

Price 15 cents

Advertising & Selling

Published Fortnightly



Photograph by Cowling from Ewing Galloway

February 8th
1928

PHOTOGRAPH BY
EWIN GALLOWAY

A Judgment on Chicago Newspaper Advertising Values

that Speaks for Itself-

DURING 1927 advertisers used more space in The Daily News than in any other Chicago daily newspaper. In display advertising The Daily News INCREASED, by nearly two hundred thousand lines, its lead over its nearest competitor.

The Score for 1927

Total Display Advertising in Chicago Daily Newspapers:

	Agate Lines
The Daily News	17,109,442
Second Paper	14,459,232
Third Paper	12,620,446
Fourth Paper	5,484,882
Fifth Paper	5,018,018
Sixth Paper	4,024,769

THE CHICAGO DAILY NEWS

CHICAGO'S HOME NEWSPAPER

Advertising Representatives:

NEW YORK	CHICAGO	DETROIT	SAN FRANCISCO
J. B. Woodward	Woodward & Kelly	Woodward & Kelly	C. Geo. Krogness
110 E. 12th St.	360 N. Michigan Ave.	108 Fine Arts Bldg.	253 First National Bank Bldg.
MEMBER OF THE 100,000 GROUP OF AMERICAN CITIES			

Publishes More Advertising Than Any Other Chicago Daily Newspaper

THE Pittsburgh PRESS, founded in 1884, is Pittsburgh's one tested and proven medium.... with circulation *blanketing* the true market....overwhelmingly dominant in lineage....in prestige. Pittsburgh is thoroughly covered by *one* newspaper.



SCRIPPS - HOWARD

Pittsburgh Press

A Scripps-Howard Newspaper

National Advertising Department
250 Park Avenue New York

Offices: New York Chicago Detroit Atlanta San Francisco Los Angeles Portland Seattle

Another Year of Achievement

by one of America's greatest newspapers
in one of the nation's richest markets

In 1927—

130,443 average net paid circulation

—largest in the NEWS 58-year history.

(Over 83% coverage of all Marion County (Indianapolis) families and remarkably thorough coverage throughout the rich 70-mile Indianapolis Radius. City circulation over 93% home-delivered.)

18,227,118 agate lines of advertising

—fourth largest six-day evening volume in America and the largest for a city of less than 700,000 population.

With its 6 issues a week, the NEWS carried

—more
National
advertising

—more
Local Display
advertising

than *all other* Indianapolis newspapers combined!

And in Classified Advertising, The NEWS carried far more lineage and a far greater number of individual advertisements than any other newspaper in Indianapolis.

GET ON THE 1928 "PAY-ROLL" OF THIS RICH MARKET



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 Building

EVERYBODY'S BUSINESS

FLOYD W. PARSONS

Unexpected Discoveries Remold Industries

LIFE has become so complex that one must be very wise in order to draw a correct balance between the many opposing forces. It was the aim of our forefathers to make machines that would do the required work in satisfactory fashion. They did not consider it necessary to make their devices pleasing to the eye. As a result art was something for museums. Serviceability was the only goal.

The first Ford car was built on these specifications. Art was kept alive largely by charity, and the genius having the ability to create beauty was expected to exist half fed in an attic with none of the security of livelihood enjoyed by members of the more practical professions.

This has all changed. Machine methods quickly created an excess of productive capacity. Consumption was outrun. Super-salesmanship became necessary, and the more alert leaders of industry immediately grasped the opportunity to draft the artist and capitalize beauty.

As a result the world is being painted with color and everyone has joined in the assault on drab and ugly things. Goods and packages have been re-designed. Chain restaurants that resembled hospitals have added gay tints to their furnishings. A railroad has gone so far as to have its locomotives decorated in green and gold. Plumbing fixtures are produced in every hue, and manufacturers generally have joined the procession headed toward style and beauty.

The old-fashioned store has given way to the smart shop where tables take the place of counters, walls are tinted and the furnishings throughout suggest the atmosphere of an artistic home. Mere utility is not enough. We insist on living and working in a more pleasant environment. In the meantime the artist who loathed the



Ewing Galloway

Ditching machines reclaim the Everglades

House insulation starts sugar growing in Florida



Courtesy Celotex Company, Inc.

idea of commercialism is not only eating more regularly, but finding that he is exercising his talent in a worthy cause.

But there is a limit to the number of colors we can employ. We are proceeding at a pace that will soon exhaust the larger possibilities of the element of style and the appeal of beauty. In hundreds of directions we are coming close to the peak of consumption. Folks can eat, wear and use only so much. High-intensity ad-

vertising and salesmanship are not sufficient. The problem is rapidly resolving itself into a matter of cost.

The same science that made our new life possible now becomes more vital than ever in the struggle to maintain commercial supremacy. Still greater changes are coming, especially in the field of new materials. Perhaps the best way to get a good line on approaching developments is to give a hasty glance at what is going on around us.

A few years ago it would have appeared to be a far cry from house insulation to the manufacture of sugar. But not so today. It seems only yesterday when a little company was formed for the purpose of making our buildings more nearly heat-proof and sound-proof. After an expenditure of considerable time, money and effort, this concern employing one hundred and fifty men, started in producing thirty thousand feet of insulation a day. Now the same corporation employs six thousand people and its output totals nearly 1,500,000 feet daily.

The best raw material for use in manufacturing insulation is crushed cane fiber. But the best source of supply was outside our own country, so it was only natural that the man-

agement of the little company should try to get its raw material nearer home.

An investigation disclosed that Florida is particularly well suited to grow sugar cane, and this discovery disclosed a great opportunity which the insulation folks hastened to grasp. Already they have nine thousand acres of cane in the Florida Everglades ready for grinding. It cost them one million dollars to drain a fifty-thousand acre [Continued on page 64]

Did You Ever Think of this Business of

SEEING STARS



Your story
in picture
leaves nothing
untold~

PICTURES speak with universal emphasis.

Even in describing a moment of physical shock our ideas are pictorial. To deliver a real punch in the scant second of attention the public grants it—your advertising appeal must impress a graphic image! Make your sales message stick—and make it quick by the fullest possible use of the craftsmanship of a member of the American Photo-Engravers Association. He can bring to your next advertising conference valuable suggestions for the technical improvement of your printed pictorial sales appeal.

Number two of a series illustrating the versatility of the zinc etching

**AMERICAN PHOTO-ENGRAVERS
ASSOCIATION**

GENERAL OFFICES • 361 MONADNOCK BLDG • CHICAGO



What Kind of People read the Free Press?



SOME snap-judgment space buyers opine that a morning newspaper is read solely by spat-wearers; limousine owners; men with iron grey hair and the aristocratic set up; coupon clippers; club-loungers; pince nez carriers; habitues of Florida in the winter time; high hatters; old ladies who tat well; the Stuyvesant Stivisants; possessors of high foreheads and thin hair, et cetera, ad infinitum.



Perhaps this layout does read morning newspapers. We can't disprove it any more than one can dis-

prove Mark Twain's famous statement that "a bed is the most dangerous place in the world, for more people die in bed than anywhere else." But they're only one speck on the picture.



Now during the six months ending September 30th, 1927, at which time all newspapers swear to and swear at their circulation

statements to the Government, two hundred twenty-nine thousand, two hundred and ninety-four families bought The Detroit Free Press regularly on week days, and two hundred seventy-six thousand and sixteen families bought the Sunday Free Press.



That, we believe, is just about the normal demand for newspapers from the people in and around Detroit who are not wealthy, but just intelligent. In kind they would range from people with the manner of King George, monarch, to George King, plasterer. In common, as aforesaid, they possess the attributes of intelligence and represent as families the greatest single group of those who buy much, most and often.



In other words, the people who read The Free Press are those who in the Detroit market have most in their heads and obviously, most in their pocketbooks. They contribute the major portion of the dollar volume of business in the community.

The Detroit Free Press

LONDON
138 Fleet St.
E. C.



PARIS
65-67 Avenue
des Champs Elysees

VERREE & CONKLIN, Inc.
National Representatives

NEW YORK

CHICAGO

DETROIT

SAN FRANCISCO

[THE SIXTH OF A SERIES]

INDUSTRIAL GAS

a medium
fitted to the
exact measure
of your market

IN a great number of industrial plants, heat-treating is far from being an exact science. That is to say, there is a great number of industrial plants having problems in heat-treating that can be solved by gas fuel. And each of these plants is receiving INDUSTRIAL GAS—not necessarily just one copy, but as many copies as there are men in the plant with purchasing authority or influence. Consequently, exhaustive coverage of the market for industrial gas equipment and heat-control apparatus is a matter of just one medium and just one cost.

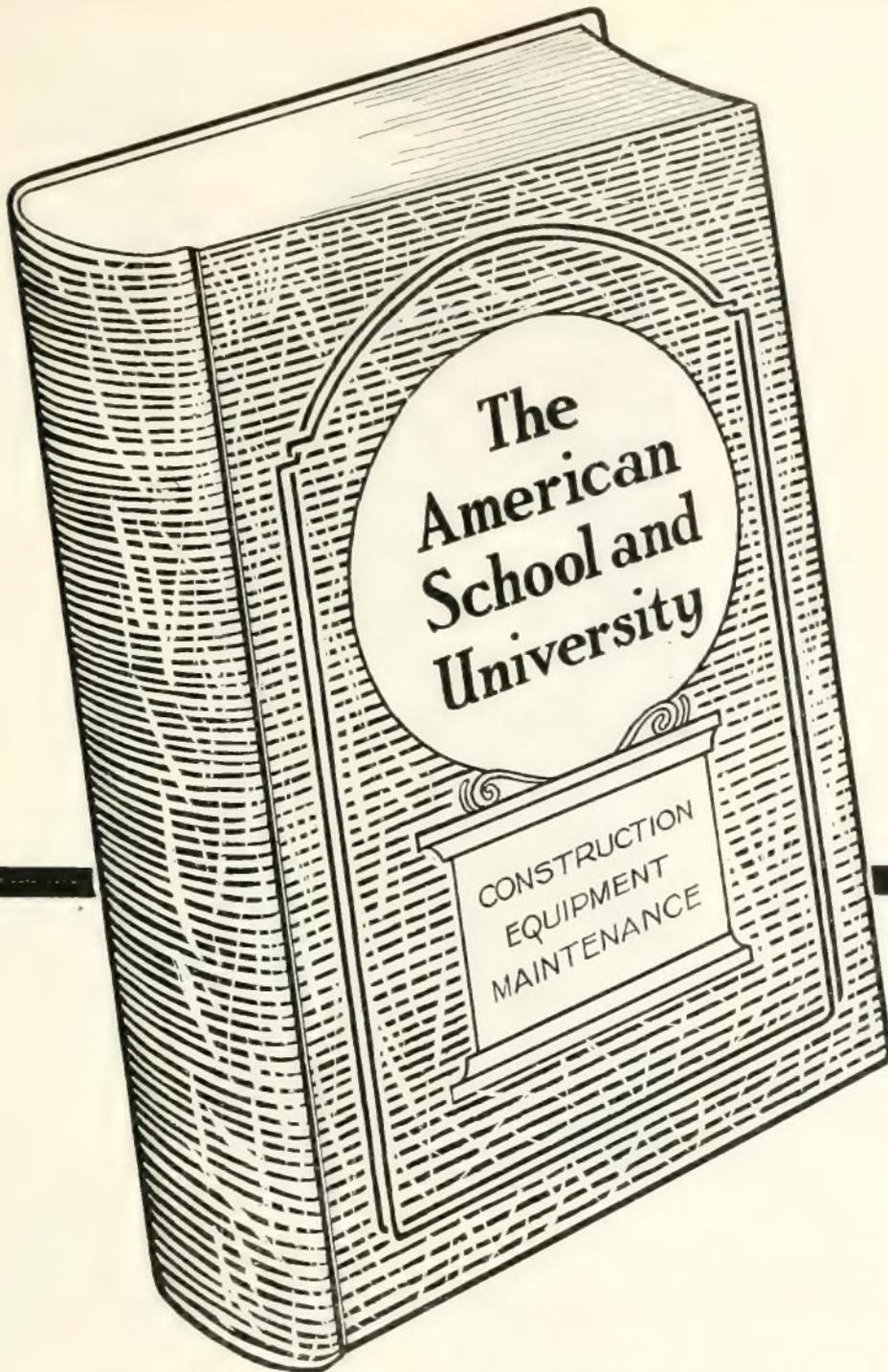
The circulation of INDUSTRIAL GAS is fitted exactly to the dimensions of the market, in this way. To take a local instance, the York Gas Company, of York, Pa., rates 154 of the city's industrial plants as preferred prospects for gas.

These include both the plants which do not use gas at present, and those which could profitably increase their present use of it. These 154 firms are the best and only prospects in York for the manufacturer of gas equipment and heat-control apparatus. Among them are such prominent firms as the International Chain & Mfg. Co., American Chain Co., Martin-Parry Corp., York Body Corp., Hoover Body Corp., York Safe & Lock Co., and the Certainteed Roofing Co.

Likewise, in about 300 other important industrial cities, INDUSTRIAL GAS has 100% coverage of the market for industrial gas equipment. For any firm making a product that can be used to solve the problem of heat in manufacturing processes, INDUSTRIAL GAS is a custom-made advertising medium.

INDUSTRIAL GAS

9 East 38th Street, New York
320 Market Street, San Francisco
405 Sweetland Building, Cleveland
Peoples Gas Building, Chicago



THE American City Magazine Corporation of New York announces its purchase of the University Purchasing Guide, heretofore published by William A. James, Inc., of New Haven, Conn. This annual buyers' guide for those active in the purchase of educational equipment will be published in future under the name of **THE AMERICAN SCHOOL AND UNIVERSITY**. Its scope will be greatly enlarged, and valuable illustrated text matter will be introduced, in order to make available for all educational institutions a yearbook covering the construction, equipment, and maintenance of school and college buildings. It is the purpose of the publishers to make this annual similar in value and importance to **THE AMERICAN CITY'S** well-known yearbook, **THE MUNICIPAL INDEX**, a 700-page volume in general use by leading purchasing officials in the municipal and county field.

Further particulars may be secured by those interested, by addressing:

American City Magazine Corporation

443 FOURTH AVENUE
NEW YORK

TRIBUNE TOWER
CHICAGO

Publishers of

THE AMERICAN CITY MAGAZINE—THE MUNICIPAL INDEX—THE AMERICAN SCHOOL AND UNIVERSITY

*To rise above mediocrity
requires enthusiasm and a determina-
tion not to be satisfied with anything short
of one's ideals" ~ Updegraff*



NATHAN

NOWADAYS, quite a number of adroit cameras, brushes, pens, and pencils are following a tendency to dramatize advertising by presenting merchandise to the consumer in a variety of striking and engaging ways. The unusual nature of these presentations flatly demands faultless reproduction by the photo-engraver. Mediocre plates won't do.

From time to time we are charged with the responsibility of reproducing the

work of several expert "advertising dramatists." And it is a responsibility in

the fullest sense of the word, yet one that we are always able to discharge satisfactorily, and on time.

Because Gotham craftsmen are really as much artists, in their way, as those whose work they transcribe onto copper and zinc, a difficult assignment is regarded purely as a chance to prove . . . and further develop . . . the skill in which they pride themselves.

GOTHAM PHOTO-ENGRAVING COMPANY

229 WEST 28TH STREET, NEW YORK CITY, OR PHONE LONGACRE 3595

for **77** Years
UNBROKEN DOMINANCE



FEW AMERICAN NEWSPAPERS have been outstanding in their fields for even half a century. Yet The Oregonian has just completed its 77th year of dominance in Portland and the Oregon Market.

Complete and accurate news service, high literary and journalistic standards, a fearless editorial policy! All these, con-

tinued over the 77 years of its history, have given The Oregonian an outstanding position of prestige and leadership in its community and in the nation.

This is the reason for the immense reader confidence enjoyed by The Oregonian.

This is why The Oregonian exerts a very real influence in the Oregon Market.

The Oregonian

PORTLAND, OREGON

Circulation over 106,000 daily, over 158,000 Sunday

Nationally represented by VERREE & CONKLIN, INC.: 285 Madison Ave., New York; Steger Building, Chicago; 321 Lafayette Blvd., Detroit; Monadnock Building, San Francisco

The Great Newspaper of the Pacific Northwest



When Asheville wants a Photograph from Portland

Announcing

A Nation Wide Photographic Service

SPONSORED BY THE PHOTOGRAPHERS
ASSOCIATION OF AMERICA

HERE'S a long-sought service. Something you've often felt the need of. Many times you've said, "We certainly could use a photograph of that!" But the subject is a hundred or a thousand miles away. You haven't the name or address of a commercial photographer in the distant city. And so you pass up the opportunity.

But now getting these photographs promptly and properly is as simple as can be. A co-operative service sponsored by the Photographers Association of America has done away with all the bother, untangled all the red tape.

A thousand commercial photographers in six hundred different cities in North America are co-operating to make this service possible.

You deal with your regular commercial photographer. He handles all of the details—assumes all of the responsibility.

Your local photographer will gladly suggest ways in which you can put this service to work profitably. Talk it over with him.

Get that Distant Photograph Quickly

NOW you can get a photograph from across the country as easily as from across the street. Just tell your local photographer what you require. He transmits the order to his associate in the distant city, and delivers the photograph direct to you.



Commercial Photographic Service



PHOTOGRAPHS

Tell the Story



Lucian Bernhard

THAT Mr. Bernhard is one of the masters of the Poster art must be obvious to any novice. The brilliant flat color, the quality of good drawing, governed by a gift of elimination which closes the door to all distracting detail and composition, the virility, the feeling for mass and solidity that makes emphasis bulge—these are no ordinary gifts. But in comparative measure we may find them in other European artists.

THE TRUE GREATNESS of this man's art is mental. His is an idea mind, well schooled in the history, and techniques of the arts, yet a mind singularly his own—new, fresh and bold. It brought him poster fame at the age of nineteen. It is a growing influence in a coming era of decorative art, interiors, the theatre—perhaps soon, even architecture. The most popular type font in fine typography today is an elegant script called *Bernhard Cursive*. The type used on this page is Bernhard Roman.

LUCIAN BERNHARD, in the multiplicity of his art interests is a German edition of William Morris. Though, of course a more fertile and daring one. Equally sound in æsthetic sensibility, quite as practical, but infinitely more inventive. Not the social philosopher—but we are concerned here with creative art. With less respect for tradition—but with a virility and pioneering spirit that we in America have never lacked—except perhaps—in art.



THE WALKER ENGRAVING CO.

Engraving, insofar as it is able, must go hand-in-hand in its progress with the art for which it is intended. That an American engraver can do justice to the unfamiliar expression of a famous European designer is not so much a matter of the engraver's technical equipment as it is an indication of the fertility of mind—the resourcefulness of his personnel.

NUMBER TWENTY-SEVEN OF THIS SERIES—JOHN LAGATTA



A Peep at the Contents of the February American Printer

"14 Years of Rotogravure Printing"

"Paper Comes Into the Picture"

"Putting Sex Appeal in Printing"

"The New Field of Advertising
Typography"

"When May an Order Be
Taken Below Cost?"

"Planning Printed Matter"

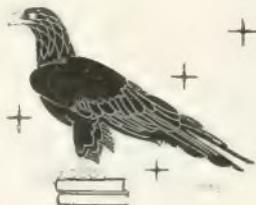
"Good Bishop Valentine"

"The Mouse Trap Story Isn't True"

"Portraits Without Heads"

"Estimating the Ink"

"How the Printer May Help
the Customer"



THE AMERICAN PRINTER

A ROBBINS PERIODICAL EDITED BY EDMUND G. GRESS

9 East 38th Street, New York

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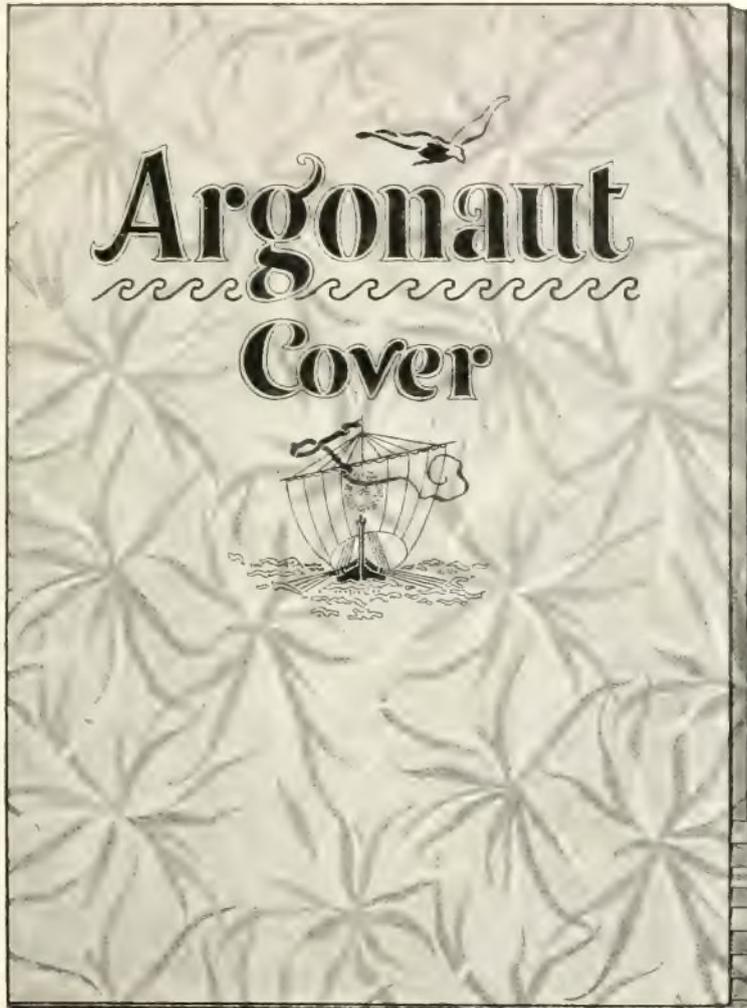
+

Floyd W. Parsons, Special
Writer, Saturday Evening Post

+

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Stephen R. Franklin, Robert
Cecil MacMahon, Philip L.
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IT'S NEW What's More, It's Modern !



THREE exotic tones of blue rise from the Lobelia shade; three rich reds from the Geranium; from the Melon shade, three gentle crayon tints. And then there's Aspen, Orchid, Hickory, Ageratum, Cinnamon and Myrtle.

A gorgeous patterned paper for catalog covers, booklets, announcements, style literature, and other printed things that are worth while. That is Argonaut Cover.

Specimen Book? Gladly.—Write for it on your business letterhead.

HOLYOKE CARD & PAPER COMPANY
 Manufacturers of Cardboards, Coated Papers, Cover Papers and Specialties
 61 FISKE AVENUE ~ SPRINGFIELD, MASSACHUSETTS

In 1927

Delineator

made...*by far*...the
biggest GAIN in
advertising lineage
of any woman's
magazine of large
circulation

And now

the *March* number
has closed with
MORE advertising
lineage than any
previous issue of

Delineator

Advertising & Selling

PUBLISHED FORTNIGHTLY

VOLUME X

February 8, 1928

NUMBER 8

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Photograph by Irving Chidnoff

THE chapter in Claude Hopkins' book, "My Life in Advertising," that stimulated the most provocative debate, discussed the so-called "scientific approach" to the problems of advertising. Mr. Hopkins argued that there was a single best formula for every advertising situation and that his method of testing copy in limited groups of papers discovered this formula in the most scientific manner. Ray Giles in his article, "How Far Can We Apply the Scientific Method in Advertising?", takes a neutral position in the discussion calling attention to the fact that there are many "scientific" contradictions about advertising and sales practice which may easily lead business men astray in their reasoning.

M. C. ROBBINS, *President*

OFFICES:

J. H. MOORE, *General Manager*

9 EAST 38TH STREET, NEW YORK CITY

Telephone: Caledonia 9770

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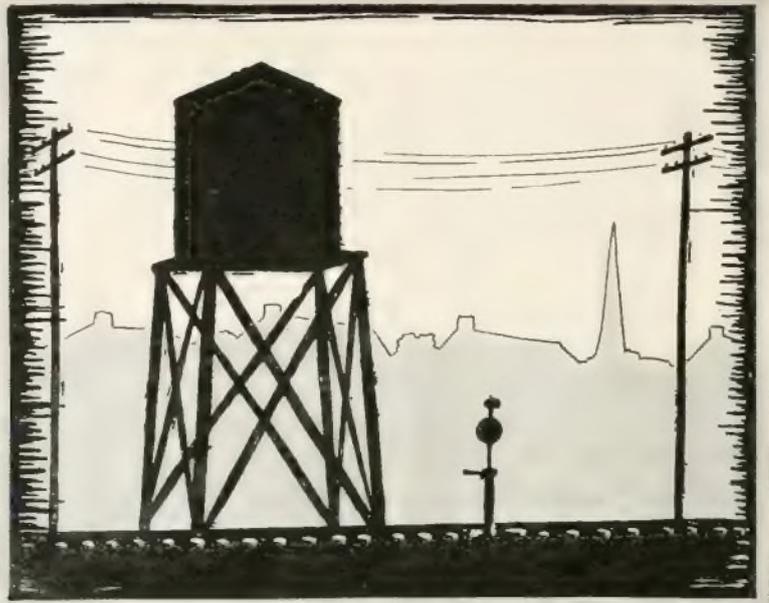
Chicago: JUSTIN F. BARBOUR, 410 N. Michigan Blvd. Superior 3016 New Orleans: H. H. MARSH, Mandeville, La.

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

Subscription Prices: U. S. A. and Possessions and Canada \$3.00 Foreign \$4.00 a year. 15 cents a copy

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On the Right Side of the Track

There are publications with circulations up in the millions... scattered on *both sides* of the track.

Several publications reach a *few* on the right side. But count the cost.

Cosmopolitan is the one magazine that reaches the right side . . . the *class* side . . . with *mass* circulation . . . **1,600,000 plus.**

You will be interested in a comparison of rates . . . per page per thousand in the class field.

COSMOPOLITAN

1,600,000 circulation, 90% of which is in the urban areas where over 80% of all buying and selling is done.

Advertising Offices:

119 W. 40th Street
NEW YORK CITY

326 W. Madison Street
CHICAGO

General Motors Building
DETROIT

5 Winthrop Square
BOSTON

625 Market Street
SAN FRANCISCO

Advertising & Selling

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VOLUME X

FEBRUARY 8, 1928

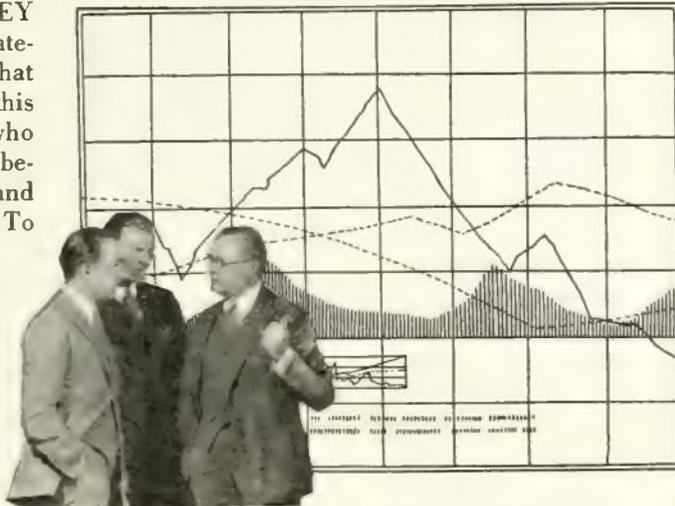
NUMBER 8

How Far Can We Apply the Scientific Method to Advertising?

RAY GILES

TO THOMAS HUXLEY is credited the statement, "Science is that which works." It was this same grand old warrior who declared, "Science is, I believe, nothing but trained and organized common sense." To any business executive who may be familiar with these definitions, the satisfying thought has probably come that scientific methods are already fairly prevalent in the marketing and advertising of goods. He can point easily to sales and advertising methods which "work" and marketing policies which are based upon "trained and organized common sense."

But unfortunately the matter is not so simple as all that. A law, to be truly scientific, must be one which is sure to stand for all time. In business, many of the methods which only yesterday worked to perfection are failing utterly to work today. Again, methods which "work" without hitch or squeak in one industry may fail completely when the attempt is made to apply them to another field.



"The business man is having a hard time to put his methods on a scientific basis because it seems as though the moment one 'law' is established, another comes along and drops a bomb on it. One executive builds successfully on precedents and old maxims; another begins to succeed only after he has thrown them out."

For example, an era of picturesque pioneer-founders of strong individual businesses suggested the possibility that a law might be laid down that a business was but "the lengthened shadow of a man." A few decades passed. To a large extent the individual figures with their individually

named businesses have vanished. In their places are corporations, mergers, calm impersonal "General" Blank Co.'s, "Continental," "Standard," "United States," "American," "National," "International," and "Consolidated" companies in almost every major field of business. But before we set down the law that big impersonal corporations have replaced the strong individuals, we had better go to the nearest Ford agency and look over the new Model "A."

The traveling tin peddler and others who come to the door to sell are crowded out of existence by a new generation of more efficient retailers and mail-order houses. On the assumption that "Science is that which works," the retailer way of doing business "worked" better than the house-to-house salesman and

was thus more scientific. Today the tin peddler is back in glorified form, his tinware replaced by aluminum. His brothers and sisters follow him from door to door selling underwear, brushes, bibles, raincoats, hosiery, honey, sewing machines, and other commodities. Recently several phenomenally

successful businesses have been built up on the house-to-house salesmanship which had seemed to be out on the ash heap.

Department stores add mail-order departments. Mail-order houses open department stores. Advertising testimonials—particularly those of congressmen and preachers—are laughed out of the newspapers and magazines, only to reappear a few years later. But this time the eulogies come from queens and society leaders. A new generation of almost diffident salesmen promises to replace the noisy go-getter of yesterday. In face of all these shifts and reversals in advertising and sales promotion methods the thoughtful executive can hardly help wondering whether, after all, there is really a place for science in business.

Take so simple a matter as red. It is proved—scientifically—that of

all colors red is quickest to catch the eye. But the moment every merchant on the block hangs out a red sign, red begins to lose its power to attract. It is then a scientific fact that if one man on the block puts out a blue sign, it will stand out by contrast among its red brethren.

The business man is having a hard time to put his methods on a scientific basis because it seems as though the moment one "law" is established another comes along and drops a bomb on it. One executive builds successfully on precedents and old maxims; another begins to succeed only after he has thrown them out. Within a single industry, different houses may be found, progressing handsomely, on entirely different methods. Thus one manufacturer cuts out all his wholesale distributors, sells direct, against all precedent in his particular field, and wins. Another grafts install-

ment selling upon his business. Two competitors run nip and tuck for leadership, although one may over-emphasize personal salesmanship and slight his advertising, while the other does just the opposite.

For the individual, the law is set up that, without close application and long hours, no man can hope to get to the top—and then analysis tends to prove that most of the Rolls-Royces are owned by executives who are regular gluttons for vacations and afternoons off for golf. No wonder it is all very confusing.

That the thoughtful business executive really wants to be scientific is evident enough. Never before has he sought light so earnestly on all departments of his business. In many cases, he gathers more facts than he can ever possibly digest. He studies the Statistical Abstract from cover to cover. [Continued on page 44]

What Becomes of All the Advertising?

KENNETH M. GOODE

"WHAT becomes of all the pins?" people used to ask. And "What becomes of all the safety razor blades?" Pins, some wit has suggested, pointed one way and headed the other, naturally get lost. Safety razor blades, for travelling men at least, slide into the new slits furnished by the Pullman Company.

It's harder to say what becomes of the infinite oceans—constantly accumulating—of slightly used advertising. Does it die with the medium that bears it? Or is there, as many of our most practical men may believe, some heaven where all good advertising persists? Should advertising expenditure be charged with obsolescence and depreciation. Or does it compound itself as good will?

Some advertiser, of course, reports in action. Two or three, maybe four or five, people out of every hundred in a store will ask by name for some advertised brand. Starch's count of 3 million mail replies shows that a skillful appeal will be answered by 225 out of every hundred thousand people who have a chance to read it. The Lumbermen's Association, with \$15,000 prizes for a free-entry slogan contest got nearly two hundred thousand answers from fifty million full pages in many excellent media. This checks astonishingly with Dr. Starch's 225 replies for every hundred thousand circulation.

I notice, however, in the *New York Times*, by the way, an advertisement stating—point blank and without equivocation—that a certain giant publication is read by twenty million people.

Let's assume, for the moment that a "reader" is at least as good as a "circulation." With the established response of 225 per average hundred thousand, this mammoth aggregation of twenty million readers should bring easily fifty thousand immediate inquiries. Enough to satisfy any advertiser. But even the poorest mathematician inquires instinctively what happens to the 19,950,000 others who fail to answer.

To ease our problem a bit, let's assume that these twenty million readers will pull ten times as well as the same amount of average circulation. Our fortunate advertiser will then get five hundred thousand immediate responses.

This leaves only 19,500,000 readers unaccounted for. Here is an audience twice as large as every soul within fifty miles of New York, with the city of Philadelphia thrown in for good measure. What, for example, became of all the advertising that reached them? Does it gradually evaporate? Or will it smoulder eventually into action?

Like a little learning, a lone fact is a dangerous thing. It murders imagination.

Servicing of Productive Machinery

HENRY MOFFETT

SERVICING of the individual consumer involves chiefly the question of convenience of the owner. A deeper aspect of servicing comes into play, however, when the product is "machinery"—that is when it constitutes an integral part of the user's equipment for producing his own commodity. Then convenience is swallowed up in "profits," because any interruption in the owner's operation cuts into his net earnings.

If the elevators fail to work in a modern hotel, if the hoist is out of order for a coal mine, if the huge electric motors refuse to respond in the steel mill, if the precision instrument registers inaccurately in the testing room, if the printing press bunches the sheets, if the stud-setter breaks down in the Chevrolet plant, production ceases and a hurry-up to the machinery maker fairly shouts: "We must have servicing, quick!"

The major part of servicing calls to the machinery manufacturer, according to C. R. Cary, sales manager of Leeds & Northrup Company, "are made up of the correction of breakdowns of uncertain cause and the multitudinous events which conspire to prevent the operator getting out of his equipment all that he thinks that he has a right to expect. Many a business relationship, after starting auspiciously, has gone on the rocks because of negligent or arbitrary handling of such a situation by the equipment manufacturer."

The general manager of the National Machine Tool Builders' Association, E. F. DuBrul, voices the belief that "the abuses of servicing are very great in our industry," while Galen Snow of the Greenfield Tap & Die Corporation says:

"I can't answer your question without going stark mad. This strong statement is occasioned by the servicing situation in the machine tool in-



Photograph by H. W. Scandlin for The Hoover, Owens, Rentschler Co.

This is the age of the machine. Each year sees the introduction of new and more complicated devices. Mr. Moffett, in his series of articles of which this is the third, analyzes the ever increasing problem of servicing which has grown out of this industrial expansion.

dustry. I think that any machine tool manufacturer will tell you with more or less frankness that the buyers have been rather more clever than the sellers of machine tools, with the result that they have saddled a tremendous servicing problem on the machine tool industry. . . . The experience of practically all people in the industry is about identical."

And Mr. DuBrul, speaking of the industry in general, further states: "No general principles have been evolved from the association's experience by which servicing can be governed. Some day we may come to such principles and I hope we shall."

Few problems in American business are more involved than that of serv-

ing machinery. Every shade of opinion may be encountered; and almost infinite variance of practice.

Possibly nowhere will be found a finer wording of the honesty and fairness of American manufacturing than is the following statement from the Mergenthaler Linotype Company:

"After you buy a Linotype, it is *your* machine but it remains *our* business. It is *our* business to do all that we can to make it increasingly useful to you. . . . Though you buy only one machine, and though you never buy another, your one machine remains our business as long as you have it." Also this: "Every business man assumes these days when he purchases equipment, whether it be automobiles or alarm clocks or printing machinery, that the company that made the equipment stands behind it."

Machinery may be of standard design. Much of it is even portable. Another class of machinery is fairly unified in itself, but differs widely in uses. Under this class come precision instruments and gages. Yet a third class consists of machinery built to or-

der, each unit for some highly specialized work. This classification includes postage-stamp machines, packaging machinery, grinding machines, hammers and presses, etc.

For the third grouping servicing is unavoidable. It is variously required by the first and second.

The primary need for servicing comes through the inability of the organizations who buy machinery, to install it and begin operation of the equipment, as well as to fully utilize it. A coal mine may change from "pick mining" to "machine mining." This change means the installation of a hundred thousand dollars' worth of mechanical equipment in an organization in which both the foreman and

the miners haven't even seen similar machinery.

Servicing, in such a case, means to install and to instruct. One maker of machinery states:

"Our service men install and demonstrate each machine regardless of whether the purchaser has some of similar equipment or not. We usually guarantee a certain production per machine and our demonstrator not only starts the machine but breaks in

the operator, and we require him to meet the production figures which we guaranteed. Having satisfied the purchaser in regard to production capacity and assuring that the operator who has been trained can run the machinery satisfactorily, our serviceman considers the demonstration closed; but he is always at the call of the customer should any trouble arise."

The secondary need of servicing arises from [Continued on page 74]

that is the most successful advertising man. That is why we cubs think that the men who hire us should help us to preserve our attitudes, and see that we do not fall into the atmosphere of desk and office.

"And another thing," as Andrew Gump would say, the quicker the new man gets over the idea that on his shoulders rests the responsibility of saving the business from ultimate disaster, the sooner he will become valuable. Most cubs enter advertising offices with head in the air and a sort of "my strength is as the strength of ten because my heart is pure" idea.

"Some First Impressions of the Advertising Business"

Being the Second Installment of the Memoirs of a Cub

JOHN W. THOMPSON

THE beginner in advertising faces a problem when he starts to learn the business. In fact, it is more than a problem, it is a sort of a nightmare. I was told that the work could not be learned all at once, that it was something that had to be "soaked up." I was told that this process would take from three to six months, depending upon the intelligence of the individual. Naturally enough, wishing to appear highly intelligent I decided that my "soaking up" process should not last over one month. At the end of that time I was to be made. I even entered the sanctuary of my boss and told him that I did not want to soak any longer. I wanted something to do. In response to my progressive spirit and desire to bring the company into prominence, I was given a piece of trade paper copy to write, which I later found in his direct-mail file—the waste paper basket. And so I am still soaking up advertising atmosphere.

The majority of the beginners "cram" the advertising journals in an effort to absorb the atmosphere of the business more quickly. We read of the advertising successes—how Hortense's Hair Oil achieved national distribution by using small advertisements with little white space, and how Herman's Mange Cure got the nation's attention by means of large advertisements with an abundance of white space. We read books that say one should not use words that cannot be understood by a fourteen-year-old

child, and then read in a publication for advertising men that someone's cold cream makes millions by appealing to people in language that they cannot understand. We go to advertising school where we are told that there is no such thing as an average human being, and then read an authority on the subject of copywriting who tells us to pick an average person in the group we are addressing and write as though we were writing directly to him.

SO, you see, that is our advertising atmosphere. But out of it all come certain beliefs and theories that grow as this conglomeration of crosspatched facts piles up. Out of the ragged ends we piece together the parts in which we believe, and it is the choice of those ends that determines our future ability and usefulness in advertising.

It would be of appreciable advantage to the advertising business if every cub who entered it could retain his original outside viewpoint while he gained experience in his advertising career, and if he could keep it fresh, clear and unbiased, and as flexible as it was on the day he started to work. It seems to me that the advertising atmosphere "gets" many people who work at it. They become lop-sided, and though they may bend out of line a little bit, they are soon back in their original position.

It is the man who can bend out of the straight line and keep out of it

USUALLY they get that shaken out of them when, at the end of about three months, they see something which they wrote as a "beginner." Nine times out of ten they will say, "My Gawd, did I write that?" In which case their "soaking" period is over. If they still think their copy was good, then they are right where they were when they started.

In concluding I would like to submit a problem that has been worrying several other young advertising men.

Advertising, that is the advertisements themselves, is based on comparison. If an advertisement strikes our attention it is because we have seen one at some previous time with which to make a comparison. If the present one has the greater "attention" attraction of the two, it must have some quality that the other did not have. The present trend of advertising seems to indicate that that "something" is color, display, art, space, and general confusion. Where will we all be ten years from now if this general extravagance continues?

It seems to me that the effectiveness of a full page in a national magazine today as compared with one of ten years ago has greatly diminished. This is not a plea for conservatism but for discrimination, and for common sense regarding the limitations of the public's imagination. The public becomes accustomed to seeing these outbursts of brains, color, space and money, and losing sight of the advertisement itself looks at it as it would at a picture in an art gallery—not to buy but to admire. Many would rather read the advertisements in a magazine than the stories. To accomplish that should not be the purpose of advertising. It should not entertain—it should impress.

Has Advertising Practice Advanced Faster Than Its Ethics?

RAYMOND ATWOOD

Vice President, The H. K. McCann Company (Cleveland Branch)

FROM 1900 to 1925 the value of manufactures in the United States increased approximately 326 per cent. This was the period of tremendous business expansion in America.

The growth of the advertising industry is naturally and vitally linked with this same span of years. Adequate records of the use of all types of advertising as early as 1900 are not available, but we know that the increase in advertising volume since that time has been remarkable. In 1925 advertising expenditures in newspapers, magazines and the outdoor medium totalled about \$955,000,000.

As its volume has grown to these large proportions, what has this relatively young industry been doing to improve its product and to consolidate its position as one of the major vehicles of business? Are there any milestones which mark progress toward greater efficiency and effectiveness?

Advertising is still young. It has imperfections. Yet its record of achievement displays many important improvements in practice. An attempt is made here to list some of the more significant developments in advertising of the last twenty or twenty-five years. Necessarily, such a list will record certain activities which are not directly a part of the advertising industry, but which have been fostered or stimulated by the needs of advertising and have contributed to its greater effectiveness.

It is, perhaps, unnecessary to say that the list is incomplete. A record of all the improvements in method and practice of the creative and producing services alone would fill many pages.

I

Affecting the PLANNING of Advertising

A. PRODUCT STUDY AND ANALYSIS

Increasing practice of scientific testing of products to disclose advantages, weaknesses and logical selling points.



"Public faith in the service rendered by advertising cannot be maintained by presenting glittering generalities and superlatives where information is desired."

The use of field investigation in trade and among consumers for same purpose.

B. MARKET ANALYSIS

The development of market research organizations by advertising agencies.

The development of independent organizations for market research and field investigation exclusively.

The contribution of publishers to market knowledge.

Collaboration of advertising industry with U. S. Government in the first census of distribution.

Cooperation of advertising men with Department of Commerce to avoid duplication of effort in market research.

C. MEDIA STUDY AND ANALYSIS

Measurement of the quantity and location of publication circulation through establishment of the A.B.C.

Qualitative measurement of publication circulation through A.A.A.A. and other agencies.

Measurement of duplication in magazine

circulation by A.A.A.A., A.N.A. and others. Increased detail of circulation reports by publishers.

Standardization in outdoor poster showings and rates.

Scientific study of the effectiveness of window display by university departments of psychology, advertising agencies and others.

Higher standards in Direct Mail.

Inclusion of Radio as an advertising medium.

D. COORDINATION WITH SALES EFFORT

More careful planning and relating of advertising programs to make them integral part of sales work.

II

Affecting the EXECUTION of Advertising

A. COPY

Copy censorship by publishers.

Copy censorship by Better Business Bureaus.

Establishment of awards for inspiring copy improvement.

Testing of copy appeals by universities, advertising agencies and others.

The entrance of women into advertising writing.

Increased practice of testing campaigns in restricted areas before general release. A tendency (still too slight) to avoid exaggeration.

B. ART

Development of "visualizing" the function of interpreting the sales argument in illustration and arrangement, and the coordination of these with the text in the complete advertisement.

Development of "Art Direction," which has secured for advertising the highest order of art talent.

Development of new techniques inspired by advertising needs.

Improvement and adaptation of photography to advertising purposes.

Establishment of annual awards for inspiring improvement in advertising art.

C. MECHANICAL PROCESSES

Scientific development of engraving processes, with greatly improved reproduction and new techniques.

New standards and facilities in typography

[Continued on page 70]

Modernism Emerges Full-Fledged

Annual Exhibition of American Institute of Graphic Arts Shows New Trend in Dominant Position in American Business Printing

L. B. SIEGFRIED

[EDITOR'S NOTE. In its annual exhibitions of *Printing for Commerce*, which visit most of the larger cities of the country, the American Institute of Graphic Arts reviews the best commercial printing of the year and discusses contemporary trends and developments. Following are excerpts from an address delivered at the opening of this year's exhibition in New York on February 1. The illustrations are from specimens shown in the exhibition.]

DISCUSSION of the modernist trend as it applies today to printing for commerce has been violent and frequently profane. If you happen to be on the other side of the fence, it is another manifestation of the existence of the devil. If you are an enthusiast, you no longer are looking for the morning of the Second Advent. As a matter of fact, if you expect the purely classic and the stuff that borders on the "lunatic fringe,"



DESIGNED BY C. F. JENSEN

you will find it is not so easy to lay down a hard and fast line and say, "Here conservatism stops and modernism begins." There is no full stop between the two. Designers and printers are working in both manners—and doing good work in each. Take Mr. Cleland's Cadillac catalog, for instance—undoubtedly modern in color and general feeling, yet essentially an adaptation of his usual classic style. On which side of the fence would you place it? Would you rank it as modernist work?

* * *

The truth of the matter is that even the bitter-enders among the conservatives are feeling the modern influence to a greater or less extent. They are using color, for instance, in a way they would never have done five years ago, and they no longer rely with

quite such implicit faith on the virtues of "dignified simplicity." "Dignified simplicity" was all very well in its place—when it wasn't merely simple, or an excuse for inability to do the thing otherwise—but it didn't quite "belong" in commercial printing. It didn't sell the goods. There is a newness, a freshness, about the conservative work of today that bears evidence to profitable contact with the modern influence.

* * *

If you were to attempt to state the characteristics of the modern style, you would probably first of all list this new use of color. We used color five years ago—when the customer was willing to pay for it—but always with restraint. Exercising restraint was one of the best things we did. There was

the characteristic, sober, sedate "second color," a prayerbook red for choice, that was printed with tint blocks or used to pick out rules and borders and lines of large type; there were the more or less standardized colors of the three- and four-color processes—and about there we stopped. We

didn't quite dare to really "let go" with color, to splash it on boldly and vividly, to make it a part of our design—at least most of us didn't.

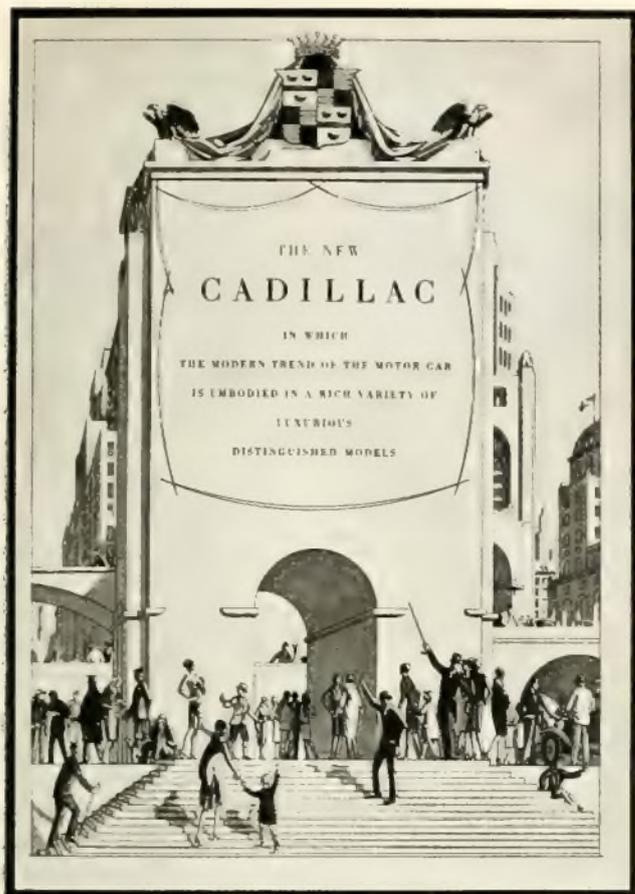
One of the things, I think, that



DESIGNED BY W. D. TEAGUE



JAPAN PAPER COMPANY



DESIGNED BY T. M. CLELAND

helped to open our eyes in this respect—on the technical side at least—was the use of water color inks. We began to realize, when we saw the beautiful, soft effects that were possible with these inks, what we could do with flat tints and trapped colors, and so on when we broke away from the standardized process methods. The French, the Germans, and some of the other Continental Europeans had been doing this sort of thing, of course, for some time—but they were “foreigners” and therefore not to be taken seriously as precedents.



DESIGNED BY ROBERT FOSTER

The offset process also helped. We had to compete with it; we had to produce the same effects or throw out our

mixed in cheek by jowl with our most respectable type families—and to be perfectly frank, there is a good deal of cheese in the mixture. You have the fat, blackface types, for instance, that are now so much used for display—most of them harking straight back to the dankest, soggiest days of the Victorian era. Very “modern,” of course—only dating from the forties and fifties. I happened the other day to see the latest type specimen book of one of the foremost European foundries—not a German foundry, by the way—and was rather startled to note that in addition to more and worse of the Victorian blackfaces, they were reviving some of the Victorian

flat-bed presses—either that or lose some good accounts. Now the ink manufacturers have come to our aid and are giving us straight printing inks that will reproduce these water color and offset effects. Compare the specimens in this year’s exhibition with those of a few years ago and you will admit, I think, whatever your attitude on modernism, that printing as a whole has been the gainer for this phase of it.

* * *

Typographically, this modernist stuff presents a most curious jumble. All sorts of archaic revivals and esoteric innovations are

text faces, too—even the rustic finish kind that has all the curlicues in it. If this sort of thing is coming back, we shall have to do some legislating about it.

Then there are the good old stud-horse Gothics—noble brutes!—that you insert in the middle of an advertisement to “knock the reader’s eye out.” If you want to be really appealing, you set your text in them, too. There are the latter day boldface types, many of them excellent in design—the Garamond Bold and Cloister Bold, for instance—which we now use for text as well as display, a distinctly new trend. There are the “jazz”



JOHN P. SMITH PRINTING COMPANY

faces—fat faces with semi-invisible hair-lines and hard-rubber stems, occasionally lightened with a bit of tooled-in white (you see them in department store advertising and some of the ultra magazines); and the so-called “ornamental” faces, God save the mark! (though once in a while you find a good one); and, above all, there is Bodoni, bold, light, and medium, for Bodoni has become the Caslon (or the Cheltenham, if you prefer!) of the modern movement. Good old Giam-battista!

There is the excellent Bernhard Cursive, a new note in typography, as Mr. Calkins pointed out last year, the best and most graceful of the scripts—but don’t use [Continued on page 40]

To Plan and Write Strong Advertisements

JOHN E. KENNEDY

START with the right Point-of-View.
Consider what Advertising is for.

Viz.—to Sell Goods—nothing less.

Write the copy with *that* object in mind.

Even if Salesmen are employed to close the sales.

Don't let yourself down to mere "Keeping the Name Before the People."

Don't be satisfied to produce mere "Publicity."

Because—if you do you will never achieve real strong vitalized Salesmanship-on-Paper.

And this to encourage you.

One good, strong, convincing piece of Advertising Copy will sell, and help to sell, *more* goods than fifty pieces of "Eye-deep-Publicity."

So take fifty times the time, if necessary, to produce it.

And *six* such pieces of real *virile* Salesmanship-on-Paper, rotated, are all the "copy" that any Advertised Article needs per year.

As proof of this there are Mail-Order Advts. now running without change for *five* consecutive years.

Because, no new Advts. since that could approach them in actual *Sales-production* per dollar invested for space.

The proof of this is available if you want it.

And that *proof* shows that the life of a really good and complete piece of copy is practically limitless.

* * *

SO make up your mind to concentrate *all* your effort and all the material you possess upon the single Advt. you are writing at the time.

Intensify it, with every selling point you know of.

Don't try to save out essentials for other Advts. of the series.

Put all the very *best* your closest

Editor's Note

In commenting on the death of John E. Kennedy, "Odds Bodkins" in the 8-pt. Page of last issue said the news carried him back to the days when John Kennedy was writing articles for "the old Advertising and Selling." At the suggestion of several of our readers, we republish here a portion of an article that appeared in ADVERTISING & SELLING July, 1909. George French, then editor, said of the article editorially: "Mr. Kennedy is a one-idea man. But his is a great idea. He originated 'reason-why' advertising. He evolved a peculiar style of advertisement. His style is now the foundation stone of successful advertising. His style is justified. He advertises his methods as effectively as he advertises the goods of his clients."

study can provide into the single Advt. you are then writing. And when *all* has been skillfully incorporated, start in to *prune* it of unnecessaries.

Cut out every needless *word* first.

Then cut out every selling thought *that can be spared* without weakening the Salesmanship.

Then review the whole work as coldly as your worst critic might.

But, from the standpoint of your *prospective* Customers only.

Not from the standpoint of the mere Advertising World.

Disregard that entirely—*forget* it.

Because, it does not matter what the Advertising World thinks about your copy if you can make it sell goods profitably. If it won't sell goods profitably the applause of the Advertising World won't help you much anyhow.

Because, the Advertising World knows infinitely less about the proposition you are then working upon than you do.

That's if you earnestly and capably live up to the following formula.

* * *

FIRST study your Customers. Sit down, close the door, and leisurely think out *who* are the Natural Buyers of the Article to be Advertised.

Make a penciled list of some typical cases.

Interview these typical cases if you possibly can.

If you can't do this, ask yourself *why* these people have not already bought the Article you are about to Advertise, or bought more of it.

* * *

Ask yourself what objections they would probably raise against the Article if a Salesman called upon them and tried to sell it to them.

Then list the probable objections.

And then find the most conclusive answer to these objections.

Next compile all the Selling Points of the Article in question.

And remember that its *exclusive* selling points are to be the backbone of your Salesmanship.

To say that a certain machine will cut ice would avail little in advertising it against competing machines—all of which will cut ice.

It will be necessary to tell how much ice it would cut in a given time. At a given cost per ton.

And *why*.

Contrasted with the cost of other Machines that cut ice at higher cost—And *why*, at higher cost.

* * *

WELL, when all the selling points in our subject have been marshalled and listed

—When all the objections which would probably be raised by our customers have [Continued on page 52]



Drawn by David Hendrickson for the Radio Corporation of America

What Future for Radio Advertising?

EDWARD L. BERNAYS

THIRTY million people in America recently "listened in" to a program broadcast over 47 stations at an expense of more than \$60,000. Our arrangements involved an additional telephonic hook-up of 20,000 miles of wire, and included transmission from Los Angeles, Chicago, Detroit, New Orleans and New York. Al Jolson did his bit from New Orleans, Will Rogers from Beverly Hills, Fred and Dorothy Stone from Chicago, and Paul Whiteman from New York, at an aggregate artists' fee of over \$25,000. And there was included a four-minute address by the president of Dodge Brothers, announcing the new Victory Six, which gave him access in four minutes to an estimated audience of thirty million listening prospects.

Previous to our announcement concerning the Victory Hour, news was published that another organization selling motor cars has contracted for \$625,000 worth of radio advertising for the ensuing year. There is to be a weekly program over the National Broadcasting Company's chain, and the numbers on it are to consist of musical and vaudeville attractions. The talent used is to cost on an average \$5,000, and radio facilities \$7,000 weekly; the average personnel of each weekly program numbering 110 peo-

ple. The average salaries for the stars were said to fluctuate between \$750 and \$1,500 a week for fifteen minutes' work. The figures may have been exaggerated, but the fact that they were published shows that they were believable and believed, and can serve as an index to the extent of the advertising expenditure being appropriated for radio at the present time.

This incident is not extraordinary. The *Radio Digest* estimates the expense of broadcasting by advertisers at \$20,000,000 for 1928. Every day the use of radio for advertising is becoming of greater moment to the advertiser, to the advertising agency, and even to the status of the press.

THE extent to which radio advertising has become a part of modern methods of sales promotion is indicated by the development of the National Broadcasting chain, whose program of approximately forty-two hours is filled with the time of national advertisers. The National Broadcasting chain consists of two net works—the Red and the Blue.

The Red includes New York City, Boston, Hartford, Providence, Worcester, Portland (Me.), Philadelphia, Washington, Schenectady, Buffalo, Pittsburgh, Cleveland, Detroit, Cincinnati, and Chicago.

The Blue includes New York City, Boston, Springfield, Baltimore, Rochester, Pittsburgh, Detroit, Cincinnati, Chicago.

The total cost for the Red network for an hour is \$3,770; for the Blue it is \$2,800.

THEN there are supplementary cities that can be used at additional cost together with either the Red or Blue net-works, consisting of St. Louis, Minneapolis, St. Paul, and Milwaukee, selectively available; and the Mid-Western Group (Davenport, Des Moines, Omaha, Kansas City, Oklahoma City-Tulsa, Dallas-Ft. Worth); the Southern Group (Louisville, Nashville, Memphis, Atlanta, with Charlotte and Jacksonville optional), and the Pacific Coast net-work (San Francisco, Los Angeles, Portland, Seattle, Spokane). The Mid-Western and Southern Groups are available as a group only in conjunction with the Red or Blue net-works; the Pacific Coast net-work, selectively available with San Francisco, requires special program production in the San Francisco studio. These basic rates apply for the periods between 7 p. m and 11 p. m., local time. All acceptable accounts are subject to the same rates, except that for periods other than those [Continued on page 59]

Trader Horn on "Copy"

From This "Best Seller" Written by a Lancashire-Bred Trader on Africa's West Coast May Be Gleaned Several Valuable Copy Hints

MARSH K. POWERS

FOR the sake of those who have not yet enjoyed the book itself ("Trader Horn, The Ivory Coast in the Earlies," Simon & Schuster, Inc., 1927), let me first briefly introduce the "speaker" of the day. Alfred Aloysius Horn, Lancashire-bred and educated at a Liverpool college, at the age of eighteen or thereabouts left England for the West Coast of Africa, the "Ivory Coast." There he took employment as a clerk in the rubber and ivory trade, meeting with a wealth of adventure in his dealings with the natives, many of whom had never before seen a white man. This was in the early Seventies. His later life was spent in various places on this earth's surface for, as he puts it—"I was born with the gift of roaming." At the age of seventy-three he was living in a doss house in Johannesburg, eking out a meager existence by peddling wire goods, made by his own hands, from door to door. One day he knocked at the door of Ethelreda Lewis, a South African novelist, and the book, based on his memories of adventures fifty years previous, is the result of that chance meeting. Recently the publishers have used the headline "What does Trader Horn think about as he sits at his ease—with his book earning \$4,000 a week royalties?"

A distinctive feature of the volume is that each chapter consists of two parts—the first, Trader Horn's self-written narrative; the second, Mrs. Lewis' transcripts of Trader Horn's conversations with her on the days when he brought her the successive installments. The excerpts that follow are largely selected from the spoken sections.

It may seem fantastic that a person who, all his life, has been so essentially a man of action, should have any interest to writers because of what he has to say about writing, yet his conversations are spiced with pithy and illuminating comments on matters of topic, style and treatment. In repro-



Courtesy Simon & Schuster

TRADER HORN IN HOLIDAY CLOTHES

ducing the more interesting of these comments, no attempt has been made to give them a logical sequence. They appear here simply in the same order in which they appeared in the book.

First, however, as an appetizer and to add flavor and force to what he has to say on matters of technique, let us sample some of his phrasings. For instance, advertising writers repeatedly need to compress a picture into a few words without loss of depth or color. Can you make this more vivid—without padding it materially?

"That stove you gave me is sure a godsend, Ma'am. *A man's not to be called homeless while he can kindle a flame of his own and call another feller in to it.*"

Can you better the economy of this?—

"They can't lay the foundation of

morals on a pint of lysol a week. Not in a lodging house."

Or improve upon the crisp finality of—

"Do they lay a tape measure for a boundary line? And if they did, is a wounded elephant to respect it?"

Many an advertiser spends three times as many words to say less.

Many an advertiser, moreover, can profit by taking to heart some of the comments the old man makes on the mechanics of writing and so, without further preamble, let us hear them. Gentlemen:—Mr. Horn.

"If it's facts you're wanting, I can give facts and novelties, too. They are the basis of solid interest. The English set a great deal of store by facts, but in America you must keep an eye on the novelties.

"I know America. Best not throw too high a light on some of my experiences on the Coast. It never does to give good folk a shock.

"There's some things it's difficult to capture with a word.

"Facts is what they want. Facts: with a little bit of Old Times for sentiment. The past is what the Americans amuse themselves with.

"If you can write a book that knocks young and old, give 'em a good laff and no harm to the susceptibilities—that's what goes in America.

"I can't be second-rate in literature, Ma'am. I must give facts and novelties, too. Properly woven, they are the basis of solid interest.

"They think a lot of goodness in America. That bit about Miss Haskins. They'll appreciate that in Cincinnati.

"Aye, we must pack in as much originality as we can. But the correctful thing . . . is to remember that even the truth needs suppressing if it appears out of tangent with the common man's notion of reality.

"Reality's good enough for me. In plain words, facts. And that's what I've built on.

"The Brigands of Lake Chad." "I would be [Continued on page 51]

THE EDITORIAL PAGE

The Saturation Point in Turnover?

THE other day a New York food brokerage house, Prince, Keeler & Company, noted in its trade bulletin that orders were growing larger, and ventured the heartfelt belief that "the saturation point had been reached in the craze for turnover."

It believes, in other words, that the worst of the hand-to-mouth days are over, and that the plain arithmetic of distribution cost will now have a better chance for attention. It points out:

"If buying orders are sizable, your chance for an inside price (a bargain) is better than if the order is small. It costs the seller as much to handle ten packages as it does twenty-five. It costs you less to take five hundred packages in one operation than to take five hundred packages in ten to twenty operations. It is one purchase, one entry, one cartage, one bill and one check against ten to twenty of each when you overwork the turnover idea. Your disadvantage in buying, plus increased detail and expense, more than offsets the carrying charge on a reasonably sizable stock on hand."

This sounds reasonable, and in view of the recent observation of railway officials that hand-to-mouth buying was increasing transportation costs through less carload lot buying and shipments of only partially filled cars, it would seem that attention might well be paid to considerations other than turnover in an effort to strike a sounder balance.

"Short Circuit" Types of Distribution

THE mills of selling justice grind slowly, but they have been grinding more finely of late, thanks to the new constructive work of the Federal Trade Commission.

A few days ago three companies using the "direct from the mill to user" claim were stopped by the Commission in one day. Two were clothing firms and one a rug firm. All

were sales companies, pure and simple, without the semblance of a factory to back their claims. "Direct from our looms to you, at 40 per cent saving": "Deal direct with the mills and save," are the types of phrases in the copy used by these firms. There are a number of these enterprises, and they add to such consumers' impressions as that the middleman is a robber, and advertising in periodicals is misleading and a heavy charge on consumers.

It is now thoroughly well established in distribution economics that direct to consumer selling saves nobody much money. It does not save selling cost even if goods are sold by the house-to-house selling method, direct from the manufacturer. The jobber's service cannot be duplicated for less than what his charge on distribution is, nor can the retailer, when service is considered. The mail order development has apparently passed its peak, and the big mail order companies' new prosperity is coming from their lately established local retail stores.

It is therefore time that everyone accepted as standard the dictum that "short circuit" types of distribution may be interesting, and even in some cases desirable, but certainly not on the ground of saving money to the consumer. The selling and distributing job is still the same job by whatever fancy name you call it, and its cost cannot be dodged.

Advertising to Teach Safe Driving

IN 1926, according to the Department of Commerce, the automobile deaths in the United States were 18,871. This gave an indicated death rate of 17.9 persons per year per 100,000 of population.

On top of publication of these figures comes the statement by Paul G. Hoffman, vice-president of The Studebaker Corporation of America, that within five years all speed-limit laws will be abolished.

When is some enterprising automobile manufacturer going to see the

good-will building opportunity of advertising to teach motorists to drive safely and at moderate speed? We hope it happens soon. Someone is missing a chance to create an immense degree of public gratitude.

The Campbell's Soup Monument

THE advertising profession can well afford to doff its hat in respect to Campbell's Soups, one of the staunchest and most solid evidences in existence of the power of advertising and one of the most convincing examples of the economic effect of advertising and mass production—an effect that has been shown in the increase of canned soup consumption from six to thirty million cases in a comparatively few years, with a downward pressure on price.

The present moment is auspicious for such doffing, for the first unit of a new group of factory buildings in Camden has just been begun. This mere "first unit" will have twenty acres of floor space for a tomato packing plant.

The efficiency of this plant is remarkable, the vegetables being delivered to the doors of the factory direct from boats coming from South Jersey points.

Other "units" in the new building development, which is costing a number of millions of dollars, will house a new boiler plant, a pork and bean factory, and also more soup units. Soups for all the four quarters of the globe are made here.

Women old enough to remember the days when no soup could be bought at any price, or later when cans of soup cost 25 cents, will certainly never cease to marvel at the value now to be had for a dime. Advertising as a business force in America has no better economic monument than Campbell's Soup. Every manufacturer in the United States, every "amateur economist" and critic of advertising, and every advertising man ought to make a pilgrimage to Campbell's Soup, Camden, for the good of his economic soul.

We'll Right Our Wrongs

FROM the moment the first switch was flicked, the Georgia Power Company has been a citizen of this community. A good citizen, we hope.

For in that slogan "A Citizen Wherever We Serve" is all our philosophy of business. Our roots strike deep into your community. Our wholehearted interest, as well as our physical equipment is here with you, to stay.

When we offer you something, be it a kilowatt hour, an electric iron, a fan, a lamp or whatever, it must serve you well. For unless what we bring you pleases you, adds to your comfort and convenience, we have failed. We can continue to exist only by providing something that will be a benefit to the man or woman using it.

So we are careful. We take the utmost precautions to assure you the most perfect service that human ingenuity can devise. We spend millions of dollars building to keep ahead of your needs. We painstakingly pick and choose the men and women who can serve you best as our representatives.

Yet, now and then we fail. And often we do not know it. Far flung across the map of Georgia, things do happen in this Company which we did not plan, and which we would prevent.

And we call upon you to help us. If we do not live up to our job—if something goes wrong, big or little, that should have gone right—let us know about it, so we may rectify the error, correct the system and carry our service to you that much nearer perfection.

GEORGIA
POWER COMPANY

*This Company Will Not Wrong Anyone Intentionally
If By Chance It Commit a Wrong It Will Right It Voluntarily*



A Public Service Corporation Admits Its Mistakes

H. G. WEEKES

A NEW ORDER has come into being, and the chronic alarmists are disturbed. The public appears to them to be apathetic toward the abuses under which it is swamped. No longer does Suburbia rally to the silver-tongued; no longer does the head-line writer's "probe" excite a more than temporary interest. Purchaser of stocks and bonds, devotee of golf and the radio, the average, vocal American no longer responds to the exciting disclosures of the dissatisfied. Scandal and complainings have given way as builders of circulation before "world championships" of almost any sort and the weekly murders.

This peaceful scene is susceptible of many interpretations. It can be explained that prosperity has made us greedy and indolent, that our sensibilities are numbed in a period of dis-

illusionment and materialism, or that we are drugged with the stereotyped pleasures of the golf club and dance floor and the mechanical delights of the radio and movie. Or it can be claimed that modern industry, maligned Big Business, has matured, and has arrived at a civilized point at which it recognizes the delicate interplay of balances that holds society together, and, manned by intelligent leaders, treats its public with that fairness and courtesy which alone can make existence smooth and prosperity mutual. One's interpretation depends, very likely, to a large extent upon one's politics, health and bank book.

Reproduced on this page there is an unusual advertisement, published recently as one of a series of "good-will" advertisements, by the Georgia Power

Company. With its heading, "We'll Right Our Wrongs," it not only makes a statement of a policy to be held in the future but also makes an admission concerning the past.

PUBLIC utilities have long been the butt of reform and complaint. Their at times monopolistic nature, their control of elements that constitute necessities for many, have put them in an unusual position, where it is equally easy to be the unscrupulous violator of privilege or the undeserving victim of captious criticism. The Georgia Power Company has not been exempt from the attacks that draw themselves upon its kind. For many years it was the object of varied criticism.

About six years ago its officials arrived at the conclusion that possibly many of the criticisms were justified, and that—whether they were justified or not—it was futile to complain about the public attitude. Their decision brought a reversal of the company's policy toward its public relations. Every effort was made to improve its service, and as each improvement became effective the public was informed of it through a public relations department that carefully built up a news-service for Georgia's newspapers and sent them stories that were acceptable to their editors.

This acknowledgment of a corporation's responsible position in society is epitomized in the disclaimer of infallibility already referred to. At a time when a world that was drenched with war propaganda, and is still the scene of unsurpassed advertising and publicity activities, is liable to grow stale as an audience—and even cynical—such a note of candor has a convincing ring to it that deserves consideration.

"Yet, now and then we fail. And often we do not know it. Far flung across the map of Georgia, things do happen in this company which we did not plan, and which we would prevent. And we call upon you to help us. If we do not live up to our job—if something goes wrong, big or little, that should have gone right—let us know about it, so we may rectify the error, correct the system, and carry our service to you that much nearer perfection."

Even the most hardened village skeptic must retreat to some extent before that and the concluding statement: "This company will not wrong anyone intentionally. If by chance it commit a wrong it will right it voluntarily."

BRUCE BARTON

ROY S. DURSTINE



ALEX F. OSBORN

BARTON, DURSTINE & OSBORN

INCORPORATED

AN ADVERTISING AGENCY

of about three hundred people among whom are these
account executives and department heads

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

New York: 383 MADISON AVENUE

Boston: 30 NEWBURY STREET



Buffalo: 220 DELAWARE AVENUE

Member American Association of Advertising Agencies

Member Audit Bureau of Circulations

Member National Outdoor Advertising Bureau

Organizing an Advertising Agency

Dividing Work—the “One-Man” Stage of Its Development

MARY BARSTOW

[EDITOR'S NOTE. *This article and the two that follow are parts of the “Dope Sheets” put out by Lynn Ellis, Inc., and are republished here through the courtesy of Mr. Lynn Ellis. The first article discusses the “one-man” stage in the development of an advertising agency; the second considers the organization of the “ten-man” stage; and the third, the figuring of agency costs.*]

PAYROLL averages about seventy-five per cent of the total cost of agency operation. Man-power is the big factor in running the shop—and fairly expensive man-power at that.

This same man-power provides one of the big leaks through which agency profits silently steal away. Too many agencies keep a strict check on materials and stenographers, but fall a victim to the idea that has somehow grown up in the advertising field, that the creative type has a God-given right to be temperamental, not to be interfered with by mere hard-headed busi-

ness sense. So the high-priced personnel of the average agency has been allowed to go its own gait in matters of orderliness and methods of work.

The whole business of organizing an agency is too big for practical discussion at one time. This series will concentrate on the problems of man-power—the big factor in agency “organization.” We'll leave all question of office space and equipment, records, routines, etc., for later discussion.

This article will start with the beginnings of an agency—the “one-man” stage. By “one-man” we mean literally a business owned and run by one man—a good, all-round business man and advertising executive. Inevitably he will have a stenographer, who will take off his hands a lot of the detail work. Very shortly he will feel the need of a cub assistant as well.

This set-up also applies to probably eighty per cent of the agencies in the country. It appears as a group consisting of an account handler with his secretary and detail man in a good many of the largest agencies. It is

equally typical of the advertising department of the “one-man” size.

For convenience we'll talk in terms of the “one-man” agency, but what is said here applies just as well to the big agency service man's group or to the advertising department.

Let *A* represent the man; *B*, the stenographer, and *C* (when we get him), the cub assistant.

The first problem we encounter is dividing the work between *A* and *B*. We must divide on a basis of clean-cut functions.

One person may be responsible for many types of work. One job may be split among half a dozen people. Departments may come and departments may go. But functions are fundamental. Intrinsicly they are the same, no matter who does them, or in what department they happen to be located at the moment.

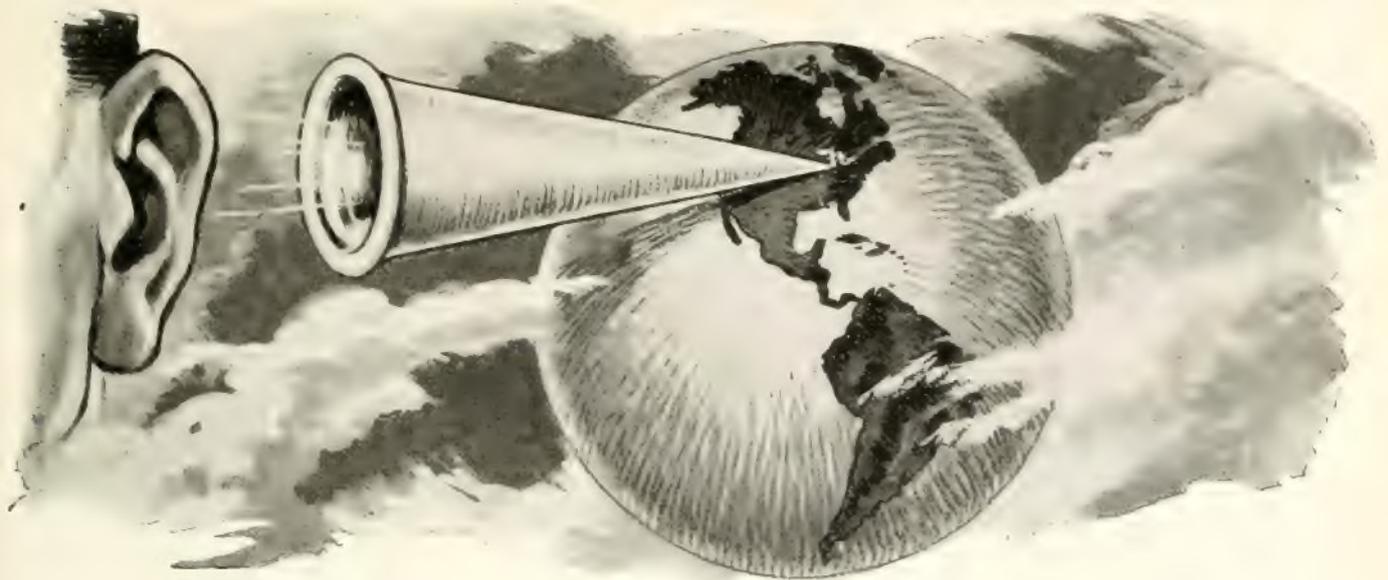
The ten main functions of the agency are:

General

Setting the business up as an individual, partnership, or corporation. Providing origi-

STAGE I—The “One-Man” Agency—Two People—A and B.

FUNCTION	A	B
General	Original set-up, capital and policies, long-range direction.	
Product Development	Basic analysis; surveys; working plans.	
Administration	General supervision. Secures office space.	Stenography, mail, filing. Manages office space.
Manufacture	Creative work, including getting okays.	
New Business Promotion	Personal presentation and sales correspondence.	
Own Advertising	Creative work.	Placing.
Purchasing	Important office purchases. Special contact with salesmen. Media lists, estimates, budgets, etc. Art and mechanical.	General office supplies. Routine salesmen's calls. Space orders and insertion instructions. Shipping and storage.
Legal	Anything serious, especially collections.	
Financial	Acts as treasurer—takes care of financing. Audits art and mechanical bills. Signs the checks. Passes on credit. Handles tax questions.	Acts as comptroller—reports financial condition. Audits space invoices. Does checking and billing; keeps the books and cash account and draws the checks; takes inventory; handles cost records and time sheets. Looks after routine collections.
Public Relationships	Belongs to local advertising club, possibly association. Takes a hand in civic drives as a matter of policy.	



Every Railway In North America Listens To The March Railway Conventions Through 50,000 "Dailies"

FOR the nineteenth consecutive year the "March Dailies" will serve the railway industry during the March Railway Conventions in Chicago.*

Publishing more than 12,500 copies of this full-fledged technical magazine every 24 hours for 4 days—delivering copies to those at the conventions each morning with complete activities and reports of the sessions of the preceding day, and mailing copies to all interested railway executives, operating officials, purchasing, engineering, maintenance

and signal officers—is an achievement.

It is this service that has made the "March Dailies" a recognized institution—and the more than 50,000 copies distributed a supreme influence throughout the railway industry. Write for complete information regarding the conventions, exhibits and the "March Daily Editions."

Simmons-Boardman Publishing Company, 30 Church Street, New York; 105 West Adams Street, Chicago; 6007 Euclid Avenue, Cleveland; San Francisco, Cal.; Washington, D. C.

Railway Age

WITH WHICH IS INCORPORATED THE RAILWAY REVIEW

Railway Engineering and Maintenance Railway Signaling

Daily Editions March 6, 7, 8, 9, 1928

*The American Railway Engineering Association will hold its annual convention at the New Palmer House, Chicago, March 6, 7 and 8. The American Railway Association—Signal Section will hold its annual convention at the Stevens Hotel, Chicago, March 5 and 6. Exhibit by the National Railway Appliances Association at the Coliseum, March 5, 6, 7 and 8.

nal capital. Determining general ideals and policies.

This calls for certain original acts and long-range direction as against simple administration or facilitation, and results in a certain general history.

Product Development

The agency's "product development" work consists of two parts: (1) gathering information—basic analysis and formal or informal surveys; (2) making the working plans. Includes everything that leads up to the "manufacture" of the product, which is advertising.

Administration

General supervision and office management, including the getting of the office space and necessary office equipment—setting up the plant.

Manufacturing

Theoretically, this should cover only the creative work, i. e., what the public is going to see. For practical purposes, however, we put getting okays from old clients (really a form of marketing) here, and reserve.

Marketing and Advertising

for the agency's own new-business drive.

Purchasing

This includes both the purchasing of space and art and mechanical for the client, and general office supplies for the agency. A function that may be spread over a great many people.

Distribution, storage, and shipping are here considered as part of the purchasing function.

Legal

If the agency operate as an individual there may not be much of this; if as a corporation, quite a little.

Financial

Control of current financing for operations. Details of accounting, checking, billing, financial statements, etc. Passing on credits. Handling the question of taxes. Routine collections.

Public Relationships

This covers such things as membership and committee work in advertising clubs and associations; and contact, say, with civic organizations and charity drives, taken on as a matter of policy. In short, every instance outside of strict business relations where the agency comes in contact with outside people.

In the case of the advertising department, other departments or the whole company take the status of the "client," and the functions apply in the same way. "Marketing" and "advertising" by the advertising department may take such forms as selling advertising literature to branch managers, getting out a department house organ, etc.

These ten main functions will be used as the basis for dividing the work in our agency.

Division between A and B. In the

"one-man" stage *B* becomes at once the inside business manager, taking over the management of office space as well as stenography, mail and filing.

She handles routine purchases, including shipping and storage of material.

She does not completely take the place of a treasurer, but acts as a sort of comptroller and handles the details of accounting and checking.

A does about all the rest. He has to be an all-round business man, in charge of general administration, legal, general, financial and public relations. He is, of course, the general factotum on product development (plans and research), creative manufacture, and his own new business promotion, advertising and sales correspondence.

Following the outline of functions

above, the division of work between our first two people is shown in the Stage I table.

Enter *C*. The advent of *C* is the first crucial point in the development of the organization. It is evident that *C*'s future is bound up with the future of the agency, for *C* stands in line for the place next the "boss" as the agency grows in size. What type of man is selected for *C*'s place will largely determine the type of agency that grows out of this nucleus. *C*'s training and the assignment of work must depend a good deal on *C*'s type and the agency's outlook.

The first thing, then, is for *A* to sit down and think out very definitely where he plans to go and what type of agency he wishes to bear his name.

He will then select *C* accordingly. He has two types of young man to choose from: [Continued on page 78]

Photo-Engravers Publish 870-Page Volume

THE American Photo-Engravers Association in its volume "Achievement"—"Achievement in Photo-Engraving and Letter-Press Printing" is the full title—has placed the publishing, printing and advertising fraternity of this country under deep and lasting debt to it. Never before have the multifarious arts and sciences that enter into the process of modern pictorial reproduction been so comprehensively and ably set forth and demonstrated.

Whatever one may want to know about photo-engraving, from the preparation of "copy" for the simplest zinc line plate to the artistic possibilities of the most complicated multicolor processes, he will find it fully described and illustrated somewhere between the covers of this monumental work—and if he will consult the very adequate index, he will be in no doubt where to find it. The book is one of those "once in a lifetime" productions that belong on the permanent reference shelf of every one who has to do with any form of printing.

There are sections of halftone and line plates printed in black only, Ben Day and combination plates printed in two or more colors, duograph and color process plates in two colors, and three- and four-color process plates.

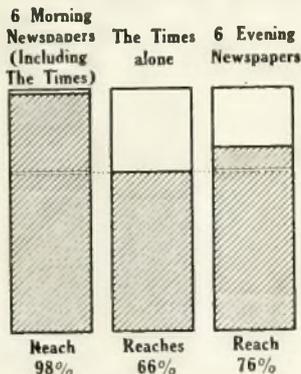
There are sections on the art and preparation of copy (in the photo-engraving sense); electrotyping, nick-elytyping, and stereotyping; printing papers; photography; letterpress printing; printing inks and typography. Whatever isn't dealt with in these is covered in "general" sections.

The book contains 870 nine by twelve pages, of which 649 are full page illustrations—of which, again, 192 are in black and 457 in two or more colors. If you want further statistics, a total of about eight thousand persons, representing five printing concerns, 75 insert printers, and 235 photo-engraving establishments, participated in its production. And all this amazing mass of material was selected and prepared, the edition of 7200 copies sold, and the book completed, within eleven months of the time the project was launched.

The "man behind" this great work, the man who compiled and edited it and saw it through, is Louis Flader. To him and his associates belong the unstinted thanks and congratulations of the photo-engraving industry and the industries allied with it. He has given us the most important and significant book in this field that has yet been published.

WOMEN prefer morning NEWSPAPERS

HIGHER INCOME GROUP

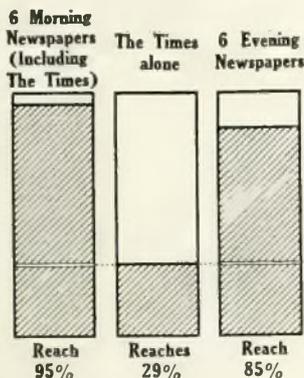


Four questions were put to 15,000 women in New York City and suburbs—5,000 in the higher income group and 10,000 in the lower. The very poor and the very wealthy were avoided. The test was made by a leading advertising agency upon its own initiative.

The replies show—

- 96% read the morning newspapers—
- only 80% the evening.
- 66% of women in the higher income group read The New York Times—
- only 76% read six evening newspapers combined.

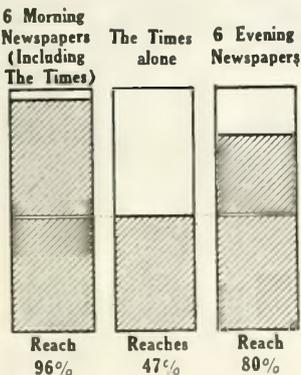
LOWER INCOME GROUP



Women read *The Times* an average of 44 minutes daily, a longer reading life than any other newspaper, morning or evening. *The Times* has the greatest percentage of women readers unduplicated by any other newspaper, morning or evening.

With a weekday circulation of over 400,000—more than 332,000 in the territory covered by this survey—*The New York Times* is shown to be read thoroughly by two-thirds of the women in New York most active in cultural and social life.

TWO GROUPS COMBINED



To reach women representative of the rapidly growing upper middle income group thoroughly, economically, effectively, use the advertising columns of *The New York Times*.

The New York Times

Charted data covering the survey will be sent upon request.



"PINKIE'S PANTRY," WINNER OF FIRST PRIZE

Better and More Profitable Hot Dog Stands

THE beauty of our highways has become an important consideration to the æsthetic minded altruists of America! The wayside hot dog stand and the gasoline station refreshment booth are being uplifted! A new infant industry is about to emerge!

This spectacular announcement was anticipated as far back as April and May, 1926, when H. A. Haring presented in ADVERTISING & SELLING a careful analysis of the importance of these roadside filling stations for humans as a new retail outlet. Mr. Haring's survey showed that the refreshment stand operated in conjunction with the gasoline service station was a paying proposition every time—that the returns from these booths, run as side lines, very often exceeded the returns from the sale of gasoline and other automobile supplies. As one able practitioner who owns a gasoline station in Peoria expressed it, "Folks stop to eat at all hours. Day or night, it's the same. They run out of food about as regular as their cars run out of gas."

Now the humans are being made to bear their share of the traffic, and these step-sisters of the filling stations are receiving consideration from the æsthetic as well as the economic angle.

With the general purpose of improving the appearance of our highways, Mrs. John D. Rockefeller, Jr., has initiated a series of four competitions for better stands and counters. The competitions are being presented through the Art Center of New York and the American Civic Association of Washington, D. C., and are being contributed to by Adolph Gobel, Inc., of Brooklyn, N. Y. They are known as the Wayside Refreshment Stand Competitions and will eventually involve an expenditure of about \$60,000.

The first of the competitions was held from Nov. 1 to Dec. 15, 1927, and offered prizes for photographs and plans of the best stands already in use. It received wide notice throughout the country, with the result that some 14,000 photographs were submitted, representing 46 States.

Seven awards in all were given, the first prize of \$300 going to "Pinkie's Pantry," owned and operated by Miss Norma Bamman of Plainfield, N. J. The second prize of \$200 was awarded to "The Bee Hive Cabin," operated by George A. Parker in Hoosick Falls, N. Y. Recipients of the other five cash prizes, which ranged in amount from \$150 to \$50, were in order: "Young's," W. J. Young, Ontario, Cal.; "The Hut," Helen Dana, San Diego, Cal.; "Mott's Taverns," the

American Fruit Product Company, Inc.; "The Cabin," Louise Jacques, Kings County, Nova Scotia; and "Rio Del Mar Service Station," Mrs. Harrison N. Lusk, Aptos, Cal.

The second competition, which has just been announced, will be architectural. It offers prizes for the best original designs of stands which will improve the present conditions. Ten awards will be made, five for stands with gasoline and five for stands without gasoline. This competition will be open until March 17, and is expected to obtain enough practical and economical designs to be of real help to prospective builders in constructing stands with improved sanitation and better structure.

The third competition has not yet been fully visualized, but will be handled in the form of a series of rebates or underwritings to insure construction. Ten or twelve model stands are expected to be constructed.

The fourth competition will offer annual prizes extending over a term



"THE HUT," SAN DIEGO, CAL.

of years to insure the good appearance and upkeep of those stands which have been built as a result of the second and third competitions.

The results of these competitions will be of immense value to the Wayside Refreshment Stands. New vistas will be opened to them and new possibilities of a thriving business insured. Beautifying the refreshment booth has an importance greater than merely pleasing the eye. A new merchandising outlet has emerged which can, if it chooses, stand on its own feet in carrying on a successful business.



Extract from a letter to a cigar manufacturer—

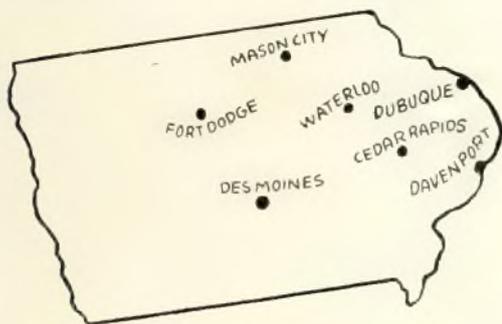
"Yes, by all means, use a consistent line of advertising in The Des Moines Register and Tribune. This newspaper has so large a circulation throughout the state that we always consider it indispensable."

MYERS-COX Co., Cigar Jobbers
W. B. Poinsett, Vice-Pres.

Distributing Chancellors, El Roi
Tan, Geo. W. Childs, Cremos.

Main Office—Dubuque, Iowa,
with distributing points at Fort
Dodge, Mason City, Waterloo,
Cedar Rapids, Davenport, Des
Moines and Sioux Falls, S. D.

This Iowa map shows cities from which Myers-Cox Company distribute cigars.



The Des Moines Register and Tribune is read in every city and town in Iowa.

Write for booklet showing circulation by counties and by towns.

The Des Moines Register and Tribune

Circulation exceeds 225,000 daily—99% in Iowa

Can Salesmen Be Given Inside Jobs When Business Is Dull?

HARRISON McJOHNSTON

Director, Editorial Production, Personnel Service Division, Gerlack-Barklow Co., Chicago

IN many businesses to-day, the sales organization and the selling plan are kept flexible, so as to be readily modified to meet changing market conditions.

One important kind of flexibility is that which makes possible the expansion or contraction of the number of salesmen at work in the field. The problem here is to do this with a minimum loss of time and efficiency.

When sales begin to be more difficult, more salesmen may be needed to assure a volume of sales that lends itself to the best rate of production. To keep the sales volume well balanced with that rate of production which favors low-cost output per unit of product is an important function of modern sales management.

It is wise, for example, not to be hindered in putting on more salesmen by previous assignments of territory to certain men which precludes the possibility of putting on more men in those territories. Also it is well to have a surplus of men in reserve who are trained to sell—possibly a number of salesmen placed at work on inside jobs, who, at short notice, are able and eager to step out into the market and bring in more sales.

These surplus salesmen should be just as willing to step back into the inside organization when selling conditions again become such as to make it possible for the regular selling force to secure the volume of sales desired.

If it is desirable to expand production, either to make more old products or to add certain new ones,



© Ewing Galloway

SALESMEN who are as well pleased when they are behind desks as when they are on the road are a distinct asset to any organization. Not only does this kind of man facilitate the realization of flexibility in sales plans, but he also injects into the inner organization some of his inherent good humor and selling spirit which are always valuable.

this small surplus of trained salesmen can be used to help forge new avenues of distribution or widen old distributing channels. They may then keep working in the field, and the supply of potential field men inside the business can be replenished, thus again building up a surplus which keeps the organization flexible for expansion or emergency.

AS for contraction of the sales force—regardless of the reason for contraction—the men who are least productive, particularly those men who, after a fair chance, remain near or under the “red ink” on their sales volume in relation to their sales expenses, can be dispensed with. Others of those who are to stop selling can

be taken into the inside organization, making room for them by weeding out the least efficient of the regular inside workers.

This plan of maintaining flexibility in the sales force has much in its favor as a means of keeping up the level of efficiency of the sales force under changing market conditions. The salesmen profit by their experience inside. Their confidence in the products of the business and in the efficiency of the management is strengthened by their contact with the four-square methods of the foremen and executives in handling their men.

At the same time, the injection of salesmen into the inside organization promotes a better spirit throughout the organization—for the natural good nature and the rugged sincerity of salesmen are contagious.

No inside organization can have too much selling spirit or selling sense. When, for example, orders are handled by people who have the sales viewpoint, the customers of the business are much more likely to be satisfied with the way they are handled. A salesman, or a clerk who is imbued with the selling spirit, understands the adverse effect on sales of any mistakes, and this understanding causes him to be careful. He makes fewer mistakes—and he initiates more constructive goodwill-getting ideas than does the man whose selling sense is dormant or undeveloped.

Some salesmen, of course, do not like inside work or they may be unfitted for inside work.

In one case [Continued on page 56]

Announcement

Commencing immediately all advertising in run-of-paper spaces in The Iron Age will be changed over to standard measure on the basis of a 7 x 10 inch page. All copy and cuts to be used in run-of-paper positions should therefore be laid out on that basis.

Inserts Consult us before going ahead with copy and cuts for inserts. For several reasons we cannot change the overall size to 9 x 12 immediately but it will be done as soon as practicable. Therefore be sure to consult us on any insert copy you may prepare now for use later on.

Write us for a folder outlining this change and giving specific size of all run-of-paper spaces.

THE IRON AGE

73rd Year

239 WEST 39th STREET, NEW YORK

Charter Member A.B.C. and A.B.P.

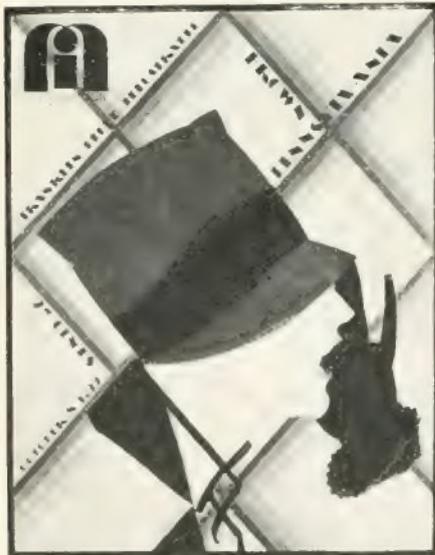


Modernism Full-Fledged

[Continued from page 25]

too much of it! It has brought a number of lesser scripts in its train. There is the Cooper Bold, a face which, for all its limitations, is almost the only genuinely original contribution that America has made to typography in these latter years. Here was something that had not been done before! There are all the old trick stunts with curved lines of type that come down from the eighties and nineties—the rule bender who was rife in those days seems to be coming out of his retirement—and the tricks with wide leading, and the manipulation of blocks of text type into all manner of Euclidean and not-so-Euclidean shapes, and all the rest of it. Do anything that DeVinne says you shouldn't and someone will tell you that you are being modern. He will probably also ask you, "Who is this DeVinne?"

Much of all this can be dismissed as deliberate sensationalism or eccentricity. Much also can be ascribed to plain out-and-out inability to use proper types and white space in a way to secure adequate display effects—in other words, to lack of training and



DESIGNED BY ROBERT FOSTER

technique. The vogue for this sort of thing may last for another six months or another five years or even longer, we can't yet tell which; meanwhile, it is the plain and obvious course of the type makers to cash in on it. We'd do it, wouldn't we, in their place?

But mark this while we are still on the subject, that when we use these blackface types and curving lines and all today, we do so for the most part with a better understanding of design, a better sense of fitness and proportion, than our grandfathers did. They are part of a means to secure a deliberately planned effect. We are dropping our cribbing of the classics, though we still go back to them, of course, for inspiration, and are doing some experimenting on our own—surely a healthy sign. And for the first time within the memory of most of us, we are beginning to evolve a style and a method in typography that are definitely of our own place and period. You cannot call it American, perhaps, but you can call it Twentieth Century.

And if you must place the blame, or assign the credit, for such things, place it on the artist rather than on the printer, for, as Mr. Bowles and others will tell you, it is the artist, striving for purely artistic effects and knowing and caring next to nothing for printing technique, who is largely responsible for these revival-innovations. He is the guy wot has led us poor, simple printers astray. Look at him and his illustrations, his crazy blackface cuts that won't print on decent paper, his pictures in reverse perspective, his futurist-post-Impressionist-cubist stuff, the brood of that celebrated nude who eighteen or twenty years ago descended the staircase—I always did have my doubts as to the state of that lady's morals!—his fashion figures ten heads high, and all the rest of it. Just what do you expect us to do in typography when we have to match our types to stuff like that?

Just what, if anything, of perma-

nent value is going to come out of this jumble that goes by the name of modernism?

Printing for commerce today means advertising printing—that is, printing designed to sell. Its effectiveness, its value to the user, which means the man who buys it, is to be judged entirely on the basis of the sales which it directly or indirectly produces. All the art, all the skill in design and typography and presswork that you can put into it, are so much waste, so



CAXTON PRINTING COMPANY

much dead loss, in fact, unless they earn a profit for the buyer. This may not be an ideal state of affairs; as a matter of fact, we are already beginning to revolt against it; but it is the state of affairs that obtains today.

Printing for commerce, moreover, is highly competitive. If you can outshout the other fellow, if you can get home to your prospect's intelligence quicker than he can and inveigle your prospect into reading your stuff and so bring him round to the point where he is ready to buy or where the salesman can "close" him, then your printing is successful. If you can do it consistently, you are on the road to wealth. The function of printing for commerce is to get itself read. Sensationalism, eccentricity, anything, in short, that [Continued on page 67]

ANOTHER SALES AUTHORITY says it's TRUE!

Ohio Bell Telephone Company Defines the TRUE Cleveland Market

THE Ohio Bell Telephone Co. has recently published a map in which the state is broken up into several telephone sales areas.

See how small the Cleveland area is! Smaller than the areas of Toledo, Lima, Canton, Zanesville, Columbus, or Cincinnati! Akron isn't in it—neither is Canton, Ashtabula, Youngstown or Sandusky, for these thriving cities are the centers of their own markets, their merchants and newspapers serving the population completely and well.

Note that the Cleveland area is The TRUE Cleveland Market, an area already confirmed by 5 other authoritative market analysts and re-confirmed by innumerable surveys among local retailers, jobbers, wholesalers and distributors of national products.

Once again one who *knows* says that The TRUE Cleveland Market is the *only* area in which advertising in Cleveland newspapers can produce profitable results.

The TRUE Cleveland Market is exactly what The Cleveland Press has al-



ways said it is—the most confined of that of any of America's leading cities. Being TRUE—and not merely a mythical "set-up" to justify any newspaper's widespread circulation — it commands the attention and respect of both local and national advertisers. Write The Press for facts.

The Cleveland Press

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



SCRIPPS-HOWARD

ALLIED NEWSPAPERS, INC.
400 N. Michigan Blvd., Chicago
Seattle - Los Angeles - Portland

CLEVELAND'S FIRST

ADVERTISING BUY

The 8pt. Page by Odds Bodkins



ADVERTISING & SELLING has a new foreign cousin! from distant Bombay comes Vol. 1 No. 2 of *Indian Advertising & Selling* in my morning mail. It is printed in English, albeit rather muddily printed. Seems rather primerish by comparison with American journals—1896ish. so to speak. But it is probably quite advanced for India, and I should say a good beginning.

It has a familiar flavor. One of the articles deals with Rusling Wood's advertising in American advertising journals. Another, a filler article, is an item of mine from an antique issue of this publication, rewritten for Indian consumption. (Now I wonder if they do not need an 8-Pt. Page!)

—8-pt.—

Alexander Greenleaf, of Chicago, writes that a piano tuner called at his home the other day and delivered himself of the following diatribe:

"Pity the poor piano tuner. Pretty soon, like Othello, his occupation will be gone. Just now he is in a class with the village blacksmith—no horses to shoe. The times are out of joint and most of the pianos out of tune. Pianos are still to be found in well furnished homes but they might as well be mummy cases in a museum. Nevertheless we must have music, ergo we must have musicians. But mother does not insist on Johnnie and Mary practising, and anyhow they have an alibi—the piano's out of tune. So we entice musicians from abroad—Frimls, Rombergs, et al.

"America can develop American musicians if we adopt the same methods as Europeans—keep pianos in tune, and keep the kids at practise. Why don't piano manufacturers instruct mothers in the use and purpose of their pianos, just as gas companies are now instructing them in the use and purpose of their gas ranges?"

Question referred to piano manufacturers.

—8-pt.—

In Dr. Julius Klein's office in Washington last week I picked up a copy of the current issue of *Commerce Reports*, and ran across an interesting item about airplane advertising in Germany.

It seems that at Hamburg there is a large airplane which flies over the city at night with illuminated advertisements on the under side of the wings.

The giant plane, a Netherland Koolhoven machine, is equipped with a patent device whereby each wing is provided with seven squares on the under side, on each of which any letter of the alphabet can be shown, illuminated. It is stated that up to twenty lines of advertising can be effected.

The plane, so the report from Trade Commissioner James T. Scott states, carries a crew of three men and is equipped with a gasoline engine for driving the dynamo for generating the current required to illuminate the characters.

It won't be long now, probably, until somebody will be signing up with the celestial authorities for the advertising concession for the Milky Way and we shall have a Great Light Way in the sky.

—8-pt.—

Rodney Chase, of the Chase Companies, Waterbury, says certain colors remind most people of the same things.

For instance: Red, of heat.
Blue, of cold.
White, of purity.

as in: "red hot", "blue with cold", "white as snow."

Other words go along together in two's . . .

For instance: Ham and Eggs.
Bread and Butter.
Liver and Bacon.
Arrow Collars . . .
Socony Oil
Atlas Cement
Bethlehem Steel
Chase Brass.

As for me. I think of "8" and "Point" together, only of course written thus—

—8-pt.—



These market surveys are always digging up new outlets for commodities. Now who would have thought of corn flakes having

what might be termed a special "falling" market, entirely outside of their natural market as a breakfast food?

But here we have evidence of such a market in the form of an actual photograph (from the *Express Messenger*) of a shipment of corn flakes consigned to a well-known motion picture studio to be used for a snow storm!

—8-pt.—

For once I am conscious of my United States Representative. A day or two before Congress opened I received a form letter from him, as one of his "Dear Fellow Citizens of the Twenty-fifth Congressional District," which is my idea of a good letter from a representative to his constituents. The letter read in part:

On Dec. 5 the new Congress will convene in Washington. Problems of particular importance will come before that body. It may interest you to have me enumerate some of the major questions which will confront me as your Representative during the coming session.

Federal Tax Reduction: (In what manner the Revenue Laws should be modified to relieve the burden).

Flood Control: particularly the Mississippi. (What should be done and how?)

Agriculture: (What is the proper relief for the American Farmer?)

National Defense: (What is adequate and the proper strength for our Army, Navy and Air forces?)

Eighteenth Amendment: (What modification, if any, to existing legislation thereunder?)

Merchant Marine: (How shall it be properly fostered and developed so that our commerce may be transported under the American flag?)

Immigration: (Shall there be any weakening of our recently adopted policy of restricted immigration?)

Philippines: (Shall any changes be made in laws fixing our control and sovereignty?)

Of course, I shall be glad to hear from you at any time during the session. Incidentally, I shall be happy upon request to see that you receive any government publications available to me for distribution either bearing upon bills before Congress, or which you may wish for any other reason.

Sincerely yours,

J. MAYHEW WAINWRIGHT.

How can such a simple, direct and obvious letter fail to impress the voter that his Representative has an intelligent grasp of the problems of the hour, as well as an attitude of service?

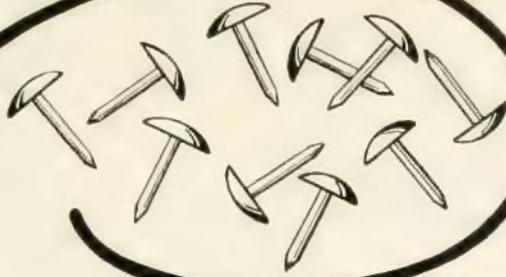
—8-pt.—

After all these years, someone seems to have devised a brand new advertising and selling idea for selling a book!

Harper's have come out with a mystery story, "The Old Dark House," which carries a challenge on a band on the cover in the form of a sporting guarantee reading:

The last part of this great mystery story is sealed. If you start this book and then can return it to your bookseller with the seal unbroken, your money will be refunded.

Now why has not someone thought of that idea before?



BRASS TACKS

*Useful little units for
decorating decorations*

Symbols, too, of pointed facts on single
subjects—to which they hold fast.

THE HOUSE BEAUTIFUL

Shows how to use them in decoration and
conforms to their symbolism by dealing
only with homes and how to make them
beautiful.

BRASS TACK ADVERTISING

for

Building-Furnishing-Decorating



THE HOUSE BEAUTIFUL PUBLISHING CORP.

8 ARLINGTON STREET

BOSTON, MASS.

A Member of the National Shelter Group

RATES BASED ON NET PAID CIRCULA-
TION OF 80,000 (ABC) WITH BONUS OF
OVER 10,000 MORE

How Far Can We Apply the Scientific Method in Advertising?

[Continued from page 20]

Since mere flocks of figures are hard to assimilate because most of us are still picture-minded, the treasurer, plant superintendent, sales manager, advertising manager and others try their best to express these statistics in more graphic form. Bar charts with vertical erections of different colors portray losses or gains. Then come the pyramids with green peaks, yellow middles, and red bases. Pie disks are presented on which segments of different sizes and colors tell more than would a thousand words. On quadrille paper the progress of sales is recorded much as an engineer might plot the power curve of an engine. Thick volumes in typewriting record the findings of hundreds or thousands of questionnaires filled out by "housewives," factory workers, Ford owners, dentists, school boys, and others.

BUT all of this pretty paraphernalia may be only the millinery of science. The pressure to make more money in less time is the driving force back of it all. Business is concerned primarily with money. This unavoidable pressure to make money often bars out scientific method. We see the same problem in the efforts of scientists to be "better business men." The minute that money-making must become the chief goal of the scientist, the chances are that the world may gain an indifferent business man but lose a perfectly good scientist.

In the Royal Institution in London a great experimenter lectures before an impressive audience. Here sit many of the celebrities of the day. Suddenly a magnet is brought close to a coil of wire. An electric current is produced. After the demonstration a lady asks, "But, Professor Faraday, even if the effect you explained is obtained, what is the use of it?" Faraday replies, "Madame, will you tell me the use of a new-born child?"

Between this type of "pure" scientist and average business man there

is a gulf of a million miles or more. It was this same Faraday who confessed to Tyndall that at one point in his career he was forced to decide whether wealth or science would be his aim in life. He realized that he could not serve two masters. He chose pure science and thus gave up the possibility of earning from the commercial world fees which might easily have amounted to £10,000 a year during the remaining thirty years of his life.

Louis Agassiz declared that he had "no time to make money." To Pasteur the thought of deriving profit from his discoveries evoked the comment that "men of science would consider they were lowering themselves by doing so." And Lord Kelvin reminds us, "Oersted would never have made his great discovery of the action of galvanic currents on magnets had he stopped in his researches to consider in what manner they could possibly be turned to practical account: and so we should not be able now to boast of the wonders done by the electric telegraph. Indeed, no great law in Natural Philosophy has ever been discovered for its practical applications, but the instances are innumerable of investigations apparently quite *useless* in this narrow sense of the word which have led to the most valuable results."

THE business man's difficulty in grafting scientific methods upon his enterprise comes back always to this necessity of making every move pay without too much waste of time. Profit is the final measure of business success, no matter how much we talk about "service." For one thing, the business man is too often forced to make quick decisions. There is no time for investigation, weighing of evidence, postponement of a decision—perhaps indefinitely. Competition points its bayonets too near his chest. He must rely on snap judgment, and

trust to his experience that everything will turn out right. It is often safer to follow a hunch than wait.

Whether or not competition is the life of trade, the fact remains that it is the natural atmosphere of business. The business executive is fought and must fight back. Where there is swift competition, there can hardly be scientific method. Set six scientists at work on a problem. Start them off at the crack of a pistol. Record their daily progress on a public bulletin board. Give them ginger-talks each morning. You may get a quick result but their science is pretty sure to turn into jazz.

A KEEN sense of personal competition is invariably a check to scientific method. A true scientist is well aware that he usually builds upon the efforts of others. At his best, he freely acknowledges the contributory value of the findings of those who preceded him. Among business executives this attitude is growing, and it is one of the sure signs that the scientific attitude is coming more into business.

The scientist must at all times be ready to reverse himself if his original facts turn out to be no facts at all. But this willingness to reverse oneself has not always been a strong point in the average business man. He has thought it too suggestive of weakness. This is well illustrated in the conflict now on between the engineering and the sales departments of one of the big automobile companies. Said one of the engineers, "We know that there are weaknesses in our present engine which mere refinements will never iron out. For two years, we have proposed a pronounced change in design. But our sales and advertising departments say that it will be fatal to announce so radical a departure from what we have advocated for years." So business expediency holds up the march of science.

This same incident indicates another difference between business at its worst and science at its best.

The scientist cannot hide or "bull through" his mistakes quite as easily as his brother in business. In business, sheer will power, insistent repetition, and high pressure methods have been known to make fallacious assumptions seem like perfectly sound conclusions. "Truth" may be that which is uttered dogmatically and repeated most often. The scientist, being engaged in work

THE ANSWER IS IN THE BACK OF THE BOOK

How can I tell my story to a national audience that is predominantly masculine?

How can I do this with minimum waste and at the lowest cost?

How can I be sure that the magazines that carry my announcements go to the centers where selling is liveliest?

The answer is in the back of any magazine that is in the powerful group comprising the ALL-FICTION FIELD. There you will find national advertisers, who make things for men, telling their stories to a predominantly masculine audience and assured that these magazines sell fastest in those places where modern merchandising methods are best perfected.

\$2,900 a page

All-Fiction Field

Magazines of Clean Fiction

NEW YORK CHICAGO BOSTON SAN FRANCISCO

American Newspaper Annual and Directory

1928 EDITION READY for DELIVERY

THIS old-established reference book is the key to the publishing industry. All of the well-known features have been retained, and new features added, including a tabulation of the number of retail and wholesale outlets by states, a list of magazines grouped according to their leading subjects, and a convenient alphabetical index.

All information has been accurately revised to date with latest authentic data, including figures of circulation and population, requiring over 75,000 changes; 380 lists of different classes of publications, over 100 colored maps—the most complete issue ever printed.

Order now to insure full service of the book.

Mid-Year Supplement issued in July will be sent to purchasers of the book without additional charge. It is not sold separately.

Carriage paid in the United States and Canada.

Further particulars on request of the publishers

N. W. AYER & SON

ADVERTISING HEADQUARTERS, PHILADELPHIA



Regular edition

\$15



Special edition on thin paper, half the size and weight of the regular edition

\$20

Contents are identical.



in which there is little choice for sharp demotion or handsome speculative profits, faces less temptation to fight for his theory about a certain star or crustacean when once he is convinced that it is wrong.

There is, however, more desire to get real science into advertising than the average outsider dreams of. It shows in many ways. To the student of business the evidence comes not so much from accumulations of statistics or multiplication of graphs. These may be no more related to real business science than alchemy was to chemistry or astrology to astronomy.

THE best evidence that science is working its way into advertising lies rather in the growing prevalence of a truly scientific attitude, a falling off of the cocksure manner, a willingness to learn from other fields, a readiness to experiment before blanketing the nation with a new product or a new advertising campaign. Huxley is right in saying that "Science is that which works." but a long view is needed of the definition. The "hunch" that "works" so well may only do so by accident. Business wants principles on which it can lean.

The old-time executive who clubbed his men into working hard because they feared him is becoming a rarity. His "science" didn't work. Today's successful executive more commonly puts up incentives and establishes surroundings which get a better and more permanent result. He is a great hand at giving credit to his associates—because it "works." He is finding it more practical to remain all his life at the learning point than to assume that he knows it all. It works! And to some degree, today, there is actually a welcome for the man who admits that he doesn't know but believes that he can find out.

The "conference" in business has become almost a standing joke. At its worst the conference talked good ideas to death or turned into a mental spree where indifferent suggestions seemed to take on messianic proportions. But the conference is the business man's admission that since there is not time for one man to tackle a problem with scientific thoroughness, there is a chance that at least ten cents' worth of science may be got by pooling the group's experience and focusing it on the question at hand.

In many plants there is less em-

Punctuation and Capitalization

By CHAS. H. COCHRANE

A handbook for ready reference for writers, students, printers, proofreaders, stenographers and typists.

Cloth binding; 66 pages; Price, one dollar; 10 cents extra for postage

ROBBINS PUBLICATIONS BOOK SERVICE
9 East 38th Street, New York

Four Years and a Half Ago . . .

ADVERTISING FORTNIGHTLY (as this publication was then known) started with a nice piece of white m. f. paper—plus an idea that there was an opportunity for a publication that would critically examine the facts, publish honest discussions, that wouldn't have pet prejudices and would prefer to publish frank disagreements rather than bouquets.

From a Circulation of Zero . . .

it has grown sanely and steadily until it now reaches more than ten thousand substantial business men who influence or control a major portion of the advertising done in America.

Its Volume of Adver- tising . . .

has increased from an average of 21 pages in 1923 to an average of 62½ in 1927—which is fairly tangible evidence that a paper that is “coming up fast” is a pretty good paper to advertise in.

TWENTY PER CENT CIRCULATION INCREASE

Paid Subscribers 1923 12,488*
Paid Subscribers 1928 15,000^o

Since 1923 the Boot and Shoe Recorder's subscribers have increased 20 per cent.

So that today, this publication is serving 80 per cent of the representative shoe merchants on a paid-in-advance basis.

During these past five years our space rates have remained stationary.

Therefore, on March First, new advertising rates for Boot and Shoe Recorder space will go into effect as follows:

	1 Time	13 Times	26 Times	52 Times
1 page	\$200.00	\$150.00	\$125.00	\$100.00
1/2 page	115.00	87.50	75.00	62.50
1/4 page	65.00	50.00	43.75	37.50

Rates based on bulk space used, not number of insertions.

* Average Total Net A. B. C. July 1, 1923
^o Average Total Net A. B. C. Dec. 31, 1927



BOOT and SHOE RECORDER

Chicago New York Philadelphia BOSTON Rochester Cincinnati St. Louis

**"Problems in Human engineering
will receive the same genius
the last century gave to
engineering in more material forms."
-- THOMAS A. EDISON**

KENNETH M. GOODE

BY APPOINTMENT
ROOM 1741
GRAYBAR BUILDING, NEW YORK
LEXINGTON 3444

phasis put on mere speed and more on a proved measure. Thus one manufacturer produced three experimental window display cards, each one of which differed greatly from its fellows. These were sent to three different stores. Results in each case were carefully recorded—the number of people who actually stopped to look, the actual sales of the product inside the store during the time when the display was up. A second week found the displays shifted about among the same three stores. At the end of the third week all three displays had been featured for one week by each of the three druggists. One design had far outpulled the others. While such a "test" method is not entirely scientific, it at least beats the old hunch method where three competing salesmen from three competing lithographers submitted designs, and the flashiest card and the most magnetic salesmanship carried away the order for the job without any such thing as a preliminary test.

IN the case of important steps, limited tests can be made of almost any kind of a business move. Thus a product had long been made by hand. A factory in New England believed that machines could be perfected to do the work even better. Workers in the plant derided the idea. The manufacturer secretly opened a small experimental plant in New York City. Here he made the product by machinery and brought back samples to the parent factory. They were left on the superintendent's desk. As workmen came in and gossiped, the executive picked up the machine-made goods and said, "Some day we will make goods like these by machines." "Not on your life," declared the workmen as they fondled the machine-made replica of their own handwork. A tricky test to make of a product, but a fairly scientific one.

It worked. It proved that skilled workmen couldn't tell the machine-made product from the goods created by their own hands.

More and more manufacturers are setting aside certain cities or states as test territories. Here the new product or new sales measure is tried out before being put into general operation. Thus examples might be multiplied to show that science is actually working its way into business. In some cases the executives say that they

THE ERICKSON COMPANY*Advertising***381 FOURTH AVENUE, NEW YORK**

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

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

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

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



PRACTICALLY every motor car purchased puts more money into the greater Detroit market. Five million cars will be sold in 1928—five million people will contribute to Detroit's prosperity and increase the advantages of this market to you. Every car brings one more family out of doors, out into the influence of Outdoor Advertising. The growth of the motor industry indicates why Detroit offers possibilities and also why Outdoor Advertising is necessary in every marketing plan.

WALKER & Co.

OUTDOOR ADVERTISING
Selling Representations for
POSTER, PAINTED and ELECTRIC DISPLAYS
throughout the United States and Canada
Flint DETROIT Saginaw



American Exporters and Manufacturers

Are you helping your Agents build a strong and sturdy business, for your products here in Peru?

The visit of your Representative is not sufficient, your foreign competitors are slowly but surely gaining ground.

The importance of forceful advertising here in Peru is an established fact, if you are to hold your place in this large and progressive market.

The house of Belmont is at your service, let it handle your advertising for you.

A. J. BELMONT & CO.

General Advertising Agents. Cable Address: "FERMA"
Calle Pando 719, Dept 111, P. O. Box 1860
LIMA, PERU, SOUTH AMERICA

are trying to put "engineering exactness" into their business. In another case the sales executive declares that he will hire no more flashy salesmen—he wants the sound, solid type, even though less voluble. An advertising manager leans violently backward in editing his copy, knowing that restraint is usually far more potent than overstatement.

Still another tells his aides that they must not come to him any more with mere opinions; they must keep at the problem until they can bring in real facts.

These are all signs of the same thing.

They show that we are waking up to the fact that the scientific attitude will get exactness into business methods quicker than mere speculation about statistics or reviews of charts.

WITH all the afternoons he is supposed to spend at golf and in spite of those evenings up front at musical comedies, the average business executive perhaps is the most tired of men. The explanation cannot come from long hours. If hours were fatal, the "pure" scientist, often pursuing elusive problems day after day and night after night, should be almost constantly on the verge of a breakdown. But no; he is enjoying himself too much. He is actually solving problems. He need not build pedestals for himself—his discoveries will do that for him.

Is it claiming too much to say that advertising will become an even more enjoyable vocation as the scientific spirit gets into it in an increasing measure?

Nothing is so tiring as this matching of wills, personalities and mere opinions.

With scientific method in its place, thought and action will be more refreshing.

While awaiting the birth of his first child, Huxley, at the age of 31, wrote down in his diary the hopes then uppermost in his heart:

"To smite all humbugs, however big; to give a noble tone to science; to set an example of abstinence from petty personal controversies, and of toleration for everything but lying; to be indifferent as to whether the work is recognized as mine or not, so long as it is done; are these my aims? 1860 will show."

Advertising men are not yet Huxleys, but some of them are on the way.

Trader Horn on Copy

[Continued from page 28]

a grand title. They used to catch the women going to Fez to the harems.

"Co-ordinate your material . . . till there's neither waste nor paucity of interest.

"'Tis a matter of pure selection! You've got hold of the High Light all the time or you'd never have the heart to begin . . . But if you let it shine out too early and too strong in the narrative, you're ruining your picture. Keep it subdued until the end, and keep your illumination for that.

"I've written a double lot this week, Ma'am. I didn't want to lose the tangent by breaking off . . . the end is the moment of delicacy. It'd never do now to roam away from the tangent. Aye, the finale's the thing.

"At all periods of composition you should be able to detract from the subject now and then . . . glance away from it and let the mind fleet free.

"'Tis not too refined a subject but it needs expression if you can see your way of doing it without offending the American public. They're somewhat more choicy than the English.

"Well, Ma'am, the finale at last. Take it inside and go through it. I should like to know what impression it leaves on the reader."

And so do we all of us, Trader Horn, all of us who weave words for our livelihood. As soon as the closing period is put in place we all are impatient to learn "what impression it leaves on the reader." And we can nod our heads in agreement when you add—"The hope that springs from a literary horizon is of a breed harder to kill than most." Fortunately for the writing craft, what you say is true—that "there's something in writing that's like armour to the feelings."

Knoxville "Journal" Sold

A. F. Sanford, publisher of the *Journal*, Knoxville, Tenn., has sold his paper to Rogers Caldwell, banker and newspaper owner of Nashville, Tenn., and Col. Luke Lea, publisher of the *Tennessean*, Knoxville, Tenn. The price of the sale has not been disclosed.

Mr. Caldwell and Colonel Lea are owners of the *Commercial Appeal*, Memphis, Tenn., and the *Evening Appeal*, also of that city.

Seven Years' Figures

Advertising Linage in
The Christian Science Monitor
showed an increase of 552,756
lines in 1927 over 1926.

Figures for seven years are as follows:

YEARS	LINES
1921	1,509,097
1922	2,029,246
1923	3,488,353
1924	4,163,159
1925	5,774,791
1926	6,600,227
1927	7,152,983

THE ANSWER?

"Satisfied Advertisers"

THE
CHRISTIAN SCIENCE
MONITOR

107 Falmouth Street
Boston, Massachusetts, U. S. A.

"A Quality Medium for Quality Products"

The Year's Great Book
for Advertising Men



**MY LIFE
IN
ADVERTISING**

By CLAUDE C. HOPKINS
Former President, Lord & Thomas

HERE is the inspiring autobiography of one of the world authorities on advertising. For 37 years, Claude C. Hopkins has been a developer of modern advertising principles. As copy chief and President of Lord & Thomas he has written \$100,000,000.00 of national advertising. His own income as an advertising man has run as high as \$185,000.00 a year. Now, from his lofty peak at the top of the profession, he has reviewed his life work and set down for the benefit of others the knowledge which he has spent a life time in acquiring.

MORE THAN AN AUTOBIOGRAPHY

This book gives intimate details of many advertising successes. It tells how great advertisers started, the methods and strategy which were used to secure world-wide success. It also discloses methods which failed, and the reasons why. The discussion is amazingly frank, revealing both facts and figures. Each campaign is so presented as to illustrate definite advertising principles. It is probably the most valuable exposition of right advertising and marketing methods which has ever appeared in print.

A FEW OF THE CHAPTERS

My Start in Business
Lessons in Advertising and Selling
Early History of Palmolive Soap
Puffed Grains and Quaker Oats
Pepsodent Tooth Paste
Automobile Advertising
Tire Advertising
My Greatest Mistake

A book of enormous value to every man in the advertising profession.

Price \$3.00

ON APPROVAL ORDER FROM

Harper & Brothers AS 28
49 East 33rd St., New York, N. Y.

Gentlemen: Please send me postpaid for ten days' FREE EXAMINATION one copy of MY LIFE IN ADVERTISING, \$3.00.

- I agree to remit \$3.00 within ten days of receipt of this book or to return it.
 I enclose my check for \$
 Please send C.O.D.

Name

Address

Business Connection (Please fill in)

To Plan and Write Strong Advertisements

[Continued from page 26]

been assembled and answered, we are then ready to construct the case.

So we come back to a mental conception of the typical Buyer of this Article again.

In order to know how to best approach him.

How best to interest him in the Advt.

How best to get him "with us" in reading the Advt. instead of "against us."

In other words, how to get him into a receptive attitude instead of into a combative attitude.

Next we estimate at what point our Advertised Article is most likely to touch his interests.

Which of all our selling features are most likely to appeal to him strongest.

Then we make *that* feature the pivot upon which to swing the whole argument and all the other features in the order of their relative importance—to *him*.

Now we start in to write the Advt. And we write it as if this was the *only* Advt. we ever meant to use.

We write it so that it is a complete selling canvass for the Article, condensed into the fewest words that will express it.

This is the order of thoughts and requirements in writing it.

* * *

First—News Interest.

The title and the first lines must be invested with this to command a reading for the Advt.

That "News-Interest" must be kindred, and entirely natural, to the subject matter.

Avoid by all means the far-fetched headings that disappoint the reader.

Because, the revulsion following the feeling of being tricked would antagonize him against the Article advertised instead of leaving him favorable to it.

The News-Interest must, therefore be *evolved* from the Subject itself.

(Not faked-up from the outside and tied to it with a slender thread.)

And that News-Interest *must* exist somewhere in the subject itself or the Article could not be sold by any Salesman.

A live News-Interest for the man who *should* buy the article, even if for no one else. It is *there*—in the Subject.

So sit down *and dig it out*.

Then play it up in the title.

As the only proper "Eye-Catcher."

Which will be sure to catch the eye of the very men *you want to reach* with the Advertised Article.

Even if it interested *no one* else.

If the title now possesses enough live News-

Interest, the first few lines only need be devoted to introduction of the subject. Because, we should then jump into *facts* at once.

Playing up the most interesting feature first, the most *convincing* one last.

Expressing the whole matter in primer-thought, and in language forms so simple that even a child of twelve would fully understand all it meant.

The object of this simplified language is not merely to avoid misunderstanding.

But, to make the absorption of the meaning *effortless* for the Reader.

To make it so apparent that the information will almost "soak-in" without any mental labor on his part.

And beyond this, there is a valuable quality in simple thought-forms and familiar language which should never be overlooked.

Viz.—its more ready acceptance as *truth*, when in these forms.

For some undefined reason elaborate phrasing, intricate thought-forms and high-sounding words seem to impart *suspicion* to the Reader.

Where the simpler and more familiar forms seem to disarm it and carry the message home without arousing so many unspoken questions.

Perhaps because simple language simply spoken is characteristic of Sincerity.

And now for the climax.

This is where the majority of other-

Advertising preeminence reflects editorial leadership and effective market penetration.

Again—in 1927—Hardware Age overwhelmingly leads all contemporary hardware papers.

- (1) 71% of all advertisers using the national hardware papers during 1927, used Hardware Age.
- (2) Manufacturers invested in 3964 pages of advertising in Hardware Age. This exceeds by 769 pages the combined total advertising volume of all other national hardware papers.
- (3) 315 Manufacturers used Hardware Age exclusively in 1927, which is almost four times the number using the next ranking hardware paper exclusively.
- (4) Hardware Age published more than five times the number of exclusive advertising pages published in the next ranking hardware paper.
- (5) Today, the net paid circulation of Hardware Age is at the highest point in its 73 years' history—19052 subscribers—A. B. C.

This remarkable circulation growth at the highest subscription price of any hardware paper—\$3.00 annually—was achieved during a period when more hardware papers than ever before were distributed free.

Advertising flows to the publication of greatest efficiency

HARDWARE AGE

239 West Thirty-Ninth Street, New York City

Bernhard Cursive

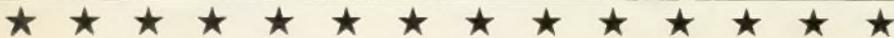
is a new tool for your work, a new medium of expression, a new bearer of impressions, thoughts and feelings. It is a vehicle of supreme grace and rare beauty. It expresses through its form and proportions a subtle message of quality and charm and does it more convincingly than any words.

Ask for our Portfolio of Inspirational Prints

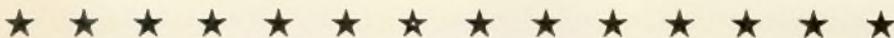
The BAUER TYPE FOUNDRY Inc

New York · 239 W 43^d Street

BERNHARD CURSIVE IS PROTECTED BY NUMEROUS DESIGN-PATENT APPLICATIONS



AMERICANISM *in all its phases*



THERE'S one theme behind every issue of the *Forum*. To seek to define, to express Americanism in all its phases. Its oddities, finenesses, follies, truths.

That is why there are articles and debates on art, birth control, Christianity, religion in our schools, educating Nell for charm and Bill for character, the ups and downs of instalment buying, the cultural equality of the negro, our popular and our denounced men; medicine, divorce, government imperialism, the third-term tradition, wives in politics. . . .

The *Forum* reaps, at every issue, whole crops of letters from all over the country. *Forum* interest is active. Such active interest is what your products are seeking. It pays to advertise steadily in the *Forum*.

F O R U M

Edited by HENRY GODDARD LEACH · 441 Lexington Ave., New York

wise good Advertisements fail.

They do not clinch.

Their last lines lack the vital *active* quality.

That intensive quality which makes the

Reader *want to buy* the Article, and *want to do something* toward buying it *at once*.

There is only one place in the Advt. for the planting of this spur to action—

And that is in the last sentence.

Which sentence should be carefully thought out, and framed up to climax all that has gone before into an active *Impulse* toward buying.

MAKE the Reader *do* something definite toward purchase at that stage and you have committed him unconsciously to a partial acceptance of your statement from which he will not be likely to later hedge.

Moreover, having moved him to *action through* the printed Salesmanship his mind records the impressions deeper because of that action.

And he is henceforth more receptive to subsequent Salesmanship. printed or verbal. on the same subject.

He has imbibed the germ through your printed Salesmanship and it will henceforth "work while you sleep."

If it now be nursed along with occasional follow-up of consistent nature, he is in a fair way to become not only a Purchaser but a well-informed advocate of the Advertised Article.

If your Advertised Article be of a kind which you cannot reasonably hope to sell him through Printed Salesmanship, make it possible for him in the Advt. *to do something toward* purchasing.

And then *make him do it*.

In the last *clinching* sentence.

Philadelphia Club of Advertising Women to Hold Dance

The Annual Dinner Dance of the Philadelphia Club of Advertising Women will be held at the Bellevue Stratford Hotel, Philadelphia, on Leap Year Night, February 29.

Martha Minter is General Chairman, and is assisted by, Florence M. Dart, B. E. Kempff, F. Firsching, Frances Suarez, Ellen Patten, Nellie Field, Mabel Lux, Claire Fey, and Beth Townsend.

Safe Progress Assured by KARDEX CONTROL



TO PROGRESS SAFELY, sales, costs and production must be controlled. Kardex visible equipment provides the facts necessary for profit plans and executive decisions involving the safety of your business. Yet Kardex is but one of a long line of modern business machines and equipment speeding the safe progress of American business and backed by the single responsibility and world-wide service of Remington Rand.

One hundred and ten trained research engineers, fifteen thousand skilled workers in twenty-eight modern factories, four thousand sales representatives, are back of every responsibility each Remington Rand man assumes. Remington Rand service is available in your city, as near as your telephone. Remington Rand Business Service Inc., 374 Broadway, New York.



Remington Rand

BUSINESS SERVICE INC.

REMINGTON · KARDEX · RAND · SAFE-CABINET

DALTON · POWERS · KALAMAZOO

BAKER-VAWTER · LINE-A-TIME

LIBRARY BUREAU

Can Salesmen Be Given Inside Jobs When Business Is Dull?

[Continued from page 38]



Hotel Belvedere

48th St. West of Broadway

450 Rooms, 450 Baths

Larger and Comfortable

RATES \$4.00, \$5.00 and \$6.00

CURTIS A. HALE

Managing Director



The NEIL HOUSE

The newest and now the Leading Hotel in COLUMBUS, OHIO
Opposite the State Capital
655 ROOMS-655 BATHS
RATES FROM 75c up
EUROPEAN PLAN

The facilities for dances, luncheon, dinner and card parties, large or small, are so unusually good that Sorority and fraternal 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

ten or twelve of the regular salesmen followed a plan of working inside part of each year and selling out in the field the rest of the year. They liked the change and felt that they were better both inside the business and out in the field as a result of the change each year. Their results in the field seem to bear this out, and they are allowed to work this way although the products of this business are not to any great extent seasonal. Incidentally, their inside work pays them about twenty-five per cent less in salary.

WHERE the salesmen meet seasonal selling conditions, it is often necessary to keep them busy the year around by finding work for them inside the business during the off-selling season.

But regardless of the seasonal nature of sales, it has been the experience of many firms that it pays to do the laying off and the hiring and firing of men as much as possible among the ranks of workers other than salesmen. The business that is faced with the necessity of either cutting down or building up its organization as a whole can best afford to do this cutting and this building-up among other-than-salesmen groups of employees.

Flexibility as to selling plans embraces both the territories that are to be worked and the methods of working them.

If the products of the business sell to consumers generally and are not confined to any one restricted class of consumers, then of course sales resistance varies from time to time according to variations in purchasing power in various parts of the country.

This fall and winter, for example, it is probable that purchasing power in nearly all rural divisions will be good. There are local exceptions, but they are so few that the farm market of the country can be covered quite completely with advertising and with salesmen who make principally the county-seat towns. Those few sections of the country where crops are poor are circu-

larized with direct advertising material, and fewer salesmen travel in those territories.

It is in the use of local newspapers to consumers and direct-by-mail advertising to the small-town merchants that many companies find their easiest method of adapting sales efforts to market conditions. The direct advertising material is designed to supplement the work of salesmen, especially to pave the way for them in advance of their calls, and to secure mail orders, in combination with sales correspondence. But, except in territories where salesmen call very infrequently or not at all, the direct-mail matter is usually prepared with a view primarily toward letting the salesmen do the closing. It is this sales-promotional work that the small surplus of salesmen held in reserve are used to best advantage inside the business. This kind of inside work also lends itself to the problem of training new salesmen.

The importance of having flexible plans, so that this or that territory may be worked more or less intensively from time to time, has grown with the increase of available statistical data. Most of this data are now gathered by the Department of Commerce of the United States. Some companies employ a practical economist who gathers statistics from many sources; then classifies, summarizes, and interprets his findings in terms of dollar sales probabilities in the various territorial sales divisions.

BUT the selling plans cannot be fixed very far ahead. They are kept subject to changes in detail corresponding with current changes in territorial conditions. The economist or statistician is on the job all the year around, always studying the true conditions as they change from month to month in each of the territorial divisions.

In this work he often uses a large map on which he records the latest estimates in each territory. And in making these estimates, he checks the

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 UP

Booklet with map sent upon request

WM. F. THOMANN

MANAGER



Does your catalog survive?

HOW enormous is the mortality of selling literature, even in its supposedly permanent forms! How much of what was so carefully planned and built finds its way into oblivion!

Plan your catalog for a Fabrikoid cover and insure it against sharing in this serious mortality and waste. The success of this remarkable material, made by du Pont, in commanding respectful attention to your product, lies in an

The Department of Design will gladly cooperate with sales and advertising executives in the planning of distinctive covers for your



unusual combination of qualities.

It is not expensive, yet it subtly conveys impressiveness, prestige, importance. It is waterproof — greaseproof — stainproof — scuff-proof; ink can be washed off with water. Its rugged composition makes it proof against the effects of frequent handling.

Many leading firms have proved the value of Fabrikoid. Their catalogs survive.

E. I. du Pont de Nemours & Co., Inc.,
Fabrikoid Division, Newburgh, N. Y.

selling literature. The artists and technical advisors of this department are at your service; inquiries are invited.

FABRIKOID

MAKES COVERS SAY "ATTENTION!"



VISITORS at the great Buick factory in Flint, Michigan, receive this beautifully bound book as a memento of their trip through the plant.

The Burk-Art® cover is most appropriately designed for this type of book. It is personalized by having the visitor's name stamped in gold—a friendly touch that goes a long way to keep friends and make new ones.

*Burk-Art is the name of a process for embellishing covers made of Du Pont Fabrikoid and other materials, for books, catalogs, loose-leaf binders, etc.

THE BURKHARDT COMPANY, Inc.
Larned and Second Streets • Detroit, Mich.

BURKHARDT VISUAL SELLING HELPS

observations of salesmen against his statistical findings.

In recent years the disparity between statistical findings and the observations of salesmen has diminished noticeably. This is accounted for by the fact that current statistical reports are both more complete and more accurate than in former years. Likewise, the observations of the salesmen are more intelligent, for many of them have been patiently trained to make true reports of conditions as they actually exist out in their territories.

THE competition of chain stores in recent years has also led many salesmen gradually to develop their ability to help the merchants they call on with constructive business-building ideas and plans. This competition is, as everyone knows, a factor of increasing importance, and it is often advisable to measure carefully the amount of chain-store competitive power and the rate of its growth in each sales territory; then plan to cope with this competition according to its strength.

Some salesmen are better than others in helping a merchant with those constructive ideas which enable him to compete successfully with chain-store competition. Those salesmen are assigned, as far as possible, to those territories where their special ability is most needed.

It is plain that an important principle underlying the success of modern sales management practice is the principle of flexibility, applied in both the organization and the current plans of the sales division. The central idea is to keep both organization and plans readily adaptable to the ever-changing market conditions.

News Purchases Site for Office and Manufacturing Plant

News Syndicate Co., Inc., New York, publishers of the *Daily News* and the *Sunday News*, have purchased a plot of real estate on which to construct a new newspaper manufacturing plant and office building. The site is located at 42nd Street between Second and Third Avenues.

The new building will provide space for the related activities of the *Chicago Tribune*, Liberty Weekly, Inc., Pacific & Atlantic Photos, Inc., Ontario Paper Co., Ltd., Tonawanda Paper Co., Chicago Tribune Transportation Co., Ltd., and Franquelin Lumber & Pulpwood Co., Ltd.

Low in Cost
Easily removed—Quickly resealed. It is the cap that appeals to the user.
Samples?
AMERICAN METAL CAP COMPANY
Brooklyn, N. Y.

THE AMERSEAL CAP

House Organs

Why not send a friendly house organ to your customers? It pays. Some of our users have been mailing out house organs every month for twenty years. Write for a copy of the William Feather Magazine.

The William Feather Company
605 Caxton Building, Cleveland, Ohio

American Druggist

Founded in 1871

The Pharmacy Business Paper

February
1928

50 Cents



A prophet may get along without honor in his own country.

A magazine however, has to win recognition in its own field before it can be a sales influence.

Here's the easiest possible check to make. The names below are firms who have bought advertising in the *American Druggist*, the *Pharmaceutical Business Paper*.

Abbott Laboratories
Alkalol Company
American Hard Rubber Company
American Tissue Mills
Andron Hygienic Company

Binney & Smith
Borden Company, The
Brilliantone Steel Needle Co. of America (Inc.)

Chamberlain Laboratories
Coca Cola Company
Colgate & Company

Djer-Kiss Company (Alfred H. Smith Co.)
Donald's Limited (Vapex)

Eimer & Amend

Fitzgerald Mfg. Co.
Fougera & Co., E.

Gillette Safety Razor Co.
Goodrich Rubber Company
Gould Company, M. P.
Gretsch Company, Fred.

Hallgarten & Company
Health Products Company

Ingersoll Watch Co., Inc.
International Laboratories
International Proprietaries (Tan-Lac)

Janvier, Inc., Walter

Kissproof, Inc.
Kleinert Rubber Co., I. B.

Lambert Pharmacal Co.
Lehn & Fink Co.
Levy Co., Ben
Libbey Glass Co.
Loektite Company

Major Mfg. Co.
Medco Company
Mennen Company
Mentholatum Co.
Metz Co., H. A.
Mossee Adv. Agcy., Rudolf

National Carbon Company
New York Handkerchief Co.
Norida Parfumerie
North American Dye Corp.

Odorono Company

Parfumerie Melba, Inc.
Park & Tilford (Tintex)
Parke-Davis & Company
Pinaud, Inc.
Pneumo-Phtysine Chemical Co.
Pond's Extract
Pro-phy-lac-tic Brush Company

Quincy Show Case Wks.

Rieder & Sons, Frank
Richardson Corporation

Sealright Co., Inc.
Schering & Glatz Co.
Schnefel Bros.
Scholl Mfg. Co.
Scovill Mfg. Co.
Sharpe & Dohme Company
Sheaffer Pen Company
Solvite Company
Squibb & Sons, E. R.

Taylor Instrument Company
Tyrrell Hygienic Institute

Valentine's Meat Juices
Vivaudou, F.
Vulcanized Rubber Co.

Winthrop Chemical Co.

Zonite Products Co.

The American Druggist has proved this:

Manufacturers and agencies have been quick to approve of a business magazine for business men in the field of pharmacy.

Further Details from

Future of Radio Advertising

[Continued from page 27]

between 7 p. m. and 11 p. m. they are one-half the rate. The system provides that the services of the artists' bureau, the program department, and the announcers in arranging and presenting the programs are included without extra charge. It is possible for an advertiser to have his program given in any one of the cities or over the complete network. The cost varies with what the advertiser provides. If it is a regular program of engaged musicians or singers, it is, of course, cheaper than one employing artists of national standing. Then the total expense, including stations for an hour's entertainment, may be as high as \$60,000. But that in itself is a separate story; fees of from \$2,000 to \$12,000 are not extraordinary for an hour of individual artists' time.

The demand for radio time by advertisers is so insistent that already another chain has been formed—WOR and its satellites; and this chain is selling some space and is trying to sell more.

BECAUSE the advertising agency receives its fifteen per cent commission on the radio advertising it places, just as it does on the newspaper and magazine advertising that it places, three large advertising agencies have already organized radio departments to take care of their clients' problems, and incidentally to build up competitively stronger positions. The George Batten Company has engaged George Podyen to head its radio department; the J. Walter Thompson Company has formed a nucleus of a department with William Ensign; and Barton, Durstine & Osborn has not only signed up Herbert Foster, a young executive of the National Broadcasting Company, but has backed him with Mrs. Annette Bushman, the program director of WEA, and Deems Taylor, in the capacity of radio program consultant. Then, too, they have tied up the Metropolitan Opera singers both to gain a leverage for new possible accounts and to strengthen their position in the radio field. George Harrison Phelps, Inc., of Detroit, owns a station and uses radio in advertising campaigns.

All that a prospective advertiser on the radio has to do today in the case of any of these agencies is to state his problem and have it solved for him as quickly and as effectively as it would be in any other phase of his selling program.

THE broadcasting systems recognize this, and in giving the agencies their fifteen per cent are simply encouraging and developing their own business at a very small cost to themselves. Other agencies not quite as large as those named are also active in the earning of this fifteen per cent. They propose programs to prospective radio clients and even go to the trouble and expense of preparing scenarios which are intended to dramatize their prospective clients' wares over the air. These scenarios are then acted out gratuitously by the agency, with the cooperation of the broadcasting company, while the client sits in a little room observing his prospective actors go through their parts and hearing their "noises" through loud speakers.

But how far is the public aware of this new phenomenon in American salesmanship, and particularly that public most affected—the publishers of magazines and newspapers? To what extent is the publisher "alive" to this new phenomenon on the horizon? Only to a very limited extent. Here is a situation which is bound by the force of events and circumstances to come very close to the very life blood of American journalism and the world of publications, and yet very little has been done consciously to foresee the future and to be guided by what the future developments appear to be. To be sure, the newspaper has recognized the advertising potentialities of the companies that manufacture radio apparatus and of the radio stores, large and small; and the newspapers have accorded to the radio in their news and feature columns an importance relative to the increasing attention given by the public to the radio industry. At the same time that this has been going on, certain newspapers have bought radio stations and linked them up with their news and enter-

\$4,000 to \$12,000 Income Opportunity In Your Home City

Settled man with some advertising and specialty sales experience—will find here an opportunity to enter into a lucrative business that brings big returns.

We will help the right man establish a direct by mail advertising service in one of several cities of 100,000 population and over; the business will be patterned, equipped and fashioned after our 11-year-old Chicago organization.

Small investment required. All equipment is modern in every respect; this business is completely organized. Our method of turning out work will amaze you.

\$2,500 to \$7,500 starts you in a business today that will take care of you later; complete information without obligation. If you are really ready to build a business for yourself write, giving age, experience and references. Box A, ADVERTISING & SELLING, 410 North Michigan Ave., Chicago, Ill.

"Arlington Operated"

HOTEL ANSONIA

Broadway, 73rd to 74th Sts.,
NEW YORK CITY

12 minutes from Penn. and Grand
Central Stations
5 minutes to Theatres 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 mid-night. 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 . . . \$4.00 per day
Large Double Rooms . . . \$5.00 per day
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"

It Costs You Nothing to Ask About

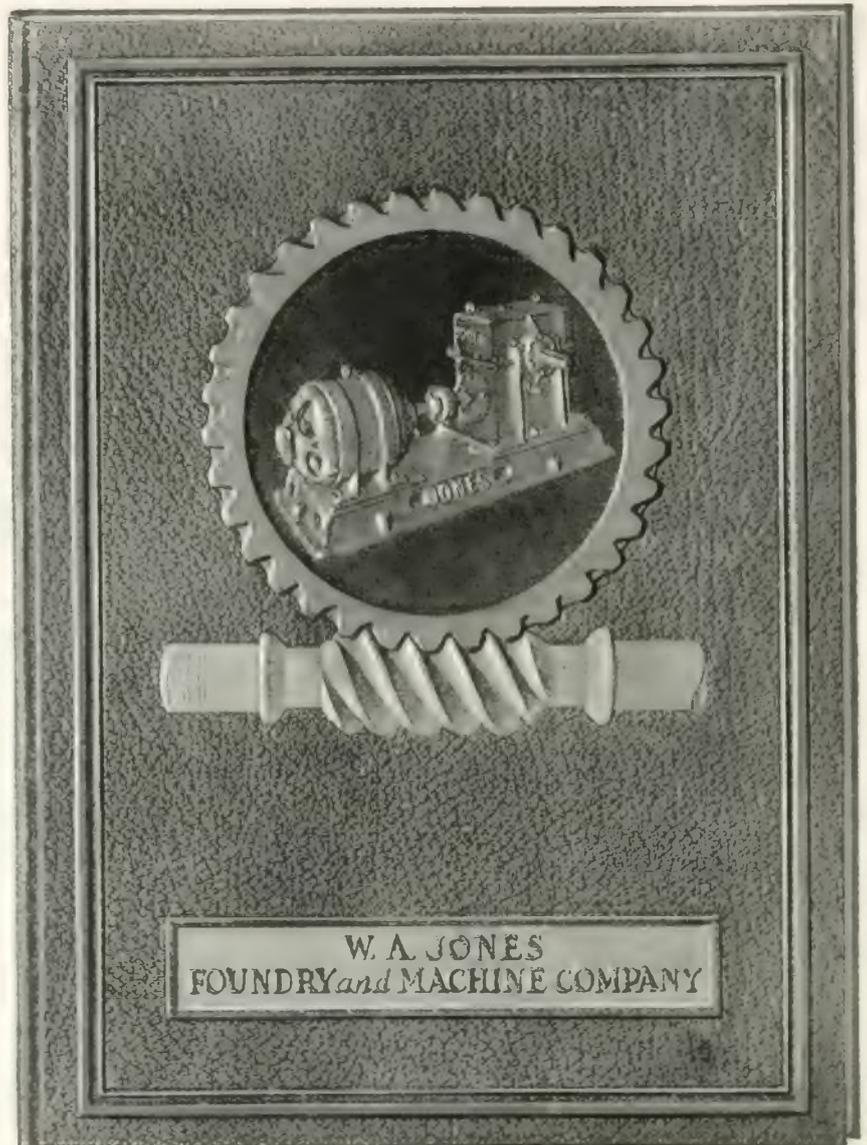
MOLLOY MADE COVERS

ASKING is the easiest way to find out how Molloy Made Covers will fit in with the plans you are making for your book. It doesn't make any difference what kind of a book you are working on. The main thing is that you want it to be read, referred to, kept at hand—to make a good impression when it arrives—to maintain that good impression through its appointed term of service.

Ask us about it! Tell us in detail about its size, makeup and purpose—the number of pages and the size of the edition. Perhaps you've considered a Molloy Made Cover as being out of the question—let us submit our suggestions before you close your mind.

Molloy Made Covers can be made in any size or style—in any quantity—in any combination of colors—in practically any leather grain. Their base is the finest quality of artificial leather—equal to leather in appearance and superior in wearing quality.

A request on your letterhead will bring the new Molloy booklet, attractively presenting the complete story of Molloy Made Covers. It should be in your reference files.



Deep blue is the background color of this semi-flexible Molloy Made Cover, with the design in relief against a Levant grain. The gray motor stands out in a blue field, framed in the bronze gear which is meshed with the silver worm gear. The name plate is silver. Book size, eight by eleven and one-quarter inches.



MOCOTAN

Results never possible before are achieved with this newest Molloy product. Full flexibility without board backing; no raveling edges; can be wire stitched to the inside pages; a leather appearance and feel not hitherto approached. Ideal for booklets, proposals, etc. Ask us about Mocotan!

THE DAVID J. MOLLOY COMPANY

2863 North Western Avenue, Chicago, Illinois

Branch Offices in  All Principal Cities
Commercial Covers  for Every Purpose

tainment distribution facilities, supplying these two features over the air to the public which they already reached by way of the printed sheet.

They have built up prestige and circulation in this way. The Boston Transcript, the Chicago Daily News, the Detroit News, the Birmingham Age-Herald, the Washington Herald, the Cincinnati Times Star, and nearly one hundred newspapers own stations. At the same time newspapers throughout the country began to realize that the infant industry they were building up was eating into their advertising revenue. The New York publishers, in self-defense, agreed not to publish in their reading columns the names of the firms which were giving the advertising entertainment; but the agreement was broken by one newspaper that printed their names, claiming that they were "news," and back came the other papers to the original custom. So, too, magazines—Time and Collier's, for instance—have been using the radio to build up prestige and reputation, but not as a link-up with their own advertising.

UP to the present time, as far as we know, no newspaper chain has linked the radio up to its regular schedule of selling advertising space on the air and on paper jointly. No newspaper chain makes a contract with an advertiser offering to give him circulation in so and so many cities on paper and over the air. No group of publishers has linked up its space over the air and by column for one joint rate. There are at present publishers who sell space in the air and in their columns, but they regard the two as separate ventures.

Possibly new inventions will make the radio cheaper than it can afford to be at present. We may then see the newspaper chains offering joint rates for publication by type and by voice throughout the country; or we may find a national advertiser localizing his advertising by tying it up with local newspaper stations. Or we may find to even a greater extent than we do today advertising media determining their field in the air even as they do on earth, and in the ten or fifteen advertising programs on at the same time, the program appeals being designed to reach certain classes of the public. These are all likelihoods. The Hearst Newspaper Chain has recently recognized the situation by appointing Frank Carlson, formerly

DIARIO DE LA MARINA

LA HABANA, CUBA

It is a waste of time and money to advertise to thousands who might like to buy, but have not the money. An advertising campaign concentrated on the inmates of an almshouse wouldn't make a sale.

Study circulations carefully, especially in Cuba, and do not make your comparisons on figures alone. Tremendous circulations have been built up overnight (and have disappeared just as quickly) by means of mud-slinging; appeal to the base instincts; and political backing.

Diario de La Marina is the oldest newspaper in Cuba. It has been published in Habana for 95 years without interruption. War, changes in government, national calamities have come and gone—but Diario de La Marina went right on publishing. It is not the organ of any political party. It speaks frankly on all national issues, and is therefore respected in all circles. A safe and sane, yet progressive policy, has guided this newspaper to its present enviable position.

It is the only newspaper in Cuba with a Rotogravure Section, which is published on Thursdays and Sundays.

Diario de La Marina is read by those prominent in politics, business, society and sport; and by people with money to spend. It is Cuba's greatest newspaper, and has been for almost 100 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

—AND SO OUGHT YOU!

ADVERTISING AND SELLING
9 East 38th St., New York City

Please enter my subscription for one year at \$3.00.

Send bill.

Check attached.

Name Position

Company

Address City State

WANTED

A Sales Manager

ONE of our clients, a leading industrial Corporation, has asked us to find a sales manager to head one of its main divisions. Owing to the form of organization, the man will be practically in the position of general sales manager.

It is essential that the man who is appointed have a notable record as a sales manager or executive in a sales department of large size.

While the company makes many technical products the sales under the direction of the man we seek are entirely through commercial channels. It is essential that the sales manager be familiar with modern merchandising and have some familiarity with national advertising methods and market analysis.

This company also expects that the man for this place will be high grade in every particular, as only such a man would find his surroundings congenial.

The salary will be on a scale proportionate to the importance of the position.

This position is a new one but with an old company. You can answer this advertisement in full confidence that your letter will be seen only by the officers of the company. Please give full information concerning education, experience, present and former connections.

RAYMOND E. BELL, Inc.
Management Engineers

Broadway at 57th Street, New York

managing editor of the Chicago *Examiner*, as correlating head of all its radio departments.

Unless there is a change in the situation the time will come when newspapers and magazines will find other forces, as powerful as themselves, competing with them for the advertising dollar. There is no doubt that the air today is in the hands of a monopoly; of a benevolent monopoly, but of a monopoly just the same. The newspaper and magazine publisher had better "look to his muttons."

SOME men in the radio advertising field maintain that the tendency of the use of radio programs by commercial advertisers is toward an institutionalizing of the time they have on the air rather than a direct sales appeal. They claim that this institutionalizing must be supplemented by newspaper advertising. On the other hand, it does seem obvious that even if this were the case to some extent, the average large firm can spend only a certain percentage of its turnover or its profit for advertising of all kinds, and that if radio advertising takes out any appreciable portion of this there is less left for the other forms of advertising.

The writer works with both the newspaper and the radio. He finds both in the hands of intelligent, equitably-minded men. He realizes, however, that a free press—one that is absolutely devoid of influence in any direction as to the color of its news columns—must depend upon other legitimate money sources than those that come from circulation under the present system of newspaper making and selling. Under this system, advertising revenue is the only money that can produce complete independence of thought; the only money that can produce a free press. Advertising revenues have made the press powerful and economical, and have made it able to present the news without bias or prejudice. Aside from any other consideration, the press should allow nothing to interfere with the advertising revenue that it gets as a safeguard in protecting its independence. Is not the surest and best way to insure this freedom the linking up with the ever-growing and spreading radio by harnessing it to the press and making it a source of revenue to itself as well as a source of news and advertising to the public?

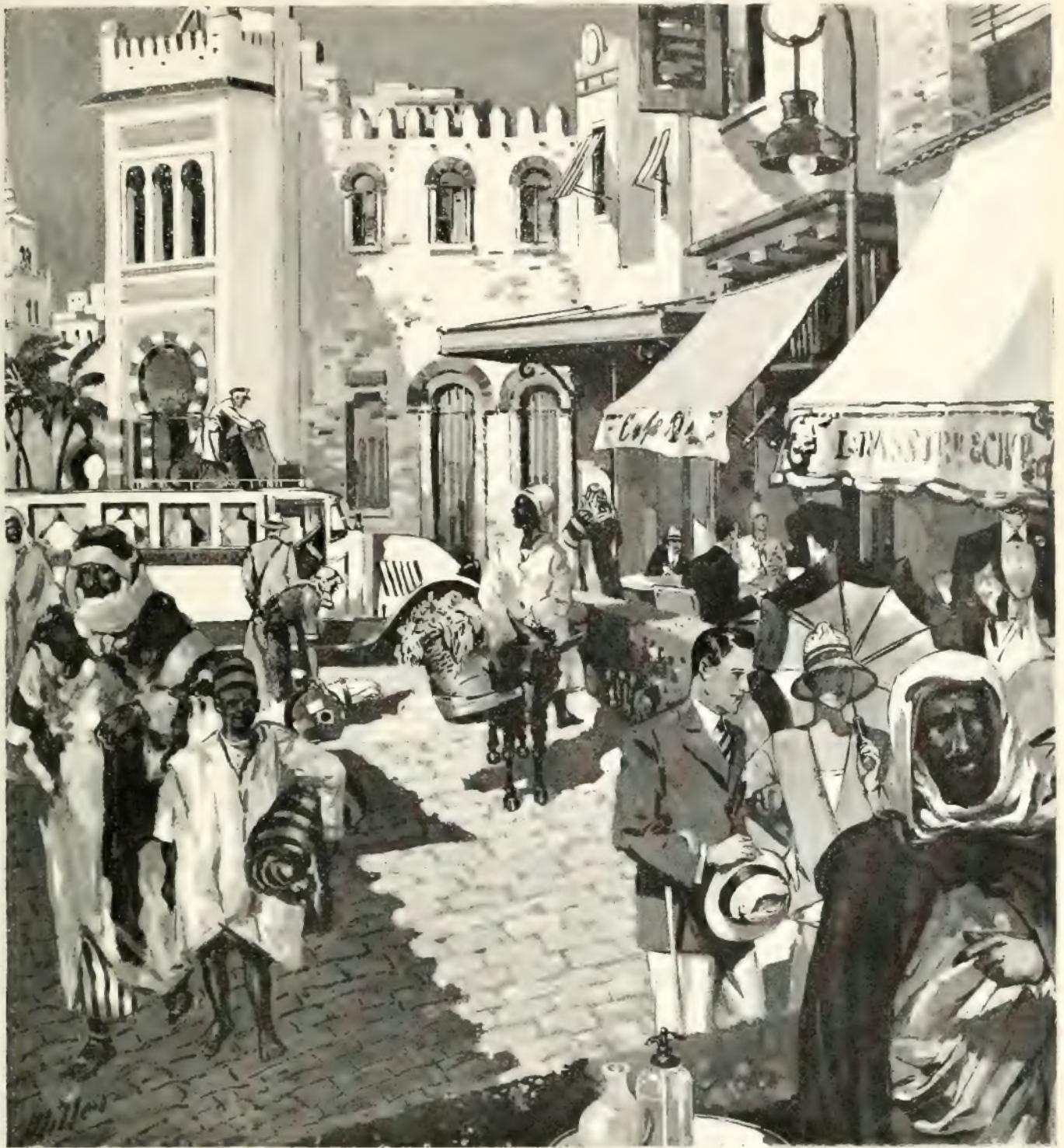
"Impressive Facts About the Gas Industry"



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**



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

twice at least

To every buyer of a Cargill printing job there come at least two pleasurable moments—one when he first sees the finished job, the other when the *Big Boss* passes judgment on it.

The
Cargill Company
Grand Rapids

350 DIFFERENT
INDUSTRIES

PAYS HIGH
WAGES IN

ALLENTOWN
PENNSYLVANIA

THE
**Allentown Morning
Call**

Has a Net Paid
Circulation of Over

35,000

In This Rich Community

Story, Brooks & Finley
National Representatives

"Ask Us About
Advertisers' Cooperation"

Everybody's Business

[Continued from page 5]

tract of rich soil, but they are harvesting fifty tons to the acre, which is three times the average yield of cane in Cuba. Therefore, as a result of the development of an insulation industry, we have unexpectedly opened the way for the building of a big sugar business of our own.

The outcome will be cheaper insulation as a result of the profit derived from the sale of sugar. There will no longer be any necessity for building homes that represent hardly more than over-sized radiators engaged in melting tons of snow on their roofs, and in dissipating high-priced energy to the outside atmosphere. Insulation makes it possible for the householder to heat with gas at a cost very little greater than is entailed in warming a leaky house with coal. It is developments of this kind that plainly indicate the difficulty of visualizing the ultimate end of any industrial innovation.

Less than four years ago a chemist finally succeeded in producing a glass that would transmit a considerable part of the vital rays of the sun. Soon put into commercial production, this glass has proved of such biological value that it has created a stir throughout the world. Seeds under the new glass germinate 24 hours in advance of those under ordinary glass. Lettuce has a deeper green and shows sturdier growth. Getting the ultra-violet rays to cattle and poultry that are kept under shelter in the winter months is producing material benefits in many places. Patients in hospitals and children in homes and schools also continue to show positive evidence of benefit from exposure under the new health glass.

THE public has come to understand what it means to live in sun-starved bodies as a result of spending ninety per cent of its daylight hours behind glass that shuts out the life rays of the sun. The outcome will be a revolution in glass making and a clearing up of moot questions respecting the utilization of unskimmed sunlight. The sun sends us three octaves of ultra-violet rays, and it now appears that we need only the first half of the

first octave. These are the essential waves we must get into our homes and working places, and they are the very ones that ordinary glass shuts out.

Careful tests of the U. S. Bureau of Standards show that some of the so-called health glasses are practically worthless. But that the idea is sound and practicable is evidenced by the fact that at least one type of glass produced under careful supervision continues to transmit from thirty to forty per cent of the ultra-violet rays of the sun after the photochemical action, called solarization, has finished.

WHO would have believed a short time ago that a radical departure in glass manufacture would do more than all else to bring about a nationwide movement to eliminate the evils of smoke? Health glass is of no value if the ultra-violet rays cannot get through the outside atmosphere to reach the window. It is the short vital rays that are cut off first by solid matter in the air.

That we are not slowing up in the great fields of invention and discovery is shown by current developments on every side. The Krupps in Germany are demonstrating a steel that will wear off the edges of hard files. This alloy is six times as hard as any steel of American manufacture. Another metal, "neonaleum," probably represents the most important discovery since duralumin. A piano made of this alloy would be so light that it could be picked up and carried away by a small boy.

A rust-proof steel is being produced in England in a "rotary furnace" that subjects the ore to treatment with gases at a low temperature. Since the indicated cost of production even in the early stages is only seventeen dollars per ton, some British metallurgists think it possible that present blast-furnace methods of production may be rendered obsolete. World rust destroys forty million tons of iron each year. What a boon it would be to humanity if we could produce a rustless steel at low cost.

There is a new metal called "kuprox" which has the property of

conducting electricity in one direction only. This permits charging batteries at twice the rate of the ordinary method. In fact, the field of new alloys is practically endless, for it would take a chemist a lifetime to exhaust the possibilities that lie in the mixing of even three or four metals. A few years ago the metal beryllium seemed to have no value whatever. Now we find that alloys made with it are far more resistive to corrosion than carbon steel.

A German priest has produced a powerful explosive by saturating finely divided organic bodies with liquid air. A Finnish inventor has produced a liquid that makes wood fireproof. A new protective paint has been designed for use in sealing joints against oil leakage. A clever German found that by treating pine needles in such a way as to get rid of their resin content, he had remaining a sort of "pine wool" made up of strong fibers resembling hemp. The resin can be made into fuel briquets, while the wool may be woven into heavy fabrics.

FEW things have interested folks more in recent months than the new varieties of so-called "dry ice" that are merchandised under different trade names. One of these is made by mechanically freezing carbon dioxide, the same gas which imparts "fizz" to soda water. By means of this heat-absorbing solid gas, it becomes possible to transport ice cream from New York to the Tropics, or ship frozen fish across the Continent in perfect condition.

What a really amazing thing it is to think that the ordinary flue gas from our chimneys may one day be caught and reduced to a product that will become immediately a direct competitor of ordinary ice. Even in the present early stages of this remarkable process, it has been found that one pound of solid carbon dioxide will do the refrigerating work of 15 pounds of water ice. The user of the "dry ice" does not have to take care of any disagreeable liquid, for the new refrigerant gives off only a harmless gas that preserves rather than injures foodstuffs.

The temperature of this strange substance is about 110 degrees below zero. It is so cold that if grasped too firmly it will destroy cell tissue just like a burn. In several instances

BOOKS

for the BUSINESS MAN

Can now be obtained by mail
from one convenient, reliable source

HAVE you neglected to read Chase and Schlink's much discussed "Your Money's Worth"? Or Claude Hopkins' "My Life in Advertising"? Or the Goode-Powel "What About Advertising"? which Earnest Elmo Calkins says is "one of the best books on advertising ever written"?

Let us suggest a list of three or four really important books on business for your winter's reading. Or tell us what subject you are most interested in and we shall suggest the best book from our complete library. We have them all—the standard reference and the new much-talked-about book on every business subject—sales direction, advertising, selling-by-mail, window display, advertising art, printing, research, co-operative advertising, warehousing.

**CHECK THIS RECENT LIST
HOW MANY HAVEN'T YOU READ?**

My Life in Advertising Claude Hopkins \$3.00	Warehousing H. A. Haring \$10.00
Window Display Advertising Carl Percy \$3.50	Book of Sales Management S. Roland Hall \$5.00
What About Advertising? Goode and Powel \$3.50	Your Money's Worth Chase-Schlink \$2.00

We also have lists of inexpensive books for distribution among sales and office staffs.

Robbins Publications Book Service

9 East 38th Street

New York, N. Y.

A juvenile background furnishes a pleasing frame for the picture of a juvenile product and both are shown here—reproduced perfectly by rotogravure.

*Background by
Trautman, Bailey & Blampcy
Photograph by Pondelicek*



ROTOGRAVURE
Prints Perfect Pictures - the Universal Language



ROTOGRAVURE sections are
published every week in fifty-three
cities of North America by these
eighty-four newspapers

- *Albany Knickerbocker Press
- *Atlanta Constitution
- *Atlanta Journal
- *Baltimore Sun
- *Birmingham News
- *Boston Herald
- *Boston Traveler
- *Buffalo Courier Express
- *Buffalo Sunday Times
- Chicago Daily News
- *Chicago Jewish Daily Forward
- *Chicago Sunday Tribune
- *Cincinnati Enquirer
- *Cleveland News
- *Cleveland Plain Dealer
- *Denver Rocky Mountain News
- *Des Moines Sunday Register
- *Detroit Free Press
- *Detroit News
- *Evanston News-Index
- *Fort Wayne News-Sentinel
- *Fresno Bee
- *Habana, Cuba, Diario De La Marina
- *Hartford Courant
- *Houston Chronicle
- *Houston Post-Dispatch
- *Indianapolis Sunday Star
- *Kansas City Journal Post
- *Kansas City Star
- *Long Beach, Calif., Press Telegram
- *Los Angeles Sunday Times
- *Louisville Courier Journal
- *Louisville Sunday Herald Post
- Memphis Commercial Appeal
- Mexico City, El Excelsior
- *Mexico City, El Universal
- *Miami Daily News
- *Milwaukee Journal
- *Minneapolis Journal
- *Minneapolis Tribune
- *Montreal La Patrie
- Montreal La Presse
- *Montreal Standard
- *Nashville Banner
- *Newark Sunday Call
- *New Bedford Sunday Standard
- *New Orleans Times Picayune
- New York Bollettino Della Sera
- *New York Corriere D'America
- *New York Evening Graphic
- *New York Jewish Daily Forward
- *New York Morning Telegraph
- *New York Il Progresso Italo Americano
- *New York Evening Post
- New York Herald Tribune
- *New York Times
- *New York Sunday News
- *New York World
- *Omaha Sunday Bee-News
- *Peoria Journal Transcript
- *Peoria Star
- *Philadelphia L'Opinione
- *Philadelphia Inquirer
- *Philadelphia Public Ledger & North American
- *Providence Sunday Journal
- *Richmond, Va., Times-Dispatch
- *Rochester Democrat Chronicle
- *St. Louis Globe-Democrat
- *St. Louis Post Dispatch
- *St. Paul Daily News
- *St. Paul Sunday Pioneer Press
- *San Francisco Chronicle
- *Seattle Daily Times
- *South Bend News Times
- *Springfield, Mass., Union-Republican
- *Syracuse Herald
- *Syracuse Post Standard
- *Toledo Sunday Times
- *Toronto Star Weekly
- *Washington Post
- *Washington Sunday Star
- *Waterbury Sunday Republican
- *Wichita Sunday Eagle
- *Youngstown, O., Vindicator

Rotoplate is a perfect paper for rotogravure printing,
and 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. La Salle St., Chicago

Modernism Emerges Full-Fledged

[Continued from page 40]

contributes to that end, is more than justified if it helps to achieve this purpose. After your printing is read, you do not care what becomes of it.

The essential quality of printing in the conservative manner is bookishness. Book style, book rules, the traditions of the book, are the basic elements in its design. Therein lies its weakness from the merchandising point of view. Bookish printing is not sensational. There is little about it to catch the eye and intrigue the mind—except, perhaps, a cold, rather austere sort of beauty; and the average man whose time is crowded, and whose mails every day are flooded with commercial printing, is not over susceptible, as a rule, to beauty of the bookish type, nor over likely to read the message it brings him—unless, of course, he has sent for it or wishes to have the information that it contains. A smash, a splash of bright color, an eccentric design, are obviously far more likely to capture his attention and hold it, and so insure the contents being read.

That in brief, is the explanation, or one explanation, of why the modernist style has been gaining ground—because it is better adapted to modern commercial conditions, more likely to be successful in the commercial sense. If the present state of commercial conditions is to last, then modernism in one form or another is likely also to last.

And that, again, is the explanation for the gulf that is constantly widening between the book style of printing and printing for commerce. They are in the process of becoming, if indeed they have not already become, two entirely distinct and separate arts.

MR. JENSEN, I think, has gone a step further than anyone else in his development of the modernist motif in printing. In this booklet, "Let Us Imagine," he has evolved new forms in design, forms that have never been used before, that are unique in the annals of printing, that take their departure not from some historic source but from here and now. And look at the color! I do not say they are great art; it is too early yet to judge of that; but I do say they are art, and that this piece of printing is art.

THE Standard Advertising Register

published by the

National Register Publishing Co., Inc.

Headquarters 15 Moore Street, New York City

*Announces that it has
been appointed as the*

Exclusive National Sales Agents

covering both the

Subscription and Advertising Fields

for

National Advertising Records

Published by the

DENNEY PUBLISHING CO., INC.

Headquarters No. 1 Madison Avenue, New York City

National Advertising Records is published on a monthly service basis covering the advertising records of the National Magazine, National Farm Publications and the National Radio Broadcasting Fields.

Service charges range from \$25.00 yearly for N.A.R. individual classification records up to \$240.00 for the complete service covering all fields.

Detailed particulars of the service or advertising space in N.A.R. monthly service will be sent upon request. Address all inquiries to the

Standard Advertising Register

NEW YORK
15 Moore St.

CHICAGO
140 S. Dearborn St.

BOSTON
7 Water St.

PHILADELPHIA
402 S. 45th St.

SAN FRANCISCO
130 Bush St.

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.

501 Fifth Ave.

New York

PHOTOGRAPHS
ANY SIZE—ANY QUANTITY
Schaefer-Ross Company, Inc.
ROCHESTER, N. Y.

THERMOMETERS



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

THE OPEN FORUM

INDIVIDUAL VIEWS FRANKLY EXPRESSED

M. MARCK REMARKS:

"The News Digest," especially changes in agencies and new advertising accounts, is, in my opinion, the most valuable item in your publication. Hoping that you will enlarge this part of your publication. . . .

MARTIN MARCK
*Foreign Language
Newspaper Advertising
Boston, Mass.*

AN OLDSTER'S PLEA

Am anxiously awaiting future issues of ADVERTISING & SELLING to see what, if anything, disinterested parties say about my "Plea for Us Oldsters." *Naturally, I'd much rather see the story "panned" than ignored altogether, especially since you seem to have had considerable confidence in it as a hell raiser.*

G. L. PRICE
*Secretary
The Mayers Company, Inc.
Los Angeles, Cal.*

BEHIND SCENES IN THE TESTIMONIAL FACTORY

It might amuse you to hear of an experience I had last week. A gentleman of international repute, whose name is second only to those of such men as Babe Ruth or Jack Dempsey, wandered into my office and spent the better part of the afternoon with us. Recently his picture had adorned the advertisement of a well-known cigarette in a nation-wide series of newspapers, with a statement to the effect that he thought that particular brand of cigarette was "all to the berries."

Hoping to get a rise out of him, I offered him a cigarette of another make during the course of our conversation. He almost restored my waning faith in testimonial advertising by refusing the cigarette. However, he did so with a laugh and the remark that he indorsed the other brand. The effect was immediately spoiled, however, by his reaching in his pocket and producing still a third brand, which was not only unadvertised but was not even made in this country.

Of course, to us on the inside, such things are not strange, and most of us have probably given the testimonial

advertising the consideration it was worth. Nevertheless, it was somewhat of a shock, even to me, to see this gentleman coolly refusing to smoke the brand of cigarette whose maker had spent thousands of dollars in advertising, together with his picture and his testimonial. One would have thought he would at least have bluffed it out for a few months after his photograph appeared.

J. K. MAC NEILL
*Sales Manager
Hewes & Potter, Inc.
Boston, Mass.*

EVERY LYTLE LETTER HAS A MEANING

The taboo you seem to have placed on prose, long articles, profound, but unreadable, which are the detracting element of a majority of professional or trade magazines, is one point highly commendable.

WILLIAM J. LYTLE
*Daily Review
Sistersville, W. Va.*

WHAT A WOMAN THINKS

May I rise in earnest protest against the conclusions reached by Philip Spane in his article, "Women Writers—Quick?"

Advertising *doesn't* need more women writers. It needs fewer and better. It needs more men with an understanding of woman's self-centered, highly-personal viewpoint.

There are great women novelists because the novelist interprets life through the viewpoint of a single character. There are few great advertising women because advertising must interpret living through the viewpoint of the crowd.

JULIE M. D. BARRY
Philadelphia

DOESN'T LIKE NEW TYPE DRESS

Regarding the new make-up, I wish I could be congratulatory, but my impression is that the book is harder to read and actually requires a definite effort of concentration to keep the eye from wandering.

MARSH K. POWERS
*Powers-House Co.
Cleveland*

HITCHING TO STARS

We want women copy writers, but where can one get them (except for department store merchandise)? How are women training themselves for higher advertising tasks? Check the list of subjects chosen for women Ad-Club gatherings—that is a good index. The last meeting of the League of Advertising Women (New York) was devoted to a snappy discussion of astrology.

FLINT MACINTYRE
*William Parsons' Sons
New York*

WE CANNOT TELL A LIE

To read ADVERTISING & SELLING is a rest not alone for the mind but for the eyes. It has "IT." *Who* is responsible for such a change?

GEORGE F. BARTHE
*Advertising Counsel
Syracuse, N. Y.*

THE WOMAN PAYS!

Last night again I interrupted the family's reading by telling her about the tailored touches you've given the January issues. You are doing a great job. . . .

W. HUNTER SNEAD
*Advertising Manager
Edwin L. Wiegand Company
Pittsburgh, Pa.*

MR. GITHENS GETS A CREDIT SLIP

The silhouette sketch of a Gondola which you credited to me in a recent issue of ADVERTISING & SELLING, made merely as a decoration for a "house" travel advertisement, was largely and deliberately taken from a booklet advertising the Lido. For this reason, the drawing was unsigned.

Inasmuch as you reprinted this without my knowledge, I would be grateful if you would correct any misapprehension concerning my standing in the Art World.

I am, God knows, no artist, but merely a hewer on wood and a drawer on Whatman's to amuse children or to decorate an idea.

PERRY GITHENS
*Associate Editor, Life
New York*

I 9 2 8

A Larger Window Display Year Than Ever Before in Advertising History

1927 has been a banner year. Many new products were introduced and featured thru the quick, direct and inexpensive method of window display.

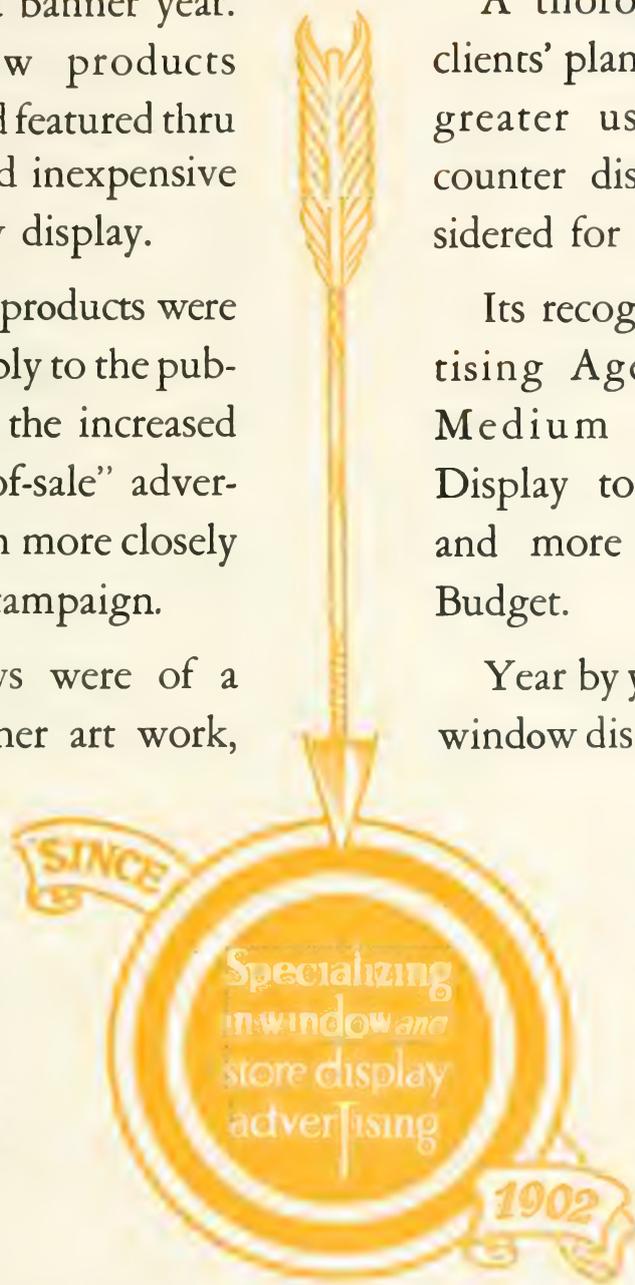
Old, established products were brought more forcibly to the public's attention thru the increased use of this "point-of-sale" advertising, tying up even more closely with the national campaign.

Window displays were of a higher calibre—finer art work, more careful planning and more intelligent direction resulting in a closer realization of the display's job—the *selling* of merchandise.

A thorough survey of our clients' plans shows that an even greater use of window and counter displays is being considered for 1928.

Its recognition by the Advertising Agencies as a Major Medium causes Window Display to be included more and more in the Advertising Budget.

Year by year the importance of window display in the advertising scheme becomes more apparent—year by year its use becomes more wide-spread—and 1928 will prove to be the banner year of them all!



EINSON-FREEMAN CO., INC.

Lithographers

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



“AND SLEEP! MAN, HOW I DID SLEEP!”

Well, you won't see much of me this summer. I intend to spend most of my time right here. Though we're just on a short trip now, Mary and I know this is the *one* place for our vacation. What a hotel! Splendid food, and the guests as pleasant and friendly as you'd want to meet. We sleep like tops, too. There's plenty of sun and air in our rooms; it feels mighty good to wake up to a place like that. . . . The people of the hotel are certainly thoughtful; they all do their best to make us comfortable. Jim Coulter (he comes down regularly with his family), says he considers this place his second home. I'm beginning to look on it the same way.

* * *

Further information about Chalfonte-Haddon Hall is interestingly given in booklet form. We would be glad to mail you a copy.

CHALFONTE-HADDON HALL

ATLANTIC CITY

American Plan

DISPLAY advertising forms of Advertising and Selling close 7 days preceding the date of issue.

Classified advertising forms are held open until the Saturday before the publication date.

Thus, space reservations and copy for display advertisements to appear in the Feb. 22 issue must reach us not later than Feb. 15. Classified advertisements will be accepted up to Saturday, Feb. 18.

Has Advertising Practice Advanced Faster than Its Ethics?

[Continued from page 23]

Development of the high speed printing press.

Standardization of color processes in magazine printing.

Improved printing papers.

D. BUSINESS DETAIL

Important steps in standardization of publication sizes.

Standardization in publishers' rate cards. Establishment of inspection service for outdoor advertising by N.O.A.B.

Standardization in form of contracts for space by A.A.A.A. members.

E. CHECKING RESULTS

Much personal field work done in checking results through collaboration of advertising agencies and publishers with the advertiser.

Obviously no one division of advertising is responsible for these improvements in practice. Probably no industry has displayed a greater degree of cooperative action looking to improvement in its operation. Progress has come through organization and association of interest. The A.A.A.A., the A.N.A., the International Advertising Association and many other organizations representing the publishers and the crafts have all made important contributions.

Here is a record of splendid advance. There is good reason for a sense of accomplishment in the advertising work. But should it not be tempered by the consciousness that even greater responsibilities are as yet not completely discharged?

ADVERTISING has come up in the same period in which has developed the most severe business competition the world has yet witnessed. It has not been free from the influence of this highly competitive era. The urge, the necessity to move merchandise has communicated itself to advertising in forms of appeal and phraseology that are not infrequently at variance with fact. The manufacturer with the courage, faith and restraint to keep his advertising on an informative plane and to avoid exaggeration has too often been conspicuous by his absence.

Here is the opportunity for the next big forward step in advertising. Those who direct advertising and

those who employ it must realize more keenly that advertising has long since taken its place as a public service. Its success and its effectiveness are now, and will be, increasingly dependent upon public belief. Public faith in the service rendered by advertising cannot be maintained by presenting glittering generalities and superlatives where *information* is desired.

BROADLY speaking, advertising has sold itself to industry as a vital factor in the movement of business. It has, in the words of a President of the United States, "changed the material condition of the people." It has gone far toward perfecting its own machinery of operation and has thus added to its efficiency.

The next great advance will be marked by the elimination of the insincere argument, the half truth and the fictitious appeal from all forms of advertising.

There can be no place for bad practice in the employment of a force which has demonstrated its power to sway the minds, habits and desires of a nation.

Roy Barnhill Victor in Ad League Golf Tournament

Roy Barnhill, New York, defeated George D. Cutton, Boston, 2 and 1, at the Winter Golf League of Advertising Interests Competition, held at St. Augustine, Florida.

Mrs. Ralph K. Strassman, New York, captured the women's tournament, winning the deciding match by 7 up and 6 to play, from Mrs. E. T. Manson of Boston.

Rodney E. Boone, president of the league, won the final of the third sixteen from M. C. Robbins, New York, by 4 and 2. E. J. Murphy, Jersey City, N. J., won the second sixteen final from R. J. Rich, Chicago, by 4 and 3. The fourth sixteen was won by W. J. Matheson, Boston, who defeated Alex McKay, Philadelphia, 5 and 4.

The convention headquarters were at the Hotel Ponce de Leon.

At the conclusion of the tournament reports were given, and election of officers held. The results were as follows:

President, S. Wilbur Corman, New York; vice-president, W. H. Race, Meriden, Conn.; secretary, Carl Percy, New York, and treasurer, M. C. Robbins, New York.

Booth Newspaper Cities of Michigan

Grand Rapids

1920 Census 137,634
Present Estimate

172,000

A city of homes and home owners (second in U. S.) Diversified Industries — auto body building, printing, foundry and machine shop products. Bakery, flour and grist mill products, cigar making and the world's greatest furniture market.

Completely covered by the circulation* of

THE GRAND RAPIDS PRESS

More city circulation per capita than any other newspaper in the United States.

*A.B.C. net paid for year 1927

90,697

[This is the first of a series of advertisements featuring the principal cities of the Booth Newspaper Area. Watch for other announcements in subsequent issues.]

THE BOOTH PUBLISHING CO.

Grand Rapids Press	Saginaw Daily News	Jackson Citizen Patriot	Muskegon Chronicle
Flint Daily Journal	Kalamazoo Gazette	Bay City Daily Times	Ann Arbor Daily News
I. A. KLEIN, Eastern Representative 50 East 42nd St., New York		J. E. LUTZ, Western Representative 6 North Michigan Ave., Chicago	

Flint

1920 Census 91,599
Present Estimate

145,000

24,000 Men
working every day at Buick

10,500 Men
working at Chevrolet

6,000 Men
working at Fisher Body

3,000 Men
working at A.C. Spark Plug

5,000 Men and Women
working in other industries

All Receiving Good Wages

and the advertiser's story is told to all of these workers and their families by the only daily newspaper

THE FLINT DAILY JOURNAL

A.B.C. Net Paid daily average for 3 months ending Dec. 31, 1927

45,069

SPACE SALESMAN AVAILABLE

THIS man has been a business builder for ten years—has secured orders and maintained contacts with distinction and success.

Now busy and highly regarded, but hopes to find work that carries more satisfaction and better earnings.

Agency and advertisers' contacts are in New York territory. Straight thinker with mature business judgment.

Engineering graduate.

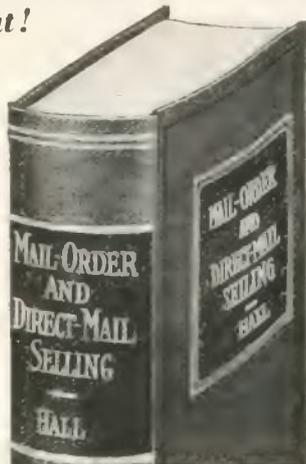
Salary secondary but at least \$7800, to be applied against commissions.

Address Box 505, Advertising and Selling, 9 East 38th St., New York.

The Principles and Methods of Selling and Advertising BY MAIL . . .

Just Out!

Costs
Plans
Copy
Letters
Forms
Follow-
Ups
Checking
Results



IN this book S. Roland Hall does for the mail-order and direct-mail fields what he has already done so successfully for the fields of general advertising, retail advertising and selling, sales management, and business correspondence. This book is a handbook of best mail-order and direct-mail methods culled from the experiences of nearly a thousand different firms.

Mail-Order and Direct-Mail Selling

By S. Roland Hall

500 pages, 5x8, Flexible, Illustrated,
\$5 net, postpaid.

This handbook presents the fundamentals of the dual field of mail-order and direct-mail activities and describes the methods used by such firms as the Frank E. Davis Company, the Shaeffer Pen Company, the Armstrong Cork Co., the Davey Tree Expert Co., Montgomery Ward & Co., Book of the Month Club, Harley-Davidson Motor Company, Life Extension Institute, Frigidaire, etc., etc. It is an indispensable encyclopedia on advertising and selling by mail.

Every section of this handbook is a priceless treasury of dollars-and-cents information. The treatment of mailing lists, of inquiry and order forms, of mail-order and direct-mail work for retailers is notable. The section entitled "Problems of the Small Advertiser" makes every requirement of "establishing a business of your own" clear, from the selection of the article to be marketed down to correspondence methods.

Some Questions to Ask Yourself

Have you a good idea of the selling costs and results of various mail-order undertakings?

Are you familiar with all of the reliable key-
ing systems?

Have you a complete file of the various ingenious ways of using the illustrated letter, the multiple-page letter, the flap letter in different styles, etc?

Would you be interested in seeing the views of a large group of advertisers on the question of sending return postage to their inquirers?

Are you extending your circle of customers through your present customers as thoroughly as possible?

Wouldn't a review, in great detail, of a good number of successful mail-order and direct-mail campaigns be of real aid?

**See it FREE—Mail
Just This Coupon!**

McGraw-Hill Book Co., Inc.
370 Seventh Ave., New York

Send me for 10 days' free examination Hall's Mail-Order and Direct-Mail Selling, \$5.00 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 2-8-28



Quick Work!

IHAD seen enough—and more than enough—of Palermo; but I did not want to go north until the storms which have been harrying Europe had ceased. The thought of running over to Tunis took root in my mind. Two days later it flowered. I interviewed the man who—I had reason to believe—could arrange certain details which were a trifle out of the ordinary. He was entirely sympathetic. Yes, he assured me, he would gladly comply with my request. Would I leave with him a letter of introduction which I had shown him? He would like to have a copy of it made and forwarded to Rome so that matters could be arranged to my satisfaction. The letter would be returned to me the next day—*absolutissimo*.

Somewhat against my better judgment, I left the letter of introduction with him. That was more than two weeks ago. The letter was returned to me this morning—after I had written twice asking for it. I haven't the faintest idea whether or not my request for special consideration will be complied with.

About the time I sail for America, I imagine, I shall get word that everything I wanted—and it was not much—has been arranged.

A "Mi'take"

THIS letter was handed me when my steamer arrived at Palermo:

"Your most kind favor at hand; I feel so glad to hear of your good intention to honor us of your presence here at the — and no doubt I shall do my very best in order to meet your wishes in regard of prices, etc.

The best and most convenient term en Pension that I could arrange for you and Party at this time of the year, reserving you very comfortable and well located rooms—quiet, sunny, with lovely view, would be Lires It. 50 per person daily.

Trusting, Dear Sir, you will decide on our favor, I beg to remain, Dear Sir, with best compliments."

My bill, however, was not at the rate of 50 lire a day—it was at the rate of 55 lire. And there were all sorts of "extras," of which not a word had been said. As good-naturedly as I could, I protested. The manager apologized. It was a "mi'take." The bill would be rectified—in spite of the fact that, ordinarily—so he said—he got 75 lire a day for the magnificent apartment which

had been assigned me. He was losing money, he assured me, by letting me have the best suite in his hotel at 50 lire a day. Perhaps I would reconsider matters. Perhaps I would pay the bill as it stood. I wouldn't? That was too bad. Regretfully, he receipted the bill. Then came this: "If you and your lovely ladies will stay two weeks, I shall gladly give you a much lower rate—oh, so much lower. 45 lire—No? Well, 40."

This Time It's Real

THE last time I was in Italy—that was in 1913—I heard a good deal about the "American invasion" of Europe. As a matter of fact, there was more sound than substance to it. Nowadays, one does not hear much about the invasion—one sees it. Evidences multiply. The street cars in Italian cities carry advertisements of American products. The biggest advertisement in the Italian newspapers are of American goods. And at the Anglo-American store in the little seaside resort where this is written, *The Saturday Evening Post* is on sale regularly. The price, I may say, is ten lire—about 55 cents. Four copies a week are disposed of, the proprietor tells me. "Later, more—oh, much more—maybe, ten."

Imagine It!

NONE of the Latin races seem to have the least understanding of what advertising is or how it works. I am not saying this in criticism, merely as a statement of fact. The explanation, possibly, is that in none of the Latin countries has mass-production been carried to such lengths as in Germany, Great Britain or the United States. In Italy, for example, almost everything is hand-made—very slowly, very carefully and with a touch of the spirit of the man who fashions it. One would think, however, that in certain industries, the need for some quick way of telling the public about the things one offers would have long ago forced itself on the minds of business men. But that is, apparently, not the case. The department stores in all but the largest cities in Italy seem to think that they have done all they can—or should—do, when they have printed a few thousand dodgers and handed them to passers-by.

Last night, in talking with the proprietor of the little hotel of which I am one of a dozen guests, I commented on the fact that the San Domenica—the biggest hotel in the village—was filled. "Yes," said he. "It is very old. Everybody knows about it. When people come here, they go to the San Domenica. They do not know of any other place."

Imagine the manager of an American resort hotel saying that!

[Written from Palermo.]

JAMOC.

P*aradoxical as it may seem, isn't it nevertheless feasible that as a newspaper's circulation becomes huge, appraisal of its value becomes simple?*

It is reasonable that a newspaper of small circulation in a great city may be confined very largely to one or two classes. And to a degree the nature of those classes may be ascertained; an advertiser may then justifiably accept or reject the newspaper in accordance with his views concerning the value of reaching these certain classes.

But when a newspaper's circulation reaches a point at which it is bought by a fifth of a city's population and read by at least half of it, isn't it also reasonable to assume that it must, by virtue of its vast size, reach and influence all classes? Is it conceivable that half of Chi-

ago's population is definitely of one class?

When you plan advertising in Chicago, remember this: The Chicago Evening American has a greater circulation by more than 100,000 than any other Chicago evening paper. In December, 1927, it averaged 558,138. To and including January 14, 1928, its average was 611,905. Using a family multiple of 3 instead of the customary 4, the resultant number of readers eliminates the class problem by embracing all classes and demonstrates the right of the Chicago Evening American to full inclusion in any Chicago schedule.

CHICAGO  **AMERICAN**

a good newspaper

RODNEY E. BOONE

General Manager National Advertising

9 East 40th Street, New York City



NOW OPEN
HOTEL
PRESIDENT
 48th Street West of Broadway
 NEW YORK

offers you a
ROOM and BATH
for \$2.50

A room with both Bath and Shower \$3
 Rooms for Two at \$3.50 and \$4.00

LOCATION
"Just around the corner from Everything!"

The President
 awaits your visit

R. M'CRIMMON
Resident Manager

Servicing of Productive Machinery

[Continued from page 22]

deficiencies of the machine, which do not appear until after delivery, from break-downs, from accident, from inability of the user to maintain production schedule, etc.

To service productive machinery, as a rule, requires that correction be made at the purchaser's plant rather than to re-ship to the factory. Transportation costs and delays compel this procedure. Moreover, the serviceman must usually travel out from the factory no matter whether the trip be fifty miles or three thousand. Larger makers have branches at a few points—Linotype at three points; General Electric and Westinghouse at all important centers. National Carbon and Carbide have more than one hundred; Black & Decker for their portable drills, have branches at 17 cities. This does not alter the fact, however, that the serviceman usually must come from the factory. This is quite a distinction from servicing the individual for his radio or other household appliances. Of automobile service stations the country has possibly one hundred and twenty thousand; one radio maker boasts twenty thousand servicing dealers; one maker of domestic refrigerators has over five thousand.

SERVICING the individual consumer presumes that he is unable to serve himself. The buyer of machinery is, on the contrary, probably accustomed to things mechanical; and, in all probability, maintains a few general utility men if not a complete repair force. It therefore follows that to such a user may be sent technical data of a sort that would be wasted on the individual. Blue prints are common, all the way from the templet print to details of automatic parts. Engineering principles may be explained. "Service bulletins" may be sent from time to time. The possibility of thus talking in technical jargon to understanding owners unquestionably reduces the demand for servicing.

Yet, though diminished, servicing cannot be escaped. Roger L. Putnam, president of the Package Machinery Company, says:

"We do send out blue print instructions of a general nature, but we find it difficult to make these complete enough for the average factory. The

NO SELLING TALK Just Lots of Space for Your Signature

ADVERTISING & SELLING
 9 East 38th Street, New York

Please enter my subscription for one year (26 issues) at \$3.00 and send bill.

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



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

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

result is that we must have continually quite a corps of servicemen. It is a difficult problem to keep our customers satisfied and properly instructed. . . . Strangely enough, we have much less trouble with export shipments, but there the man knows he is out of reach of service and takes more pains to have skilled mechanics of his own."

ANOTHER angle to servicing of productive machinery comes from the Service Station Equipment Company. This company manufactures automatic air compressor equipment for filling stations and garages whereby the motorist sets the dial to the pressure desired for his tire, applies the chuck to his tire valve, then waits until a bell rings. This compressor equipment is sold to the dealer with a slogan: "Buy it, install it, forget it." With reference to the problem of servicing they say: "Since the trade is not familiar with this type of equipment our servicing problems are proving unusual. Our chief difficulty is due to the fact that our customers cannot understand the fundamental operation of this equipment and are inclined to blame the machine for failure to operate properly when surrounding conditions are such that it is impossible to expect satisfactory results. Perhaps ninety per cent of our trouble is due entirely to the fact that they do not take proper precautions to drain off accumulations of oil, dirt and water from the compressor tanks and to blow out their air supply pipes frequently. Our problem is therefore one of education, for proper care.

Makers of highly complicated machinery, as another aspect of servicing, find it necessary to keep men in the field constantly "to make a periodic visit to every plant in their territories." Of this class are printing and typesetting machines, candy-making machines, packaging and canning equipment, and scores of others for highly specialized and intricate uses. One maker of typesetting machinery says: "On each visit our representative endeavors to give the operator and proprietor suggestions for improving his output. To the printer who is contemplating buying a typesetting machine, the service factor is one to be given lengthy consideration. He should think of the future. He may operate for years without the need for service, but when he does want it he is likely to need it in a hurry."

Beyond the serviceman's help, the

Stability of Circulation

Over 90% Renewals of Dairymen's League News Readers

Less than 10% new subscribers

A Constant Group of Loyal Readers

ADVERTISING is most effective when it hammers away, year after year, at the same group of people. This is particularly true of farm and household equipment which may be renewed only at long intervals.

The readers of the Dairymen's League News are a constant group composed of the dairy farm families concentrated in the "New York City Milk Shed"—an area shown on the map below.

These readers are loyal to the Dairymen's League News because they are themselves the owners and publishers. The subscription list changes only as farmers retire from the dairy business and new ones take their places. This turnover is less than 10%, while the turnover in the subscription lists of general farm papers may run 40% or more.

A schedule in the Dairymen's League News will produce big results if consistently maintained.

Write for Sample Copy and Rate Card

The territory can be effectively covered through the use of the Dairymen's League News and one general farm paper.



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

The American Handbook of Printing

Here is a remarkable opportunity to obtain a complete knowledge of the uses and relations of the various printing arts. The American Handbook of Printing is indispensable to the workman desirous of extending his knowledge of the other branches of printing and to the advertising man interested in this important branch of his activities.

Size 5¼ x 7½ inches, cloth boards, \$2.50; 20 cents extra for postage and packing.

Robbins Publications Book Service
9 East 38th St., New York, N. Y.

Selling seasonal goods the year around is possible, if you sell to Argentina. Its winter is our summer, our summer its winter. Argentina is one of the richest per capita countries in the world, and U. S. exports in 1926 amounting to \$143,600,000 were bought at the rate of about fifteen dollars for every man, woman and child in the republic.

With 60% of the population in cities—2 million in Buenos Aires—marketing and distribution problems are simplified. A ready made market already sold on American goods, it will respond to carefully planned advertising in the same way that brings success in America.

LA PRENSA, the national newspaper, with a net circulation of 255,005 in August (338,605 Sunday), is the one necessary medium to increase sales in this eager, growing market.

JOSHUA B. POWERS

Exclusive Advertising Representative

250 Park Avenue

New York

{ MR. AGENCY EXECUTIVE }

"I READ IT AT THE OFFICE"

But do you really read it? Of course your agency receives it regularly e—o—w, but if you're not the lucky one to get it fresh from the envelope—how long does it take to reach you—if ever?

Enjoy the pleasure of a personal copy, yours to read leisurely from cover to cover.

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.....

Address.....

City..... State.....

2-8-28

maker of productive machinery is under a definite obligation to maintain adequate stocks of replacement parts at strategic centers. It is doubtful if a maker of machinery for the automobile plants could introduce his product for that use without maintaining in Detroit complete stocks of parts. The makers of conveyors and hoisting devices must do the same at Duluth for accommodation of the iron mines; the maker of cotton-mill equipment at Charlotte, Atlanta and Augusta.

In order to give complete servicing of parts, manufacturers have organized "authorized parts stations" where a single concern will do nothing else but maintain stocks for a group of makers who cater to a single industry. These become almost specialized types of jobbers—for coal mines, for garages, for cotton mills, for canneries—with the exception that parts are available for the complete line, without reference to turnover or frequency of demand. Usually parts are stocked on consignment contracts; but, whatever the agreement, the prime purpose is to service customers through 24-hour availability.

Interruptions to production entail serious loss. Constant performance is the foundation of value in the machine. The manufacturer owes it, therefore, to his customers to hold repairs, replacements and supplies always convenient for emergency.

ON the face of it, in view of the fact that the owner of productive machinery makes money from its use, the problem of who shall pay the costs of servicing would appear simple. Manufacturers have started out with some such idea, but few of them go very far before facing strained relations with valued customers over a billing for servicing "at cost." Every conceivable shade of practice is to be found, one extreme being those machinery makers like Leeds & Northrup who conduct their servicing on a "no-charge" plan and on what they style "the silent basis." By the latter phrase they mean: "We never bill for helping Steve or Bill out of trouble, no matter how dumb he may have shown himself to be with our machines, nor do we do much talking around the front offices of his employer about how much servicing we are giving the company." This policy assumes that the foreman or assistant foreman influences buying of future equipment:

Subtlety is effective in its proper place, but *only* in its place. If you wish to fill a vacancy or increase your staff—don't be enigmatic, let the Market Place shout your wants.

Look at
Page
78

that they will be advanced to positions with greater authority; or that they will step out as managers of new firms.

At the other extreme are concerns that stipulate, before rendering any service, that all costs are to be paid by the owner unless fault shall clearly be proved to be one of defect.

Yet another method is that of a maker of grinding machines. For large machines, costing from \$20,000 upwards, the sales contract includes "two weeks' free service in the price of the machine; one week consists of supervision of erection and the second week of teaching the customer's operator how to run the machine. If services are required beyond these two weeks through no fault of ours, we expect the customer to pay for them in accordance with our standard rates."

FOR all machines of such complicated type, the manufacturers maintain a demonstration service in the field in order to see that the machine functions properly. Free demonstration is given, usually for about three days, for each new machine. After initial demonstration, revisits are made by these demonstrator-salesmen, each call being made the occasion for expert advice, always with a readiness to don overalls in order to make mechanical repairs (with a per diem charge for such work.)

Everywhere, however, servicing of productive machinery is a problem, whose seriousness simply cannot be overlooked. Purchasers have been clever enough to impose on manufacturers, who are led on with hopes of additional sales into bearing the burden of undue servicing; as with everything "free" some contrive to get more than a fair share; and, all the time, business relations are strained wherever an invoice is presented for "time and expenses of repairman." No manufacturer, and no association, has formulated any rule or any principle. Even those manufacturers who tell of "No service unless we are paid for it" are found, on inquiry, to vary from the rule quite as much as they follow it. Competition, and the fundamental honest desire to "make good" with the customer, load the cost of servicing on the seller, not only for those who frankly operate a "no-charge" practice but also for many who announce the contrary custom.

This is the third of a series of articles on "servicing." The fourth will appear in an early issue.

THE EXPLOSIVES ENGINEER

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

THE Explosives Engineer 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**



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

SITUATION WANTED

1927 College graduate seeks advertising position in Metropolitan district. Has had little professional experience while in College doing advertising for local business and social activities. Also did literary and art work for school and college publications. Can write copy and draw in all mediums and can produce samples on request. Can choose types and make layouts. Will learn rapidly. Address Box 508, Advertising & Selling, 9 East 38th St., New York City.

EDITOR, trade journal experience, familiar outside contacts, college education, newspaper training, wants progressive opening. Knows advertising cooperation. Address Box 509, Advertising & Selling, 9 East 38th St., New York City.

YOUNG ARTIST WANTS CONNECTION

Where there is a chance to grow, desires opportunity to demonstrate his ability in creating selling ideas. Thorough knowledge of directing and buying art work, visualizing, and working up AA-1 layouts. Business contacts have been with important executives, who will furnish highest references as to ability, character, and agreeable personality. Box 510, Advertising & Selling, 9 East 38th St., New York City.

Help Wanted

Arizona's largest commercial printing, binding and engraving plant wants an experienced man capable and competent of organizing and conducting a Creative—Direct mail and Service Department. Must be able to supply ideas—write copy—make layout and sell his prospects. Permanent position. Medium salary to start—later limited only to his ability to produce. Address Box 1856, Phoenix, Arizona.

Young man or woman, intelligent and progressive, to become local representative for extension courses in modern, popular business subjects for which there is a large demand. Work will be backed by strong advertising campaign. Commission arrangement, earnings very large. Can start on part time if preferred. Excellent opportunity for immediate substantial income and future advancement. School is one of the best known in the United States. Over 100,000 graduates. Eastman School of Business Poughkeepsie, N. Y.

London Art Studio wishes to appoint agent capable of selling advertising photographs in America. A real salesman with good connections amongst advertising and publishing firms might suit, or a mutual agency arrangement with an American commercial studio of good standing would be considered. First-class references required and offered. Write confidentially, giving detailed particulars of connections and scope, to The Governing Director, Castudio Ltd., Russell Chambers, Covent Garden, London, W.C. 2, England.

ARTIST—Advertising Designer and Letterer. Good pay, exceptional opportunity with a progressive engraving house.

HOWARD-WESSION COMPANY
Worcester, Massachusetts

Position Wanted

OPPORTUNITY to learn and copyrite with a Southern Agency. Salary subordinate to services—broad education—single—serious—industrious—analytical—enthusiastic—temperament. Address Box No. 512, Advertising & Selling, 9 East 38th St., New York, N. Y.

Publishers' Representative Wanted

Established monthly business magazine subscribed to by Texas business men wants publishers' representative to sell space for it. Prefers concern with offices in principal cities. Box 511, Advertising & Selling, 9 East 38th St., New York City.

Advertising Service

Letter duplicating at cut prices. Complete mailing campaigns. Copy writing, sales letters, etc., printing, multigraphing and mailing service. Est. 1907. Free price list. Write today, Haynes Adv. Co., Dept. 3, Omaha.

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.

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.

Multigraphing

Quality and Quantity Multigraphing. Addressing, Filing In, Folding, Etc.
DEHAAN CIRCULAR LETTER CO., INC.
120 W. 42nd St., New York City
Telephone Wis. 5483

Organizing an Advertising Agency

[Continued from page 34]

1. The purely business type.
2. The creative type.

The purely business type, possibly with not more than a common or business school education, will be picked as being a practical, keen individual, a good buyer and a good fellow; a good organizer, more than a good mixer.

There is a question, however, whether he can develop into a good creative critic and advertising general, if he lacks the creative flair.

His future will more probably lie in being a good salesman and contact man, backed up by a highly creative staff. Or he might develop into a very good assistant manager, or a manager of the executive type, hardly claiming to be an advertising technician.

This type of man has his limitations in the advertising field, and both he and the "boss" ought to know them.

On the other hand, there is the creative type to whom *writing* is a natural form of self-expression. It is doubtful if a man would be chosen for C's job primarily on account of a bent for art work—it's too hard to pin the artist soul down to a proper consideration for the essentials of account management.

If C be of the creative type, he will probably have shown his tendency to write long before he leaves college. He will have a keen imagination. In the beginning he may not be a good fighter or salesman, since he must be a sensitive soul in order to be a good advertising man. He must have the capacity, however, to become a good organizer and he will have to develop respect for routine.

His future lies rather in the direction of becoming the creative type of account handler and eventually a service director. Before he reaches this point he must have learned marketing and advertising generalship. If he be sufficiently creative to get there, he will always need the support of good detail men. His own training down the line will have taught him to respect routine and detail, and will help him to be a good executive and supervisor.

What Type Should C Be? A must be a creative and business combina-

"GIBBONS knows CANADA"

J. J. GIBBONS Limited, Advertising Agents
TORONTO HAMILTON MONTREAL LONDON, ENG. WINNIPEG

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tion. The choice of *C*'s type is optional, depending on where the business is heading.

C may be more immediately valuable if of the business type. In the long run, however, we believe a man of the creative type to be more suitable, provided he have the capacity to *learn* to organize.

There are too many limitations on the business type. He may never develop beyond the point of being a good detail man. Should he do so, he will need special creative backing that only the large organization can afford. He is apt to throw the small agency out of balance.

In discussing the next division of functions among *three* people—*A*, *B* and *C*—we shall assume that *C* has been picked for some showing of creative ability.

The first step now is to see if any function can be turned over to *C* outright. Obviously, no one of our ten *main* sections can be handled by *C* alone.

His work will mainly be pieces of what *A* has been doing. It will consist of handling manufacturing detail, organizing information and doing creative work under *A*'s supervision. Such slight work as he will take over from *B* will be of a character that *C* is better fitted to handle, though *B* may have had to do it heretofore to take some of the load from *A*.

From the chart it is evident that *C* will handle some or all of the inside work that as the agency grows will be turned over to the estimate clerk, the production order clerk and the progress clerk. He will handle that part of the contract and order work having to do with relationships with the publisher after the order has been placed. He will do some of the work of the art director, mechanical production man, typographer, research crew, media analyst and librarian. He will start almost at the beginning to do basic analysis, help handle working plans and do creative and contact work.

In short, *C* will be a very versatile young man—if not by instinct, then assuredly by training he gets in the small agency. Where this training is superimposed on some natural bent and any capacity at all for organization the small agency can feel pretty secure in looking forward to its next stage of development—the “ten-man” organization, to be covered in the next article of this series.

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 & SELLING, 9 East 38th Street, New York.

ISSUE OF FEBRUARY 8, 1928

CHANGES IN PERSONNEL—[Advertisers, etc.]

Name	Former Company and Position	Now Associated With	Position
Lionel Tompkins	American Piano Co., New York, Publicity Dir.	Same Company	Retail Store Div.
F. H. B. Byrne	American Piano Co., New York, Art Dir.	Same Company	Publicity Dir.
Walter P. Werheim	Pratt & Lambert, Inc., Buffalo, N. Y., Treas. and Adv. Mgr.	Same Company	Vice-Pres.
R. W. Lindsay	Pratt & Lambert, Inc., Buffalo, N. Y., Ass't. Treas.	Same Company	Treas.
Carl F. Danner	Pine Grove Tanning Co., Pine Grove, Pa., Pres. and Treas.	American Hide & Leather Co., New York	Pres.
J. C. Lilly	American Hide & Leather Co., New York, Pres.	Resigned	
A. E. Bronson	Dill Mfg. Co., Cleveland, Ohio, Sec'y & Sales Dir.	Same Company	Vice-Pres. in Charge of Distribution & Development
John J. Kronenberg	Munsingwear Corp., Minneapolis, Minn., Sales Dir.	Same Company	Adv. Mgr.
W. S. Lockwood	Johns-Manville Corp., New York, Adv. Mgr.	Resigned	
Kenneth Dyke	United States Rubber Co., New York, Adv. Dept.	Johns-Manville, Inc., New York	Adv. Mgr. (Effective April 1)
Arthur V. Farr	Chrome Alloy Tube Corp., New York, Vice-Pres. and Sales Mgr.	Johns-Manville Corp., New York	Sales Promotion Mgr.
A. O. Buckingham	Cluett, Peabody & Co., Inc., Troy, N. Y., Mgr. of Los Angeles Office	Same Company	Adv. Mgr.
E. A. LaFleur	Cluett, Peabody & Co., Inc., Troy, N. Y., Mgr. of San Francisco Office	Same Company	Dir. of Sales, Pacific Coast
C. C. Goodman	Cluett, Peabody & Co., Inc., Troy, N. Y., Rep. in Southern Cal.	Same Company	Mgr. of Los Angeles Office
Allyn B. McIntire	Barton, Durstine & Osborn, Inc., New York, New England Mgr.	Pepperell Mfg. Co., Boston, Mass.	Dir. of Sales Development in Charge of Adv. and Market Research
Alan A. Wells	R. H. Macy & Co., Inc., New York	Gimbel Bros., Philadelphia, Pa.	Adv. Dir.
F. E. Carson	Goodyear Tire & Rubber Co., Akron, Ohio, Adv. Dept.	Canada Dry Ginger Ale, Inc., New York	Adv. Mgr.
Herbert S. Waters	William Hengerer Co., Buffalo, N. Y., Publicity Dir.	Arnold, Constable & Co., New York	Dir. of Sales and Publicity
H. C. Copeland	Ced-O Products Corp., Syracuse, N. Y., Adv. Mgr.	Garland Latta, Syracuse, N. Y.	Dir. of Adv. & Sales Promotion
A. W. Herbst	Scherk Importing Co., New York	Marcel Guerlain, Inc., New York	Gen. Mgr.
L. F. Body	The Sherwin-Williams Co., Cleveland, Ohio	Dill Mfg. Co., Cleveland, Ohio	Mgr. of Sales
George W. Monroe, Jr.	Creo-Dipt Co., Inc., North Tonawanda, N. Y., Adv. Dir.	George Monroe Organization, Inc., Buffalo, N. Y.	Pres.
Phillip R. Fennelly	Western Dairy Products Co., Seattle, Wash., Adv. Mgr.	The Black Carbon Coal Co., Seattle, Wash.	Ass't to Pres.
S. I. Powell	Western Dairy Products Co., Seattle, Wash., Mgr. of Bellingham, Wash., Div.	Same Company	Adv. Mgr.
Walter H. Wiseman	The Monongah Glass Co., Fairmont, W. Va., Sales Mgr. of Opal Dept.	American Metal Cap Co., Brooklyn, N. Y.	Gen. Sales Mgr.
Josiah Neuhart	Brief English Systems, Inc., New York, Sales Mgr. of Northern Div., Cleveland, Ohio	Same Company	Nat'l Sales Mgr.
I. I. Sperling	The Cleveland Trust Co., Cleveland, Ohio, Publicity Mgr.	Same Company	Ass't Vice-Pres.
Phil F. Toman	Peerless Electric Co., Warren, Ohio, Gen. Sales Mgr.	Same Company	Sales Mgr. of Motor Div.
Edgar Paul Hermann	LaSalle Extension University, Chicago, Ill., Dir. of Publications	The Lincoln National Life Insurance Co., Fort Wayne, Ind.	Dir. of Publications
Ben F. Forsyth	Bureau of Engraving, Inc., Minneapolis, Minn., Dir. of Adv.	Diamond Motor Parts Co., St. Cloud, Minn.	Adv. & Sales Promotion Mgr.

THE MAGAZINE OF BUSINESS

ESTABLISHED 1900 AS
SYSTEM
Edited by
A. W. SHAW

Must We
Limit
Production?
Trade-Ins—
the Quicksands
of Profits

for
February

deserves the careful analysis of every man connected with or interested in Business. Particularly does it deserve the attention of that great group of foresighted and keen-minded individuals who either recommend, buy or approve the purchase of advertising. For in it such men find the most direct, the most economical and the most productive gateway to America's \$89,000,000,000 Business Market.

35 cents a copy

MEN OF BUSINESS
W. W. Atterbury

More than 230,000 copies of this issue

In **THE MAGAZINE OF BUSINESS** for February: *Must We Limit Production?*, a timely discussion of the relation of current production and sales trends to our "profitless prosperity," written by Thomas C. Sheehan, president, Durham Duplex Razor Company; *Trade-Ins—The Quicksands of Profits*, F. L. Maytag, chairman, The Maytag Company; *Watch*

Italy Industrially, by W. H. Leffingwell, president, Leffingwell-Ream Company; *Is It Right?—Wise?—Timely?*, by E. J. Cornish, president, National Lead Company; *Easy Money—Easy Street?* by A. W. Shaw; *The Business Outlook, How's Business and Where?*, and many other features of timeliest interest to the business executive reader.

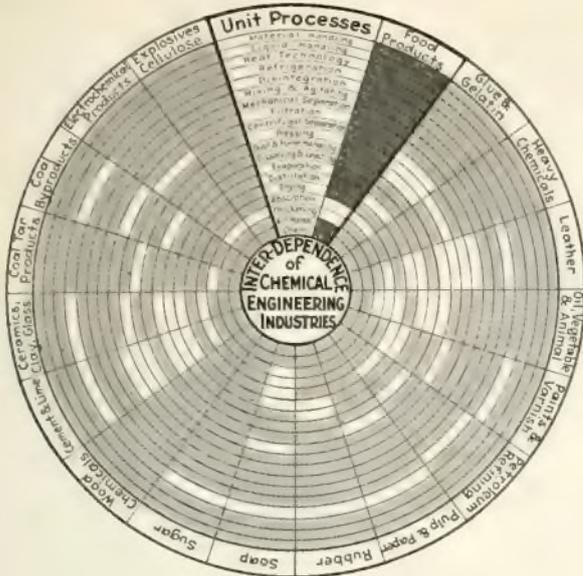
"WHERE BUSINESS LEADERS TALK WITH BUSINESS LEADERS"

THE NEWS DIGEST (Continued)

CHANGES IN PERSONNEL—[Agencies, etc.]

Name	Former Company and Position	Now Associated With	Position
Morris I. Pickus	Pickus-Weiss, Inc., Chicago, Ill., Pres.	Vanderhoof & Co., Chicago, Ill.	Vice-Pres in Charge of Retail Adv. Service
Harry Dwight Smith	Fuller & Smith, Cleveland, Ohio, Pres.	The Erickson Co., Inc., New York	Vice-Pres.
Russell P. Askue	Lord & Thomas and Logan, Inc., New York, Acc't Executive	Mathewson & Sinclair, New York	Partner
Harold E. Snyder	Free Lance, New York and Philadelphia, Pa.	Gottschaldt-Humphrey, Inc., Atlanta, Ga.	Art Dir.
¹ Maxwell Droke	Business Letter Institute, Indianapolis, Ind.	Millis Adv. Co., Indianapolis, Ind.	Vice-Pres.
Charles F. Pietsch	The John H. Dunham Co., Chicago, Ill.	Lennen & Mitchell, Inc., New York	Member of Staff
Burt Cochran	H. K. McCann Co., San Francisco, Cal., Service Work in Food Div.	Same Company	Mgr. of Seattle Office
Rose Calvert	Women's Wear, New York, Adv. and Merchandising Counselor	The Arthur Hirshon Co., Inc., New York	Executive Staff
C. B. Livingston	Frank Seaman, Inc., New York, Acc't Executive	Robinson, Lightfoot & Co., Inc., New York	In Charge of Copy & Plan Dept.
Lawrence B. Geyer	The Greenleaf Co., Boston, Mass., Prod. Mgr. and Art Dir.	Wells Adv. Agcy., Inc., Boston, Mass.	Prod. Mgr. and Art Dir.
Robert A. Wallace	Gardner Adv. Co., Inc., New York, Copy	Klau-Van Pietersom-Dunlap-Younggreen, Inc., Milwaukee, Wis.	Copy
W. K. Page	Kardex Company, Tonawanda, N. Y., Gen. Sales Mgr.	Klau-Van Pietersom-Dunlap-Younggreen, Inc., Milwaukee, Wis.	Acc't Executive
Jerome B. Taft	The Lay Co., Inc., New York, Acc't Executive	Same Company	Secy.
Robert T. Cooper	J. Walter Thompson Co., Inc., Chicago, Ill., Ass't Technical Prod. Mgr.	McQuinn & Beach, Inc., Chicago, Ill.	Member of Staff
Ruth Fisher Gragg	Curtis Publishing Co., Philadelphia, Pa., Chief Statistician of Western Office	McQuinn & Beach, Inc., Chicago, Ill.	Member of Staff
F. W. Hatch	Barton, Durstine & Osborn, Inc., New York, Boston Office	Same Company	New England Mgr.
F. H. Bartz	Best Novels, Oak Park, Ill., Publisher	The F. R. Steel Co., Chicago, Ill.	Contact Executive
Stanley McCaw	Free Lance Work, Chicago, Ill.	Brinckerhoff, Inc., Chicago, Ill.	Plan and Copy Dept.
Alan Green	Brearley Service Organization, New York, Copy	The Green-Brodie Co., New York	Partner
Julian Brodie	Vortex Laundry Corp., New York, Adv. Mgr.	The Green-Brodie Co., New York	Partner
Garrick M. Taylor	Mitchell-Faust Adv. Co., Chicago, Ill.	Tracy-Parry Co., Inc., Philadelphia, Pa.	Member of Staff
J. C. Burton	Lennen & Mitchell, Inc., New York, Copy	Harrison J. Cowan, Adv. Agcy., New York	Acc't Executive
Douglas Smith	W. E. Rudge, Inc., New York, Designer	Pedlar & Ryan, Inc., New York	Art and Typographic Dept.
Lawrence G. Sherman	Hartford Fire Insurance Co., Hartford, Conn., Copy	The Walter A. Allen Agcy., Inc., Hartford, Conn.	Vice-Pres.
Kirk H. Day	Architectural Forum, New York, Copy, Plan & Contact Staff	The Greenleaf Co., Boston, Mass.	Member of Staff
Frances Leydon	John Wanamaker, New York	The Greenleaf Co., Boston, Mass.	Copy
John J. Clough	Blaine-Thompson Co., Inc., Cincinnati, Ohio	Archer Adv. Co., Cincinnati, Ohio	Acc't Executive
John A. Scott	Pedlar & Ryan, Inc., New York, Art Dir.	Frank Seaman, Inc., New York	Art Director
S. F. Giles	Sunday Pictorial, London, England	The Krichbaum-Liggett Co., Cleveland, Ohio	Prod. Staff
Bennett H. Fishler	Burnham & Fishler, Inc., New York, Partner	Bennett H. Fishler, Inc., New York	Pres.

¹ Mr. Drake retains his interest in the Business Letter Institute.



but **O**ne
of twenty industries
bound together
by 19 processes

THE process of material handling, heat technology, liquid handling, mixing and agitating, mechanical separation, gas and air handling, and many chemical processes are common to all of these industries and the others use at least 60% of these "Unit Processes."

The knowledge of handling these processes, be it a cement plant, a paper and pulp mill, a fine chemical plant or any one of the twenty others . . . belongs to the *production man*. He is responsible for methods, equipment and quality of product.

Again, among these industries you'll find an interflow of raw, semi-finished and finished materials that knits them together thru common interests in shipping distances, plant locations, quality, price and market conditions.

The equipment used in these processes, regardless of the industry, finds an exceptionally tough life, so tough in fact, that it is usually written off every ten years.

These conditions create a huge market, with the production men standing forth as the buying power. These are the same men who give *Chem. & Met.* 73.3% subscription renewal by mail . . . Equipment, chemicals, plant locations can be sold . . .



Centrifugal Separation

Thru the pages of **[CHEMICAL & METALLURGICAL ENGINEERING]**
A McGraw-Hill Publication
Tenth Avenue at 36th Street, New York City

THE NEWS DIGEST (Continued)

CHANGES IN PERSONNEL—[Media, etc.]

Name	Former Company and Position	Now Associated With	Position
E. M. Alexander	American, New York, Vice-Pres. in Charge of Adv.	Evening Journal, New York	Vice-Pres. in Charge of Adv.
George F. Hartford	Herald & Examiner, Chicago, Ill., Managing Dir. of Food & Household Appliance Exposition	American, New York	Western Mgr.
W. H. Murphy	Sunday Herald & Examiner, Chicago, Ill., Associate Adv. Dir.	Herald & Examiner, Chicago, Ill.	Managing Dir. of Food & Household Appliance Exposition
A. E. MacKinnon	World, New York, Circulation Mgr.	George M. Adams Service, New York	In Charge of Promotion, Sales and Adv.
Fred McGuire	Graphic, New York, Nat'l Adv. Dept.	Public Ledger, Philadelphia, Pa.	Nat'l Adv. Dept.
Henry R. Hazard	Building Age, New York, Mgr. of Detroit, Mich., Office	American Exporter, Boston, Mass.	New England Mgr.
Arthur N. Golding	Automotive Daily News, New York, Sales Staff	Physical Culture, New York	New England Rep.
Bruce Logie	C. A. Heineken Co., New York, Prod. Mgr.	Mead-Gréde Printing Co., Chicago, Ill.	Sales Promotion Mgr.
Wm. A. Jensen	Charles C. Green Adv. Agcy., Inc., New York, Space Buyer and Acc't Executive	Graphic, New York	Nat'l Adv. Dept. Sales Staff
Earl M. Dixon	Oakland Motor Car Co., Pontiac, Mich., Field Rep.	Graphic, New York	Nat'l Adv. Dept. Sales Staff
E. J. McLaughlin	Barton, Durstine & Osborn, Inc., New York, Mgr. of Auditing Dept.	Graphic, New York	Nat'l Adv. Dept. Sales Staff
Rowena Elmore Dakin	Industrial Press, New York	Graphic, New York	Promotion Dept.
G. Ward Simmons	Daily News, New York, Publicity Dept.	Graphic, New York	Promotion Mgr.
Frank R. Jennings	The Rotarian, Chicago, Ill. Adv. Mgr.	Same Company	Bus. Mgr.
Russel Bowen	Carpet & Rug News and The Tire Rate Book, New York, Adv. Mgr.	Forbes, New York	Adv. Dept.
Thomas C. Clark	Standard Farm Papers, Inc., Chicago, Ill.	Farmstead, Stock & Home, Minneapolis, Minn.	Gen. Mgr.
Peyton R. Holt	Telegram, Herkimer, N. Y.	Times, Geneva, N. Y.	Adv. Mgr.
Carlton E. Borom	Press, Fort Worth, Tex., Adv. Staff	Same Company	Adv. Mgr.
Lester Douglas	Free Lance Work, New York	Nation's Business, Washington, D. C.	Member of Staff
George F. Haines	Lumber Mfg. & Dealer, St. Louis, Mo., Vice-Pres., Treas. & Bus. Mgr.	Oil Age, Los Angeles, Cal.	Adv. Dept.
George Exline	Kaynee Co., Cleveland, Ohio, Adv. Mgr.	Exline Co., Cleveland, Ohio	Vice-Pres.
Harry L. Townsend	The Quality Group, New York, Western Rep.	Same Company	Ass't Western Mgr.
Julian R. Norris	The Quality Group, New York, Western Rep.	Same Company	Western Mgr.

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
Art Metal Products Co.	Chicago, Ill.	Radiator Covers & Humidifiers	The Quinlan Co., Chicago, Ill.
Sonora Phonograph Co., Inc.	Saginaw, Mich.	Phonographs	Pedlar & Ryan, Inc., New York (Effective March)
Peck & Peck	New York	Retail Stores	Pedlar & Ryan, Inc., New York
Postum Co., Inc.	New York	Sanka, Decaffeinated Coffee	Young & Rubicam, Inc., New York
Frank G. Shattuck Co.	New York	Schrafft's Candy Shops and Tea Rooms	Barton, Durstine & Osborn, Inc., New York
Walter Bentley Co., Inc.	Niagara Falls, N. Y.	Tennis, Squash and Badminton Racquets	Frank Presbrey Co., Inc., New York
Cleveland Topics	Cleveland, Ohio	Publication	Kohorn Adv. Agcy., Cleveland, Ohio
Ohio Farmers Cooperative Milk Co.	Cleveland, Ohio	Dairy Products	Kohorn Adv. Agcy., Cleveland, Ohio
Par-Tee, Inc.	Cleveland, Ohio	Golf Tees	Kohorn Adv. Agcy., Cleveland, Ohio
Worthington Ball Co.	Elyria, Ohio	Golf Balls	Kohorn Adv. Agcy., Cleveland, Ohio
Playgolf, Inc.	Cleveland, Ohio	Golf Supplies	Kohorn Adv. Agcy., Cleveland, Ohio
Pennsylvania Indemnity Corp.	Philadelphia, Pa.	Insurance	Tracy-Parry Co., Inc., Philadelphia, Pa.
Wirt Co.	Philadelphia, Pa.	"Dim-a-lite," Electric Lamp Device	Irvin F. Paschall, Inc., Chicago, Ill.
Keystone Varnish Co.	Brooklyn, N. Y.	Paints & Varnishes	Edwards, Ewing & Jones, Inc., New York
Talcum Puff Co.	Brooklyn, N. Y.	Toilet Goods	Wilson & Bristol, New York
Cleveland Provision Co.	Cleveland, Ohio	Wiltshire Food Products	The Krichbaum-Liggett Co., Cleveland, Ohio
United Engineers & Constructors, Inc.	Philadelphia, Pa.	Cooperative Campaign	Tracy-Parry Co., Philadelphia, Pa.
Alberta Candy Co.	San Francisco, Cal.	Candy	Emil Brisacher & Staff, San Francisco, Cal.
Marcel Guerlain, Inc.	New York	Perfumes	The Wesley Associates, New York
Riggs Optical Co.	Chicago, Ill.	Optical Goods	Vanderhoof & Co., Chicago, Ill.

¹ Not to be confused with the advertising for Guerlain, Inc., which is handled by Durland Agcy., Inc., New York.

“We advertise in over 100 trade and technical papers”

—says McQuiston of Westinghouse!

Because—“they enable us to put specialized products before specific markets.”



J. C. McQUISTON, Advertising Manager, Westinghouse Electric & Manufacturing Company.

Westinghouse Electric & Manufacturing Company
East Pittsburgh, Pa.

Office of
J. C. McQuiston,
Advertising Manager

Mr. F. M. Felker, Managing Director,
Associated Business Papers, Inc.,
52 Vanderbilt Avenue,
New York City.

January 24, 1928.

Dear Mr. Felker:-

When I visited your office a few days ago you asked me if I would put in a letter my viewpoint on trade and technical advertising and some statement of its relation to the general advertising which the Westinghouse Electric and Manufacturing Company is now carrying on through newspapers.

We agreed that there is a high specialization in selling today. Quotas for sales are being set up on the basis of smaller territories and buying groups in trades and industries are being analyzed, and evaluated on a highly intensive sales plan. Manufacturers are concentrating and coordinating their sales and advertising as never before. Naturally what this means is that advertising reach highly specialized audiences like the business media which trade or profession, or the newspapers which reach the general buyers by territories, are particularly useful.

As you know, we advertise in more than 100 trade and technical publications. The factors which led us to develop highly concentrated newspaper advertising by territories are the same as those which we have taken advantage of in our advertising in the same concentrated way to buyers in the technical and class markets, trade by trade, and industry by industry, for many years.

Just as trade and technical papers enable us to put specialized products and service before the specific markets represented by the business journals, so newspapers enable us to specialize by territories and to coordinate our advertising with our local sales and distribution organizations.

Business publications, as I have said many times, are fundamental to our advertising plan. A company as large as ours naturally can and does make use of all classes of advertising, but it is true that business papers and newspapers have a particular value today in enabling sales and advertising to be flexibly coordinated, the one (business papers) by buying groups, the other (newspapers) by territories.

Yours very truly,
J. C. McQuiston.



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, N. Y.

THE NEWS DIGEST (Continued)

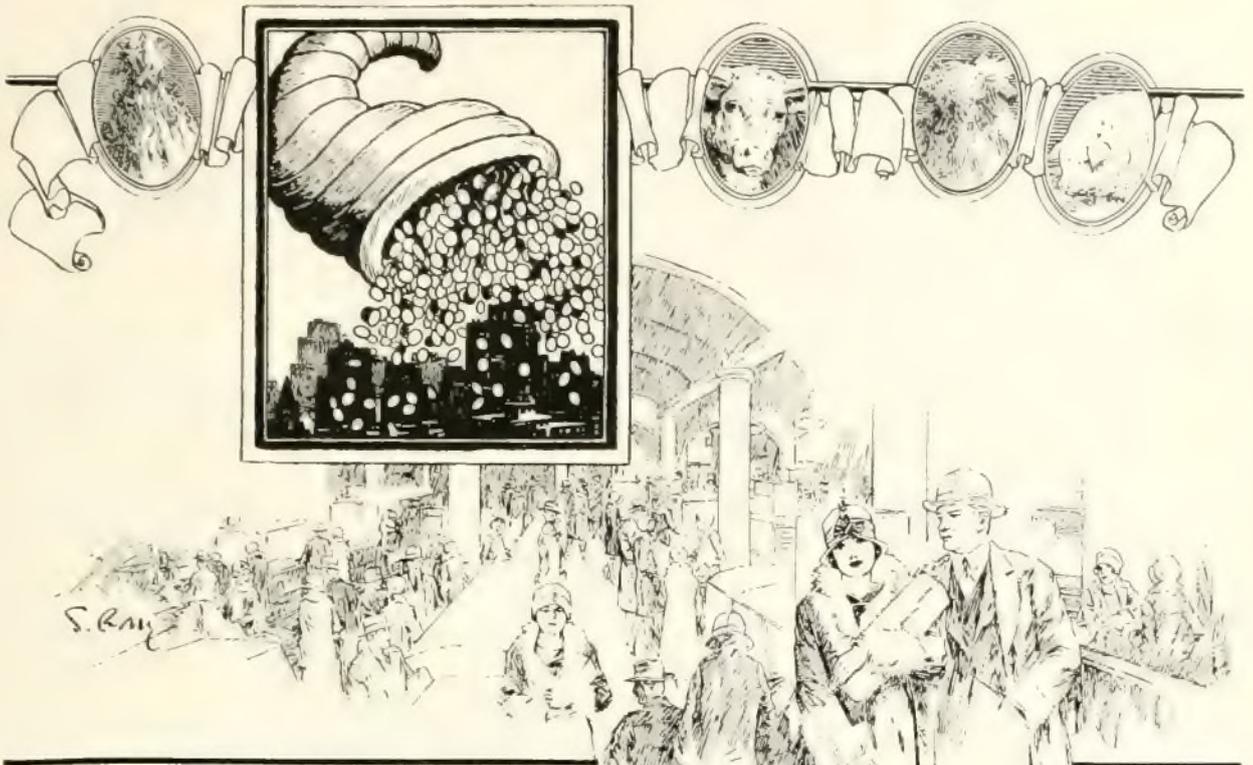
CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS [Continued]

Name	Address	Product	Now Advertising Through
'Axton-Fisher Tobacco Co	Louisville, Ky.	"Clown" Cigarettes	Vanderhoof & Co., Chicago, Ill.
Charles R. De Bevoise Co.	Newark, N. J.	Brassieres and Foundation Garments	Lyddon & Hanford Co., New York
Hi-Ja Chemical Co.	Atlanta, Ga.	Beauty Preparations	James A. Greene & Co., Atlanta, Ga.
Brooklyn Borough Gas Co.	Brooklyn, N. Y.	Public Utility	The Kleppner Co., Inc., New York
Wildman & Newman	New York	Construction Engineers	The Kleppner Co., Inc., New York
Prentice-Hall, Inc.	New York	Publishers	The Kleppner Co., Inc., New York
The Allied Mutuals Liability Insurance Co.	New York	Insurance	The Kleppner Co., Inc., New York
Homeowave Corp.	Chicago, Ill.	Home Electrical Appli- cances	The Stanley H. Jack Co., Inc., Omaha, Neb.
Dixie Laboratories, Inc	Atlanta, Ga.	Dixol, Hair & Scalp Treat- ment	James A. Greene & Co., Atlanta, Ga.
DeMarinis & Lorie, Inc	New York	Ladies' Hats	T. L. McCready, New York
The Treasure Chest	Asheville, N. C.	Hooked Rugs, Giftwares & Antiques	W. H. Davis, Adv., Asheville, N. C.
The Log Cabin Industries	Asheville, N. C.	Mountain Crafts & Gift- wares	W. H. Davis, Adv., Asheville, N. C.
Johann Hoff Co., Inc.	New York	Malt Extract	Michaels & Heath, Inc., New York
Albany Packing Co.	Albany, N. Y.	Pork Packers	Moser & Cotins, Utica, N. Y.
Thos. J. Mulgrew Coal Co.	Dubuque, Iowa	Coal	David H. Colcord, Inc., Chicago, Ill.
Franklin Coal Co.	Chicago, Ill.	Coal	David H. Colcord, Inc., Chicago, Ill.
Holmquist Lumber & Fuel Co.	Rockford, Ill.	Lumber & Fuel	David H. Colcord, Inc., Chicago, Ill.
Mayfair Coal Co.	Chicago, Ill.	Coal	David H. Colcord, Inc., Chicago, Ill.
Jiffy Products Corp.	Buffalo, N. Y.	Storage Battery Terminal	J. Jay Fuller Adv. Agcy., Inc., Buffalo, N. Y.
Signal Equipment Corp.	Buffalo, N. Y.	Safe-Turn Signals for Cars & Trucks	J. Jay Fuller Adv. Agcy., Inc., Buffalo, N. Y.
The Gottlieb Chemical Co.	New York	Chemical Products	Julian J. Behr Co., Inc., Cincinnati, Ohio
Stewart-Warner Speedometer Corp.	Chicago, Ill.	Matched-Unit Radio	McJunkin Adv. Co., Chicago, Ill.
Boyd-Welsh Shoe Co.	St. Louis, Mo.	Peacock Shoes	Brockland & Moore, Inc., St. Louis, Mo.
Gabriel Mfg. Co.	Cleveland, Ohio	"Gabriel" Rebound Snubber	N. W. Ayer & Son, Philadelphia, Pa.
Associated Tile Mfrs.	New York	Cooperative Campaign	J. Walter Thompson Co., Inc., New York
Beck Distributing Corp	New York	"Duroglas" Goggles	Alfred J. Silberstein, Inc., New York
Harter School Supply Co	Cleveland, Ohio	School Supplies	Nelson Chesman & Co., Inc., Cleveland, Ohio
Kolynos Co.	New Haven, Conn.	Dental Cream	Young & Rubicam, New York
Munsingwear Corp.	Minneapolis, Minn.	Underwear & Hosiery	Aubrey & Moore, Inc., Chicago, Ill.
William S. Sussman, Inc	New York	Real Estate Administra- tors	Alfred J. Silberstein, Inc., New York
A. P. Babcock Co	New York	"Babex." Deodorant	Albert Frank & Co., New York
Pitcairn Aviation, Inc	Philadelphia, Pa.	Airplanes	McLain-Simpers Organization, Philadelphia, Pa.
Denney & Denney	Philadelphia, Pa.	Toilet Preparations	McKee & Albright, Philadelphia, Pa.
Hoosier Mfg. Co.	New Castle, Ind.	Kitchen Cabinets and Breakfast Room Furniture	McQuinn & Beach, Inc., Chicago, Ill.
P. A. Newmark & Co.	Los Angeles, Cal.	"Merit" Shirts	Stuzman & Mummert, Los Angeles, Cal.
Milky-Way Co., Inc.	Chicago, Ill.	Cosmetics	Weston-Barnett, Inc., Chicago, Ill.
So-Lo Jack Co., Inc.	Attleboro, Mass.	Balloon Tire Jacks	Danielson & Son, Providence, R. I.
Samuel Cabot, Inc.	Boston, Mass.	Creosote Stains, Sheath- ing, Deafening Quilts, etc.	Osborne & Co., Boston, Mass.
William Demuth & Co.	New York	Pipes and Smokers' Ar- ticles	N. W. Ayer & Son, New York
Jefferson Electric Mfg. Co.	Chicago, Ill.	Radio Transformers	Frank M. Comrie Co., Chicago, Ill.
Inecto, Inc.	New York	Hair Coloring	Winsten & Sullivan, Inc., New York
H. Clay Glover Co., Inc.	New York	Scalp & Animal Remedies	Chambers Agency, Inc., New York
Carolina Rubber Co.	Salisbury, N. C.	Tires	E. G. Stellings Co., Inc., Wilmington, N. C.
Carlsbad Products Co.	New York	Sprudel Salt & Carlsbad Water	Michaels & Heath, Inc., New York

¹ Not to be confused with the advertising for "Spud" Cigarettes, which is handled by Ray D. Lillibridge, Inc., New York.

PUBLICATION CHANGES AND APPOINTMENTS

Time, New York	Has changed its page size to 8½ x 11½ inches. The type page is 7⅞ x 10 3/16 inches.
Sunday American, Syracuse, N. Y.	Has appointed E. M. Burke, Inc., New York, as its national advertising representative.
Sunday American, Rochester, N. Y.	Has appointed E. M. Burke, Inc., New York, as its national advertising representative.
Sunday American, Atlanta, Ga.	Has appointed E. M. Burke, Inc., New York, as its national advertising representative.
Sunday Times, Detroit, Mich.	Has appointed E. M. Burke, Inc., Detroit Mich., as its national advertising representative.



The Billion Dollar City

THE "Billion Dollar City" is the new title applied to Kansas City. The federal census recently made public reveals that wholesale business alone in Kansas City, Mo., exceeded one billion dollars a year.

In the same period retail sales amounted to more than \$300,000,000. This total is composed of many interesting items—among others, 16 million dollars for drugs, 3½ million dollars for jewelry, 13 million for furniture and 30½ million for groceries.

Clothing for milady cost 24½ million dollars, not counting hats and shoes. Men's clothing amounted to nearly 12 million dollars.

Tremendous as these figures seem, there is every prospect they will be surpassed this year. The glad song of prosperity is wafted to us on every breeze. Corn cribs and granaries are overflowing with a harvest of golden wealth which to this Southwestern territory will mean something like 800 million dollars.

The wheat crop was good and a strong, steady demand insures good prices. Cattle on the Kansas City

market are bringing top peace-time prices. New records by the score have been set up this fall and winter, only to be toppled the following day.

For once, almost every department of agriculture and the livestock industry are in thriving condition. For a diversified territory, such as that surrounding Kansas City, the situation is as unusual as it is propitious.

Here, then, is prosperity, at our very threshold. The billion dollar figure for wholesale business and the 300 million dollar figure for retail sales are pretty likely to be exceeded in 1928.

What have you to sell? What service can you render that will make life more comfortable and home more attractive for these people who have millions of dollars with which to buy the things that appeal to them?

The Star is received daily—twice daily—in a quarter million homes. Like the news it prints, the advertising it contains is read eagerly and carefully by this whole community.

Get your message of quality, price and economy before this mighty audience of prosperous, thrifty people.

The Weekly Star

Published every Wednesday. The Weekly Kansas City Star has a circulation of 473,017 paid-in-advance subscribers. It is the largest farmers' weekly in America. Always an effective medium for addressing the rural Southwest, it presents to advertisers this year an unusual opportunity because of the amazing agricultural prosperity this section is now enjoying. Special low discount rates are made to advertisers using The Weekly Star in conjunction with The Daily or Sunday Star.

THE KANSAS CITY STAR

Average Net Paid Circulation for December

EVENING 254,180

MORNING 250,497

SUNDAY 293,217

THE NEWS DIGEST (Continued)

PUBLICATION CHANGES AND APPOINTMENTS [Continued]

Sunday Advertiser, Boston, Mass.	Has appointed E. M. Burke, Inc., Boston, Mass., as its national advertising representative.
The MacLean Publishing Co., Toronto, Ont.	Has purchased The Inland Printer, Chicago, Ill.
Lorenzen & Thompson, Inc., New York	Has appointed Conger & Moody, San Francisco, Cal., to represent them on the Pacific Coast.
The Outlook, New York	Has appointed Blanchard-Nichols-Coleman, Chicago, Ill., as its Mid-Western advertising representative.
Daily Press, Steubenville, Ohio	Has appointed the Devine-Wallis Corp., New York, as its national advertising representative.
The Spanish-American Publishing Co., Los Angeles, Cal.	Has purchased Films, New York, which will be combined with Cinelandia, Los Angeles, Cal.
The Architectural Forum, New York	Appears as a monthly, in two parts, one devoted to Design and the other to Engineering & Business. The over-all size of the magazine has been increased to 9 $\frac{3}{8}$ x 12 $\frac{1}{4}$.
Electricity on the Farm, New York	Will have a special section known as The Dealer Edition, which replaces the monthly magazine, Rural Electric Dealer. (Effective Mar.)
Playgoer (Chicago Theatre Programs), Chicago, Ill.	Has appointed S. M. Goldberg, New York, as its eastern advertising manager.
National Register Publishing Co., Inc., New York	Has taken over the sales representation of National Advertising Records, New York.
The Open Road for Boys, Boston, Mass.	Has appointed Hallett Cole, Pasadena, Cal., as its Pacific Coast advertising representative.

MISCELLANEOUS

E. G. Stellings Co., Inc., Wilmington, N. C.	Has opened a new office in Greensboro, N. C. The office will be under the management of Richard Henderson.
Mead-Gréde Printing Co., Chicago, Ill.	Has purchased Rogers & Co., Chicago, Ill. The company will be known as the Mead-Gréde Printing Co., Chicago, Ill.
Smith Endicott Co., Boston, Mass.	Name changed to Barrett Smith Co., Boston, Mass.
Union & Tribune, San Diego, Cal.	Has been sold to Col. Ira C. Copley, Aurora, Ill.
The Christian Science Monitor, Boston, Mass.	Has opened an advertising office in Berlin, Germany.
Times, Hartford, Conn.	Has been purchased by Frank E. Gannett, Utica, N. Y.
Robert E. Ward, Inc., Chicago, Ill.	Will open a new office in Detroit, Mich. The office will be under the management of George E. Gilbertson.
McKennee & Taylor, Inc., New York	Name reverts to former company name, O. W. McKennee Corp., New York.
Radio Retailing, New York, and Architecture, New York	Have been admitted to A. B. P. membership.
New York Advertising Agency, New York	Name changed to Small, Lowell, Inc., New York.
Shepherd Knapp Corp., New York	Name changed to Knapp-Bloch, Inc., New York.
Evans-Winter-Hebb, Inc., Detroit, Mich.	Has opened an office for its New York representative, F. D. Crosby, at 1950 Graybar Building, New York.

¹This reorganization does not affect Rogers & Co., New York.

NEW ADVERTISING AGENCIES AND SERVICES

The Green-Brodie Co.	30 West 15th St., New York	Advertising	Alan Green and Julian Brodie
Bennett H. Fishler, Inc.	11 West 42nd St., New York	Advertising	Bennett H. Fishler

CHANGES IN ADDRESSES [Advertising Agencies and Services, Publications, etc.]

Name	Business	From	To
Evans, Kip & Hackett, Inc.	Advertising	247 Park Ave., New York	386 Fourth Ave., New York
S. W. Frankel Adv. Agcy., Inc.	Advertising	49 West 45th St., New York	20 East 57th St., New York
Platt-Forbes Service, Inc.	Advertising	303 Fifth Ave., New York	468 Fourth Ave., New York
Barrett Smith Co.	Advertising	141 Milk St., Boston, Mass.	80 Federal St., Boston, Mass.
Currier & Harford, Ltd.	Printers	468 Fourth Ave., New York	460 West 34th St., New York

NEW PUBLICATIONS

Name	Published by	Address	First Issue	Issuance	Page Type Size
The Chatelaine	MacLean Publishing Co., Ltd.	143 University Ave., Toronto, Canada	March	Monthly	9 $\frac{3}{8}$ x 12 $\frac{1}{2}$ inches
Amusement Park Management	Hoffman Publications, Inc.	471 Fourth Ave., New York	Dec. 1927	Monthly	7 x 10 inches
Shop & Roadway	Kenfield Davis Publishing Co.	431 S. Dearborn St., Chicago, Ill.	January 20	Monthly	7 $\frac{1}{4}$ x 10 $\frac{1}{4}$ inches
Modern Public Buildings	The Bruce Publishing Co.	129 E. Michigan St., Milwaukee, Wis.	January	Monthly	7 x 10 inches

To Select the Proper Advertising Mediums—You Need

STANDARD RATE & DATA SERVICE

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



magazines, business papers, religious and foreign language publications.

Confidence

Every great business enterprise, that has endured over a span of time, has been founded upon—and has prospered through—the confidence of those comprising the market to which it sought to sell its merchandise or service—confidence in honor, intelligence, appreciation and goodwill!

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

During the short span of eight years STANDARD RATE & DATA SERVICE has done what it has taken other successful institutions many years to accomplish.

Published Monthly

—supplemented with bulletins—and covers daily newspapers, farm papers, general

(TEAR OFF ON THIS LINE)

Special 30-Day Approval Order

Standard Rate & Data Service,
536 Lake Shore Drive,
Chicago, Illinois.

.....192..

You may send us—prepaid—the current number of Standard Rate & Data Service, together with all bulletins since it was issued, which we are to have the privilege of using 30 days.

If we are not convinced of the value of this Service at the end of that time, we shall return the issue and our obligation is ended. Otherwise, you may consider us subscribers and send a revised copy each month for one year. The Service is to be maintained by bulletins issued every other day.

Firm Name Street Address

City State

Individual Signing Order Official Position

For the A.B.C. Audit Year From October 1, 1926, to September 30, 1927

THE BUFFALO TIMES GAINED 9.2% in Evening Circulation and 13.26% in Sunday Circulation

—over the previous audit year

This is an average gain of 9,067 copies, Evening, and 14,031 copies, Sunday—the greatest percentage of increase among Buffalo newspapers.

In city circulation, alone, The Buffalo Evening Times GAINED 10.9% or an average of 7,883 copies, and The Buffalo Sunday Times GAINED 13.1% or an average of 6,299 copies over the 1926 audit year.



As usual, for the year 1927, The Buffalo Times, evening and Sunday, was first in total local display advertising, with 10,119,620 lines, or 732,424 lines more than the second paper.

The Local Merchants of Buffalo have placed first confidence in THE TIMES, for years. What more acceptable acclamation of the greater resultfulness and consistent growth of Buffalo's greatest newspaper? What more substantial result-insurance can be offered a national advertiser?

THE BUFFALO TIMES

Buffalo, New York

EVENING

SUNDAY

VERREE & CONKLIN, Nat. Reps.
New York—Chicago—Detroit—San Francisco