and just in so far as your symbols are like those of your fellow man, you will awake a similar reaction in him, too.

NOW that is probably the method by which copy will be written for a long time to come, but I believe that more and more we will apply to copy and art the yardstick of analysis. We will learn first to check our symbols against the accepted symbols of the great mass of men, and in time I am convinced that we will decide on the symbols first and build our copy and our art directly on them—certain that if we do, we shall carry our message straight to the fountainhead of all action, our subconscious selves.

When we have learned to do this we shall, to a large extent, be freed from the tyranny of temporary exhaustion such as that which threatens to overtake us now. Fashions in words change, the physical facts whispered yesterday may today be shouted from the housetops, but beneath all these ephemeral changes of custom flows the steady, eternal stream of racial emotions. Man hungers and loves and dies according to the old emotional patterns, and the appeal that reaches through the superficial changes to the great unchanging stream of the subconscious is always sure of a response.

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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.)

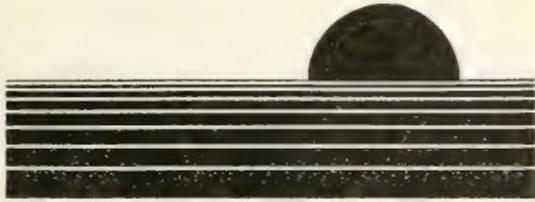
Name	Former Company and Position	Now Associated With	Position
C. H. Handerson ...	The Union Trust Co., Cleveland, Ohio, Vice-Pres. in Charge of Publicity	Stephen Sanford & Sons, Amsterdam, N. Y.	Second Vice-Pres. in Charge of Sales
Ernst B. Filsinger ...	Lawrence & Co., New York, Export Dept.	Pacific Mills, New York	Mgr. of Export Dept.
Osius Austin ...	Animated Products Corp., New York, Prod. Mgr.	Same Company	Sec'y, Treas., and Gen. Mgr.
Gordon Kingsbury ...	Kelvinator Corp., Detroit, Mich., Ass't Sales Mgr.	General Motors Corp., New York	Institutional Adv. Committee
D. K. Newell ...	The Allen A. Co., Kenosha, Wis., Adv. Dept.	Same Company	Adv. Mgr.
A. J. Palica ...	The Allen A. Co., Kenosha, Wis., Adv. Mgr.	Same Company	Division Sales Mgr.
Louis J. Gumpert ...	B. T. Babbitt, Inc., New York, Eastern Sales Manager	Same Company	General Sales Manager
Wm. M. Coatsworth ...	The Mennen Co., Newark, N. J., Ass't Sales Mgr.	Same Company	Sales Mgr.
L. G. Sherman ...	Ætna Fire Insurance Co., Hartford, Conn., Copy	Hartford Fire Insurance Co., Hartford, Conn.	Copy
F. Quinby Smith ...	Maryland Motorist, Baltimore, Md., Mgr.	Sherwood Bros., Inc., Baltimore, Md.	Adv. Mgr.
T. P. Pfeiffer ...	Byllesby Engineering & Management Corp., Chicago, Ill., Adv. Dept.	Same Company	Mgr. of Adv. Division
J. F. Gardiner ...	Byllesby Engineering & Management Corp., Chicago, Ill., Adv. Dept.	Same Company	Mgr. of Financial Adv.
R. M. Plympton ...	Babson Statistical Association, Wellesley Hills, Mass.	The Lincoln Electric Co., Cleveland, Ohio	In Charge of Consumer Motor Sales at Chicago, Ill.
H. M. Stuckenberg ...	Moreland & Stuckenberg, Cincinnati, Ohio	The Cincinnati Ball Crank Co., Cincinnati, Ohio	Adv. Mgr.
Philip R. Allen ...	Bird & Son, Inc., East Walpole, Mass., Vice-Pres.	Same Company	Pres. and Dir.
George W. Laine, Jr. ...	Monroe Calculating Machine Co., Orange, N. J., Systems Service Mgr.	Studebaker Sales Co., Newark, N. J.	Adv. Mgr.

¹This is a correction of the item that appeared in the last issue.

CHANGES IN PERSONNEL—(Agencies, etc.)

Name	Former Company and Position	Now Associated With	Position
John A. Barron ...	Knox Hat Co., Inc., New York, Adv. Mgr.	John A. Barron & Associates, New York	Adv. & Sales Promotion
Percival White ...	Market Research Council, New York and Boston, Marketing Counselor	Cowan, Dempsey & Dengler, Inc., New York	Associate Partner
O. W. Roosevelt ...	Bankers Trust Co., New York, Ass't Treas.	Cowan, Dempsey & Dengler, Inc., New York	Associate Partner
Raymond C. R. Noren ...	Larchar-Horton Co., Providence, R. I., Space Buyer	Same Company	Vice-Pres. and Contact
John Dow ...	McKinney, Marsh & Cushing, Inc., Detroit, Mich., Merchandising Dept.	Evans-Winter-Hebb, Inc., Detroit, Mich.	Merchandising Dept.
J. S. Garrett ...	Westinghouse Electric & Mfg. Co., East Pittsburgh, Pa., Mansfield, Ohio Office	Fuller & Smith, Inc., Cleveland, Ohio	Dept. of Creative Plans and Service

THE NEW AMERICAN PRINTER



A ROBBINS PERIODICAL
EDITED BY EDMUND G. GRESS

THE new *American Printer* is receiving a lot of attention these days. It is the subject of discussion throughout the printing industry. Advertisers as well as readers are writing their appreciation and commendation.

The American Printer is always fresh and interesting because its contacts are with the leaders and thinkers of the craft. Its editor has a staff of two hundred printers, typographers, designers, engravers who not only give of their experiences and thought but collaborate in presenting the latest ideas, designs and processes as editorial feature inserts in the various numbers. These persons range in age from twenty to eighty, so, as their influence is felt on the pages of *The American Printer*, readers are enthused by the fresh ideas of youth, balanced by a background of wisdom and experience.

Each issue from the cover to the last page is a pleasant surprise to the reader. *The American Printer* is not only different from other periodicals but each issue is different from another.

Among the editorial features of *The American Printer* the most recent, "Pictured Progress," has taken the trade by storm. It is the most valuable and original editorial feature that has appeared anywhere in business and technical periodical publishing. The information given in pictorial form will enable the printer to keep his printing plant young and meet competition through the additions of newest machinery, processes and devices.

The discussion on the Fresh Note in typography and design that has continued since the remarkable Printing Exposition Number of *The American Printer* has awakened the craft and altered the appearance of typographic work throughout the country.

Every number of *The American Printer* is interesting, human and friendly. A subscriber was at the editor's desk recently. He told of a discussion he was having with a young university woman. He showed her an article in *The American Printer*. She read it, then turned to another article. Finally she exclaimed: "Why, this is interesting: I thought trade journals were dry and technical!"

Front office and workroom subjects are discussed in an understandable way in every number by men of experience and ability as writers. Owners of printing offices, managers, superintendents and foremen, heads of advertising service departments, are among those who write for *The American Printer*.

There are no departments in *The American Printer*. The entire periodical is planned for all the readers. There is no news section, but each issue gives readers the outstanding happenings of national interest, keeping them informed. Everything is printed in readable sized type. There is no cut-and-dried editorial policy adhered to monotonously. The editor as he gathers new ideas passes them along to his readers.

The editor, when he writes his "Sketches and Impressions" (for the past half-dozen years a distinctive feature of *The American Printer*), kicks his high hat into the corner and talks of a variety of worthwhile things in a natural conversational way. He tells of interesting persons he meets, and always takes the reader along with him on any trips he makes. His camera is always with him and, as a result, informal and unusual pictures brighten each issue.

With readers in a friendly, pleased mood, advertisements are bound to receive sympathetic consideration.

THE AMERICAN PRINTER

9 East Thirty-eighth Street, New York

105 Swetland Bldg., Cleveland, O.

Peoples Gas Bldg., Chicago

	<i>Advertising & Selling</i>	<h1 style="margin: 0;">The NEWS DIGEST</h1>	<i>Issue of Dec. 14, 1927</i>	
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CHANGES IN PERSONNEL—(Agencies, etc., continued)

<i>Name</i>	<i>Former Company and Position</i>	<i>Now Associated With</i>	<i>Position</i>
Carl D. Proctor	Kalamazoo Loose Leaf Binder Co., Kalamazoo, Mich., Adv. Mgr.	Remington Rand, Inc., New York	Adv. Mgr.
David W. Hulburd, Jr.	Herald, Washington, D. C., Editorial Dept.	William H. Rankin Co., Inc., New York	Copy
Walter Whitehead ..	W. O. Floing, Inc., New York, Vice-Pres.	Wales Adv. Co., New York	Co-Director of Art
Leon Decheim	Free Lance Artist, Buffalo, N. Y.	G. F. Barthe & Co., Syracuse, N. Y.	Art Director
Ruth Hallowell	A. Harris & Co., Dallas, Tex., Direct Mail Specialist	E. P. Remington Adv. Agcy., Inc., Buffalo, N. Y.	Copy
Irwin A. Vladimir ..	Japan Advertiser, Tokio, Japan, Adv. Mgr.	Hengo Adv. Service, New York	Acc't Executive
Joseph M. Dooher ..	Lord & Thomas and Logan, Inc., New York, Ass't to Vice-Pres.	The H. K. McCann Co., New York	Space Buyer
J. W. Sanger	Frank Seaman, Inc., New York, Dir. of Foreign Service	Foreign Adv. & Service Bureau, Inc., New York ..	Vice-Pres.
William H. Ensign ..	National Broadcasting Co., New York, Eastern Sales Mgr.	J. Walter Thompson Co., Inc., New York	Mgr. of Radio Dept.
H. D. Leopold	The Brunswick-Balke-Collender Co., Chicago, Ill., Adv. Mgr.	Dearborn Adv. Agcy., Chicago, Ill.	Partner and Vice-Pres.
H. R. Mulvey	M. P. Gould Co., New York, Copy	James A. Devine Adv. Agcy., New York	Acc't Executive and Prod. Mgr.
Joseph C. Donohue ..	D'Evelyn & Wadsworth, San Francisco, Cal., Copy and Contact	Sperry Flour Co., San Francisco, Cal.	Ass't to Adv. Mgr.
D. J. Hinman	I. A. Klein, New York, Rep.	Charles C. Green Adv. Agcy., Inc., New York ..	Space Buyer
Roy D. Brickner	The Fleischmann Co., New York	The Joseph Katz Co., Baltimore, Md.	Member of Staff
Frank W. Prescott ..	Conlon, Prescott & Co., Boston, Mass., Member of Firm	Capehart-Carey Corp., Boston, Mass.	New England Mgr.

CHANGES IN PERSONNEL—(Media, etc.)

<i>Name</i>	<i>Former Company and Position</i>	<i>Now Associated With</i>	<i>Position</i>
A. G. Winkler	Fuel Oil and Temperature Journal, New York, Chicago and Western Rep.	Porter-Langtry Co., Chicago, Ill.	New York Mgr. for Building Material Merchant and Building Materials
Don K. Wilson	Register, Norristown, Pa., Adv. Dept.	The Christian Science Monitor, Boston, Mass. ..	New York Adv. Mgr.
Frank L. Livermore ..	Triplex Safety Glass Co., New York, Sales Organization	The Outlook, New York ..	Adv. Staff
Walter Hanlon	True Story Magazine, New York, Sales Staff ..	Same Company	Ass't Adv. Dir.
P. S. Dennis	Rodney E. Boone, New York, Rep.	International Magazine Co., New York	In Charge of Detroit, Mich. Office of Good Housekeeping
Arthur A. Starin ...	Topics Publishing Co., New York, Service Mgr.	Post, Washington, D. C.	Service Mgr.
B. L. Dombrowski ..	The American Legion Monthly, New York, Adv. Staff	Same Company	Eastern Adv. Mgr.
Paul K. Craig	Laundryette Mfg. Co., Cleveland, Ohio, Vice-Pres. and Sales Mgr.	The Stillson Press, New York	Direct Adv. Staff
Harold E. Gray	The World, New York, Rep.	The Outlook, New York ..	Adv. Staff
Wm. D. Nugent	The Advertiser, & The American, Boston, Mass., Adv. Dir.	Media Records, Inc., New York	Dir. of Sales



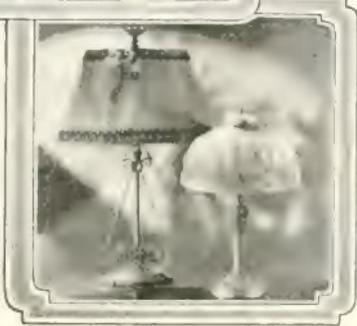
The successful salesman relies on photographs to put over his selling message most convincingly.



What woman will ignore the person who is embodied in a photograph like this?



Customers want to know exactly how it appears and photographs show them in the most appealing way.



Specialties of all kinds can best be shown to the prospect with attractive truth-telling photographs.

Sell the Stay-at-Home Shopper illustrate with Photographs

Use Photographs freely in your catalogs, direct literature and your display advertisements—whether you are selling automobiles, lingerie, table lamps or stationery. Photographs speak a language the buyer understands. They dispel doubt—banish indecision. Where words fail, Photographs always convince. They leave fewer words of copy to be written and read—leave fewer opportunities for misunderstanding.

PHOTOGRAPHS

Tell the Story



Advertising
& Selling

• **The NEWS DIGEST** •

Issue of
Dec. 14, 1927



CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
New York, Ontario & Western R. R. Co.	New York	Railroad	The Caples Co., New York (Effective January 1)
Esmond Mills	Esmond, R. I.	Blankets	Husband & Thomas Co., Inc., New York
Long Acre Cold Cream Co., Inc.	New York	Cold Cream	James A. Devine Adv. Agcy., New York
Woodlawn Nurseries Co.	Rochester, N. Y.	Nursery Stock	E. P. Remington Adv. Agcy., Inc., Buffalo, N. Y.
Solidifier Corp.	Philadelphia, Pa.	Solidon, for Walls ...	George Batten Co., Inc., New York
Hewitt-Gutta Percha Rubber Corp.	Buffalo, N. Y.	Rubber	E. P. Remington Adv. Agcy., Inc., Buffalo, N. Y.
E. M. Trimble Mfg. Co., Inc.	Rochester, N. Y.	Kiddie-Koops & Baby Bathinettes	The Z. L. Potter Co., Syracuse, N. Y.
Buffalo Commercial Body Co.	Buffalo, N. Y.	Truck Bodies	J. Jay Fuller Adv. Agcy., Inc., Buffalo, N. Y.
Marlette & Son	Buffalo, N. Y.	Duro-Chrome Process of Chromium Plating.	J. Jay Fuller Adv. Agcy., Inc., Buffalo, N. Y.
Bon-Dee Golf Ball Co.	Detroit, Mich.	Golf Balls	Campbell-Ewald Co., Inc., Detroit, Mich.
Steel & Copper Plate Engravers Association	New York	Cooperative Campaign	Millis Adv. Co., Indianapolis, Ind.
Junior Food Products Co.	Tyrone, Pa.	Jack & Jill Gelatin...	Henry Decker, Ltd., New York
The Mirror	New York	Candy Stores	Wales Adv. Co., New York
The Vaniva Products Co.	New York	Shaving Cream	Ruthrauff & Ryan, Inc., New York
Joseph Wild & Company.	New York	Linoleum	Ajax Adv. Agcy., New York
Gillette Camera Stores, Inc.	New York	Stores	J. C. Bull, Inc., New York
Bliss Steel Products Corp.	E. Syracuse, N. Y.	Manifold & Mostlite Windows	G. F. Barthe & Co., Syracuse, N. Y.
S. Cheney & Son	Manlius, N. Y.	Grinders	G. F. Barthe & Co., Syracuse, N. Y.
Axton-Fisher Tobacco Co.	Louisville, Ky.	"Spud" Cigarettes ...	Ray D. Lillibridge, Inc., New York
Harford Frocks, Inc.	Indianapolis, Ind.	Frocks	The Marx-Flarsheim Co., Cincinnati, Ohio, and New York
Belle City Mfg. Co.	Racine, Wis.	Threshers & Crawlers for Fordson Tractors.	Cramer-Krasselt Co., Milwaukee, Wis.
Athey Co., Chicago, Ill.	Chicago, Ill.	Weatherstripping & Window Shades	Hurja, Chase & Hooker, Inc., Chicago, Ill.
L. T. Piver	Paris, France	Perfume	Huber Hoge, Inc., New York
The Cincinnati Ball Crank Co. ..	Cincinnati, Ohio	Automobile Parts and Accessories	Erwin, Wasey & Co., Chicago, Ill.
The Prudent San Diego Airplane Co.	San Diego, Cal.	Airplanes	Lord & Thomas and Logan, Inc., Los Angeles, Cal.
The George W. Luft Co.	Long Island City, N. Y.	Tangee Beauty Prepa- rations	Hanff-Metzger, Inc., New York (Effective January 1)
Rochester Packing Co.	Rochester, N. Y.	Packers	Moser & Cotins, Utica, N. Y.
Franklin Flick & Co.	San Francisco, Cal. ...	Finance	D'Evelyn & Wadsworth, San Francisco, Cal.
Jaeger Machine Co.	Columbus, Ohio	Concrete and Plaster Mixers	The Robbins & Pearson Co., Columbus, Ohio
Kraeuter & Co.	Newark, N. J.	Tools	Griffin, Johnson & Mann., Inc., New York
J. Wiss & Sons Co.	Newark, N. J.	Cutlery	Griffin, Johnson & Mann., Inc., New York
The Tecla Corp.	New York	Pearls	Capehart-Carey Corp., New York
Pinehurst, Inc.	Pinehurst, N. C.	Winter Resort	Smith, Sturgis & Moore, Inc., New York

¹ This company is a subsidiary of the Real Silk Hosiery Mills, Indianapolis, Ind. This is a correction of the item that appeared in the last issue.

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K.O.C.H

Advertising
& Selling

The NEWS DIGEST

Issue of
Dec. 14, 1927

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (Continued)

Name	Address	Product	Now Advertising Through
Coatesville Boiler Works	Coatesville, Pa.	Tanks & Boilers	R. E. Lovekin Corp., Philadelphia, Pa.
The Kroydon Co.	Maplewood, N. J.	Golf Clubs	Griffin, Johnson & Mann, Inc., New York
A & J Mfg. Co.	Binghamton, N. Y.	Kitchen Tools	Moser & Cotins, Utica, N. Y.

PUBLICATION CHANGES AND APPOINTMENTS

The Fourth Estate, New York	Has consolidated with Editor & Publisher, New York. The paper will be known as Editor & Publisher and The Fourth Estate, New York.
The American Contractor, New York	Has appointed Leroy B. Hammond, Chicago, Ill., as its western advertising representative.
Drug Markets, New York	Effective with the January issue, will have a page size of 7 x 10 inches. The issuance has been changed from fortnightly to monthly.
National Geographic Magazine, Washington, D. C.	Has appointed Charles A. Underhill, New York, as its eastern advertising representative.
Daily Press, Hope, Ark.	Has appointed Thomas F. Clark Co., Inc., New York, as its national advertising representative.
Daily Chronicle, Calexico, Cal.	Has appointed Thomas F. Clark Co., Inc., New York, as its eastern advertising representative.
Chemical Markets, New York	Effective with the January issue, will have a page size of 7 x 10 inches. The issuance has been changed from weekly to monthly.
American, Donora, Pa.	Has consolidated with Herald, Donora, Pa. The new paper will be known as Herald-American, Donora, Pa. Fred Kimball, Inc., Pittsburgh, Pa., has been appointed its national advertising representative.
The Mooseheart Magazine, New York	Effective with the January issue, will have a page size of 7 x 10 inches.
News, Vandergrift, Pa.	Has appointed Fred Kimball, Inc., Pittsburgh, Pa., as its national advertising representative. The paper is now published daily instead of semi-weekly.
The World, Tulsa, Okla.	Has discontinued its afternoon edition, and will continue as a morning paper.

MISCELLANEOUS

Postum Co., Inc., New York	Will act as a distribution agent for the Sanka Coffee Corp., New York.
H. O. Wilbur & Sons, Inc., Philadelphia, Pa.	Has consolidated with the American Interests of Suchard, Neuchatel, Switzerland. The new company will be known as Wilbur-Suchard Chocolate Co., Philadelphia, Pa.
Ward H. Olmsted, Inc., Minneapolis, Minn.	Name changed to Olmsted-Hewitt, Inc., Minneapolis, Minn.
The S. C. Beckwith Special Agency, New York	Will open a new office in San Francisco, Cal., on January 1st. The office will be under the management of Thomas L. Emory.
International Magazine Co., New York	Has opened a group office in Detroit, Mich., for Motor, Good Housekeeping, Cosmopolitan, and Harper's Bazar. Each publication will operate independently under its own representative.

CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

Name	Business	From	To
The Iron Age (Cincinnati Office)	Publication	First National Bank Bldg., Cincinnati, Ohio	408 Union Central Bldg., Cincinnati, Ohio
Archer Advertising Co.	Advertising	312 Temple Bar Building, Cincinnati, Ohio	Enquirer Building, Cincinnati, Ohio
Broughton Adv. Service	Advertising	327 South LaSalle St., Ill.	222 West Adams St., Chicago, Ill.

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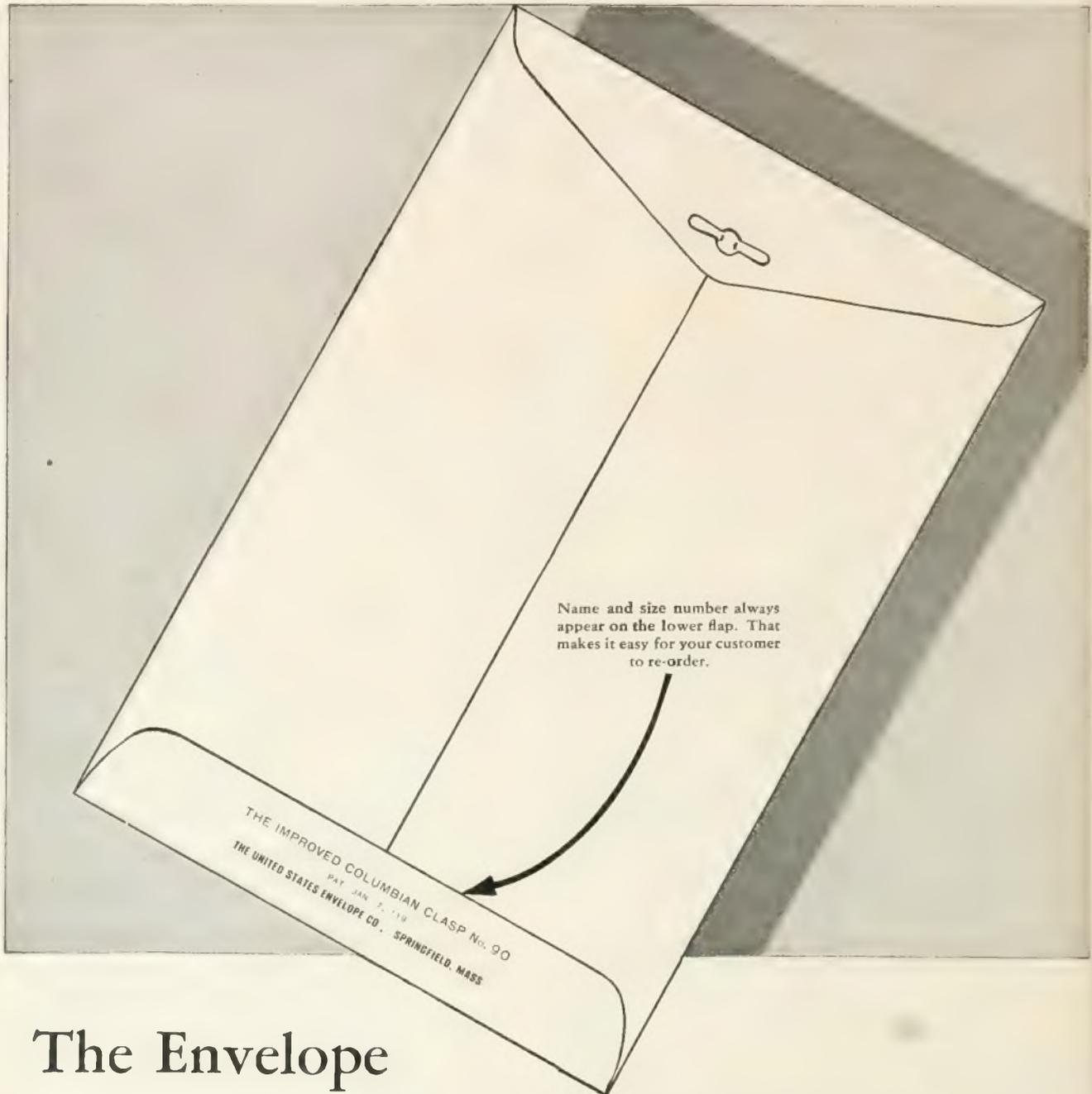
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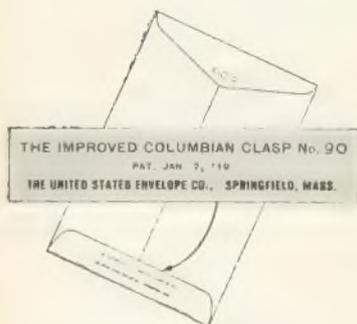
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