

Price 15 cents

Advertising & Selling

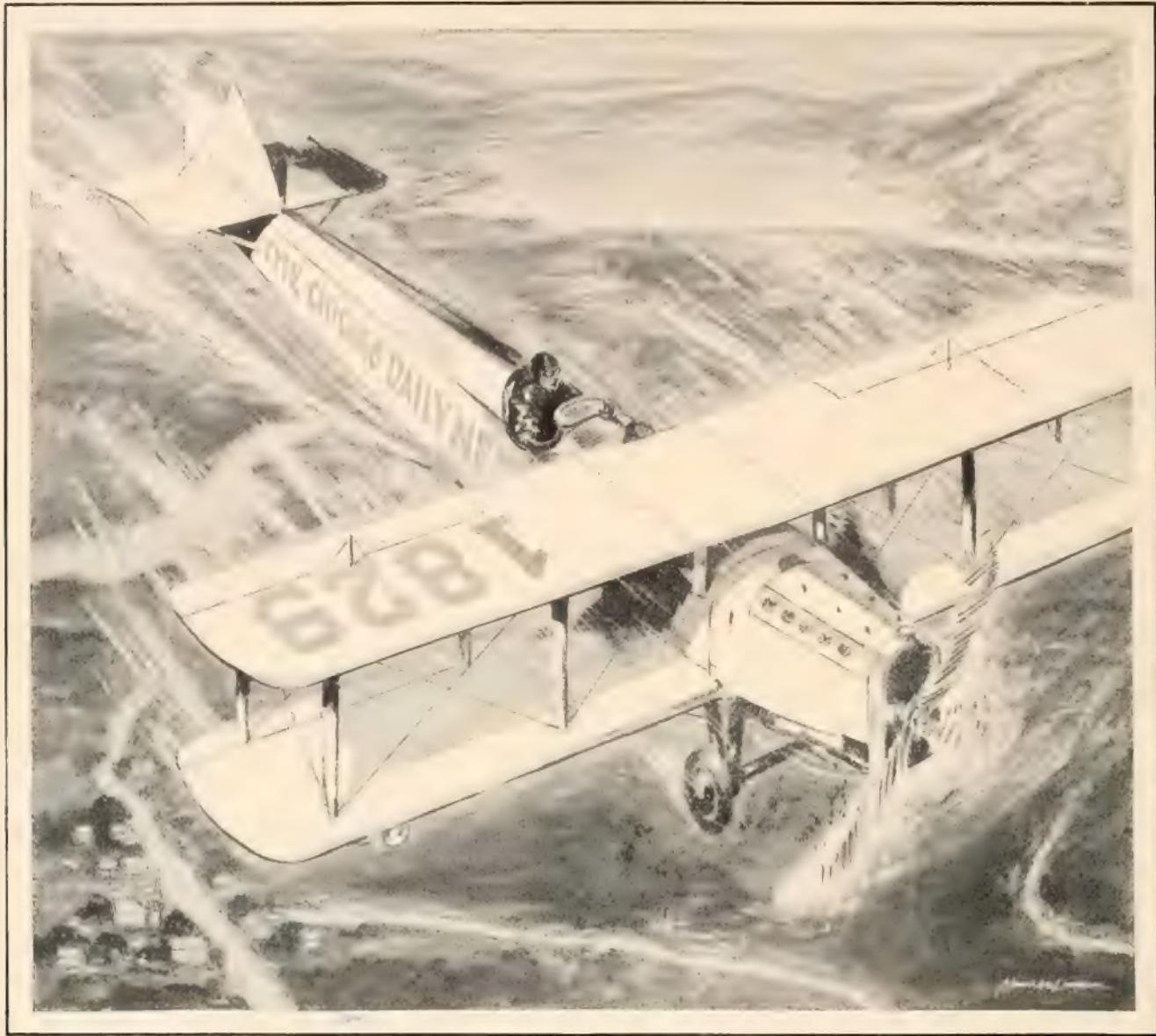
Published Fortnightly



Photograph by Scandlin

February 22nd
1928

ALL LIBRARIES
SERIALS CITY, MO



SPEED! Adventure on silver wings outraces the sun. The whirring blades of commerce annihilate time and distance. Swift couriers of every modern enterprise follow the wind-roads to the ends of the earth. And the song that sings on wing and strut and aileron is speed—speed—speed—the motif of the new age, the tempo of the new world symphony.

For the swift transaction of every news and business enterprise The Chicago Daily News

has purchased and placed at the disposal of its various departments a modern airplane.

Shirley J. Short, named by the International League of Aviators as the airman rendering the world's most valuable service in 1926, winner of the world-famous Harmon trophy, has been engaged as staff pilot.

Plane and pilot, augmenting the communication facilities of The Daily News, will assist in further developing that efficiency and dispatch in the collection and dissemination of the news which has always been typical of

THE CHICAGO DAILY NEWS

Chicago's Home Newspaper

ADVERTISING REPRESENTATIVES

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

CHICAGO
Woodward & Kelly
360 N. Michigan Ave.

DETROIT
Woodward & Kelly
408 Fine Arts Bldg.

SAN FRANCISCO
C. Geo. Krogness
253 1st Nat'l Bank Bldg.

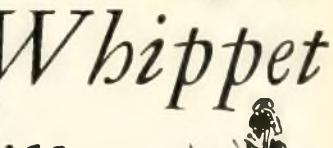
MEMBER OF THE 100,000 GROUP OF AMERICAN CITIES

Nash Overland Oldsmobile
 

Willys-Knight Chrysler Moon
 

Oakland Hupmobile Pontiac
 

General Motors Studebaker
 

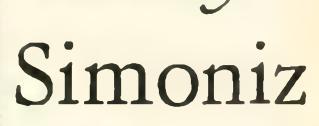
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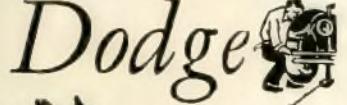
 Hudson-Essex Cadillac


Peerless Watson Stabilator
 

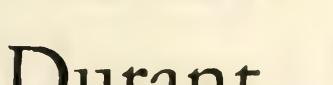
Marmon Erskine

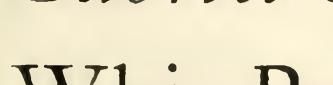

Chevrolet Socony


 Paige Simoniz


Dodge Tydol Ford
 

 Auburn Elcar
 

Durant Buick
 

Gabriel Snubbers Indian Motocycle
 

Whiz Products Steelcote Enamel
 

12,000 lines of automotive advertising in 1922—and 198,000 in 1927* 1600% lineage gain in six years at rates increased by more than 300% * largest automotive lineage gain in New York morning field in 1927 * and largest money gain in automotive advertising of any New York newspaper.

This record is simply recognition of The News as an improved merchandising utility by an industry vitally dependent on merchandising! From an experiment to the largest, most efficient, most important and economical medium in New York within eight years is a record that any advertiser must consider. And 1928 is a good year for new considerations!

THE NEWS

New York's Picture Newspaper

25 Park Place, New York Tribune Tower, Chicago

The INDIANAPOLIS NEWS carried *more* advertising in 1927 in these important classifications than *any other* Indianapolis newspaper:

TOTAL LOCAL DISPLAY	Drug Stores	Musical
TOTAL NATIONAL DISPLAY	Food and Grocery Products	Office Appliances
TOTAL CLASSIFIED	Furniture	Publications
GRAND TOTAL ADVERTISING	Hardware and Building	Radio
Automotive	Jewelry	Shoes
Beverages	Leather Gifts, etc.	Tobacco Products
Department Stores	Men's Wear	Toilet Articles
	Miscellaneous	Women's Wear

—and in these classifications, The NEWS carried *more* advertising than the *combined total of all other* Indianapolis newspapers (the NEWS 6 issues a week against a combined field of 13 issues a week):

TOTAL LOCAL DISPLAY	Food and Grocery Products	Radio
TOTAL NATIONAL DISPLAY	Hardware and Building	Shoes
Beverages	Jewelry	Tobacco Products
Department Stores	Office Appliances	Toilet Articles
Drug Stores	Publications	Women's Wear



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

NEWS 1927 CIRCULATION WAS LARGEST IN NEWS 58-YEAR HISTORY

EVERYBODY'S BUSINESS

FLOYD W. PARSONS

Miracle-Makers

ALL about us are evidences of the never-ending effort of science to improve practices, create new values and provide greater comforts. So amazing are the reports of current developments that one cannot help feeling a keen desire to experience the joys of the life that's coming.

Here is a fellow who has produced a synthetic sun, shining for only the fraction of a second, but having a temperature greater than that of the hottest star. Over there is a chap who is giving new wood an antique finish—creating an appearance of age almost instantly by painting the wood with a mixture of hydrogen peroxide and hydrochloric acid.

Out in Pittsburgh an engineer has demonstrated a method to regulate street lights by radio waves, turning the lights on and off at will. Down at Princeton recently they were struggling with the problem of getting nitrogen from air, and purely by accident stumbled on a method of controlling a supply of positive electrical atoms both quantitatively and qualitatively. This disclosure opens an entirely new field of research that will likely effect large economies in the chemistry of many industries.

Mr. Edison and his organization are deeply engrossed in the problem of getting rubber from weeds, so that the United States will not be cut off from a source of rubber in case of a future war. It already appears that before long our farmers will be sowing and harvesting a variety of milkweed which will be sent to factories where the rubber content will be extracted by machine methods. Even now we are getting a small quantity of rubber from the guayule shrub grown in California. But Mr. Edison wants to use a plant that will mature faster, and the lowly milkweed looks as though it

is the best bet at the present moment.

It was not very long ago when William H. Mason, one of Mr. Edison's pupils, decided to devote his



Courtesy Caterpillar Tractor Co.

NEW WAYS . . .



© Ewing Galloway

. . . FOR OLD

talents to the development of the lumber industry. In a short time he perfected a process for extracting resin and turpentine from sawed boards. Now he comes forward with a scheme that employs high-pressure steam to explode ordinary sawmill waste from guns in such a way that the worthless chips are trans-

formed into a mass of separated fiber that needs only the application of pressure to convert it into artificial boards suitable for use in automobile doors, card tables, desks and radio cabinets. Having no grain, this synthetic product is many times stronger than is wood across the grain.

Here we have a material that promises innumerable applications running all the way from pressed brick for the builder to a new source of wood pulp to be used by the paper maker.

Each day it becomes clearer that science has made "change" the vital factor in the conduct of practically every line of business. Where is there an industry as old as that engaged in producing foods, and yet we are witnessing such an unending succession of vital disclosures in this basic field of enterprise that the outlook is changing with kaleidoscopic rapidity.

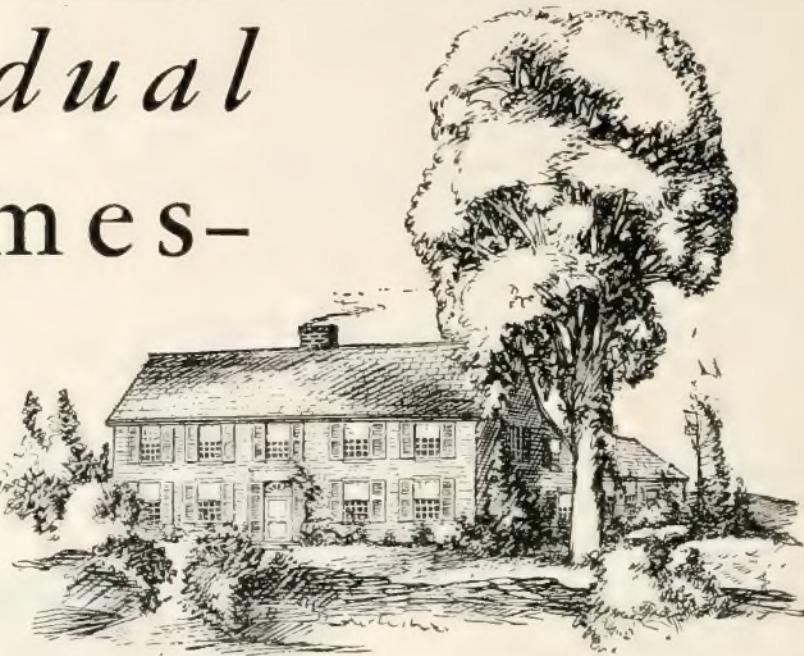
It was only a comparatively few years back when even scientists believed that but ten chemical elements were necessary for the normal growth of crops. Now we know that at least eight other elements, although generally occurring in minute quantities, are extremely important in the life processes of plants. In many soils the content of manganese sulphate is less than one hundred-thousandth part, and yet if you take this substance out of the soil, such things as barley seedlings fail to develop chlorophyll and turn yellow. Other metals like copper, arsenic

and zinc are equally essential to the healthy growth of certain varieties of plant life.

The green leaf of the plant that once seemed so common, is now regarded by science as the world's most wonderful chemical factory and powerhouse. So far as evidence now shows, the vitamins [Continued on page 40]

Individual Homes-

*the best way to
measure your
Boston Market*



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

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

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

How the Boston market differs from other great cities

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

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

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

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

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

Here the Globe is strongest

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

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

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

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

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



The Boston Globe

The Globe sells Boston

Where There's a Jam There's a Key

THIS statement will be read by a number of executives whose duties are to increase sales and to decrease sales expense.

Probably all of them have profound faith in the value of their respective products. Many of them are making serene and satisfactory progress. But some of them have a troubled feeling that neither their salesmen nor their sales dollars are delivering enough power to keep the sales curve climbing. These are the men to whom we would talk.

We can help them. There may remain nary a dollar of their advertising budget. No matter. Advertising may not enter into the picture at all.

When a log drive gets into a jam that stops all progress, sure-footed, experienced analysts hunt for the key log, snag it out of the tangle and release the whole mass to the current. Marketing experts do the same for sales. The key to the jam may lie in some detail apparently insignificant but actually of life-or-death importance. The cure may be found in some move totally unrelated to advertising. The average advertising agency doesn't even look toward it. The thoroughgoing, experienced marketing organization can't miss it.

We suggest here merely an invitation to explain our service and present evidence of our capability. If need for it exists, the need will be apparent. No argument or artifice will make it seem to exist.

11

JAMES F. NEWCOMB & CO. INC.
Advertising • Merchandising

330 SEVENTH AVENUE, NEW YORK, N.Y.

Telephone PENnsylvania 7200



WHEN conditions in the metal working industries due either to working conditions or marketing plans demand a change in equipment—be it a matter of design . . . production or plant operation . . . you'll find a reader of *American Machinist* who is vitally concerned.

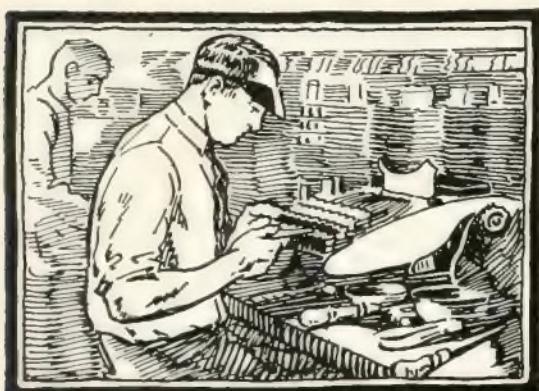
It may concern the change from carbon to alloy steel for parts of a huge steam shovel (*design*) or choosing of equipment for the fabrication of parts for a typewriter (*production*) or a matter of handling material

from one machine to another—(*plant operation*) . . . these are the matters that the readers of *American Machinist* have control over.

Articles such as "Time-Saving Devices in the Boston & Maine Railroad Shops" . . . "Press tools make Automotive Accessories" . . . "Material-Handling Appliances in a Modern Department" . . . can only interest men who have the power to specify changes in methods, materials and parts and equipment in the metal-working industries.



THESE, then, are the men whom you can reach through *American Machinist*. Further details may be had by writing to any of the district offices of the McGraw-Hill Publishing Company, Inc.



A·B·C

American Machinist

A·B·P

A McGraw-Hill Publication

TENTH AVENUE AT 36TH STREET, NEW YORK, N. Y.

Some of The Detroit News Methods of Advertising Co-operation

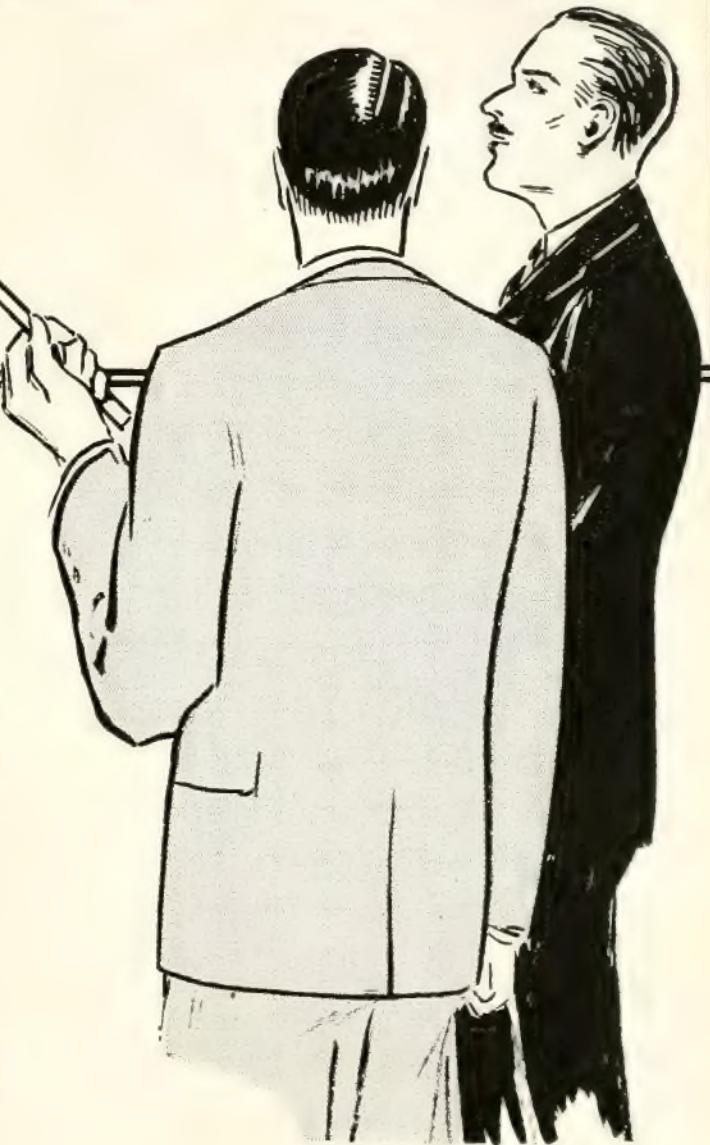


Broadsides
Personal Merchandising
Monthly Trade Paper
Letters of Introduction
Letters to Trade

Salesmen's Portfolios
Talks to Sales Force
Up-to-Date Route Books
Up-to-Date Route Maps
Group Window Displays
Window Posters in Color

Making Detroit Easier to Sell

ENTERING the Detroit market "cold" has been obviated for national advertisers by The Detroit News. Its system of co-operation not only prepares the local retail outlets for going sled-length into selling the advertised article, but provides the manufacturers' representatives with the best possible reception. A Detroit News introduction, because it connotes a productive campaign in the home newspaper, immediately produces a glad hand for your salesman. The Detroit News method of co-operation is to fit the individual need of the advertiser. Among the many links in the chain of co-operative effort are listed above some of those most commonly furnished to advertisers or employed in their behalf.



The Detroit News

Now 370,000 Sunday Circulation The HOME newspaper Now 350,000 Weekday Circulation

New York Office
I. A. KLEIN
50 E. 42nd St.

Chicago Office
J. E. LUTZ
6 North Michigan



Analyze Your Markets— But Do the Job Right

ONE of the sanest—*surest* trends in present day industrial advertising is towards greater market analysis. So-called "blue sky advertising" is on the wane. The progressive industrial advertiser, today, considers precise "range-finding" activities one of his most valuable prerogatives. His whole advertising plan is geared accordingly.

Study your markets by all means—but *dig deep*. Avoid anything that smacks of a "blanket industrial analysis." Take the textile industry. Here is a whale of a market—the second industry of the land. Don't hide its light under a bushel of lesser markets. It deserves nothing short of strong cultivation. Consider, if

you will, a market having more than \$6,000,000,000 in invested capital—a market withal that's easy to reach.

Textile World is *the organ* of this great industry. It is national and international in scope—complete coverage is achieved.

"How To Sell To Textile Mills"—a booklet, will aid you in your market analysis. Write for it.

Textile World

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

334 FOURTH AVE., NEW YORK

Member
Audit Bureau of
Circulations

Member
Associated Business
Papers, Inc.





Where beauty begins

YOU HAVE learned that Beauty brings business—that beautiful advertising is Beauty—and that you can attain it. You have learned that printed matter as a creator of beautiful atmosphere around a product is altogether too valuable a sales-producer to be cheapened. You have decided to *dress up* your catalog, your circular, your magazine—to strengthen your printed matter with the Beauty that comes from really well-done illustrations, fine engravings and skilled typography.

Don't forget that the very foundation of all printing is *Paper*. The first essential of good printing is good paper. To achieve beauty in printing, specify a *beautiful* paper—a *coated* paper . . . one of the *Cantine* group. That's where Beauty begins.

Sample book and name of nearest distributor on request.
Also details of the *Cantine Awards*, made quarterly for
best work done on any Cantine Paper. You are cordially
invited to enter these contests. Address our Dept. 348.

THE MARTIN CANTINE COMPANY

Specialists in Coated Papers since 1888

Mills at Saugerties, New York

New York Office, 501 Fifth Avenue

Cantine's

COATED PAPERS

CANFOLD
SUPERIOR FOLD AND PRINTING QUALITY

ASHOKAN
NO. 1 ENAMEL BOOK

ESOPUS
REGULAR
ED. 2 ENAMEL BOOK

VELVETONE
SEMI-DULL • EASY TO PRINT

LITHO CIS
COATED ONE SIDE

Business Leaders Say It With Lineage:—

"1928 IS A GOOD YEAR"

Last month, pointing out to readers of Printers' Ink that the March issue of GOOD HOUSEKEEPING carried a heavier volume of advertising than any previous year, we said that we believed this to be unmistakable evidence of a strong faith on the part of business leaders that 1928 would be a good business year.

This belief is now further emphasized by the fact that the April issue of GOOD HOUSEKEEPING has just closed with the largest volume of advertising GOOD HOUSEKEEPING has ever carried. It not only exceeds the amount of advertising in the April issue of last year but it is the largest volume of advertising that GOOD HOUSEKEEPING has ever carried in any month of any year.



GOOD HOUSEKEEPING

CHICAGO

BOSTON

NEW YORK

DETROIT

SAN FRANCISCO

IS IT DONN BYRNE HIMSELF IS SPEAKING?

AND of a sudden there was a great maloning, all down across the dudley field. And there came that huge man O'Malley, he who had made the sun to shine, or so they say, and with him his leprechaun (Schlachna Na Verna), they both singing with the harps a'wail. Whenever did man born of woman see the likes of it and how it has taken the great city, and all the proud lads and lassies therein, this New Yorker of ours, sure guide to all that's gayest in the big town, girt in by her fourfold waters?

"And where under heaven's stars can one find this paper's peer for the telling of the tale of the rare stuffs and fine, the gauds for fair women with the pale hands of them and the baubles for the men of brawn?"

"Is not the calling of the roll of those who make advertisement to them who go up and down through the town's smart shops a very sign and token of all that men do rightly deem success?"

"Sholom Aleichem!"



The Envelope

with a "THOUSAND" uses

Have you thought of them ALL?

THE uses for Improved Columbian Clasp Envelopes are by no means limited to the mailing of catalogs and booklets.

The optician—for the eyeglass cases he mails; the hardware man and the "5 & 10"—for screws and bolts; the specialty shop—for notions small-

wares, gloves, neckwear; the automobile service station—for

small light parts. Improved Columbian Clasp Envelopes save wrapping and paper—twine and time. Your printer and stationer can supply you.

UNITED STATES ENVELOPE COMPANY

The world's largest manufacturers of envelopes

SPRINGFIELD, MASSACHUSETTS

With 14 manufacturing divisions covering the country



The name, Improved Columbian Clasp, and the size number are always printed on the lower flap.

Improved
COLUMBIAN CLASP ENVELOPES

Local Experts Favor the Akron Beacon Journal

Keen department store advertising managers, who live and work right in the Akron Market, look for immediate returns on their advertising dollar.

The larger part of that dollar, in 1927, was spent in the Akron Beacon Journal, which carried 16.8% more department store advertising in six days than did the second paper in seven days.*

You couldn't obtain a more expert opinion if you sent your secretary to Akron for a lengthy study of the market.

The Akron Beacon Journal is, similarly, the best medium for your sales message to the Akron Market.

AKRON BEACON JOURNAL

Member of the 100,000 Group of American Cities



STORY, BROOKS & FINLEY, Representatives

New York

Philadelphia



Chicago

Los Angeles

San Francisco

***Akron Beacon Journal Department Store Linage for 1927—2,978,665**
Second Akron Paper's Department Store Linage for 1927—2,550,064

WORLD'S GREATEST**NEWSPAPER**

*"8 years of
experiment - now
we put all our
Chicago newspaper
advertising in The
Tribune"*

THOMAS J. WEBB
Coffee Company

SINCE using no Chicago newspaper but The Tribune," says Thomas J. Webb, president of the Thomas J. Webb Coffee Company, "its efficiency as an advertising medium for reaching housewives has been clearly demonstrated. It is unquestionably first in Chicago. We consider its continued use a necessary insurance for maintaining the prestige of our house and the increasing demand for our product.

"The Tribune Book of Facts has been my bible. We have based our entire merchandising campaign on its recommendations . . . Tribune coverage in Chi-



"Since using The Tribune exclusively we have secured 85% distribution in the Chicago market. The Tribune's efficiency as an advertising medium for reaching housewives has been clearly demonstrated. It is unquestionably first in Chicago."

Thomas J. Webb

cago and the forty mile radius is greater than that of any other Chicago newspaper . . . 75 per cent of our total sales are in this territory.

"Since we began using The Tribune exclusively we have secured 85 per cent distribution in the Chicago market. I believe this sets a precedent in coffee merchandising. I believe, too, that we have the largest selling brand of coffee in Chicago. It is my aim to make my house, in coffee, like The Tribune in influence: supreme in Chicago."

During 1927 The Tribune gained more local grocery lineage than all

other Chicago newspapers combined. And of the 64 national food advertisers, using 5000 or more lines in Chicago newspapers in 1927, 35 spent more of their advertising appropriation in The Tribune than in any other Chicago news-

paper. This is more than twice the number of advertisers who spent more in the second Chicago newspaper and more than four times as many as in the third paper. The Daily Tribune alone gained 190% more local grocery lineage than the two leading evening newspapers combined.

Grocery products advertisers, local and national combined, spent more in The Tribune in 1927 than in any other Chicago newspaper.



A Tribune man will be glad to present the facts in greater detail.

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER
January Circulation 793,352 daily, 1,175,240 Sunday
First in Advertising First in Circulation

Advertising & Selling

MORE THAN 10,000 CIRCULATION

VOLUME X

February 22, 1928

NUMBER 9

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FIVE years ago, Edward Bok, formerly editor of *The Ladies Home Journal*, offered a series of annual awards "to encourage merit and stimulate improvement in advertising as one of the most important forces in our modern life." The Gold Medal for 1927 is awarded to James H. McGraw, president of the McGraw-Hill Publishing Company, New York, for distinguished contemporary service to advertising. Complete details and reproductions of the eight winning advertisements are presented in this issue, together with a detailed review by Prof. George Burton Hotchkiss, who served as a member of the Harvard Awards Jury for 1927.

M. C. ROBBINS, President

9 EAST 38TH STREET, NEW YORK CITY
Telephone: Caledonia 9770

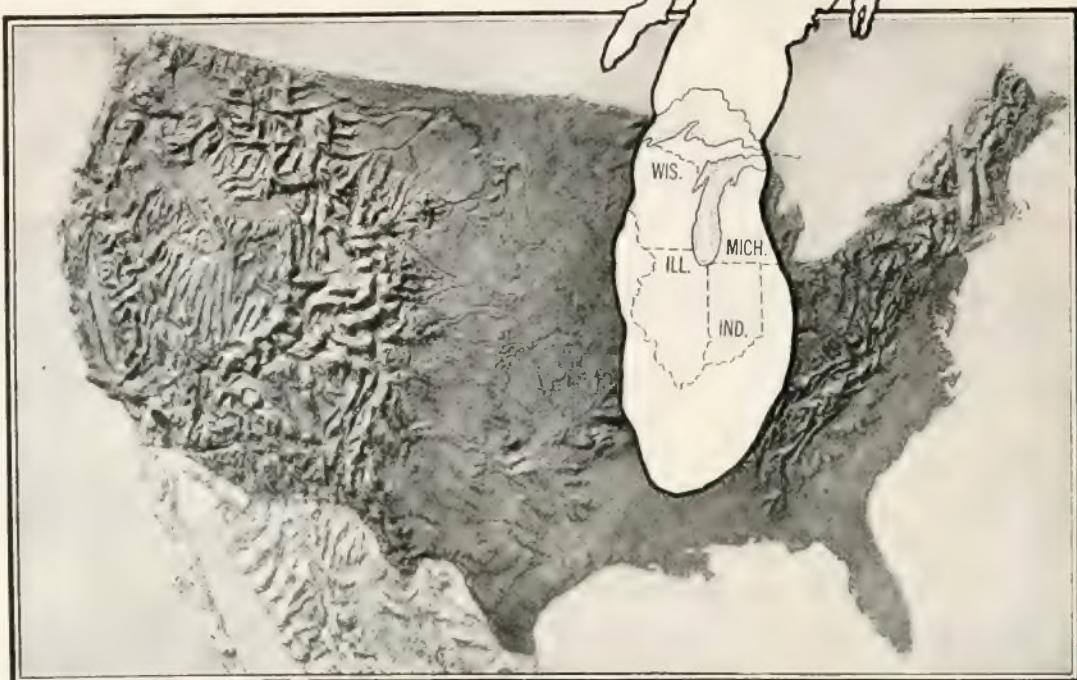
J. H. MOORE, General Manager

New York: F. K. KRETSCHMAR, CHESTER L. RICE Cleveland: A. E. LINDQUIST, 405 Swetland Bldg. Superior 1817
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

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On the Rim of Lake Michigan

It is natural to think of national advertising as a unit force, but from the angle of the marketing expert, all advertising is but local advertising after all. No matter what the form of medium, the message must be *absorbed* locally, just as the goods must be *bought* locally. A recent check-up along this line revealed an interesting degree of thoroughness. Clients of The H. K. McCann Company were found to be running campaigns in 803 towns in the four states that rim Lake Michigan. In four states only. In newspapers only. And only counting those campaigns which happened to be running in the current month.

THE H. K. McCANN COMPANY
Advertising

NEW YORK
CHICAGO

CLEVELAND
LOS ANGELES



SAN FRANCISCO

SEATTLE
MONTREAL

DENVER
TORONTO

Advertising & Selling

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VOLUME X

FEBRUARY 22, 1928

NUMBER 9

How Consolidations Are Changing the Map of Business

WILLARD SNOW

SO rapidly are mergers and consolidations being formed that they seem to be growing in geometric progression. In fact, they are effecting profound changes in the modern business world.

They are changing even more profoundly the sales organization of the country, and raising new problems in sales management. As Fred Shibley, vice-president of the Bankers' Trust Company, New York, said the other day, "Consolidation is tending strongly toward cutting down the number of salesmen." This in itself is a very striking development.

But modern consolidation is doing many other things to the selling situation, and a new technique is being developed to meet the unusual status created by the merging of from two to ten sales organizations, often under the most delicate and difficult circumstances.

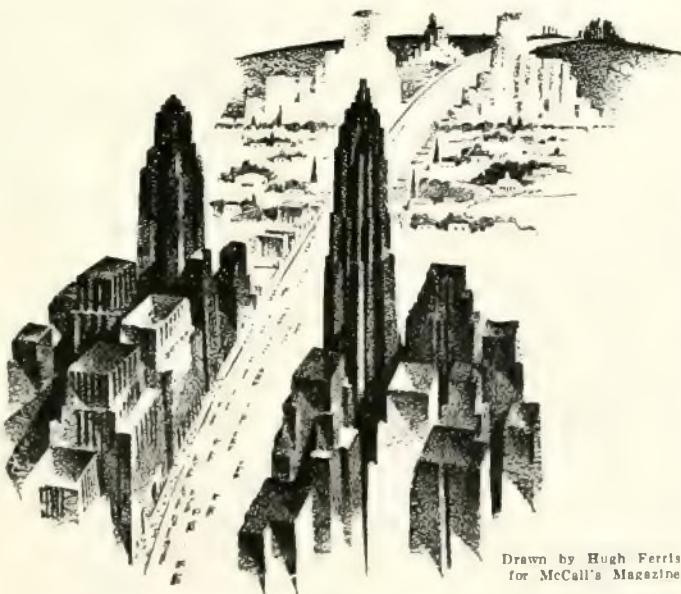
Offhand, the simple solution would appear to be to discharge all, or nearly all, of the sales organizations of the consolidated

companies, and really "merge" the sales activities in the same way that the capital of the consolidation is merged into one. But experience in the past twenty-five years has shown that the selling end of consolidation is the "live end"; the unknown *X* in the equation, and financial men have grad-

ually come to have a very high respect for the intricacies and subtleties of the marketing end.

Various methods have been used in the past. Consolidation itself, as a method, has had its difficulties because of the sharp, jealous individualities, as well as individual trademark names,

which have had to be merged. An example of the difficulties and methods of other days is seen in the National Lead Company. This merger, accomplished with great difficulty, was in such delicate shape that it was really not a merger, but a loose federation, with the individual companies proudly desirous of continuing their individuality. Thus the famous Dutch Boy Painter—a mere trademark name and picture—was strategically worked out as the diplomatic link, to be used not in place of, but in conjunction with the "Red Seal" and other brands of the constituent companies. The business had been in a highly competitive and sectional state, and the various companies had vainly attempted before the consolidation, to



Drawn by Hugh Ferris
for McCall's Magazine

"Consolidations are the order of the day. A huge market demands huge tools. Small businesses may still work up trademark goodwill, but they soon come to the consolidation point if they are to travel the great road to a complete national market."

secure supremacy over each other. The financial detail of the consolidation was simple; it was the marketing factor which was complex. The officers and sales staffs were kept intact, and they proceeded as before, the old brands being allowed their wonted position on the ends of the kegs. The Dutch Boy mark was put on the sides of the kegs in addition, and national

advertising undertaken under a central advertising department. In four or five years the dealers began to specify "Dutch Boy" and forget the sectional marks. Meantime, instead of a general salesmanager there was a "chairman of the sales committee" (who was also advertising manager). The sales committee was comprised of the chief marketing executives of the individual

companies. These also decided advertising policy: although each local company had an "advertising manager" for minor advertising work. The National Lead Company has been a brilliant success, and the loose federation plan of maintaining separate entities and sales organizations is shown to be practical.

But it [Continued on page 44]

An Advertising Man in Paris

EARNEST ELMO CALKINS

ONE of the characteristics of a foreign city which most impress a visiting advertising man, however holiday his spirit, is the manner in which things are sold. Here in Paris the method of selling goods and of displaying them in shop windows is quite different from ours, but not necessarily less efficient on that account. One thing that strikes a visitor to a great city like Paris is the convenience of access—the markets, for instance. The neighborhood of my hotel is the district bordering the Champs-Elysées, corresponding to that stretch between Fifth and Park Avenues above Fifty-ninth Street in New York; in other words, a fine residential quarter. On Saturday morning the quay bordering the Seine was invaded by a large market, the stands reaching for blocks, selling everything edible. They resembled the hucksters' carts that line Hester Street in New York, except that in this case the viands sold were the higher-priced ones, such as would naturally be bought in a neighborhood like this. Big department stores, such as the Magazins du Louvre or au Printemps, have counters on the sidewalks surrounding the stores, where is sold seemingly every article of wear, usually at special prices like our basement bargains. The words "occasion" or "solde" appear frequently on placards. The salesmen who attend to these outdoor counters are recognized by their black skull caps. The Parisian does all of his living possible out of doors, and even in January the marble-topped tables in front of the cafes are occupied.

Even in France the new Ford car is making something of a stir. The page newspaper advertisements, which were recently run in our country, have been repeated here in the French newspapers, as well as in the sheets printed in English. The effect is startling as there are no full-page advertisements in French newspapers, a ten-inch double being a large space. The effect of the Ford display is alien and

exotic, contrasting sharply with the typical French typography. An exhibition of the new cars was held at Luna Park, near the Porte Maillot, the front gate of Paris. Luna Park is, of course, copied from our own amusement enterprise at Coney Island, and is an illustration of the way a nation begins by assimilating the least desirable features of another nature.

There was at least one new Ford at this exhibition, for it came over on the ship with us, brought by Alexandre Lie, the director of the Ford interests in France, as baggage, uncrated, the quickest way he could get it here. In the theater at Luna Park, which holds about five hundred, a film of the making of the new car was shown to a crowded audience, while hundreds waited their turn outside. The prices for the new cars range from 22,500 francs for the roadster up to 31,700 francs for the sedan. One wonders just what these prices mean to the French people, for in dollars at present exchange they are, roughly, \$900 to \$1,260. And, naturally, a franc means more to the French than four cents mean to us.

I did not go to the exhibition, but I visited the Ford plant at Asnières, on the banks of the Seine outside Paris. It is not an impressive place, compared, for instance, with the Citroën plant nearby. Citroën is often called the Henry Ford of France, and his little cars, smaller and of less horsepower than the Ford, are seen everywhere. French cars are taxed according to horsepower, which accounts for the low rating of the native product.

American motor cars are making considerable effort in this market. On a short run out toward Chantilly I saw as many bulletins advertising American cars—Buick, Chrysler, Willys-Knight and Oakland—as all the French advertising, and while the French bulletins cluttered up the landscape, too, I could bear them with greater equanimity than I could the American ones.



VIEW OF THE HARVARD BASEBALL CAGE SHOWING MOUNTED EXHIBITS

More Than 4000 Advertisements Entered for Harvard Awards

GEORGE BURTON HOTCHKISS, M.A.

Chairman, Department of Marketing, New York University

[EDITOR'S NOTE. Professor Hotchkiss was a member of the jury that made the Harvard Advertising Awards this year. The other members were: M. T. Copeland, Professor of Marketing, Harvard Business School, Chairman; Neil H. Borden, Assistant Professor of Advertising, Harvard Business School; Frank Braucher, Advertising Director, Crowell Publishing Company, New York; George M. Burbach, Advertising Manager, "Post-Dispatch," St. Louis; J. K. Fraser, The Blackman Company, New York; Henry Lewis Johnson, Graphic Arts Company, Boston; T. J. McManis, Assistant Manager of Publicity Department, General Electric Company, Schenectady, N. Y.; Fred T. Singleton, Evans-Winter-Hebb, Inc., Detroit; H. L. Staples, President, Staples and Staples, Inc., Richmond, Va.; and Henry H. Taylor, Taylor & Taylor, San Francisco.]

A NYONE who is skeptical of the value of the Harvard Advertising Awards would find it an illuminating experience to serve as a member of the Jury. From the two-day session he would emerge a little brain-fagged—and possibly foot-sore—but with a conviction that the

Awards are doing much to improve the standards of advertising practice. His review of the representative cross-section of modern advertising shown by the entries would impress him with the large amount of fine and competent advertising that is being published, and the small amount that is 100 per cent perfect in all respects.

Unfortunately, the members of the Jury are the only ones who can see the whole picture. It cannot be shown by the announcement of the Awards with any explanation that can accompany it. To be appreciated the Awards must be seen against the background of the competition.

THE material brought to the attention of the Jury this year comprised about four thousand advertisements, some of which were submitted as parts of campaigns and others for individual Awards. This material was arranged on long racks occupying a large part of the floor space in the Harvard baseball cage. Merely to inspect this material, without careful study of the copy or the accompanying briefs, required considerable time and no small amount of leg work. Hence the preliminary work of sifting

out the less deserving entries was entrusted to committees. These committees reported their findings to the Jury on the afternoon of the second day, and then the Awards were made by the complete Jury.

FOR a few Awards the choice of the Jury was unanimous. Other Awards were made only after extended discussion and some compromise. This was inevitable, in view of the fact that the members of the Jury were drawn from many different fields and represented widely different interests and viewpoints. The surprising thing was not that there were differences of opinion, but that the Jury was so completely actuated by a desire to make the Awards to the most deserving, regardless of personal prejudices, biasing factors, or even the fear that the justice of the Award might not be self-evident to the general public when announced.

The award of the Gold Medal needs no comment.

Several men received highly favorable consideration, and it is no disparagement of their abilities and services to say that they were slightly overshadowed by the distinguished publisher who was finally chosen.

National Campaign of Institutional Character

Among the campaigns of institutional advertising, that of the Canadian Pacific Railway was thought to be really outstanding. A brief accompanying the campaign showed the necessity of educating the Canadian public regarding the great part which the railroad had played in the history of their country. This task was successfully accomplished by an impressive series of advertisements which consistently maintained the general theme while securing considerable variety in presentation. Possibly they

might seem open to criticism as not providing so strong an invitation to reading as would be desirable for copy of such length. However, the audience to which they were directed unquestionably had a stronger incentive for reading them than an American audience would have.

National Campaign Advertising a Specific Product

The task of choosing the most effective campaign for an individual product was more difficult. Many of the most distinguished campaigns of the year [Continued on page 70]

Does Business Want Women Writers?

J. D. EATON

Pacific Railways Advertising Company, Oakland, Cal.

PHILIP E. SPANE, in the January 25th issue of ADVERTISING & SELLING, says that the *public wants women writers*.

He proves his positive assertion by quoting a long list of best sellers of *fiction* which were written by women in direct competition with men.

Hurrah! Three cheers and a tiger for the female of the species. But before Mr. (or Miss) Spane commits the business of writing *advertisements* to our lovely, duly admired and respected lady friends entirely let us dignify his (or her) enthusiastic remarks with another thought or two:

Unfortunately for Mr. (or Miss) Spane's proposal, advertising appropriations are for most part in the hands of hard-hearted, hard-headed *business men*. Most of these fellows may be very dull, it is true. Perhaps not one in a thousand could write a brilliant literary article. But, oh boy! They surely do write the "*loveliest*" checks—and they know how to make the stuff that makes the checks so desirable, even to the women.

Now, these prosaic male "money grubbers," these "low-brows" who are perhaps tolerated by the female intelligentsia because they seem so necessary in providing wives and daughters with the money needed to pay for the products turned out by the literary individuals, seem to *look upon advertising as salesmanship in print*.

These fellows just naturally take the attitude that they are *not* spending money for advertising simply to amuse, or entertain the public. Rather, they expect every advertising dollar that is sent out to return *pronto*—and bring back another one with it.

Being practical, these men argue that *advertising* is not worth its salt unless it functions in a very definite manner toward *selling* something.

These captains of industry also argue that no one can be much of a *salesman* unless he has the *commercial instinct*.

There you are! Women writers with the *commercial instinct* are so rare that the exception only makes the deficiency the more noticeable. While the feminine mind may be imaginative, and while no mere male in his right senses would attempt to compete with a woman when it comes to conversation, still and withal, advertising space is too costly to be purchased for the sole purpose of giving people an opportunity to display their fine writing abilities.

As a one-time copy chief, I have been approached often by ambitious females who wanted to "*break into the advertising game*."

When asked why they thought they were fitted for such work the replies were monotonously alike—usually somewhat as follows:

"Oh, I know I would adore the

work! I just *love* to write. I have majored in English at the University and my compositions have all been *so complimented*."

"But, did you ever *sell* anything? Would you like to solicit advertising, or work as a salesgirl? Do you like business?" they would be asked.

NINE times out of ten a negative reply would be promptly given. In fact, the questioner would receive a look of indignation for even suggesting such things.

Such applicants would then be told that they were probably fitted to become famous novelists, poets or scenario writers—but that the *business world returned success to only those interested in business*.

Mr. (or Miss) Spane is reminded that advertising is indicated only as the means to an end. It is a *tool* to be used by a person trained in business. When it is placed in the hands of people who have no training in business, or no sympathy with the commercial world, it cannot function with profit.

There is much said about getting the *feminine viewpoint* incorporated into advertisements directed toward women buyers.

My reply is this: *Know your subject* and the mental attitude of those you hope to influence before starting to write an advertisement. If the writer has this knowledge, and the ability to write a convincing selling argument, the sex question is of little importance.

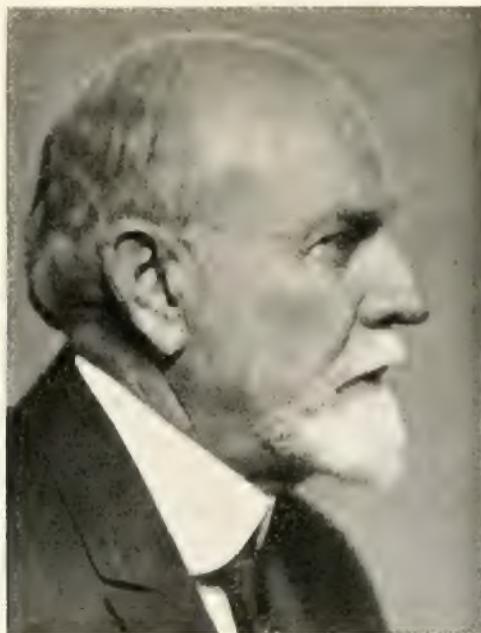
Men usually write the kind of love letters women read with the most interest. If men can *sell* themselves to women, cannot they also sell other, and probably more worthy things to women? And have they not been doing so?

Which sex has been the most successful in creating styles, and marketing women's apparel?

Which sex directs and operates the largest department stores, millinery shops, and other business enterprises depending upon the patronage of women almost entirely?

Who invents and compounds even such intimate things as face powders, cold creams, lipsticks and other toiletries for the ladies?

How could Mr. (or Miss) Spane so carelessly recommend the abolition of men as advertising writers and caterers to womankind? Even the women would object if his theories were put into practice.



JAMES H. McGRAW

Recipient of the Gold Medal Awarded "for Distinguished Contemporary Service to Advertising"

The Harvard Advertising Awards for 1927

To JAMES H. McGRAW, President, McGraw-Hill Publishing Company, New York: the gold medal for "distinguished contemporary services to advertising."

To MRS. ERMA PERHAM PROETZ, Gardner Advertising Company, St. Louis, for the campaign of Pet Milk, a product of the Pet Milk Company: an award of \$2000 for "the campaign most conspicuous for the excellence of its planning and execution which sought publicity on a national scale or over a large territory for a specific product."

To RONALDS ADVERTISING AGENCY, LIMITED, Montreal, for the campaign of the Canadian Pacific Railway, prepared by W. P. Tuttle: an award of \$2000 for "the campaign most conspicuous for the excellence of its planning and execution which sought publicity on a national scale or over a large territory for an institution."

To BARTON, DURSTINE & OSBORN, INC., New York, for the campaign of R. H. Macy & Company, Inc., prepared by Paul Hollister: an award of \$2000 for "the most conspicuous campaign which sought publicity in a relatively limited territory or in a single locality."

To J. WALTER THOMPSON COMPANY, New York, for the advertising research titled "Retail Shopping Areas": an award of \$2000 for "the most conspicuous research the purpose of which was to produce information of general value in furthering the knowledge and practice of advertising."

To DAVIS & GECK, INC., Brooklyn, N. Y., for the campaign of D & G Sutures: an award of \$2000 for "the most conspicuous campaign for industrial products which sought publicity primarily through the media of industrial, trade, or professional journals."

To BARTON, DURSTINE & OSBORN, INC., New York, for an advertisement of Marshall Field & Company, prepared by Thoreau Cronyn, titled "Even So Simple a Thing as a Handkerchief": an award of \$1000 for "the advertisement most effective in its use of text as the chief means of delivering its message."

To THOMAS M. CLELAND, New York, for an advertisement of the Cadillac Motor Car Company, titled "Cadillac Creates a New Luxury in Motoring": an award of \$1000 for "the advertisement most effective in its use of pictorial illustration as the chief means of delivering its message."

To CALKINS & HOLDEN, INC., New York, for an advertisement of the Southern Cotton Oil Company's product, Wesson Oil, titled "And That's Why Women Really Prefer it": an award of \$1000 for "the advertisement most effective in its combination of text and illustration."

To the FORD MOTOR COMPANY for an advertisement of the Ford Car, titled "Important Facts About the New Ford Car": an award of \$1000 for "the advertisement most effective in its use of typography."

1867 - DIAMOND JUBILEE SERIES - 1927



THE founders of the Canadian Pacific Railway well knew that the road which they planned would not merely be a great nation-building force in time of peace, but a powerful engine of defense in time of war. Their faith was more than vindicated in 1914-18. At the first rumble of war, the reserves of the Canadian Pacific Railway were immediately mobilized to the defense of liberty and the Empire.

Both Atlantic and Pacific Railways cooperated with the transcontinental nation, sending men, supplies, munitions, equipment and all the varied necessities of war to the front.

Through its connection with American Steamship Lines, and through its strategic position, the Canadian Pacific Railway became a potential auxiliary to the Allies. From Maritime

provinces, the Company had opened up port facilities at Boston, Philadelphia, New York, and Baltimore, and those at the Seine ports. The Canadian Pacific transported ships' stores from England to Canada, and from Canada to England, and many other supplies.

The annual journey of the Company's experience enabled the service to grow. The Canadian Pacific brought its men to the front, and to each employer, manufacturer, and service bureau that such men should be taken back into the service, the same.

All contributions were battle-ready, and with the greatest enthusiasm, cheerfulness and energy, the Canadian Pacific Railway did its duty to the Empire, and to the British nation throughout the war.

Reasons for these accomplishments must add to the confidence and satisfaction of all who have been so fortunate as to witness the remarkable progress in the last half century.

CANADIAN PACIFIC

BY SPANNING THE WORLD

Best national campaign of an institutional character: to RONALDS ADVERTISING AGENCY, LTD., Montreal, for Canadian Pacific Railway campaign, prepared by W. P. Tuttle.



Best campaign of an industrial product through media of industrial, trade or professional journals: to DAVIS & GECK, INC., Brooklyn, N. Y.

—and that's
why women really
PREFER IT



Advertisement most effective in combination of text and illustration: to CALKINS & HOLDEN, INC., New York, for advertisement of Southern Cotton Oil Company.

EVEN SO SIMPLE A THING AS A HANDKERCHIEF

A handkerchief accidentally dropped at the feet of her lover sent Anne Boleyn to the scaffold.

A Czarina of Russia paid \$2500 for a handkerchief which had been sixty years in the making.

In the days of chivalry a knight earned his lady's handkerchief at the point of his lance, whence comes the garter.

The English name was originally "cumberchief," a veil for the head. English gentlemen adopted handkerchiefs along with snuff, for concealment of a snuffbox was a fine art.

"So there's magic in the web of it," as Ophelia said—a romance behind even so simple a thing as a handkerchief.

1852

1927

At Field's you may see handkerchiefs that have fluttered down from all over the world, in thousands of styles. We send several buyers abroad every year just for handkerchiefs. From France they bring a myriad of exquisite novelties. From Ireland, where grows the flax with flower as blue as fresh skies and fresh eyes, they take the output of an entire factory, made to our designs.

In Switzerland, a large handkerchief industry is under our own direction.

We send Irish linen around the world—to Porto Rico and China, for instance—to be made into handkerchiefs. Italy, Madeira, Switzerland and Japan also fashion handkerchiefs for us—in much its own way. In Belgian and French towns and in our own factory at Zion, barmakers play their ancient art for the glorification of our customers.

When you remember that the section on the first floor where you will find the handkerchiefs costs \$65 for Bedlam, and that the \$25 cents for works (which is one of the 200 sections of the store) which are being replenished continually in much the same way, you know something of the secret of completeness that through seventy-five years has been building Field's.

MARSHALL FIELD & COMPANY

Seventy-fifth Year

Advertisement most effective in use of text: to BARTON, DURSTINE & OSBORN, INC., New York, for advertisement of Marshall Field & Company, prepared by Thoreau Cronyn.

Advertising and the Maintenance of Prosperity

JAMES H. McGRAW

President, The McGraw-Hill Publishing Company, New York

AT EACH stage of the business situation, advertising takes on new significance and new obligations. More and more, advertising becomes essential to the economical movement of goods, from industry to industry, from producer or merchant to consumer. More and more does advertising guide preference for commodities and services that, interwoven, form the very warp and woof of our civilization.

Hence, at these milestones of advertising appraisement which Mr. Bok has so happily placed in our journey toward a larger national well-being, it is fitting that we re-examine advertising, with particular reference to the current situation.

At present the volume of trade is large. But competition is throttling; and profits, in some quarters, are declining. Some industries are despairing of customers. Has advertising, now so generally used, proved ineffective in maintaining full prosperity? Or have we as yet failed to fully appropriate the power of this great force? Lowered profits and idle capacity are not the concern of the stockholder alone. The public as a whole—employing and employed, as well as investor—suffers a set-back when profits are squeezed and wares go a-begging.

makers, and no organization is entirely devoid of personality. The very fact of survival in a competitive market is proof that there is distinctiveness in product or service. There are such individual factors as company

than another's, even though the products appear to be similar.

It is apparent that the very planning of advertising causes a most searching examination of products to determine the distinctive elements. If, perchance, there be no market distinction, then, at the very least, advertising may guarantee a continuance of quality. The market position of certain brands of flour, bread, soap, cement, brass, industrial belting—the prosperity attending their makers—is eloquent testimony of advertising's effectiveness in the staple field. It has endowed run-of-product with a special character, and through the guarantee of sustained quality, advertising has made specialties within staples.

True, advertising does not confer full immunity from price considerations and consequent narrow profits and halting markets, but it does shift the competition to bases of quality and use. It puts the battle on the seller's rather than the buyer's ground, but at the same time it proves a boon to the buyer because of insistence on quality. The slogan, "Quality is remembered long after price is forgotten," already accepted as a principle by industrial consumers, suggests distinct social advantages to consumers at large.

JAMES H. McGRAW, fourth recipient of the Harvard Advertising Awards Gold Medal for "distinguished contemporary services to advertising," was born in Panama, Chautauqua County, New York, in 1860, and came into publishing from the principalship of an upstate school. He purchased his first paper—the *Street Railway Journal* (now the *Electric Railway Journal*)—in 1888. In presenting the medal, Professor O. M. W. Sprague, Acting Dean of the Harvard Business School, laid particular stress upon Mr. McGraw's pioneer work in the recognition of advertising's relation to marketing and upon his lifelong service in the upbuilding of higher standards in advertising in the business press of the country.

Following are excerpts from Mr. McGraw's address of acceptance, which, due to his absence in the south, was read for him by Malcolm Muir, vice president of the McGraw-Hill Publishing Company.

reliability, assurance of progressive product improvement through intelligent engineering or painstaking research, ability to assist buyers by prompt deliveries, competence of representatives to advise on use and application of the product and on the condition of the market. There are a hundred respects in which firms differ from each other. All these affect the willingness of the buyer to take one manufacturer's product rather

Advertising failures have resulted less from lapses in advertising technique than from advertising misapplied. Advertising cannot create qualities. Advertising cannot give market standing to a product where market [Continued on page 50]

* * *

In considering the broader, as well as the more effective, use of advertising, it may well be questioned whether any product, however staple at first sight it may appear, is without elements of distinction. A product is endowed with the qualities of its

Making More Sales for the “Best Seller”

RICHARD L. SIMON

Simon & Schuster, New York

[EDITOR'S NOTE. *The firm of Simon & Schuster, though comparatively young in the book publishing field, has in the last two years scored three outstanding successes. The Cross Word Puzzle Books sold well over a million copies; the Durant "Story of Philosophy" sold 225,000 (thereby confounding all the prophets); and "Trader Horn" has passed the 100,000 mark and is still going strong. In this article, which we print by courtesy of The Atlantic Bookshelf, Mr. Simon discusses the methods that have been used in advertising these and other Simon & Schuster books.]*

THIS is not an attempt to lay down rules as to how a book, or books, should be advertised. It is my purpose merely to tell of the methods Mr. Schuster and I have used to advertise some of our books. These methods have been successful with books that of their own accord would doubtless have enjoyed substantial sales even without advertising. I seriously doubt whether they could be used profitably on books that did not contain that mysterious, inherent, intangible *x*-quality that makes people like a book and talk about it, thus starting it off on a best-seller career without the push of advertising. In other words, best-sellers are not made, they happen—and advertising makes them sell better.

Therefore, let us divide this paper into two parts:

1. The part dealing with a book that is about to be published.

2. The part dealing with a book that has been published for a week or more and begins to sell—in other



words, a book that seems to have that mysterious *x*-quality.

I

ABOUT a month before a book is released Mr. Schuster and I fix the advertising appropriation. The amount is determined by various factors:

1. *The size of the first printing* (which in turn has been based upon an estimate of the advance sale). It is surprising how closely we can predict what the advance sale of a book will be. We seldom err more than 15 per cent.

Generally the initial printing is between 50 and 100 per cent greater than the advance sale. Thus, if an advance sale of 1800 copies is expected, the

initial printing is 3000 copies.

2. *The price-per-copy we can afford to spend.* If royalty or manufacturing costs are low, we can naturally afford more advertising per copy than otherwise. Generally we figure on about 10 per cent of the retail price as the initial advertising appropriation. Thus, in the case of a \$3 book whose first printing is 5000 copies, the appropriation is \$1,500.

3. *An intuition or hunch about a book.* This sometimes causes us to increase (never to decrease) the price-per-copy appropriation. For instance, we are about to publish a \$2 book, the first printing of which is 2000 copies. So little can be done with \$400, which would be the regular appropriation on the 10 per cent basis, that we decide, because we have a hunch the book has a chance, to allot an arbitrary initial advertising fund, say of \$750.

We do not base our appropriation on the number of copies we have to sell to cover an advance to an author. As a matter of fact, in only one instance have we published a book whose advance sale did not cover the advance royalty. In that instance the advance royalty was too large to be economically sound. We wanted that book, and paid the advance. But, if anything, we made the per-copy advertising appropriation as low as possible to minimize losses. It seems to us that a literary agent who is zealous of his clients' interest should insist on a minimum advertising guarantee rather than a large advance royalty payment. An advance should be based upon the amount of financing required by an author between the [Continued on page 76]

Business Is Getting Public

And the Industrial Manufacturer Must Learn to Think in Terms of Public Opinion and Capitalize "Third Party Interference"

S. T. SCOFIELD

Manager Advertising Department, Fairbanks, Morse & Co., Chicago

"ONE of the foremost paragraphs in the unwritten business constitution of the old school industrial manufacturer was what he termed the confidential relations between himself and his customers," recently remarked a man who is in close touch with an unusual number of business executives.

"Not long ago," he continued, "I was in the office of the chief executive of a business that answers to the popular description of being old and established. It is now in the hands of a third generation manager of lifelong and very thorough training in his inherited business. For the sake of placing him industrially, we'll

say he is a manufacturer of steam boiler equipment for stationary and marine service, although he isn't. He is conservative and hardheaded, and would be generally considered safe. He thinks in terms of individual customers, rather than of his industry as a whole and solicits orders individually, combing the field of power users as he knows it, yet scarcely ever consciously deviating from beaten paths really to develop business. He patronizes the engineering press with a brevity of statement designed to reflect the dignity of his house, which is to say in a spirit of patronage toward both the engineering press and its readers. 'The designs of Spaulding Boilers for their various purposes,' says a typical advertisement, 'embody the engineering and fabrication experience of three generations in the



Photograph by Arthur Blane

"Business is getting too public," protested the chief executive of a large manufacturing plant recently. "Our sales engineer finds himself sitting in not only with the prospects' engineers but with outside advisory engineers who often are national operators. We don't need these outside advisers now any more than we ever did. But in they come, and then what happens?"

development of this type of equipment."

"This man is worried today over the universal intrusion of a third party into what all his industrial tradition has led him to feel is his private business. He was grumbling to me about this as we talked.

"Business is getting too public," he protested. "When this business was founded, and even when I was a youngster in it, there were just two people, besides ourselves, who concerned themselves with any sales transaction of ours—our customer and the competitive boiler manufacturer. If the installation performed all right we could shut the door on our competitor. He could find out practically nothing about our deal. If there happened to be some trouble, perhaps he could get his foot in the door

and listen in on us. Usually, though, we could keep him squeezed out to the point at which all he could do was backbite a little.

"What happens today when a job of any size requiring boiler equipment is projected? A dozen technical papers, representing a dozen different angles, hop on it. They discuss, with the greatest intimacy, the probable engineering phases of the project—phases which formerly were never publicly hawked about. Every Tom, Dick and Harry is quoted on it: from the promoters, bankers or underwriters through the whole range of civil, mechanical and operating engineers down to the construction organizations. Then it reaches the point of actual quotation. Our sales engineer finds himself sitting in not only with the prospects' engineers but also with outside advisory engineers who often are national operators. We don't need these outside advisers now any more than we ever did. We know steam application. But in they come, and then what happens? Why, we find that for about thirty days our biggest job is, not to sell boiler equipment, but to 'sell' steam itself as the proper method.

"Suppose we've patiently 'sold' all these experts steam as a method, and finally have sold our own equipment: what then? Well, back come the technical papers in full force, mulling over all the considerations we have been [Continued on page 60]

THE EDITORIAL PAGE

Two Lopsided Viewpoints

REVIEWING "What Price Advertising" in the New York *World*, Bruce Barton writes:

"Among the prevalent points of view toward advertising there are two which are lopsided and pernicious. One treats the whole business as an economic waste and looks back fondly to the good old days when the cat slept snugly in the open cracker-barrel and mother made her own soap and everybody, presumably, saved a great deal more money and was in every way happier.

"Writers who give forth this point of view are comparatively young. They have no personal experience of the good old days. They do not take occasion to explain how it is that, in spite of the wastes of packaged goods and trade-marked merchandise, the savings banks are fuller than ever. They are not interested in presenting any of the positive achievements of advertising. Their criticism is made up of a series of fault-findings and finger-pointings and, while they do expose much that is wasteful and deserving of censure, the same critical method applied to law or medicine, or even the ministry, would produce an equally drab picture.

"The other point of view gives the thoughtful advertising man more trouble. It is held by those who conceive that this new force is some modern magic, that an advertising agency is a place where miracles are commonplace, and that one has only to persuade an advertising man to wave his magic wand over any battered silk hat in order to produce golden rabbits. We advertising agents could bear up manfully under the attacks of our critics if we could be spared the visits of those who assume that, by merely doing our stuff, we can double the endowment of colleges, elect unpopular candidates to office, and persuade the public to buy anything at all."

In spite of the wild hullabaloo raised against "Your Money's Worth" we think its publication will have a tonic effect upon advertising people in

accustoming them to having their works and beliefs challenged. Business is reaching a point where most of its accepted traditions are going to be critically examined.

The greater evil of the two that Mr. Barton describes is, in our opinion, the viewpoint that regards advertising as infallible. There would be more successful advertisers today if some persuasive but over-confident agency or publication representative hadn't sold a campaign guaranteed to perform a modern miracle over night.

New Peaks for the Chain Store

WHILE E. A. Filene was predicting in an address the formation of chains of a hundred or more department stores which would rival the General Motors Corporation in size, the 1927 record of the present chain stores was being calculated. It is a remarkable record.

Four chains of five and ten cent stores—Woolworth, Kresge, Kress and McCrory—have rolled up a combined volume during the past 15 years of 3820 millions of dollars in sales. The 1927 sales for these four reached 503 millions, as against 458 in 1926 and 371 in 1924. The increase for 1927 over 1926 was 9.9 per cent, or 438 per cent over 1913. Woolworth now has 1589 stores, 109 having been opened last year. The four companies together have 2427 stores.

Some of these companies are not "five and tens" strictly, but 5 cents to a dollar. The 31 per cent increase shown by the Penney stores—the greatest of any chain store growth in 1927—indicates a definite trend to this type of store. This is particularly indicated by the new great chain just starting, "Schulte's United Five Cent to One Dollar Stores," backed by Schulte and United Cigar Stores.

• Obviously the entire complexion of merchandising distribution is due to change, and the relation of branded, advertised merchandise to this development is vital indeed. No wonder that the scene is called "the battle for consumer loyalty!"

Merchandise Designing as an Agency Service

PRIOR to 1900, any package label that "described the contents" was considered adequate. Generally speaking, labels had no particular advertising significance. Then some advertising man, summoned to prepare a series of advertisements, daringly suggested that the label design could be improved. Labels came to be regarded as a part of advertising, and later the shape, design and construction of the package itself developed sales significance.

At present we seem to be in a period when the color of merchandise is taking on a new-found sales meaning. Doubtless it had its origin in the development of the simplified and highly colored lacquers first used on automobiles. Fountain pens and pencils, typewriters, kitchen utensils, washing machines and many household devices appear in bright and bewitching colors. Interest in the "popularity tables" of colors that come to us indicates that this movement is still in its infancy.

There is a step beyond this new-found use of color that, curiously enough, is in many cases coming to be regarded as an advertising function—the design of the merchandise itself. We have recently examined a surprising variety of articles, the designs and colors for which came out of advertising workshops. These include such unrelated products as glassware, heating devices, towels, cigarette boxes, china, interior woodwork, fabrics, clocks. Emphasis is placed on beauty and salability instead of manufacturing simplicity or convenience.

Some of the larger agencies frankly admit that they intend to feature merchandise designing as a part of their service. With increasing sales pressure and improved public taste, product appearance is becoming more important every day. We think those engaged in the business of advertising can afford to give immediate attention to the subject. In our estimation it will be one of advertising's most valuable contributions to business.

Missionary Work and Technical Sales Service in Industrial Markets

MELVIN T. COPELAND

IN industrial marketing, missionary sales work comprises such activities as training dealers' salesmen by demonstration of sales methods, securing introductory orders from users who are expected to reorder from dealers, assisting dealers in securing orders from large plants, and acquainting architects and consulting engineers with the merits of particular products. The use of missionary salesmen on an extensive scale is a comparatively recent development in industrial marketing, as well as in the marketing of consumers' goods. One of the most common reasons for the adoption of the practice in industrial marketing has been a belief on the part of manufacturers seeking more effective distribution through dealers that the dealers and the dealers' salesmen were neglecting particular products or that the dealers' salesmen did not possess adequate technical knowledge to promote sales properly. The use of missionary salesmen has been one of the means by which manufacturers of industrial goods, who have used dealer distribution, have sought to impart their sales messages to operating officials and staff executives in companies large enough to have articulated management organizations.

The circumstances which have occasioned the adoption of missionary sales methods by various companies are illustrated specifically by the experience of a company manufacturing oils and other lubricants. For a long period this company had not had a well-defined distribution policy; it had drifted. The company produced a wide variety of lubricants, many of

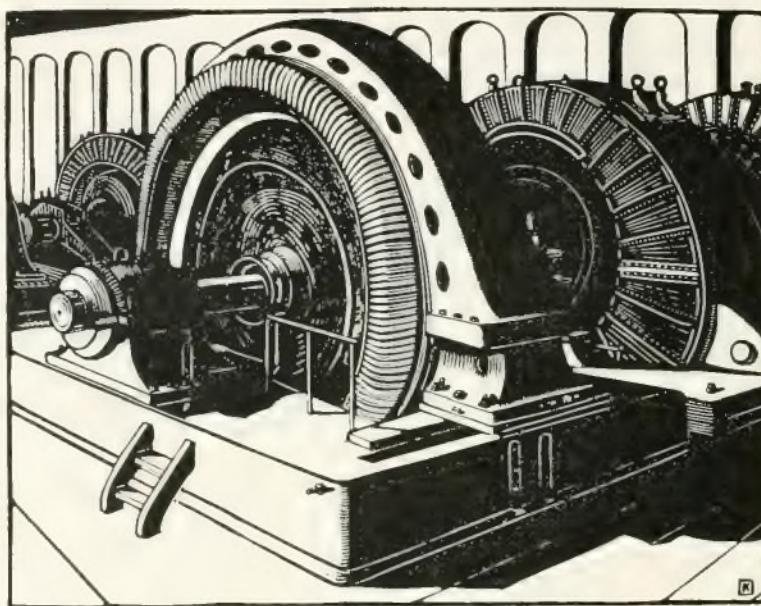
which served highly specialized markets, such as paper mills, foundries, steel plants, metal mines, and textile plants. When users sought to buy directly from the company, their orders were accepted. In several markets,

regarding the company's lubricants and how to stimulate sales. This company's experience is one which has been particularly common in industrial marketing.

Such missionary work as that just cited is expensive and subject to pitfalls. A dealer's salesman has many items to sell; hence a manufacturer's salesman traveling with a dealer's salesman can utilize only a fraction of his time in demonstration and instruction regarding the best methods of selling the company's product. With a continual turnover of dealers' salesmen, moreover, such an educational campaign is almost endless. If all manufacturers whose goods a dealer carries were to attempt to carry out

however, sales were made chiefly to mill supply firms. When the company began, about ten years ago, to formulate aggressive sales plans it concluded that it could advantageously secure a much larger volume of distribution through mill supply firms and other dealers of that type than had been attained theretofore.

AFTER the dealers had placed the company's lubricants in stock, however, sales did not expand as rapidly as had been expected. The company then concluded that the snag which its plans had struck was the lack on the part of the dealers' salesmen of technical knowledge regarding its products. The company consequently inaugurated a program of employing missionary salesmen to travel with the dealers' salesmen to show them, by actual demonstration in the field, how users should be instructed



Inoleum Block by William A. Kermode

such a program, the dealer's salesmen would be constantly burdened with traveling companions. When such a program has been carried out by a manufacturer, furthermore, there commonly has been a tendency for the dealers to rely more and more on the missionary salesmen to secure orders. In other words, this use of missionary salesmen tends to have just the opposite effect of that anticipated; it causes neglect rather than stimulus of sales by dealers' salesmen.

The answer to the problem which so many companies have attempted to solve by employing missionary salesmen to assist dealers' salesmen probably is twofold: first, group conferences between the manufacturer and each dealer's salesmen when the dealer takes on a line requiring technical knowledge or a knack of demonstration; second, effective advertising to users to lighten the task of dealers'

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

*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*

salesmen. When these methods do not suffice and a company finds it necessary to duplicate the sales efforts of dealers' salesmen and to carry on negotiations with operating executives, it should face the problem of whether its products do not require direct marketing instead of distribution through dealers.

NUMEROUS manufacturers employ missionary salesmen to expound the merits of their products to architects and consulting engineers, who do not purchase materials or equipment on their own account but who do influence many purchases. The recommendations of these consultants carry weight with buyers on large construction undertakings, and govern the construction and equipment purchases of many medium and small scale manufacturers. How to convey the proper sales message to these consultants is still an unsolved problem for many a manufacturer. The influential architects and consulting engineers are busy men, who sometimes are not disposed to grant much time to missionary salesmen. From a manufacturer's standpoint, furthermore, the fact that the architects and consulting engineers do not place orders makes the problem of controlling the activities of the missionary salesmen exceptionally difficult. It is almost impossible to ascertain whether or not a salesman assigned to such work is accomplishing results commensurate with the expense incurred. These are circumstances which seem to call for the use of advertising to an increasing extent. In those cases where advertising has been tried for this purpose without satisfactory results, the fault may have been with the type of advertising employed.

Architects and consulting engineers are interested in plain, unexaggerated statements of facts which will enable them to determine whether a particular kind of material or a particular type of equipment is suited to their clients' needs. Their object primarily is to give dependable advice to their clients, and to render the best advice they must be acquainted with all the newest developments in their respective fields. Since the actual demonstration of a new piece of equipment or of a new type of material can best be handled by personal interview, with an opportunity for questions and special explanations, there is a field in which the services of missionary sales-

men can be used to advantage. Direct mail literature, properly prepared, and professional journal advertising, nevertheless, can aid in the solution of this problem. A company which manufactures a special type of shingles, for example, was able to place



Courtesy "Chemical & Metallurgical Engineering"

THE modern industrial salesman has to roll up his sleeves and make himself temporarily a part of the industrial buyer's organization. Here is a salesman showing the chemical engineer of a raw materials manufacturer what an electrically controlled dryer accomplishes, using the manufacturer's own products for the demonstration.

its business on a firm footing by advertising in a journal circulating among architects after having failed to secure satisfactory results with missionary salesmen. As advertising methods are improved, more and more of the work done by missionary salesmen in numerous industries probably will be taken over by advertising.

The future of missionary selling, of

the types just discussed, appears to be problematical. Undoubtedly there are circumstances which properly give it a place, at least temporarily, in the sales programs of various manufacturers; but plans which rely upon that method of stimulating sales should be adopted with caution and the opportunities for using advertising for missionary work should be examined with especial care.

Technical sales service, in contrast to missionary selling, aims to aid potential users of a company's products in determining the designs and specifications of equipment or materials best suited to the users' individual needs. Technical sales service deals with the individualized buying problems of particular users, whereas missionary selling either seeks to help dealers sell goods that they have bought or are expected to buy or attempts to influence such ancillary buying factors as architects and consulting engineers. Technical sales service usually is rendered only upon request and does not duplicate the sales efforts of distributors. The results attained by technical sales service usually can be checked up with a fair degree of accuracy, since in many instances it is possible for the companies giving the service to ascertain either directly or indirectly whether or not their products are purchased by each recipient of such service.

TECHNICAL sales service is rendered most extensively in the marketing of expensive installations, particularly those made to order, and fabricating parts of specialized character. Technical sales service also is offered by manufacturers of some types of accessory equipment and occasionally by manufacturers of operating supplies, fabricating materials, and process materials. For rendering such service a manufacturer employs a staff of engineers, designers, or other specially trained experts whose task is not primarily to write orders but rather upon invitation to study special problems of potential customers and to prepare recommendations as to the type of equipment or material to be purchased for solving those problems; in the case of fabricating materials and process materials the recommendations may include advice as to methods of utilization, as, for instance, in the machining of an alloy material. This ser- [Continued on page 52]

38,384 Net Paid~

in the Steam Railway Industry

IN spite of the fact that no single publication endeavoring to "blanket the field" has ever exceeded a 10,000 net paid circulation in the steam railway industry, the five Simmons-Boardman departmental railway publications that comprise the *Railway Service Unit* have a total of 38,384 net paid subscribers.

There's a reason! Within the railway industry are a number of departments, each one being almost an industry unto itself and the viewpoints and interests of the technical officers in the various departments vary widely regarding railway problems.

Consequently, the railway executives, operating officials, purchasing officers and department heads have found in the *Railway Age* a publication that is interesting to them from cover to cover, dealing with railway problems from the operating standpoint. The more than 86 per cent renewals is proof.

Likewise the technical officers have found in the *Railway Mechanical Engineer*, *Railway Engineering and Maintenance*, *Railway Electrical Engineer* and *Railway Signaling*, publications that are devoted exclusively to railway problems from the standpoint of their own department.

The answer to the problem of complete coverage in the steam railway industry, therefore, has proved to be departmental publications, each one devoted exclusively to the interests of one of the five branches of railway service. And the editorial policy that has made possible the securing of this intensive coverage of the railway industry has developed a means for manufacturers to reach *without waste* the particular railway men who can and do specify and influence the purchase of their products.

Simmons - Boardman Publishing Company
"The House of Transportation"

30 Church Street New York, N. Y.

105 West Adams St., Chicago 6007 Euclid Ave., Cleveland
Washington, D. C. San Francisco

**The Railway
Service Unit**

All
A.B.C.
and
A.B.P.



The Obligations of Business Research

PAUL T. CHERINGTON

Director of Research, J. Walter Thompson Co., New York

RESEARCH is a particularly widely favored term in business just at the present time, but it is not unduly terrifying when one realizes how much it resembles plain, old-fashioned, painstaking acquirement of first-hand knowledge. The Encyclopædia Britannica without intentional humor says that the word research is derived from the Latin "re-circare." While perhaps some of the work which now passes under the name of research consists mainly in going around in circles, the fact remains that there is a serious and useful group of activities bearing the name of business research which are, in effect, nothing more nor less than the painstaking establishment of facts about business and doing some logical reasoning from them.

I

It is difficult to appreciate fully how thin the partition has become between many branches of science and the processes of business. The telephone, for example, is primarily a scientific instrument but its value to mankind comes mainly from the fact that this scientific instrument has been incorporated into every-day life and into the conduct of every-day business. Similarly, electric motors, electric lights, automobiles, aircraft, radio communication and many other recent inventions have been fitted into the ordinary process of existence, whereas if invented a few generations ago these devices probably would have created a limited amount of local wonder as laboratory accomplishments, like Franklin's work in electricity, and many real discoveries of previous ages. We are fortunate that these were invented in an age when no progress is complete until it is put to work. Today diphtheria antitoxin, typhoid serum, insulin and other medical discoveries are put on a commercial basis in a surprisingly



© Underwood & Underwood

This article was presented as an address by Mr. Cherington at the Harvard Advertising Award dinner on February 17. Under his direction the J. Walter Thompson Company published "Retail Shopping Areas," the work receiving the award for the best research in 1927 "of general value in furthering the knowledge and science of advertising."

short time after they have passed through the laboratory experimental stage. A surprising number of the great advances of pure science find themselves swiftly caught up in the processes of daily life. A few days ago in New York some of the research staff of the telephone company gave a demonstration before a group of scientists in which the smashing of atoms one against the other was heard by the roomful who likened the sound to a crash of thunder. What the significance of these new developments is going to be in the way of improving life does not yet appear. Perhaps the most significant thing is that an operating public service corporation

feels that it is wise, even necessary, to keep pioneers working in the physics of sound listening to the queer doings of atoms well in advance of practical application of their discoveries.

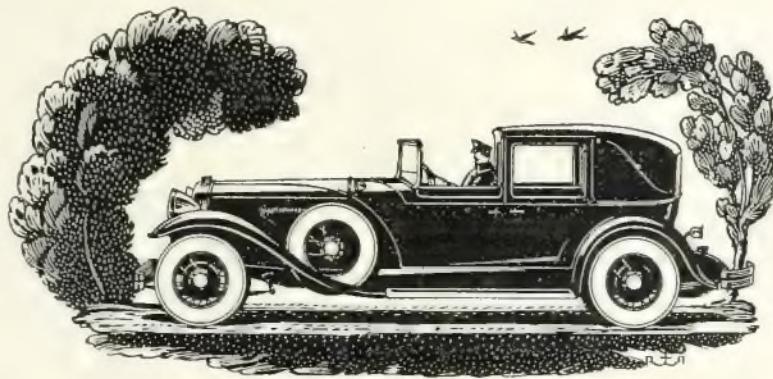
The General Electric Company, some of the Standard Oil Companies, the DuPont interests and many other progressive American business concerns have research work continuously in progress. In the same way, through trade organizations, a number of crafts are working out their common problems. The tungsten filament, the use of argon in lamp globes, the many new devices which have made the long distance telephone practicable, the increased use of atmospheric gases, helium, the new high temperature welding arc, improvements in rubber vulcanization, new methods in the refining of petroleum, agricultural uses for sulphur, new forms of paints and enamels, a new conception of the effects of moisture on foods, new uses for the high temperature electric furnace, the commercial production of aluminum, the celluloid photographic film—all these and many others make up an impressive body of direct contributions of scientific research to business enterprises in the United States within twenty-five years.

II

In the field of industrial organization and management there has been advance, keeping pace with progress in applied science. The work of Taylor and other individual students has greatly modified many features of industrial organization, and to these contributions have been added the important discussions of current problems from a social angle such as have been made by bodies like the National Bureau of Economic Research and the National Industrial Conference Board. [Continued on page 74]

THE
NEW CADILLAC
PRESENTED BY
UPPERCU CADILLAC

Distinguished by Richness and Power



New York

NOW ON VIEW AT ALL SHOW-ROOMS
AND AT THE CADILLAC SALON
10 EAST 57TH STREET

MCMXXVII

There are times when ultra-modern means seem inappropriate to the correct expression of an advertising message. The title page of a rare old book inspired the preparation of this announcement of Uppercu Cadillac. The Federal Advertising Agency, Inc., of 6 East 39th Street, New York, is proud to acknowledge its frequent indebtedness to the older sources of inspiration.

Interest Begins at Home

When You Are Looking for a New Appeal in Your Advertising Are You Neglecting the Object of Your Prospects' Greatest Concern—Themselves?

PHILIP E. SPANE

WE hear a great deal about advertising men getting stale; but we seldom hear much about them getting fresh. And yet the craze for freshness—novelty for novelty's sake—is likely to be a graver danger in Advertising's next decade than the spectre of staleness. And this is not merely a temporary symptom of the passing age of jazz. Contrary to general opinion, it has always been easier for mankind to move forward than to stand still. Nature abhors vacuums and dead levels; and the advertising man is only obeying a law of life when he grows tired of old appeals, tried methods and tested certainties.

We look at last year's advertising campaign, and we say: "Yes, it was good stuff. It got the business. But we can't do that again. Let's have something new."

And the result, as a rule, is that instead of getting something new, we get something old. We ramble through romance and history and science in search of some character, some situation, some phrase that will give a new (old) twist to our sales story, and when we have decided on a series based on quotations from the Bible or from Shakespeare, or on the biographies of famous heroes, we preen ourselves and exclaim: "There, now. *That's* never been done before. That'll get them."

This is not a fanciful statement. Quite recently the general sales manager of a concern manufacturing a hardware product outlined his company's advertising policy as follows: "We start from a point about as remote from our real business as could well be imagined—and half the fun, for ourselves and for our readers, is in finding out by what verbal acrobatics we can, in less than a hundred words, leap the interval and wind up talking about the real point of the whole advertisement."

As a prize example of the search for a contact-point of "human interest" as far away from the prospect as

possible, it may be worth while to quote one of the company's advertisements. Each piece of copy has as its theme a well-known superstition. One contains an illustration of a married couple, accoutred with pith-helmets, jaunting across a desert. A lion, rampant, is seen in the background charging toward them. The copy reads:

The above world traveller noted in his wife's Kosmetic Kit a rabbit's foot.

So with that bravado characteristic of the poorer half he chuck's it and starts a dissertation on the wisdom of sailing on uncharted seas.

"Now, when I get home," he says, "I am going into the appliance business. I know that everyone will tell me that unless I use as the material I can never hope to get a lion's share of the business—but I'll show them."

He didn't.

The lion didn't give him a chance to.

The policy which produced this advertisement is exactly the reverse of that advocated recently by a large advertising agency in a very sound advertisement, which was headed—"Tell them what they want to know, not what you want to say."

PUT in such simple words, the idea seems so obvious and trite that one would expect it to be basic everywhere in the advertising business. And yet you will see a whole series of advertisements cavorting around the Adam and Eve story, not because the prospects of the advertiser want to know something about Adam and Eve, but because somebody connected with the campaign "wanted to say" something different, something new (old), something startling.

The men who go to these extremes defend themselves behind the straw dummy of "human interest" which can be pushed into any kind of shape and blamed for almost any error of judgment.

If one were to judge from the advertising produced by so many devotees of "human interest" it would appear that the interests of human beings are almost invariably centered upon events and characters and objects existing at the other side of the globe or several thousand years back in time. It never

seems to occur to anyone that human beings are interested in *their own lives*.

Whenever I see an advertisement which opens with a reference to Aladdin or to the time when Cheops built the pyramids, I am tempted to send the advertiser (and the agency) a copy of "What's Wrong with the World," marked at page 56 where G. K. Chesterton says:

..... of all the modern notions generated by mere wealth the worst is this: the notion that domesticity is dull and tame. Inside the home (they say) is dead decorum and routine; outside is adventure and variety. This is indeed a rich man's opinion. And because he, the luxurious man, dictates the tone of nearly all "advanced" and "progressive" thought, we have almost forgotten what a home really means to the overwhelming millions of mankind.

For the truth is, that to the moderately poor the home is the only place of anarchy. It is the only spot on the earth where a man can alter arrangements suddenly, make an experiment or indulge in a whim. Everywhere else he goes he must accept the strict rules of the shop, inn, club, or museum that he happens to enter. He can eat his meals on the floor in his own house if he likes. For a plain, hard-working man the home is not the one tame place in the world of adventure. It is the one wild place in the world of rules and set tasks. The home is the one place where he can put the carpet on the ceiling or the slates on the floor if he wants to.

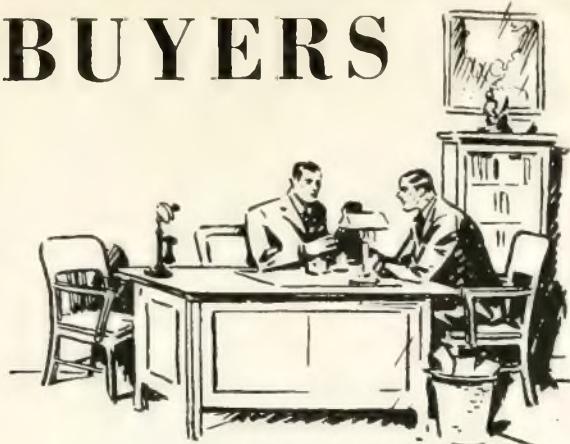
As so often happens, this quotation from a book that has nothing to do with advertising offers more stimulus to the advertising imagination than much of the writing and talk within the business itself.

This ability of Chesterton to stand on his head most of the time is an acquirement which advertising men should develop and prize.

If these extremists in human interest, for example, would only be extreme enough; if in their search for the new (which is really the search for the old) they would only go far enough either backwards or forwards, they would find that both the oldest thing and the newest thing in human interest is the human family. There is nothing older in history than the family.

And, of course, the newest thing, the thing that has happened much later than this morning's red hot newspaper, is the beginning of a family somewhere with the birth of somebody's baby.

*BUYERS



--AND EXECUTIVES

from the best stores visit us every day . . . interviewing the market editor . . . checking buying sources for merchandise to clothe tens of thousands of the best families . . . discussing some new feature of store operation with the store service editor . . . obtaining the latest information on store returns from the research editor . . . viewing the latest Paris showings in the fashion department . . . (36,421 such inquiries answered last year) . . . and so it continues daily . . . this large staff of merchandise and merchandising editors kept constantly busy anticipating and answering merchants' requirements . . . always equipped to give 100% cooperation . . . which is why the Economist has close, intimate contact with merchants and buyers . . . a weekly contact with about 10,000 of the best stores in the land . . . a contact wise manufacturers use to their advantage.

* * * * *

The most effective, most economical way to reach and influence department stores.

DRY GOODS ECONOMIST

239 W. 39th St., New York, N.Y. Offices in Principal Cities

The Ghost of Industrial Obsolescence

DAVID SARNOFF

Vice-President and General Manager, Radio Corporation of America

WE are still largely in the throes of ancient conceptions of the forces that make for or against industrial and commercial growth. Competition is still worshipped as the life of trade, denounced as an uneconomic force, embraced as a balance between buying and selling interest—nursed upon one hand and hated upon the other. Mass production is still offered as a cure-all for failing markets and ailing sales. More lately high pressure salesmanship, which would solve all distribution problems with one fell swoop has been currying favor with many industrial elements.

More recently, too, there has been raised before us the spectre of gigantic competition as between industry and industry, wherein wheat and meat are to struggle for primacy, where coal and oil are to engage in a combat, where coffee and milk are to race for the public cup, wherein cotton and silk are to fight for favor.

Now no one can properly decry the study of these forces by business executives and the proper adjustment of them in industry, but the attempt to pigeonhole each, in its own permanent compartment, in a world of constantly shifting elements, is an uncertain procedure.

Without desiring to commit an economic heresy, the question might be raised whether competition, in the popular sense, is the modern spur to industrial progress. It bears no permanently constructive or destructive relation to industry. Instances could be cited to fit either circumstance.

In the shift of great industrial forces, it is not always clear whether the dog of mass production is wagged by the tail of high-pressure salesmanship, or vice versa. There are industrial situations where both are equally true.



Instead of a gory battlefield, the struggle between the giants of industry for the public ear and the public purse, brought to a focus by the "new competition," may well result in a love feast. Aided by present-day machinery of education and exploitation, both wheat and meat, for instance, in their struggle for supremacy, may be found to have forged ahead in public favor.

All these are forces which to a large extent automatically adjust and balance themselves.

The industrial history of the past five years in the United States furnishes concrete examples of the new and the old outlook toward supplantive competition.

No better instance of industrial adaptation can be cited than the present situation in the phonograph industry. For the fact of the matter is that while the phonograph of the pre-radio age is thoroughly dead, the modern phonograph industry is both alive and

flourishing. It is true that when radio broadcasting first appeared on the horizon there were many factors in the phonograph industry who could not conceive that the new art would ever advance beyond the novelty stage. To them it seemed impossible that radio within the space of five years could achieve a state of program organization, artistic efficiency and technical development that would make its service a welcome feature in millions of homes.

Fortunately, there were factors on both sides who could not fail to see what the impetus of the new art of music and speech transmission might bring to the phonograph. Nor could those of the radio industry ignore the advantages of association with an art and an industry that could do much to complete the picture of music and education in millions of homes.

Today the products of both the phonograph and radio industries are often housed in the same cabinet, distributed by the same wholesaler and sold by the same dealer. In the manufacture of records, in acoustical reproduction, and in various modes of operation, the phonograph of today is really a new musical reproducing instrument, born of the association of an old and a new industry. There is room, it has been proved, for a service that brings into the home the organized programs of the air, and one that reproduces a program to the individual choice of the listener.

Consider the industrial and scientific vision of a great American institution in the communications field. The American Telephone & Telegraph Company did not retire within the shell of industrial self-sufficiency when radio began to rise as an outstanding communications force. On the contrary, it has contributed very greatly to the development of an art which a less broad-visioned policy might have led it to [Continued on page 48]

Portions of an address made by Mr. Sarnoff before a recent meeting of the University Club, Boston.

New Wealth in The Kansas City Federal Reserve District

1927	\$3,416,341,000
1926	\$3,019,573,000
Gain	\$396,768,000

IN 1927 the Kansas City Federal Reserve District produced in new wealth from the soil \$3,416,341,000. A gain over 1926 of nearly 400 million dollars!

This wealth stands for something very tangible. It is not book value or bank clearings or assets transferred from one column to another. Each dollar is counted only once. It is real and spendable.

It was all produced from the soil—wheat, corn, cattle, hogs, sheep, oil—basic commodities. It is new money, this three billion dollars. It will go into the purchase of motor cars, phonographs, foodstuffs, toilet preparations, clothing, radios, and the other luxuries and necessities of modern living.

Tap this great fund of spending power—the urban market with The Daily and Sunday Kansas City Star; the rural market with The Weekly Kansas City Star. Excluding only the city of St. Louis, one out of every two families in all of Missouri and all of Kansas are reached by The Star, either Daily or Weekly.

ADVERTISING GAINS

Total Paid Advertising in agate lines, for the evening, morning and Sunday editions:

January, 1928	2,111,989
January, 1927	2,075,379
GAIN	36,610

THE KANSAS CITY STAR

Average Net Paid Circulation for January

EVENING 254,180

MORNING 250,497

SUNDAY 293,217

THE WEEKLY STAR 473,017

Everybody's Business

[Continued from page 5]

are made mainly and probably exclusively by plants. The calories contained in vegetable matter are put there by a process of nature called photosynthesis. Of all the solar energy that falls on green plants, only one per cent is now utilized. What a tremendous benefit it would be to humanity if a way could be found to increase the efficiency of nature's method of utilizing sunlight even a fraction of a per cent. Already we know that plant growth can be accelerated by increasing the carbon dioxide supply, light intensity, and the temperature of the surrounding atmosphere.

THE outcome from new knowledge resulting from this type of pioneering will be methods permitting the more rapid growth of trees and vegetables, lower costs for producing food-stuffs, and the conversion of far more sun energy into mechanical power. Regions of abandoned farms such as exist in New England will again buzz with the activity of an agriculture reborn. It will be as necessary for the farmer to have a technical training as it is for the engineer and the doctor. Farming will be a profession, not a trade.

All of this points to radical changes in current practices. A few cubic feet of gas costing less than fifty cents will be sufficient to effect a remarkable change in a whole carload of green produce. New methods of quick freezing that will allow large quantities of canned and boxed fish and meats to be submerged for a moment in liquid air will permit householders to buy steaks, chops and poultry in package form from the nearby grocery or delicatessen.

The rapid freezing of fish is already a commercial success, giving Middle-west families all the advantages of Coastal residents so far as fresh seafood is concerned. With dozens of other preservative methods coming into early use, we will witness as great a change in the grocery as has taken place in the drug store. The brand on a food package will be sufficient to insure that the contents are choice, and the cold storage plant will be far less of a necessity.

No longer are we satisfied to put up with an inconvenience or submit to a nuisance. We started in to construct buildings of steel and right away we found that the new plan had ushered in a bedlam of noise caused by riveting. Quickly there developed a demand that the noise be eliminated. Research was undertaken and a process of electric welding perfected so speedily that already we have steel buildings constructed without rivets.

Not all engineers are agreed that the new methods are as trustworthy as the old. But let no one doubt that the use of gas, electricity, or a method of pressure riveting will completely do away with hammering. There is no safety for any corporation that employs a practice that constitutes a nuisance. The noise of riveting has done more than all else to develop arc welding, which process is already making it possible to manufacture at a lower cost a wide range of products that have heretofore been made out of castings or with rivets.

EXPERTS tell me that arc welding can be applied to ninety per cent of all machinery and that the resulting saving would exceed twenty per cent of the present-day cost of such apparatus. The head of our largest electrical concern stated recently that the substitution of structural steel for castings in their own products was saving them more than a million dollars a year. This is a remarkable achievement in view of the fact that this company has so far applied electric welding only to one-tenth of the machines and parts to which it will eventually apply it.

Then there is that astonishing discovery that permits the molding of rubber with electricity. Rubber can now be electrolytically deposited onto metal or ceramic molds in a way resembling the electro-plating of metals. This new process will soon be giving us inner tubes for automobile tires, bathing caps, tobacco pouches, hot-water bottles and hundreds of other rubber articles of highest quality. We have long used rubber to keep electricity where it belongs; now we will employ electricity to put rubber where we want it.

In the fuel field, as elsewhere, there are no end of opportunities for the exercise of inventive genius. A few years ago it was considered good practice to get a kilowatt-hour of electric power from three pounds of coal. Now there is a new plant in Cincinnati that is producing this same unit of energy from less than one pound of coal. Up at Rochester a gas company is cooling its coke without the use of water, thereby saving the sensible heat of the coke heretofore wasted by wet quenching. A half-dozen processes are being employed in a small way to extract a good quality of fuel oil from a cheap grade of coal, while out in Ohio they are manufacturing amyl acetate from natural gasoline, a process that will greatly benefit the lacquer industry.

INVISIBLE rays of all kinds are being employed for numberless purposes. The bombardment of electrons from cathode rays dries fresh paint quickly. Alterations in the writing contained in documents can be detected instantly by ultra-violet rays. This same type of invisible light will reveal whether pearls are artificial, diamonds false, or a letter has been opened and later resealed by some postal thief.

A growing use of invisible light is in the production of spectacular effects. Recently the sunken garden of a hotel park was floodlighted with lamps giving off ultra-violet rays. The surrounding flowers and shrubbery had been sprayed with luminescent paints containing chemicals having the property to absorb short rays and send them forth in longer waves that were visible. This produced a beautiful effect, for every leaf and flower glowed in various colors in the surrounding darkness. Even the water of the fountain in the center of the garden was treated with similar chemicals so that it sparkled in the beams of "black" light. Hundreds of people walked through this amazing garden with teeth and eyeballs rendered fluorescent by the strange rays. Even clothes that had been colored with aniline dyes glowed under the stimulation of the invisible vibrations.

Truly it is a time of miracles. A day when the fellow in the laboratory playing with sparks, rays and test tubes is more to be feared than a king's army. Research has become the touchstone of business success. It pays huge dividends to its faithful advocates, but is relentless in destroying those who deny its supremacy.

Mason City is the location of this standing-room-only scene. And you can find plenty of similar activity in any of the score of cities which serve as Iowa's key trading centers.



IORWA SPENDS MILLIONS

Where She Wants to Spend It

WANTS—in that single word you have the cornerstone of modern spending. Whether on Fifth Avenue in New York or on Federal Avenue in Mason City, women may not want the things they need, but they can always manage to “need” the things they want.

In this picture of hundreds of women waiting to spend money for clothes, executives who question the corpulence of Iowa's pocket-book can find a ready answer:

“Iowa spends millions—where she wants to spend it.”

Since Iowa's buying power is well above the national average, companies who concentrate their sales attack on responsive territories are going after more Iowa business in 1928.

This rich market, with two and a half million people, but no city of more than 175,000, responds to complete advertising coverage in key trading centers.

From any standpoint, Iowa is a market worth winning. Yet winning it is not an open-and-shut proposition. Certain unusual features of the market must be considered in laying your plans.

Here is a state with two and a half million people, but no city of more than

175,000. Rather than being concentrated in one or two metropolitan centers, commercial activity is distributed among a group of important cities, each serving some particular section of the state.

In going after the Iowa market, newspaper advertisers have learned that no single paper, or two or three papers, can do the job alone. Thorough coverage of Iowa's key centers is necessary in making Iowa want what you have to sell.

IORWA DAILY PRESS ASSOCIATION

Davenport, Iowa

Ames Tribune
Boone News-Republican
Burlington Gazette
Burlington Hawk-Eye
Cedar Rapids Gazette & Republican
Centerville Iowegian & Citizen

Council Bluffs Nonpareil
Davenport Democrat & Leader
Davenport Times
Dubuque Telegraph-Herald
and Times-Journal
Fort Dodge Messenger & Chronicle

Fort Madison Democrat
Iowa City Press Citizen
Keokuk Gate City
Marshalltown Times-Republican
Mason City Globe-Gazette
Muscatine Journal & News-Tribune

Oelwein Register
Oskaloosa Herald
Ottumwa Courier
Sioux City Journal
Sioux City Tribune
Washington Journal
Waterloo Evening Courier
Waterloo Tribune

The 8pt. Page

by
Odds Bodkins

THREE lusty cheers for the Plasterers' Union of Chicago! They are going to try out the 5 day week in a Serious Way!

According to the Chicago *Trib.* the union has negotiated a contract with the Employing Plasterers' Association for a three-months' trial of the proposition. Both sides have agreed that if the tryout is a success it will be continued.

I heartily indorse this idea. It will give the plasterers, a wealthy class of men, a whole business day each week to devote to spending money, and thus increase markets for chewing tobacco, radio sets, theater tickets, automobiles, and whatever else you have-for-a-plasterer-to-do-when-he-is-not-plastering.

If I had my prayer wheel—which I haven't yet, unfortunately—I should fix up a prayer for the success of this experiment and start the wheel rolling.

—8-pt—

A Chicago reader has written the Editor of this publication a note suggesting that "some time when you are talking with Odds Bodkins you might suggest to him that the name of the 8-Pt. Page be changed to 'Simple Confessions,'"

I don't mind the "confessions," but I resent that word "simple"!

—8-pt—

"This strikes me as being very good business," quoth Mrs. Bodkins, handing me a slip which she had just found in the box of laundry she had been unpacking.

This is what the slip said:

NOTICE

There are some stains on this article which defy the most skilled method of removal. We take this means of notifying you that this condition has not been overlooked.

The very best has been done.

Westchester Valet.

Very good business it seemed to me, too. I wonder that more companies do not talk more naturally to their patrons in the packages they send them.

—8-pt—

Research men will be interested in this translation of what I understand is an old Chinese proverb:

"Life is the art of drawing sufficient conclusions from insufficient premises."

Verily, it is just that!



The Advertising Club of Boston is doing an interesting job of publicity. Every Tuesday noon the singing and speaking at its weekly luncheon at the Hotel Bellevue are broadcast throughout New England from WNAC.

Many people tune in on these luncheons rather regularly as the speakers are generally well worth hearing.

Over a period of months these listeners are bound to gather a considerable appreciation of advertising and its place in the scheme of life.

—8-pt—

N. W. Ayer & Son seem to have kept everlastingly at it until they had to have a new building. Of course, the new building had to have a corner stone.

This picture shows the laying on February 4 by Wilfred W. Fry, senior partner of the firm, with Thomas McKnight, who has kept



everlastingly at it with Ayer for 51 years, assisting.

Reading left to right, the group consists of: Adam Kessler, Jr.; Mrs. Anna Ayer Fry, daughter of F. Wayland Ayer, founder of the business; Wilfred W. Fry; William M. Armistead; James M. Mathes and Thomas McKnight.

Into the corner stone were placed the Bible of the founder of the firm, wrapped in an American flag; the current issues of Philadelphia publications; a collection of proofs of the advertising of clients of the Ayer agency; a copy of the American Newspaper Annual and Directory, published by the firm; a list of the entire Ayer organization; a history of the business; a copy of the firm's seal; a list of the firm's clients; photographs and biographies of members of the firm, past and present; and numerous other articles and documents.

The Radio Round Table, sponsored by The Eveready Hour recently in New York, at which radio critics unbosomed themselves as to what is the matter with some radio programs, brought out one point that should be broadcast to all advertising writers—that that radio program is most successful which does not strive to please all its hearers at the same time.

The weakness of so much advertising lies in the fact that it is aimed to interest everybody. That cannot be done, and so long as it cannot, the logical thing to do is to make an advertisement overwhelmingly interesting to that comparatively limited group which that particular advertisement, in the particular medium in which it is to be run, can hope to interest.

Why is it so difficult for us to use horse sense in advertising?

—8-pt—

These very interesting figures on the growth of rotogravure advertising have just come into my possession:

Rotogravure Advertising Growth

1921	6,330,091	agate lines
1922	8,781,751	agate lines
1923	10,030,383	agate lines
1924	12,865,265	agate lines
1925	14,518,691	agate lines
1926	17,966,490	agate lines
1927	19,851,784	agate lines

What a place the rotogravure section has come to play in the American newspaper, anyway!

—8-pt—

From Classified section of New York paper:

FRENCH NOBLEMAN wishes to sell old and unique collection of 125,000 tin soldiers. No. 50400/34 Havas Besancon, Doubs, France.

Picture the perplexity of the make-up man in trying to classify this!

Should he introduce a new heading, ARMIES FOR SALE, or put it under SALVATION ARMY, on the theory that the sale of the tin soldiers is No. 50400/34's only chance of financial salvation?

—8-pt—

The City Administration of Berlin has turned obvious!

Bernard Lichtenberg sends me a little four-page folder which is handed out at important street corners and distributed in Berlin banks, business offices and hotels, and which explains the traffic signal lights and attempts to educate the pedestrian as to how to protect his life and limbs while crossing streets.

B. L. says he is particularly taken with rules 8, 9 and 10. And then, fortunately for me, he goes on to translate:

"No. 8 says: Don't swear at traffic congestion; think instead of how you can help alleviate it.

"No. 9 suggests: Help children, cripples and the ignorant in getting safely through traffic.

"No. 10 charges: Do not set a bad example on the street. Do unto others as you expect others to do unto you."

Come right down to it, the Golden Rule is the best of all traffic rules, anyway! Bruce Barton might write another best seller on "The Traffic Rule Nobody Knows."

What an Advertising Agency Should Do

AN advertising agency is supposed to know more than anybody else about how to sell things by advertising.

It may have a lot of other abilities that come in handy—research, merchandising, and what not—but its one exclusive job is up there in the first paragraph.

Just as a doctor is let alone with his bottles and a lawyer with his briefs, so should an advertising agency be let alone if it can do this one job superlatively well—and fired if it can't.

In order to sell things by advertising all an agency needs to know is human nature; all it needs to use is commonsense; its only tools are words and pictures.

Yet so rare are these abilities that there will always be difficulty in getting good advertising, just as there is always difficulty in getting good stories or great art.

Like literature and art, their new little brother advertising is easy to dabble in and hard to excel in. All three are done excellently well only by those who are born knowing how to do them.



GROESBECK-HEARN, Inc.

An Advertising Agency Primarily Interested in Sales

**415 Lexington Ave.
New York City**

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

How Consolidations Are Changing Business

[Continued from page 20]

must not be overlooked that the National Lead "set-up" had the characteristics of a sectionalized, regional group, with regional factories and sales organizations, which were in effect like states in a political body, or like somewhat independent branch territory groups of sales organizations, non-competitive in their respective regions. This plan is ideal for consolidations of paint, or cement, or stove and range companies; in fact for all manufacturers of heavy goods, especially if the companies merged fit together territorially.

The position in which a real merger of non-regional and national organizations finds itself is something else again. The sales organizations are likely to be directly competitive and more or less duplications of each other. What is to be done in such cases?

There are two answers. One is the answer of consolidations like the Postum Company, which is the most thoroughly up-to-date answer; clear-cut and efficient. The Postum consolidation operates three distributing companies. Some of these are built on the nucleus of an alert inherited sales organization, like the Richard Hellman Mayonnaise Company. These three distributing organizations simply "swallow" the sales forces of the new companies brought into the merger from time to time. The best sales material is winnowed out and retained; the remainder scrapped. Individuality as a sales organization—or, as any kind of organization—is not continued.

TH E following products are now controlled by the Postum Company: Postum, Grape-Nuts, Walter Baker's Cocoa and Chocolate, Post Toasties, Bran Chocolate, Postum Bran, Log Cabin Syrup, Franklin Baker's Cocoanut, Hellman's Blue Ribbon Mayonnaise, Minute Tapioca, Iglo-Heart Bros. Atlas Flour, Jell-O.

The theory of such a method is unassailably sound. It prevents too vast a central organization. Armour & Company,—which while not a "merger" precisely, was at one time a

very multiple group—one had twenty-four separate sales managers, and a rather top-heavy centralized sales organization. I suspect that this had at least something to do with the difficulties in which this famous packer found himself in late years. There are apparently limits to the centralizing possibilities in a large organization. The DuPont interests long ago discovered this, and after a rather hectic and protracted period of trial and error, decentralized its many interests, from a marketing point of view. On the other hand there is doubtless a danger limit in decentralization as well.

THE Postum system is a midway method which seems to achieve many of the values of both. It keeps each distributing unit concentrated upon a limited group of products. No salesman can give very specialized attention to any one of dozens of specialties. He hops from one to another in his mind with too facile agility, until this agility becomes an alibi. There are indeed wiseacres in the sales management field who insist that it is sound for a company making various articles to have a separate group of salesmen for every article; even if such a salesman walks in upon a dealer on the heels of another salesman who has canvassed the same dealer for one of the same company's other lines. But I am not one of those wiseacres. I insist that there must be a greater degree of sales concentration, to develop more economy in the sales field.

Marketing economy is in fact one of the main objectives of consolidation. This can never be accomplished by a mere factual consolidation of capital, factories and sales forces. It is achieved with real success only when consumer acceptance and therefore also dealer acceptance, are built up through concentrated advertising and wisely shaped sales organization.

This brings us to the handling of the advertising department, under the type of consolidation plan I have

been describing. The practice is not to continue separate advertising departments, but to combine all advertising activity under one advertising manager. How, then is decentralizing of advertising practice attained? It is done, in many instances, by having sub-advertising managers in charge of special products or groups of products. Furthermore, in many instances, there is a different advertising agency for each one of the products or groups of products. This permits greater variety of treatment and greater mental concentration. But the principles of sound organization require that there be a general advertising manager, just as there is needed a general sales manager.

I have already described in ADVERTISING & SELLING (page 21, Feb. 9, 1927) how the Postum organization operates; how it gives great care to function; how it has a separate planning sales manager at headquarters for every article sold; and how the execution of sales plans is in charge of a department separate from these planning sales managers, namely an executing sales department. This is the modern, efficient method in a notable consolidation of the "circular" type.

NO W as to the second method which is a compromise—where there is no real centralizing of marketing. This method is sometimes the most strategic and practicable at the moment of consolidation. It is frankly a makeshift: a concession to the politics of the situation, rather than an application of strict efficiency and economy. Under this plan the sales organizations of the weakest members of the consolidation may be scrapped entirely but those of the able and successful ones are retained in full with their individuality, as perhaps also is the name of the company. Separate sales managers, sales conventions and sales operation are used almost as before consolidation, which remains mainly financial. Some of the most frequent strategic reasons for this plan are:

- (1) that a subsidiary company makes a lower grade of goods;
- (2) that it appeals to a different clientele or reaches a different field;
- (3) that the former owners are still active and demand some retention of individuality.

It may also be that the new company is the "fighting brand" of the consolidation, and the merger is de-



Iowa is PAVING 600 MILES this year

In 1928 the Iowa Highway Commission is building six hundred miles of paving—graveling an additional three hundred or more miles—and grading and bridging five hundred miles!

Only one other state, Illinois, has ever built more paving in a single year than Iowa is building this year.

By the end of this year Iowa will have 1600 miles of paved roads—3300 miles gravel faced and 1440 miles of permanently graded roads!

Improved roads and the motor car are making revolutionary changes in the rural sections of Iowa. The farm is now next door to the small town and the town is only a few hours' ride from Des Moines.

Within three hours from Des Moines via auto, live more than a million Iowans. These people receive their copies of *The Register and Tribune* just as regularly as do residents of Des Moines—thanks to improved roads, motor trucks and excellent rail transportation.



More than two hundred and twenty-five thousand copies of *The Register and Tribune* are sold every week day—99¢ in Iowa. No other daily newspaper published within a hundred miles of Des Moines has 20,000 circulation. Write for booklet showing our circulation in every town and county in Iowa.*

The Des Moines Register and Tribune

*Net paid average circulation for January was 229,854

Drug Topics Breaks Its Own Record

THE February issue of DRUG TOPICS contains more advertising than any previous issue and more advertising of drug store products than has ever previously been published by any magazine in the world.

This is the largest issue of DRUG TOPICS both in advertising and total circulation ever printed.

It contains more advertising than the total of the next six largest national drug trade papers combined.

It is definite proof of the confidence of drug trade advertisers in the ability of DRUG TOPICS to win "dealer awareness" for their products.

A recent exhaustive survey shows that 72% of drug store owners say they follow the advertising in DRUG TOPICS more closely than in any other publication and are influenced by it in the choice of the merchandise they sell.

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

Drug Topics

The National Magazine of the Drug Trade

TOPICS PUBLISHING COMPANY, Inc.

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

291 Broadway, New York

Atlanta Boston Chicago Cleveland St. Louis San Francisco

sired to be kept in the background. Again, there may be legal reasons for pussyfooting. In either case the strict financial economy of a single sales organization is outweighed by the consideration of strategy; and in such cases separate sales and advertising departments are retained.

THUS if a typewriter company buys another typewriter company, or a shoe company another shoe company, it does not necessarily follow that such a purely horizontal consolidation should demand forthwith centralization of all marketing and advertising activity.

When a soap company buys a shoe polish—constituting the "circular" type of consolidation—then strategy may call for separateness, although, as in the case of "Gold Dust," which carried only one or two articles, the salesmen can very readily handle another article, however seemingly unrelated, since they are both sold through grocers. If "Gold Dust" had had a dozen or twenty different soap products to sell, the addition of a shoe polish might have called for separateness, from the point of view of strategic sales organization policy. If the shoe polish had not been purchased outright and thus fully centralized, and if a diplomacy of placation of individual interests had been necessitated, strategy might again have called for separateness. But George K. Morrow of "Gold Dust" is a modern type of consolidator. He is after real efficiency, therefore he bought trade mark good will outright, and at once eliminated not only all encumbering bulk goods business but also encumbering individual interests which might force an uneconomic straddling of policy. This is not always possible, of course. Consolidations are often built slowly, painfully and by stages. The history of consolidation is strewn with failures and near-failures; some of them due to being based merely on financial promotion ideas and not on marketing, production and administrative economy.

Consolidations are the order of the day, industrially, and I am of the belief that we are to see even greater developments of the idea. A huge market demands huge tools. Small businesses may still work up trademark good will, but they soon come to the consolidation point if they are to travel the great road to a complete national market.

MEN, MACHINES AND MAGAZINES

There's a road leading straight from the doors of the factory which makes products for men. It runs directly across the ALL-FICTION FIELD.

The magazines that comprise the All-Fiction Field are feeders for the machines that supply the needs of men. All the way from tooth-pastes to touring cars!

\$2,900 a page

All-Fiction Field

Magazines of Clean Fiction

NEW YORK

CHICAGO

BOSTON

SAN FRANCISCO



"You were wondering the other day how we could really get somewhere with architects. There may be an idea in this.

"It's a book about Old Gothic limestone and it's packed with illustrations, ideas and information. I understand it is one of a series, but in itself it is my idea of something that architects will keep and use. Now the point is why couldn't we present our story in some such manner?"

"Pretty expensive, isn't it?"

"Let's find out. I'll talk things over with Evans - Winter - Hebb."



EVANS-WINTER-HEBB Inc. Detroit

822 Hancock Avenue West

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

The Ghost of Industrial Obsolescence

[Continued from page 38]

neglect. It secured in radio valuable patent rights, so that some of the developments of the new art of wireless communication might be adapted to the service of point-to-point wire communication, and so that its laboratories might have the unrestricted right of way for further development.

The American Telephone and Telegraph Company saw in radio the invisible connecting link that would make telephony possible across the seas, and thus it gave the world its first commercial transatlantic telephone service.

In broadcasting it joined wires and wireless into a complete communication unit and thus contributed much to the upbuilding of the art of broadcasting.

THREE is dawning, it would seem, a new attitude on the part of industry towards supplantive competition, whose first faint beginnings rise out of the laboratory. That leading elements in the automotive industry should interest themselves in aircraft development and production is a splendid sign of the times.

The new day of swiftly moving scientific progress and rapid technical achievement calls for industrial flexibility rather than rigid stabilization—flexibility that makes for open-minded executives in control of great industrial enterprises, for greater creativity in production and sales plans based upon the changing conditions of industry, for the constant improvement of commodity, equipment or service in order to meet rising public standards.

The new day of progress demands the adoption by industry of larger plans for research—research that will give a proper balance of industrial insurance. For no industry involving the sciences can be called permanently sound whose technical achievements are entirely at an end.

Fortunate the industry broad-gauged enough to recognize in each new scientific and technical development a beneficial wraith, rather than a demon of obsolescence whose breath means decay and whose touch means extinction.



ALTOONA The REAL TRY-OUT CITY

IF YOU are at all hesitant about the value of Newspaper Advertising, and you wish to play safe before obligating yourself with a large advertising appropriation, "Try out the Altoona Market."

You can do it with small cost and determine the reception your product will receive with the average American Public.

Altoona is a typical American industrial city located in the heart of a rich agricultural district, where less than 7% of its families are foreign born.

The people are industrious and intelligent, and their standards of living compare with those of the average well to do American city, as shown from a recent thorough investigation of the Altoona Market.

Advertising in the MIRROR, Altoona's leading influential newspaper which is delivered to the homes of the people living within a radius of 25 miles, reaches both the city and country folks. Their response to your advertising will tell you the true story whether or not it is worth your while to invest more money to reach the consumer all over the country. And if you need help from the dealer we will show you how you can get it.

Altoona Mirror

ALTOONA, PA.

Business Direct

FRED G. PEARCE, Advertising Manager

THE EXPLOSIVES ENGINEER

REACHING THE MINING, QUARRYING AND CONSTRUCTION INDUSTRIES WITH UNUSUAL PERSUASIVENESS

IN any group of industrial publications The Explosives Engineer stands out because of the distinction of its physical make-up, and the excellence of its editorial material.

From its inception, its editors have believed that attractive appearance and editing would be as important in securing real reader-interest in the industrial field as it has proved to be in more popular fields. This belief has been justified.

If you haven't seen a copy of The Explosives Engineer, send for one, and a glance through its pages will give you one good reason for the unusual responsiveness of its readers to advertising.

Another reason is that it is the only publication devoted to a subject of major importance to the mining, quarrying, and construction industries—the promotion of safe and efficient practice in blasting.

If you have anything to sell to these industries, The Explosives Engineer will present your message with more than ordinary persuasiveness.

The Explosives Engineer
Member A.B.C.
1000 Delaware Trust Building
Wilmington, Delaware

FORERUNNER OF PROGRESS



Advertising and Prosperity

[Continued from page 26]

value does not exist. It is sheer folly to assume that a product will take on compelling qualities if only they be claimed in advertising. Advertising can express, develop and amplify what is already present. It can stimulate the seed of product or service personality to growth and vigor. It cannot create the seed.

For businesses with products that match the needs of the times, advertising is a beneficent instrument; for those with products that have no rightful market claim, advertising is either corrective or fatal. And to soundness of product or service, there must be added soundness of marketing method, if advertising is to be an effective instrument of prosperity.

Distribution costs are being subpoenaed before the court of public opinion; and too often advertising has had to bear the unjust odium of marketing's shortcomings. The logical markets may have been wrongly appraised. Distribution was attempted under conditions that made the cost prohibitive. Differences in buying habits according to fields or industries have been overlooked. Appeals to buyers have not been valid. Distribution channels have not been effectively organized. The sales force has been inadequate, ineffective or mishandled. Yet of advertising is expected the impossible delivery of economical distribution.

It is to the credit of many advertising men that they have been among the leaders in the adoption of modern marketing methods and that, in large numbers, they are competent counselors on marketing plans.

We, therefore, have a grave responsibility toward those to whom we offer advertising counsel. Effective advertising must be reared on two sturdy foundations: the first, a product or service which meets existent or unexpressed needs of the market; the second, a waste-free marketing plan for reaching responsible buyers.

But sound advertising is a remedy for faltering business not alone in spurring the profitable filling of buyers' present wants. We have come to see that the very development of our social structure depends upon the rap-

id enlargement of needs and the introduction of new products.

Through the adoption of production economies, principally the greater use of power and the fruits of research, established industries constantly reduce the numbers of their employees per unit of product. The surplus workers thus thrown off by older industries must be absorbed into new ones; otherwise we shall have widespread unemployment, lowered standards of living, suffering, discontent. It is the rôle of consumer advertising quickly to introduce new products to a mass market, and thus create new demands for surplus labor.

The automobile, the motion picture, rayon, and a score of like products could not have been made servants of our common life so quickly had it not been for the penetration of advertising into every nook and corner of this country and through every purchasing level.

The very essence of the business press is an intimate relationship with an understanding of the industry or trade served. The significance of its editorial counsel finds reflection in the use of its advertising pages. Over inter-industry transactions, the industrial paper throws an effective net, tapping in for every industry on its supply channels, and affording the supplier a direct contact with his market. The buyer uses the industrial paper as a tool of operation, making it the channel through which he selects the materials and equipment for the efficient manufacture of his product.

That the advertising world is fully aware of the importance of the business paper in serving industry, trade and the public, as an ally of the consumer medium, is indicated by the award of this medal, this high honor, to a business paper publisher tonight.

For myself and my colleagues in business paper advertising, I pledge you our best endeavors in a continuance of study, research and experiment, to correct misapplication of advertising, to make it a still more effective tool of business, and a still more beneficent agent in advancing the public welfare.

To Be Pasted in the Copy Writer's Derby

RALPH MCKINLEY

THE primary purpose of advertising is to sell goods to the public. If it is to sell, advertising must be read as well as seen.

You can be very emphatic when you are talking to a woman face to face. It is harder for her to get away than to stay. Common courtesy leads her to keep within ear range long enough, at least, to hear some of what you have to say no matter how loudly you shout about a dull subject.

The printed advertisement is something else again.

Madame does not have to read a single word unless, through self-interest, she wants to. You are not there holding her hand or holding her eye. You are not there to gesture.

She doesn't have to even look at you, let alone listen to you.

And she can see you—and leave you—in a split-second.

She is not discourteous when she leaves for you are not there to see the lightning flick of the eye with which she dismisses you and all your works the very second that you become uninteresting.

There are a hundred possibilities of interest for her instantly at hand.

Copy must be interesting—to the reader—every single word of it.

League of Advertising Women of New York to Hold Dance

The annual dinner and dance of the League of Advertising Women of New York will be held on Tuesday evening, March 20, in the grand ballroom of the Hotel Astor.

Florence Ficke, of the Periodical Publishers' Association, 8 West 40th Street, is chairman of the Committee on Arrangements which includes Minna Hall Carothers, Emily E. Connor, Mildred Kallfelz, Ida Clark, Kathleen Goldsmith, Anna M. McLean, Marcia Meyers, Helen Rockey and Elsie Wilson.

Reservations are limited to 1000, and must be received not later than March 15 by Elsie Wilson, treasurer, care of American Radiator Company, 40 West 40th Street, New York. The tickets are six dollars.

“Style? “Hell! “Chester has no ‘STYLE’!”

—said one of his old clients
to a prospective one—

“HE takes his style from the thing his client has to sell and the story his client wants to tell.

“Readers don't say, ‘My, what a fine ad,’ of what he has written!

“They say, ‘What a fine thing to buy!’ of the product or service he writes about!”

Walter Chester

220 W. 42nd ST., NEW YORK

Writer and Counsellor to Sophisticated Agents and Advertisers

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

BOOKS for the BUSINESS MAN

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

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

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.
College graduate.

Address Box 516, Advertising and Selling, 9 East 38th St.,
New York.

Missionary Work in Industrial Markets

[Continued from page 32]

vice is rendered without charge to a prospective customer.

Among manufacturers of conveying systems for plant installations, who usually market their products directly, it is common practice to offer engineering and designing service to prospective customers. A conveying system usually has to be adapted not only to the kind of materials to be transported but also to the layout of the plant in which it is to be installed. When a plant refrigerating system is to be installed by a company requiring such equipment it likewise is necessary to have the equipment suited to the technical needs of the user and also adapted to the plant layout. Manufacturers of plant refrigerating equipment consequently offer technical sales service. A third example of a similar sort is furnished by companies which manufacture steam turbines and large units of power equipment.

IN such instances as those just cited the buyers' requirements are individualized and highly technical. There is an advantage to a buyer in having the advice of specialists on the problems involved. From the selling company's standpoint, it is important that the equipment installed yields satisfactory results, since such satisfaction will enhance the company's reputation among other potential purchasers of such equipment. These are the basic reasons for the rendering of technical sales service under such circumstances. So long as individualized problems of this sort continue to arise, so long will technical sales service be needed for dealing with them.

When a company puts a new type of equipment on the market, it may find that it can lessen sales resistance for that equipment by offering technical sales service. The motor bus is a new type of equipment which illustrates this point. A company, which manufactures motor busses and sells directly to operating companies, maintains a force of engineers whose services are available to companies or promoters contemplating the establishment of new bus lines. These engineers study the traffic conditions of a particular locality, render a report on the practicability of opening a bus line, and state the type of equipment

280 years of selling *packed in a single day!*



JOHN JONES is an average specialty salesman. He makes twenty calls a day

works five days a week (reporting to the office on Saturday morning)

and fifty weeks a year (with two weeks out for vacation).

We'll say he holds his job for twenty years

and then turns it over to his son. Then his grandson succeeds his son.

Well, by the time his great-great-great-great-great-great-great-great-grandson would be finishing his selling career 280 years from now, the Jones salesmen would have made almost as many selling calls as the Sunday News does in one Sunday.

The Sunday News, with more than 1,400,000 circulation every Sunday transcends time and shrinks space in making sales.

The largest Circulation in America covers the richest market in America as no other advertising medium or sales force can! And it presents the advertiser's message as no other medium does—in a readable small-size Sunday paper on the visible small-size Sunday page—at a lower cost!

THE NEWS NEW YORK'S PICTURE NEWSPAPER

25 Park Place, New York
Tribune Tower, Chicago

New England's Second Largest Market

Providence Payrolls

Payroll checks on Providence Clearing House banks during 1927 amounted to \$137,599,000.00, an average of more than \$2,646,000.00 per week. These figures are for Providence banks only and do not include branches in other cities. (Figures furnished by Brown Bureau of Business Research.) These figures do not include salaries or wages paid by individual check or direct from cash drawers.

Providence is the trading center of Rhode Island. Three-fourths of the state's population live within a fifteen mile radius of this city.

The Providence Journal and The Evening Bulletin

with a combined circulation of more than 114,000 cover Providence thoroughly and go into the great majority of English speaking homes in the state. The circulation of these newspapers is greater than that of the other eight English language dailies in Rhode Island combined. They offer advertisers adequate coverage of the prosperous Rhode Island market at a minimum cost.

PROVIDENCE JOURNAL COMPANY
PROVIDENCE, R. I.

Representatives

CHAS. H. EDDY COMPANY
New York Boston Chicago

R. J. BIDWELL COMPANY
San Francisco Los Angeles Seattle

best suited to the conditions at hand.

A somewhat analogous method is employed by a company which manufactures a chemical compound for use in plants which have large quantities of parts or materials to be cleaned in bulk. The company's technical representatives can be called in by manufacturers who are desirous of ascertaining the practical possibilities of improving their methods of cleaning materials or parts in process.

WHEN technical sales service is offered by a manufacturer of a new type of equipment or a new type of material, the purpose is not only to supply technical knowledge lacked by prospective buyer but also to speed up sales by overcoming inertia. The stimulative sales influence in such instances probably is as great as the informational service. In cases where the newness of the type of equipment or material is one of the chief reasons for rendering technical sales service, the force of that service is likely to slacken as the newness wears off and the use of the equipment or material becomes more and more widely accepted as standard practice.

When a company which distributes its products through jobbers or dealers offers technical sales service, the service usually has something of a missionary character, since one of its chief aims is to foster distribution. One example of technical sales service rendered by a company which distributes its product through dealers is furnished by a company manufacturing book paper. The company sells its product to jobbers who resell it largely to job printers for use in preparing booklets and pamphlets of many sorts. The company grants exclusive franchises to its distributors which afford to each protection in the city in which he is located. The company prepays freight on all shipments to distributors. It has standardized its products; and it advertises extensively to manufacturers and others who are potential customers of job printers. The company employs a small group of field men who do not solicit orders but who furnish technical assistance to printers. The whole marketing plan employed by this company has been thoroughly successful because it was carefully worked out and its various parts well coordinated. Technical sales service properly fitted in to that plan.

Another successful plan of much

NOT

*"like we did for
HOOFTUS GOOFTUS
in 1915..."*



For untold centuries, it seems, the victims of the Chinese bandits have been asked to kneel in order that the ceremony of beheading might be completed.

But, recently, these bandits took prisoner one Dr. Frank Price of the Nanking Theological Seminary. Requested to kneel, Dr. Price somewhat stubbornly remained standing. A second, a third, and eventually a seventh request to kneel was politely but firmly denied.

The bandits were baffled by this defiance of a time-honored custom. They knew but one method of beheading a man, and it required that the victim kneel in a certain attitude and the executioner—an artist and a craftsman—swing his snickersnee in an arc prescribed by tradition.

Dr. Price is alive today.

..... One of the advantages in using young writers of advertising copy is their willingness to try the new and unusual.

They have no long-established traditions to protect. They do not know a dozen reasons why a thing cannot be done.

When a new stroke is proposed, they do not say, "Oh, yes. I know. Something like what I did for Hooftus Goofus in 1915."

That is one reason why our Copy Department is largely composed of young writers—men and women in their late twenties and early thirties.

And there's another reason for using young writers in advertising. If you will glance through the pages of any magazine, you are largely inclined to the conclusion that most advertised products will be bought by people under forty.

They're the ones whose needs are daily changing... having babies—feeding, clothing, rearing children—building houses—furnishing homes—buying cars—acquiring the properties and habits with which to work through middle and later life.

There are activities in advertising—plenty of them—where age is a distinct asset.

But too much of it is often a handicap in the word business—the business of selling in print to young buyers.



GEORGE
BATTEN
COMPANY
INC.

Advertising

+

NEW YORK
CHICAGO
BOSTON

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. 43d Street*

BERNHARD CURSIVE IS PROTECTED BY NUMEROUS DESIGN-PATENT APPLICATIONS

LA PRENSA of Buenos Aires PUBLIC SERVICES

So famous are the public services of LA PRENSA that a great American newspaper sent a representative to Buenos Aires several years ago for the sole purpose of studying them.

These services have been established for many years. They include a complete music school, medical and surgical clinics in charge of leading specialists, a legal consultation bureau with a staff of lawyers in attendance, assembly rooms for meetings of citizens and for lecture courses, a public library, an industrial chemistry bureau, an agricultural and stock-raising bureau and others.

The services are all free to the public. They are used by many people daily, both rich and poor. They were established to meet public needs, and have served very largely to establish the prestige of LA PRENSA on an unusually high plane.

Exclusive Advertising Representative

JOSHUA B. POWERS

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

the same sort is used by a metal manufacturing company which produces an alloy especially resistant to corrosion and heat. It is a fabricating material sold to manufacturers of a great variety of equipment. The metal is distributed, in the form of rods, pigs, or sheets, entirely through independent metal jobbers and supply firms. The metal jobbers, about fifteen in number, are located in the large industrial centers. They carry extensive warehouse stocks. The supply firms are located in smaller cities and carry less elaborate stocks. The company has no branch sales offices and does not employ salesmen for the solicitation of orders. The company does have a crew of technical specialists in the field, however, to advise manufacturers how to apply, handle, and machine the metal. Each field man is a specialist in one or two fields. This company is performing a sales promotion task which clearly belongs to it rather than to the distributors.

Tyler, in his "Chemical Engineering Economics" (p. 192), states: "The producers of 'accelerators' for the vulcanization of rubber rely largely on their technical field service to develop sales and create sustained demand for the product. Other examples of technical service are found in the marketing of lubricating oils and greases, technical paints, dyestuffs, tanning materials, explosives, synthetic plastics, organic solvents, industrial gases and acid-resisting alloys."

ONE of the large lumber producing companies offers an advisory service to manufacturers on their crating and packing problems. That company apparently expects in this way to stimulate among users an interest in the kind of lumber it produces which will enable it to secure broader and more intensive distribution by inducing a larger number of dealers to carry its products in stock.

The examples which have been given by no means exhaust the list of industries in which technical sales service is utilized in industrial marketing. They do indicate, however, some of the conditions under which technical sales service properly finds a place in a manufacturer's program of sales promotion.

The two chief obstacles that may be encountered in offering technical sales service are the possible antagonism of consulting engineers and the cost of the service. The grounds on which

SALESMANAGERS



This is one of America's Most Profitable Markets

Dispatch Coverage

City

The Dispatch City (Greater Columbus) circulation for the 6 months' period ending Sept. 30, 1927, was 6/7 of the number of occupied family domiciles in Greater Columbus. More than 75% of this Greater Columbus Circulation is home delivered.

Urban Coverage

Among the families in the 77 largest cities and towns in the Great Central Ohio Market, including Columbus, the Dispatch has a combined average coverage of one paper to every 1.8 families.

Trading Area Coverage

Among all the families in the Great Central Ohio Market, the Dispatch has an average combined coverage in and out of Columbus of one paper to every 2.8 families.

EXECUTIVES IN CHARGE OF SALES and advertising find it far more economical to exploit the Great Central Ohio Market than any other market of similar size.

Unexcelled transportation facilities permit sales representatives to cover Wholesale and Retail Outlets with a minimum of time and selling expense. The intense coverage of the Columbus Dispatch creates a low-cost consumer demand. Both advantages combine to bring richer profits to sales and advertising effort.

Transportation Facilities

Railroads

Seven trunk lines with 18 divisions enter Columbus. 152 passenger trains enter and leave the Union Station daily. 12 passenger trains enter and leave the Broad St. Station daily.

Electric Railways

Supplementing the railroads are 9 traction lines supplying fast and frequent electric trolley service to all parts of central Ohio.

Bus Lines

Feeding and supplementing the railroad and traction lines are bus lines which operate 170 cars daily in every direction from the city.

Highways

Eleven main highways and three secondary highways radiate in all directions from Columbus. These interlace with good roads all over the territory offering a dependable means of transportation for representatives who travel by automobile.

WHOLESALE and RETAIL OUTLETS

A detailed tabulation of Columbus and Central Ohio retail outlets is provided in "A Study of All American Markets," published by the 100,000 Group of American Cities, Inc., of which the Dispatch is a member. Further information furnished upon request to this newspaper.

The Columbus Dispatch.

HARVEY R. YOUNG
Advertising Director

OHIO'S GREATEST HOME DAILY

Paid Circulation 117,077

O'MARA and ORMSBEE, Inc.
National Representatives

Booth Newspaper Cities

of Michigan

Saginaw

1920 Census 61,903

Present Estimate

75,688

Saginaw, Michigan's fourth city, is the center of the fertile Saginaw Valley, which has always been the source of wealth and prosperity. Its fine stores are liberally patronized by the entire population.

How Many of the 35,000 Families in This Trading Area Buy Your Products?

Saginaw is a splendid market and should be on every national advertiser's schedule for 1928.

THE SAGINAW DAILY NEWS

daily and Sunday is the only newspaper in Saginaw and Saginaw county and has a daily circulation of

26,156

A. B. C. Net Paid for year 1927.

[This is the second 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

Flint Daily Journal Kalamazoo Gazette

I. A. KLEIN, Eastern Representative
50 East 42nd St., New York

Jackson Citizen Patriot Muskegon Chronicle

Bay City Daily Times Ann Arbor Daily News

J. E. LUTZ, Western Representative
6 North Michigan Ave., Chicago

Motor Truck Fleets for Bakeries

More and more bakeries are motorizing their delivery fleets. To reach this fertile market for motor trucks, use BAKERS' HELPER, which covers the major buying power of the bakery field. Ask for facts on this coverage.

Established 1895
BAKERS' HELPER ABP
Chicago
Published Every Other Week
431 SOUTH DEARBORN St., CHICAGO



House Organs

Why not send a friendly house organ to your customers? It pays. Some of our users have been mailing our 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

consulting engineers may take offense are obvious. When a company desires to retain the good will of consulting engineers, therefore, it must be hesitant about offering free engineering service by its own staff. The cost of rendering technical service is high, provided it is well done—and unless it is well done it is a boomerang. The preparation of engineering plans as part of the sales service for a large power installation, for example, sometimes costs many thousand dollars; and on less elaborate projects the cost of free service often is proportionately high. Failure to restrict their service properly has caused embarrassment to several manufacturers. In order to guard against abuse of its offer of technical sales service, one company which manufactures grinders requires blue prints to be submitted with each request for special advice; if there is doubt regarding the integrity of the intentions of the potential customer requesting the service, the company, furthermore, has an inquiry made through its sales organization before the work is undertaken.

The success of several companies in offering technical sales service proves the worth of that method of sales promotion under special circumstances. It is one means of furnishing operating officials and staff executives of companies that are prospective customers with the technical information they need on a company's product.

This is the eighth of a series of articles by Professor Copeland on Industrial Marketing. The ninth will appear in an early issue.

National Trade Journals, Inc. Acquires Ten Trade Papers

National Trade Journals, Inc., New York, a new \$3,000,000 enterprise, has recently been started. They have acquired and will publish ten trade journals under unified management, although the journals serve diversified industries. The diversification of industries gives the company great stability inasmuch as a possible let down in one or two of the industries served by these publications will not materially affect the earnings of the group.

The publications are: *Building Age* and *National Builder*, *Butchers Advocate and Market Journal*, *Canning Age*, *Cement Mill & Quarry*, *Motor Boat*, *National Cleaner and Dyer*, *Oil Engine Power*, *Sporting Goods Journal*, *Fishing Gazette*, *Motorship*.

New Book by Percy on Window Display

WINDOW DISPLAY ADVERTISING, by Carl Percy. John Day Company, New York. \$3.50.

STORE and window display advertising, which constitutes the major portion of that group of media customarily referred to as "dealer helps," must henceforth be considered one of the major forms of advertising. One of the leading advertisers today ranks it as equal in importance to magazines and newspapers.

In his new book, "Window Display Advertising," Carl Percy estimates the annual expenditures for this form of display material at \$100,000,000. This fact alone justifies its being so considered, and may be one reason why it is arousing so much interest on all sides and why advertisers are continually seeking more data and information on how to use it more efficiently.

Great strides have been made from the not-so-far-away days of preparing a "sop to the dealer" to the large campaigns that are now regularly planned with completely installed displays in the windows of selected lists of dealers. How effective this medium can become when intelligently planned and executed is well covered in this textbook for the advertiser, advertising agent, and the producer of display material.

As former chairman of the Research Committee of the National Window Display Advertising Association, Mr. Percy made extensive investigations into the reactions of the dealer in his acceptance of the manufacturer's offer of assistance in helping him to create better selling windows. Since then he has conducted considerable research work for his clients. He now discloses for the first time what really happens when advertisers' displays are shown in a retail window.

For instance, the results are given of a check made in one store covering a period of 26 weeks prior to the use of the display. Sales of the product featured during this period were 26 units. A display was shown in the window for two weeks. The sales during the subsequent 26 weeks were

78 units, or a net gain of 52, directly attributable to the display. The revenue gained was \$14.56 and the share of the cost for the display was \$1.50.

"It is interesting to note," comments Mr. Percy, "that the total sales in this town (including all the stores) almost doubled while the windows were in, and almost tripled during the two weeks after the windows were removed."

Many other equally valuable tables are given in the book.

There is an interesting and much needed chapter on creating ideas and the selling strategy which should be built into window displays. As Jerry McQuade, editor of *Display Topics*, recently said: "Why place a display in a window with a few bromide words that have no selling punch?" This chapter should help correct much of the lazy thinking that has found its way into the preparation of display material in the past.

"Window Display Advertising" is to the point, it is well illustrated, it summarizes the best practice in use today, and it throws considerable new light on an increasingly important form of advertising.

C. C. AGATE.

Trade School Classified

Advertising Limited

The Better Business Bureau of Chicago has played a large part in bringing about the new ruling of the classified managers of the Chicago newspapers. After learning of many definite cases in which the guaranteeing of positions to prospective students of trade schools was used as a ruse to get large enrollments, the managers have unanimously agreed to the following:

That it will be necessary for every trade school using the classified columns to omit from their advertising the assurance of placing a prospective student in a position unless he is qualified as a graduate of the school, and then put him to work in a position in a line in which he was instructed.



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

LAUNDRIES

Use tremendous quantities of steam plant, electrical, office, automobile delivery and other equipment.

Over \$4,000,000 is being raised to advertise and sell the laundries to the public.

The Laundry Business Will Be Doubled in Less Than Four Years' Time!

There is an opportunity for everyone whose product or services can be used by power laundries.

THE STARCHROOM LAUNDRY JOURNAL—monthly trade journal—over 200 pages, covers this industry. For copy rates, etc., address:

The Starchroom Publishing Co.
421 Commercial Square, Cincinnati, Ohio

The Taxi Weekly Covers the Whole Cab Industry

NEW YORK EDITION goes to 10,000 taxicab individual, fleet and company operators. Issued Mondays.

NATIONAL EDITION, ready January 1, 1928, goes to 4,000 fleet and company operators throughout the U. S. Issued Wednesdays.

Published in its own Printing Plant at 54 West 74th Street—New York City

CLASSIFIED ADVERTISERS! MAIL ORDER ADVERTISERS! TRADE JOURNAL ADVERTISERS!

Send for FREE copy of our NEW 1928 "Advertisers Rate and Data Guide." 36 page directory contains display and classified rates of best producing magazines and newspapers.

Write today for your copy of the Guide.
E. H. BROWN ADVERTISING AGENCY
Dept. F, 140 S. Dearborn St., Chicago, Ill.



Squibb's "Bottled Sunlight" shines upon the entire dental profession each month from an Oral Hygiene page.

[A second page is devoted to Squibb's Dental Cream]

ORAL HYGIENE

Every Dentist Every Month
1116 Wolfendale Street, N. S.
PITTSBURGH, PA.

CHICAGO: W. B. Conant, Peoples Gas Bldg., Harrison 8448.
NEW YORK: Stuart M. Stanley, 62 West 45th St., Vanderbilt 3738.
ST. LOUIS: A. D. McKinney, Syndicate Trust Bldg., Olive 43.
SAN FRANCISCO: Roger A. Johnstone, 155 Montgomery St., Kearny 8086.

Plus LAYOUTS

Beautiful illustrations and interesting, forceful copy are fine—as far as they go. To attain full value they must have the support of distinguished, out of the ordinary "layouts".

The CARGILL COMPANY
GRAND RAPIDS

Business Is Getting Public

[Continued from page 28]

obliged to cover. The ones representing disgruntled opinion are rooting about, trying to find a loose corner of the proposition to pull up again. All this nosiness, mind you, about *our* business. A dozen, or more, groups of engineers read these articles and discuss the outcome pro and con. We're getting to have about as much privacy in our business as a society divorce."

"**I**T'S getting distasteful!" I suggested.

"Distasteful, nothing!" he snorted. "It's getting expensive; that's what it's getting. The cost of this kind of selling is eating up all our profits."

"I wonder if that same third party interference couldn't be capitalized?" I asked him, reflectively. "After all, it's only a form of public opinion, and the manufacturers of domestic consumer products, at least, have succeeded pretty thoroughly in putting public opinion to work for them."

He quickly displayed a good insight into that point of view. "Yes," he said, "I know what they've done. They've taken a product of wide appeal, lending itself to thorough and often elaborate distribution machinery by means of which they've saturated the field until every prospect that sees their advertising can be immediately supplied. Then, they've blanketed the country with their advertising. Out of a million circulation, eight hundred thousand are prospects, and out of the eight hundred thousand, maybe, two hundred thousand a day see the advertising and, possibly a hundred thousand buy. But that hundred thousand gives the advertiser a volume that satisfies his distributors and crowds his factory. Easy enough. He can deal in big figures. But what chance have I with a line that can't be distributed, with a field of perhaps from thirty to fifty thousand prospects, only two dozen or so of whom are currently active?"

"True enough," I said, "but I'm inclined to think this domestic consumer manufacturer has found out something else that it might pay you to think about; he's found out how to think in terms of public opinion and

shape his policies accordingly. He's found that it isn't sufficient to rate his advertising in terms of how many people probably see it each day. The advertising effect doesn't travel in radial lines between himself and a million individuals; it travels through the public in a circuit. *A* and *E* and *Q*, who actually read the advertisement, are in some form of communication or influential contact with the rest of the alphabet, who may not actually see the advertisement at all but react to it just the same, through their observation and emulation of the buying habits of *A*, *E*, or *Q*. As a result a favorable public opinion is built up among a given million, nine hundred thousand of whom might not be conscious of ever having seen the advertising. That kind of a result would do you a lot of good in relation to these industrial groups now intruding in your affairs." In other words, if you could cause your prestige to circulate through the industrial public to an extent that would turn what you're calling public intrusion to public support, think what it would mean to you. And you have an organized public to deal with which ought to make it simpler; a public that is a great mosaic of groups; organized thought groups—engineering groups—production groups—financing groups—a public that derives and disseminates its opinion partly through the media of many publications, and as many annual gatherings in convention. A favorable industrial public opinion means lower selling costs for you just as it does for the general advertiser.

WOULDNT it be more profitable to study business development from that angle rather than to limit your vision constantly to the two dozen or so prospects who may be currently active? Wouldn't it be better to consider the matter from that angle, rather than to mourn a vanished privacy?"

The telephone rang.

"This is Mr. Black of the *Packer's Journal*, Mr. Spaulding. I'm speaking for Mr. Ross, secretary of the Fruit Packer's Association. I am commissioned to ask you to speak before the

The Heart of Indiana's Market —the Territory Covered by The Star League



Of all Indianapolis papers, The Indianapolis Star has the largest daily circulation in

—8 of the 9 counties adjacent to Marion (Indianapolis).

—15 of the 22 counties in the 45-mile zone.

—33 of the 51 counties in the 75-mile zone.

—56 of the 92 counties in the state.



§ **INDIANAPOLIS**—the geographical, political and commercial center of the state.

MUNCIE—50 miles northeast of Indianapolis.

TERRE HAUTE—68 miles southwest of Indianapolis.

AND THE STAR in each city is the only morning newspaper, and in two of them—Indianapolis and Muncie—the only Sunday paper.

These three newspapers offer advertisers a circulation of 156,713 daily, and 178,916 Sunday. Using the three means a concession of 4c an agate line to the advertiser.

The Star League of Indiana

Represented in Chicago, New York, Boston, Philadelphia and Atlanta by the

KELLY-SMITH COMPANY

WE OURSELVES

DISGUISE it in any way possible, yet every advertisement is put out with the hope and desire to get business. That is why we advertise. We want more work, and if you will let us talk to you about your printing problems we are confident that we can help you—better still, we can prove it.

THE MARCH BANKS PRESS

114 EAST THIRTEENTH STREET, NEW YORK

STUYVESANT 1197

Association's convention next month on 'The Application of Higher Steam Pressure in the Packing Industry.' It's an excellent opportunity to have your company represented before these important buyers."

"Thank you very much," replied Mr. Spaulding, with some irritation. "I'm a manufacturer of boiler equipment, not a packer. No, no," he continued; "sorry, but it can't be done."

"Confound it," he grumbled, as he hung up the receiver, "that's the second association this week that has asked me to talk. It keeps me going hard enough to keep up with my own business."

"You're getting more and more of these requests every year?" I asked.

"Every month, it seems," he grunted, absently.

"Have you a record of the associations to which you have recently been asked to speak?"

HE passed my request along to his secretary who, after a few moments produced a penciled list.

It showed a miscellaneous assortment of associations, comprising a city manager's organization, an organization of tow-boat owners and operators, a gathering of ice and refrigeration engineers, a laundry owners' association, an inland waterways convention, and a meeting of land drainage commissioners.

"Have you sold equipment to all of these classes of people?" I inquired. He took the list and glanced over it briefly. "Yes, they're all in our general run of business," he replied.

I selected one of the groups that seemed to form about the thinnest and most highly special market. "How about this land drainage group?" I inquired. "How do you go about selling them?"

He waved me aside with some impatience. "See Dow," he said.

I hunted up Dow, a senior sales engineer, and put my question.

"Yes," said Dow, "we had a heck of a time on that job. Everybody horned into it, and before we got through we didn't know whether we were in the boiler business or were promoting a haven for superannuated bullfrogs. We first got in touch with it through a local promoter who owned some of the land," he continued. "It looked like a good power job, and so we did something that this company ordinarily doesn't do. We got together

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. McCrimmon
 Resident Manager

To ADVERTISERS who have ordered space in Collier's **NOW**

1,600,000

with more than **650,000** on the newsstands

Since June 1925, Collier's circulation has steadily increased—showing a growth to date of 568,359. Note that each six months' period has registered an emphatic gain—there are no fluctuations in the circulation curve—and the chart tells a story of consistent progress resulting from a brilliant but sound editorial program.

Collier's Growth



COLLIER'S, today, puts an extra quarter million or an extra half million families into the market of those advertisers who last year looked ahead and ordered space for 1928.

In other words, it gives them 1,600,000 homes—whereas they contracted to buy only 1,100,000—or 1,350,000—depending on the date space was reserved.

Collier's newsstand sales have grown so fast that they have outrun all office forecasts and our own organization repeatedly overnight has been forced to revise figures, plans, mechanical and traffic arrangements.

Three times in the past twelve months our promises to advertisers have been made good far in advance of expectations—and the end is not yet in sight.

Today we are delivering 1,600,000 with more than 650,000 on the newsstands.

And the most gratifying feature to those advertisers who in 1928 will reap their share of the profits incident to Collier's progress—is the fact that this growth, although dramatic, has been steady and consistent—as shown by the chart opposite.

THE CROWELL PUBLISHING COMPANY
NEW YORK



"THE WORLD IS GOOD . . . THE PEOPLE ARE GOOD"

Jack, I'm here. And I'm certainly glad to be living. Got up this morning with the sun, did five miles (five was the word) and came back to breakfast. Man, that breakfast! You never produced anything like that at camp, even in your best moments. They tell us we're to eat at the same table every day. That pleases Margaret; I rather like it myself, because it makes things seem more like home. . . . This whole place gives you a satisfied feeling. It's our first time down, but they treat us like old friends. If I know anything, we'll be old friends—from now on.

* * *

We'd like to send you a booklet about Chalfonte-Haddon Hall. Will you write for a copy?

CHALFONTE-HADDON HALL ATLANTIC CITY

AMERICAN PLAN
LEEDS & LIPPINCOTT COMPANY.

"Business" (says Mr. Virgil Jordan of the National Industrial Conference) "is not a machine run by mechanical laws. . . . It involves a large amount of human nature and instinct!"

KENNETH M. GOODE

BY APPOINTMENT
ROOM 1741
GRAYBAR BUILDING, NEW YORK
LEXINGTON 3444

with some other non-competitive equipment manufacturers to lend what cooperation we could, through the contacts of our men, in getting the district organized. The first opposition we met was from an association active in the protection of wild life; not metropolitan wild life, but that of fish, birds and game. These people gave us quite a battle, both by personal influence in the district and through the newspapers. We had to meet their opposition squarely, with the bankers, with the landowners in the district and with individuals having influence with the public, because to finance the enterprise bonds had to be sold; the banks had to handle those bonds and had to have a receptive public opinion.

WE met it by showing, first, the ample provisions being made by the state for the preservation of wild life. We followed this up with figures as to the appreciation in land values invariably following drainage enterprises, showing that it is not uncommon for such appreciation to amount to as much as 300 per cent. We pointed out the increased tax revenue derivable from it and the stability of the project, from the public investment angle. We finally got the district organized and the commissioners appointed. An engineer was employed, a survey made and plans drawn. The question of the pumping plant was taken up and the real battle began.

"We found that we were up against not only a hard battle with our direct competitors but also a fight to sustain steam as the method to be used. The electric power companies and the Diesel engine manufacturers were on the job, and we found that they had been on it as long as we had. It became a three-cornered fight on the method of power generation to be employed. That part of the battle was along well-drawn lines, but we had to fight it with one eye on our own field."

"Is this alignment on the selling part of the job representative of the alignments on most of your jobs?" I asked. "I'm disregarding the promotion part for the moment," I added.

"The factors might shift a bit," he said. "Some of these groups might not appear but others would. The set-up is probably representative of a great number of deals?"

"What is the greatest single aid in solving such a situation?" I ventured, half expecting to be accused of asking a foolish question.

1861



The Highroad to a New Group of Industrial Buyers

We live in a new world from the days of '61 when guns boomed at Fort Sumter. Within the span of a lifetime has come the telephone, the radio, the vacuum cleaner, the Twentieth Century Limited, the automobile, the airplane, and a host of other marvels, all of which have been brought to their present state of perfection through the development of the modern abrasive wheel and grinding machine. It is the grinding machine which has made possible the quantity production of quality products.

Realizing the key position which grinding occupies in modern manufacturing, seven years ago *ABRASIVE INDUSTRY*, a monthly magazine devoted solely to abrasive engineering problems, was established by The Penton Publishing Co.

Today it is recognized throughout the world as the grinding, buffing and polishing authority—the only publication of its kind in America. As such it dovetails into a specific branch of the great metalworking field served completely by the House of Penton through its other publications. *Iron Trade Review*, *Daily Metal Trade*, and *The Foundry*.

Through *ABRASIVE INDUSTRY*, the House of Penton brings to manufacturers of wheels, grinding machines, and shop equipment generally a new group of industrial buyers who look to this publication for the highly specialized information they can obtain nowhere else.

The Penton Publishing Co.

Penton Building

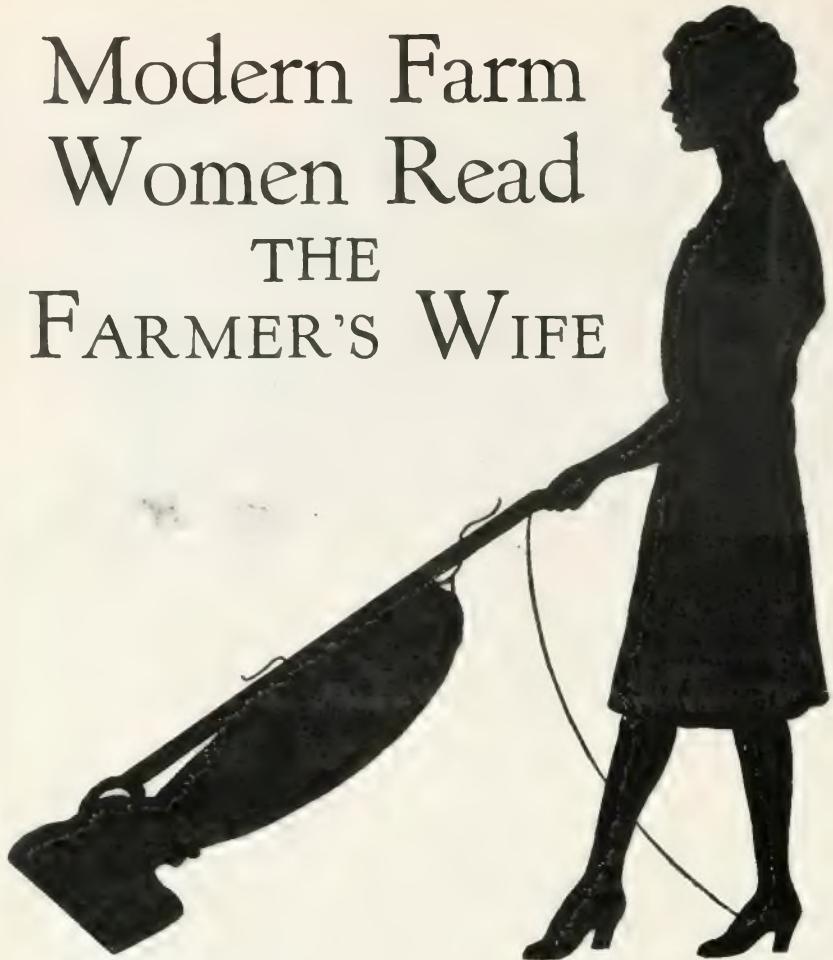
Cleveland, Ohio

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

Member, Audit Bureau of Circulations

Member, Associated Business Papers.

Modern Farm Women Read THE FARMER'S WIFE



WITH its thoroughly rural viewpoint, THE FARMER'S WIFE is often the only magazine read by the modern farm woman. City magazines have a metropolitan air that is not appealing to the rural woman.

She is up-to-date, progressive, and eagerly acquiring one "labor-saver" after another for her home. Frequently she must take her local dealer's word for the make of device she buys, because she never sees the advertisements in city magazines.

The ideal way to reach the modern farm woman in the prosperous rural districts is through her own magazine. THE FARMER'S WIFE is the only magazine in America published exclusively for farm women.

THE FARMER'S WIFE A Magazine for Farm Women

WEBB PUBLISHING COMPANY, PUBLISHERS

St. Paul, Minnesota

Western Representatives

Standard Farm Papers, Inc.
307 North Michigan Ave.
Chicago, Illinois

Eastern Representatives

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

Member Audit Bureau of Circulations

He came right back with the snap of a man who had been thinking along the same line. "Standing," he said; "high standing of our company in the steam power field; something we haven't got enough of."

"Another word for favorable public opinion in the industrial fields of which these groups are a part."

"**Y**ES," he said, "which is largely a matter of being *in* your industry. You know," he continued thoughtfully, "a concern can operate within a given industry without ever being really a part of it. You can keep on taking out of an industry without ever putting anything back in and manage to get along. But the time always comes when you pay for it. To be really in an industry to be recognized as constructive and authoritative in it, you've got to contribute to the advancement of it, and the amount of standing you get is in direct proportion to your contributions. All general industries are interrelated in thought," he went on. "If you're an outstanding figure in your own industry and your own industry is important enough, you become an outstanding figure in all interrelated industries."

"How can you contribute so liberally and still maintain the privacy in your own business?"

"Privacy!" he said. "There isn't any such thing any more."

"There's you and the customer, and industrial public opinion—three parties," I suggested.

"That's it," he assented.

I caught Mr. Spaulding in a leisure moment and sketched over the synopsis of the drainage job as I had got it from Dow. He assented. "Yes," he said, "maybe they aren't all that tough. But it's a fairly representative case."

"Well," I said, "it seems to me that it merely means that you've got to be bigger men, that's all. You've got to grow as industry grows. Part of being a big man is in your ability to enlist others. Part of the job that is ahead will test your ability to enlist industrial public opinion."

"This isn't original advice," I continued. "I got it from one of your own men." I proceeded to review the rest of my conversation with Dow.

"It seems to me," I continued, "that this is just another of those cases in which, if you need something, you pay for it whether you get it or not. You're

paying for the favor of industrial public opinion in your rising sales costs. You might as well step out and claim it. And when you've claimed it, don't try to keep it sitting in your anteroom. It won't stay there. There is no longer any privacy in business, so you might as well put the intruder to work. A good way to start is to call up these associations and tell them that you're glad to find that you'll be able to accept their invitations to speak, after all. After that I'll put you in touch with a high-grade industrial advertising organization."

Mr. Spaulding was thoughtful for a moment. "Yes," he said finally, "that all may be good theory. But this is my business. I'm in the business of making boilers—good boilers. Boilers can be sold, and to hell with the uplift stuff."

Unfortunately, throughout industry there still remain a few Spauldings. Yet in the main, manufacturers have come to agree that business today depends, not upon how machines are operated but upon how men think and act. They realize that men are thinking and acting today in great organized thought groups, and that nowhere is this more thoroughly true than in industrial operations. They realize that these thought groups constitute a great, composite industrial public opinion whose endorsement is the life of industrial selling. This industrial public opinion is the powerful modern third party in industrial negotiations. It can no longer be shut out, and a half-hearted alliance with it is not effective. How best to give it a partnership in the business is one of the problems being solved by the industrial manufacturers of today.

ONE OF 60,000 PHOTOGRAPHS



SOME of our best juvenile and baby photographs are made when the camera man is not going after any particular expression or pose. They are "caught" when the child is going about its business of living and being happy.

That's one reason why such studies from this collection are in wide demand for advertising campaigns and magazine illustrations. They have the finesse of specially posed work plus the natural expressions that are most difficult to bring out on short notice.

This collection has the proportions and variety to fill QUICKLY the most exacting needs of the editor and advertiser. Describe your needs fully and let us submit prints—UNPUBLISHED WORK IF NECESSARY.

H. ARMSTRONG ROBERTS
4209 LOCUST STREET



PHILADELPHIA, PA.

Ayer's Annual for 1928 Published

"More newspapers were published in the United States in 1927 than during the previous year, although the total number of publications of all classes was slightly less than in 1926."

The American Newspaper Annual & Directory, published by N. W. Ayer & Son, Philadelphia, Pa., revealed this fact, and in addition stated, "Newspapers are now published in 10,762 communities, an increase of 59 over 1926. During the same period the total of newspapers, magazines and trade papers decreased by 72."

AJD
PRINTED

The Only "Denne" in Canadian Advertising

Canada may be "just over the border," but when advertising there you need a Canadian Agency thoroughly conversant with local conditions. Let us tell you why.

AJ DENNE & COMPANY LTD.
Reford Bldg.

Bakers Weekly A.B.C.-A.B.P.
New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.
Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

Jewish Daily Forward. New York

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

PHOTOSTAT SERVICE
RAPID—ECONOMICAL
FACSIMILES—ENLARGEMENTS—REDUCTIONS
Commerce Photo-Print Corporation
42 BROADWAY 30 MAIDEN LANE
Hanover 8993 John 3697

THE OPEN FORUM

INDIVIDUAL VIEWS FRANKLY EXPRESSED

Advertising's Greatest Necessity—and Opportunity

You don't hesitate to lay the cards on the table and publish both sides of a story. There has been a tendency in the past for editors to assume that all advertising is good advertising—to talk only about successes and say nothing about advertising failures.

A. W. SPAULDING
President
Hartford Advertising Club

"If Brevity Be the Soul of Wit, Chop On"

Brevity is most desirable, it seems to me, as most of us are pretty busy and haven't time to trim the "fat" off the chop. . . . I have come to feel that ADVERTISING & SELLING contains more edible, nourishing meat than any other "Advertising" publication, and I have had nearly all of them from their start.

FRANCIS A. WILSON
*Interwoven Stocking Co.,
New York*

Facts Get Filed Forever

You are making ADVERTISING & SELLING so valuable in informative ways that no man interested in advertising can afford to miss reading it and filing away extracts from the issues.

JASON ROGERS
General Manager
Kansas City Journal-Post

What About It, Mr. MacIntyre?

I am wondering whether Mr. Flint MacIntyre was really seeking information in his letter published in your issue of February 8th, in which he expressed a wish for women copy writers, or was just indulging in a bit of innocent hyperbole?

In his closing paragraph, Mr. MacIntyre says, "The last meeting of the League of Advertising Women was devoted to a snappy discussion of astrology." Mr. MacIntyre is misinformed. The last meeting of the League of Advertising Women was held on January 17, at the Advertising Club and was a joint meeting with the Home Economics Association (a yearly event). The advertising "stars"

who addressed the meeting were Mrs. Mildred Maddocks Bentley, director of Delineator Institute, Miss Marjorie M. Hazeltine, director Home Economics for Hill Brothers, and Mr. Ralph "Starr" Butler, director Sales and Merchandising, The Postum Company, New York. All three had their feet very much on the ground, and delivered very interesting and instructive talks. Seriously, Mr. MacIntyre, you don't think Mr. Butler talked about the stars!

Perhaps Mr. MacIntyre confused one of our Wednesday luncheons with our monthly dinner meetings. The subjects covered at these meetings range far afield, touching a great diversity of subjects, serving to keep our members informed on everything that is going on in the world, both in and out of the advertising field. Astrology is a widely discussed subject and quite naturally our members are interested in it and want to hear about it.

I doubt whether Mr. MacIntyre has ever attended one of our meetings. I know that in the four years I have acted as treasurer, I cannot recall receiving a reservation in his name.

ELSIE E. WILSON
Treasurer
*League of Advertising Women
New York*

And Here's Another!

I would like to answer Mr. Flint MacIntyre's letter and ask: Why not give some of us a chance beyond the tiresome "Yes, when we have some copy with woman's appeal"—meaning perfumes, and such.

Women are people. We do sense the thrill of finding the core of a selling problem and telling it to the world. The home may be our "place" but the world of achievement is our playground.

An ability to mold language into good selling talk is not confined to our lords and masters. Given the dope, however technical, a woman can do the rest frequently as well as a man.

Give some of us a real chance.

HENRIETTE WEBER
New York City

Mr. Broun Takes Exception

I note that in your issue of January 11, Mr. L. E. McGivena does not agree with Mr. Claude Hopkins' statement that "frivolity has no place in advertising—nor humor," and that he cites Omega Oil in support of his criticism.

Will Mr. McGivena tell us where those Omega Oil geese are now roosting? Or is this reference one of his justifiable jokes?

SETH BROUN
New York City

From Sir Hubert Himself

May I compliment you on your January 11 issue, particularly on the improvement in typographical appearance?

Somehow this seems an unusually good number. Am I wrong, or did it make a good score? Perhaps I admire it because it did not contain anything from me. Setting aside Updegraff's illuminating article, with its kind allusion to me and its very ingenious attitude toward this new campaign against bunk, I was particularly struck with Kenneth Goode's putting it up so sharply to the banker, McGivena's very able characterization of Claude Hopkins' book, and that one about giving us old chaps a chance to buy things, by George Price. Really you are doing an excellent job, and I know lots of advertising men who think so.

EARNEST ELMO CALKINS
*Calkins & Holden
New York*

Mr. Goode's Mind Double-Tracks

Conceding that my taste is debased and inauthentic, I still wish to say that I believe your February 8th issue is the best looking one I've seen.

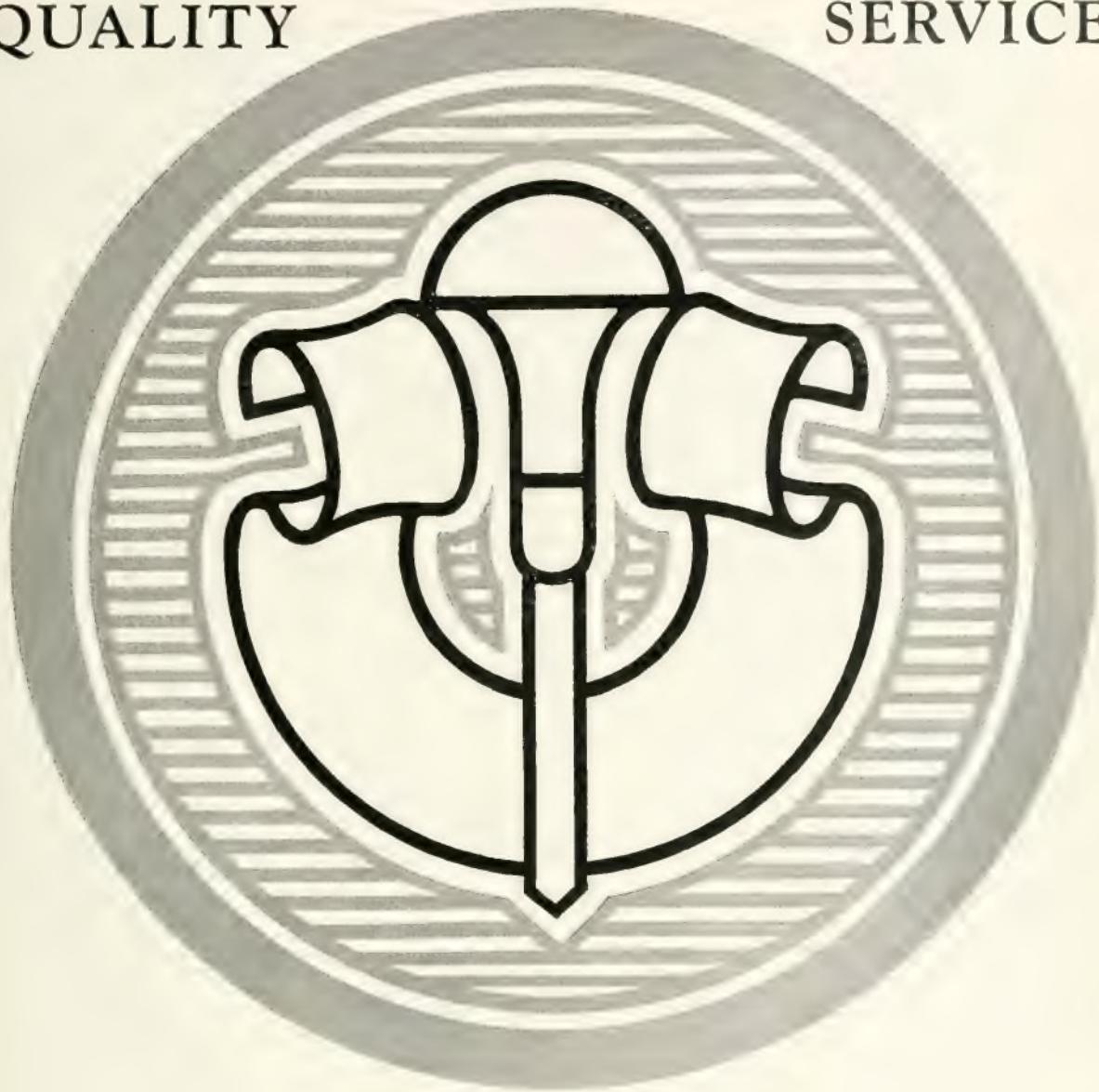
It's interesting looking and nicely broken up.

On the other hand, in spite of that same depraved and uncultivated taste, I must agree with my friend Mr. Marsh K. Powers in saying I find the magazine at every point distinctly harder to read.

K. M. GOODE
New York

QUALITY

SERVICE



*Three Plants Located
for National Service*

THE BECK ENGRAVING CO.

New York
461 8th Ave.

Philadelphia
7th and Sansom Sts.

Chicago
21st and Calumet Ave.

Over 4000 Advertisements Submitted for Awards

[Continued from page 22]

were not entered. Some of the well executed campaigns that were entered had to be disqualified for medical claims of controversial character or other ethical considerations. Other campaigns were eliminated for weaknesses in execution or for failure to show convincing evidence of effectiveness. The award was finally made to the Pet Milk campaign. (Advertisements by this company had received awards in previous years, but the Jury was specifically instructed to disregard previous awards in all cases.) The S-shaped layout was not thought to measure up to the highest artistic standards, but this treatment maintained continuity with the advertising of former years and was therefore desirable. Taking into consideration every factor, including coordination of effort, soundness of planning and execution, ability to handle its message effectively through copy and text, and evidence of satisfactory results, this campaign rated highest among those submitted.

Local Campaigns

Macy's was considered the most meritorious local campaign because of its completeness and general excellence. It exhibited many different varieties of appeal, each suited for its particular purpose and yet harmonious with the others. Its illustrations, typography and copy were considered a credit to any store. The record of its achievement was satisfactory.

Industrial Campaigns

The Davis & Geck campaign won the Industrial Award over more extensive campaigns because it had handled a small but difficult job in a very effective way. The historical advertisements featuring great events in surgery contained interesting and valuable information that lost nothing in execution. The photography and the simple dignity of layout were thought to compare favorably with the best of general magazine advertising. The more conventional advertisements associating the product with hospitals where it is used, also had real distinction of treatment.

Research

The book entitled "Retail Shopping Areas" was considered an outstanding example of good research that has the merit of being valuable and useful to everybody.

Distinguished Individual Advertisements

The competition for distinguished individual advertisements in four classifications was extremely keen. It was strengthened by the fact that the Jury considered not only the advertisements specifically entered for these Awards and those which were included in the campaigns entered, but also a number of advertisements that were brought to their attention without the knowledge or consent of the advertisers or their agencies. Two of the Awards, in fact, were made for advertisements that had not been entered by the advertiser or his agency.

The Award for the advertisement most effective in its use of text as the chief means of delivering its message was made unanimously to Thoreau Cronyn of Barton, Durstine & Osborn, New York, for the Marshall Field advertisement titled "Even So Simple A Thing As A Handkerchief." This was considered particularly meritorious because its effect was due entirely to the magic of the copywriter. The substance of the message itself was available to any writer in any store in the country. The message did not profit from any background of previous interest on the part of the public or any timeliness of appearance, nor did it have the assistance of illustrations or other attention incentives. Moreover, it was well constructed and written interestingly, but with commendable restraint. It was difficult, of course, to compare a piece of copy having an institutional purpose with one intended to sell a specific article of merchandise. Nevertheless, the Jury felt that no other piece of copy accomplished its task quite so supremely well as did this one.

The Award for the advertisement

most effective in its use of pictorial illustration as the chief means of delivering its message was made to the Cadillac advertisement titled "A New Luxury in Motoring," the work of Thomas M. Cleland. The subject shows the car in an imposing setting with a fine architectural treatment. It creates an association between buildings of imposing grandeur and a fine motor car. While the effect of such an illustration is subtle and not appreciated by everybody, the Jury considered that it would be felt by those at whom the message was aimed. The technique of the artist here is highly modern and individual and yet not eccentric or sensational. He has struck a new note in automobile advertising which has received the compliment of imitation by others.

The Award for the advertisement most effective in its combination of text and illustration as a means of delivering its message caused considerable difficulty on account of the large number of meritorious advertisements of widely different varieties. In the end the Award was given to the Wesson Company for the advertisement titled "And That Is Why Women Really Prefer It." The art treatment here is entirely suitable for a food product and yet very different from the usual conventional handling of products in this field. The copy is distinctly feminine in tone with a simplicity and restraint of style that harmonizes admirably with the spirit of the illustration. The original was in colors and suffers from black-and-white reproduction, which fails to bring out the golden color of the oil that supplies the keynote of the text. This golden color received its emphasis in the illustration, not by increase of quantity or intensity, but by artistic subordination of the other colors.

The Award for the advertisement most effective in typography was made to the Ford advertisement. This had not been entered by the agency or advertiser nor was the Jury able to find its equal among the advertisements directly entered. It may seem that the typographer here had the relatively simple task of displaying a piece of copy that was almost certain to be read in view of the interest surrounding the announcement. However, the task of displaying so much material with simple beauty and dignity and with absolute legibility is not so easy in practice as in theory. More-

Liberty
A Weekly for Everybody



FIRST in Advertising Gains for 1927 [AMONG THE THIRTEEN LEADING MAGAZINES]

LIBERTY consistently led in advertising gains throughout 1927. For the first three months, LIBERTY gained 73 pages; for the first six months, LIBERTY'S gain was 190 pages; gain for the first nine months was 232 pages—and LIBERTY closed the year with a gain of 260 pages.

LIBERTY'S gains for each three-month period and for the year as a whole, consistently exceeded any individual gain—as well as the combined net gain—of the 12 other leading magazines.

Comparison of advertising change for 1927 over 1926 is shown in the following table, compiled from Reports of Publishers' Information Bureau.

	Pages		Pages
LIBERTY	GAIN 260*	LADIES' HOME JOURNAL	GAIN 1
DELINEATOR	GAIN 134		
McCALL'S	GAIN 96	RED BOOK	LOSS 3
PICTORIAL REVIEW	GAIN 41	WOMAN'S HOME COMPANION	LOSS 46
COSMOPOLITAN	GAIN 23	GOOD HOUSEKEEPING	LOSS 62
COLLIER'S	GAIN 17	LITERARY DIGEST	LOSS 159
AMERICAN	GAIN 2	SATURDAY EVENING POST	LOSS 172

(*Fractions disregarded throughout list)

LIBERTY enters upon its fourth year *first in advertising gains and second in advertising volume among all national magazines.* 732 advertisers used LIBERTY in 1927. As of January first, 1123 advertisers had bought space in LIBERTY for 1928. In 1927, 145 products were advertised exclusively in LIBERTY, as regards the 13 magazines listed above. LIBERTY carried more drug and toilet goods advertising than any of the other 12 magazines. It gained more pages of automotive, automotive accessory, radio, clothing, shoe, food and beverage advertising in 1927 than any of the other 12 magazines.

Advertisers' growing preference for LIBERTY is due to LIBERTY'S "Points of Advertising Difference," one of which is: **99% NEWS-DEALER CIRCULATION—Every Buyer a Reader.** A buy of space in LIBERTY is a buy in pulling power. Proof sent on request to any advertiser or advertising agent.

Liberty
A Weekly for Everybody

NEW YORK
247 Park Avenue

CHICAGO
Tribune Tower

DETROIT
General Motors Bldg.

BOSTON
10 High Street

SAN FRANCISCO
820 Kohl Building

TEXAS—IS AN EMPIRE OF 265,896 SQUARE MILES

All Roads Lead to - - - Fort Worth FIRST IN Railways—Highways—Airways

STAR-TELEGRAM— RECORD-TELEGRAM

Over 125,000 Daily and Sunday
SUPREME IN WEST TEXAS

A market with a population of over 2,000,000, worth your serious consideration. Oil—Cotton—Grain and Livestock make it a market that is rich, industrious and responsive. A market that is commercially active every month in the year. What better could you ask as a place to introduce your product?

The STAR-TELEGRAM—RECORD-TELEGRAM has a circulation larger than any three or four papers in West Texas. We do not claim to cover Texas and you will have to use two papers to get good coverage of North Texas even. But we do cover Fort Worth and West Texas intensively and thoroughly.

JUST A NEWSPAPER
Covering more than 1,100 towns

FORT WORTH STAR-TELEGRAM RECORD-TELEGRAM DAILY AND SUNDAY

More Than 125,000 Daily and Sunday
Largest Circulation in Texas

AMON G. CARTER
President and Publisher

Charter Member Audit Bureau of Circulations

A. L. SHUMAN
Vice President and Adv. Director

over, the typographer had resisted the temptation to over-emphasis and oversensationalism in use of type. It was felt by the Jury that this typography was a pleasant contrast to that usually employed in automobile advertising, and a model to be studied by any advertiser with profit. Moreover, the results were achieved, not by hand lettering or ornament, and not by any new and exclusive type style, but by means that were within the reach of all. Among the meritorious details were the excellent spacing and the judicious use of sub-titles of precisely the right contrasting character.

This brief summary necessarily omits mention of the lesser merits of the winning campaigns and advertisements. It also fails to touch upon the faults of their rivals—or what seemed to the Jury men to be faults—although a discussion of these might be illuminating. All that can be said is that the Jury had little use for the freakish or eccentric, and that from first to last the question was, "How well does it do its job?"

N. Y. U. Advertising Men Elect Officers

The New York University advertising men held a meeting at the Advertising Club of New York, in which they elected the following officers:

Honorary president, George Burton Hotchkiss; president, Robert Degen, George Borgfeldt & Co.; vice-president, Douglas Taylor, *Printers' Ink*; secretary, Otto Kleppner, The Kleppner Co.; treasurer, Robert Levenson, J. W. Smith & Sons.

The Executive Committee consists of the following: V. A. Schmitz, H. K. McCann Company; Warren Perry, Vendex, Inc.; Willis B. Parsons, J. F. Newcomb & Co., Inc.; J. M. Jones, National Lead Co.; Frank W. Townsend, The Erickson Co.; Jerome Weinstein, International Press; L. W. Grelleup, George Batten Co.

England's Advertising Register Published

The "Advertising Register," London, England, has published its 1928 directory. The book is comprised of a directory of advertisers keyed by trades and classified territorially, and a list of advertising agents, with some of the accounts for which they are responsible.

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.

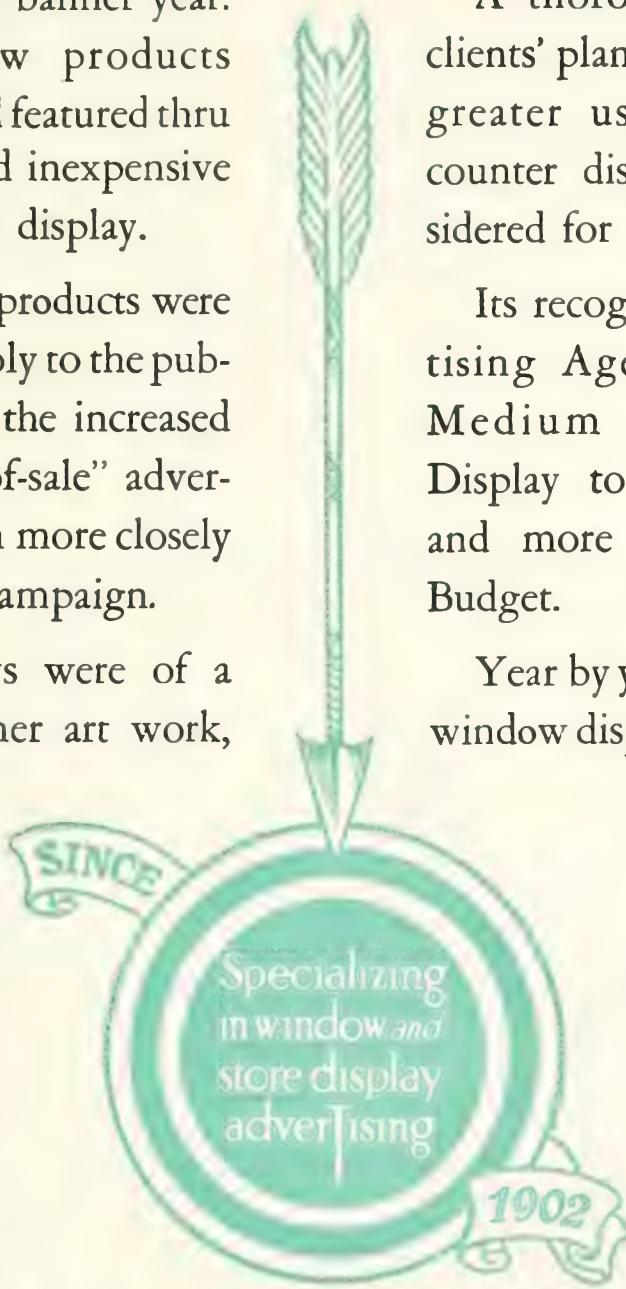
Old, established products were brought more forcibly to the public's attention thru the increased use of this "point-of-sale" advertising, tying up even more closely with the national campaign.

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

\$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 midnight. Music, Dancing, 2 Radio Orchestras, Ladies' Turkish Bath, Beauty Parlor, Drug Store, Barber Shop, Stock Broker's Office. All in the Ansonia Hotel.

TRANSIENT RATES

300 Rooms and Bath...\$4.00 per day

Large Double Rooms,
Twin Beds, Bath...\$6.00 per day

Parlor, Bedroom and Bath (2 persons)...\$7.00 per day

Special Weekly and Monthly Rates

A restful hotel—away from all the noise and "dirt" of the "Roaring Forties."

No coal smoke; our steam plant equipped

oil fuel. Coolest Hotel in New York in Summer.

THE ANSONIA

IN CONJUNCTION WITH THE
Hotels Colonial, Anderson, Richmond
and Cosmopolitan

"Arlington Operated"

Business Research

[Continued from page 34]

Quite as important as the social changes implied in these advances in applied science are those changes of a more purely economic character, having to do with the marketing of products. Each great change in production increases the quantity or improves the quality of the supply of goods to be consumed. What, in the meantime, is happening to the demand side of the equation? Suppose electric lights are better than before, the glass bottles cheaper and car wheels more trustworthy; will demand respond to the improvement merely upon discovery of the betterment in actual use or must the betterment be brought to the consumer's attention? Will the new improvements find their own place in the market, or should the economic and social advance represented by the improvement be brought to the attention of users artificially? The rapid advances of production due to scientific betterments cannot be passed on to the public at large without wasteful delay unless knowledge of these improvements is spread and the market persuaded to supplant the old and fairly competent with the new and improved device. Improvements are made rapidly, but they are adopted only against resistance. If they are to be passed on to large numbers of people with reasonable celerity, both the production and the distribution of the better goods must swiftly follow the improvement. This is a marketing task, and involves knowledge of the facts about markets.

III

The field of market research in its various branches is a relatively new one, but with the changes in industry the old methods of marketing cannot longer serve. Revolutionary changes in the conduct of commerce are in process before our very eyes. In many ways the overthrow of the accepted practices of merchandise distribution now going on is as momentous as the series of changes in industrial organization and operation through the nineteenth century. Just as the shift from household to factory production involved many collateral social and economic adjustments, so the change from personal selling on a small scale to

impersonal selling on a large scale necessarily is accompanied by new and difficult problems. It is with an appreciation of the revolutionary nature of the present condition in commerce that market study in the United States has been undertaken.

IV

Advertising is one of the most widely accepted of modern marketing devices. But it is not an activity apart. It cannot be separated from its environment.

The background for any intelligent examination of advertising in these days must include a recognition of modern conditions of supply on the one hand and modern conditions of demand on the other. Fundamentally these may be entirely like those conditions on which the generally accepted economic principles are based, but in their external expressions they show complexities and modified interactions which are relatively new. First of all there is the pressure of all those many influences, in addition to any actual demand for the product, tempting producers to over-supply. Available capital, efficient equipment, a fluid labor supply, easy access to huge markets, a fair supply of administrative brains, and, above all, plenty of stimulating examples of success, are the sort of incentives constantly at work leading to over-production. In the second place, many influences of a new type—quite aside from advertising—are at work modifying what might be called the "natural" course of demand. Travel, wide circulation of magazines and newspapers, the reading columns of which command a following; the moving picture, the radio, the automobile, the country club, the tempting offerings of well-stocked stores, the larger surplus for free spending all make the consumer's will a thing moved by many influences outside of his actual needs.

It is against this background that advertising of the modern type must be examined. These things would all go on if nobody made any effort to reach consumers with advertising messages. Production is not an activity coaxed hesitatingly from one small

venture to another by a well-expressed and limited demand; it is headlong and willful plunging, hoping to win a big stake in the business of prophecy as applied on a sweeping scale and backed by ample resources. Consumption is no longer a thing of needs, but a matter of choices freely exercised. The consumer's dollar is not a coin wholly mortgaged to the necessary task of providing a bare living. It has in it a generous segment to be spent at the consumer's own option as to what he will buy, and when he will buy, and where.

TO come into this sort of an economic situation and attempt to control the consumers' expenditures in a measure, by telling him about merchandise for sale may be superfluous, it may even at times be unjustified; but if these messages about any specific goods are true, if the goods are worthy, and if the conveying of the message helps the consumer to choose more wisely, the worst that can be said of the practice is that it is "one more influence," and it may be a veritable godsend in a Babel of urgency.

Advertising research is a form of market research—it could not have developed in an age of under-production, and it would find meagre material in a market made up of marginal consumers. But in present conditions of production and consumption there is room for unbiased knowledge of the workings of this force for the modification of demand. And it is this which advertising research is called upon to produce.

The responsibilities of advertising research are the responsibilities falling on any research. To find the truth no matter how obscure, to recognize it no matter in what strange form it may present itself, to formulate it honestly, to state it unmistakably, and to reason from it remorselessly and without regard to prejudices.

E. R. Crowe Elected Director of Publishers' Fiscal Corporation

E. R. Crowe, president of E. R. Crowe & Co., Inc., New York and Chicago, has been elected to the Board of Directors of the Publishers' Fiscal Corporation. This company publishes the Clayton Magazines, which constitute seven of the Men's List of the Newsstand Group.

What they are saying about the "new" Record

An advertiser says:

"The best evidence of our opinion of the 'new' Record is the fact that we have cut out our advertising from two other architectural magazines and concentrated entirely in *The Architectural Record*."

A professor of architecture says:

"I tender you my heartiest congratulations on the 'new' record. I think we were all sorry to see the old format disappear, but in its place you have certainly given us a gorgeous volume . . . The wonderful series of photographs! I have looked through them many times and still find them the most inspirational thing on my table. The measured drawings reproduced in halftone I find perfect."

An architect says:

"We wish to congratulate you on the January number of *The Architectural Record*. It is of extraordinary interest and admirably produced."

An advertising agency says:

"Will you accept my heartiest congratulations on the 'new' *Architectural Record*? It is a splendid publication."

An architect says:

"I was delighted with my copy of the 'new' *Architectural Record*. I feel it has gained tremendously in presentation, attractiveness and interest."

An advertising counsellor says:

"I have gone over the whole magazine and am glad to tell you that I never saw a more completely improved publication. You are to be congratulated."

An advertiser says:

"I want to compliment you on the fine appearance of the 'new' Record. There is no question but that this size magazine is much preferable. The plates are inspiring and altogether I think you have a wonderful combination."

An architect says:

"I have just seen the 'new' *Architectural Record* and feel it is very handsome and a splendid beginning for the new format. Both text and photographs are surely way above what are to be found in any other American architectural magazine."

On request, to interested manufacturers and their advertising agencies—sample copy, latest building statistics, our booklet, "Selling the Architect," and most recent A.B.C. reports. The Record is a member of both A.B.C. and A.B.P., Inc.

The ARCHITECTURAL RECORD

Division F. W. Dodge Corporation

119 West Fortieth Street, New York, N. Y.

Member A. B. C.

Member A. B. P., Inc.

HOTEL EMPIRE

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

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

THE JOHN ICELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

Sweater News and Knitted Outerwear

Underwear & Hosiery Review

Tie-up

Your Consumer Campaign with Trade Publicity

For sample copies address
KNIT GOODS PUBLISHING CORP.
25 Worth Street, New York City

The NEIL HOUSE

The newest and now the leading hotel in

COLUMBUS, OHIO

Opposite the State Capitol
655 Rooms — 655 Baths
Rates from \$2.50 per day European Plan

Headquarters Old Colony Club; also Republican and Democratic Committees.
FREDERICK W. BERGMAN, Managing Director

Making More Sales for the “Best Seller”

[Continued from page 27]

time of the signing of the contract and the first royalty date. It should not be regarded as an “evidence of good faith.” If the good faith is doubted, the agent or author should seek a publisher whom he can trust beyond a cash-down payment.

LE^T us take that \$750 which we are using to sell 2000 copies of a \$2 book. This must be divided many ways. In the first place, the book must be advertised to the trade. From \$50 to \$100 is about the right amount. The cost of composition and art work on the advertisements must be taken into consideration. This varies also from \$50 to \$100. There are other incidental expenses. But let us say that \$600 of the appropriation remains. Sometimes half or one-third of this is used in the preparation of circulars. Sometimes a good part of it is taken up in list advertising (as part of a full page advertisement, say, in *The New York Times* or *The Atlantic Monthly*). But let us again be generous and say that \$600 still remains for the regular advertising space. What media shall be used?

It is obvious that the most valuable space to a particular book is in a medium whose readers would be most interested in that particular book. To take some concrete instances:

When Doubleday-Doran publish a book by Christopher Morley they will, of course, advertise fairly heavily in *The Saturday Review of Literature*. “Jalna” would very likely be advertised in *The Atlantic Monthly*. Don Seitz’s biography of Joseph Pulitzer was naturally advertised in the *New York World*, and Peter Arno’s “Whoops Dearie” in *The New Yorker*. This is so patent that further examples are unnecessary. The point I make, though, is that if these specialized media are used too heavily, only a small appropriation will remain for other media that also may have a fairly immediate audience. In general, we allow about half for the obvious “tie-up” medium and circularization, leaving the rest available for distribution

among other media that we believe nearly always sell some books.

I have come more and more to the conclusion that it is best to concentrate advertising in as few media as possible. The intensity of the attack is thus immeasurably enhanced. The total effect is more dramatic, because you can take larger space and repeat your advertisements. Without some repetition a campaign is woefully handicapped.

Let us say that the book we have to advertise can stand an appropriation of \$500, beyond the cost of composition, art work, special circularization and special tie-up media. In this case we generally announce the book in very small space in two or three media. This will take up perhaps \$150. The balance of \$350 will be used in further small space advertisements. But these will be concentrated in one medium, such as the Book Review of *The New York Times*, or the “page opposite” of the *World*.

It must be borne in mind, of course, that the program outlined above is for *initial advertising only*—the advertising by which we test the selling potentialities of a new book.

IT is at this stage of the game that reviews are carefully watched, and reorders (if any) observed through a magnifying glass. Since this article confines itself to the advertising rather than the publicity and bookstore selling of a new book, I will pass rather quickly over these two points. Of the two, the latter seems to me to be the more important as a bell wether for further advertising. Often a book receives superlative reviews, yet the public is left unimpressed. But when bookstores telephone for more copies, we know that further advertising is likely to be in order. At this stage of the game we try to find out from those who have read the book exactly what about the book appealed most strongly. Also, we interview booksellers, asking them what kind of people are buying the book, and what they say about it. The booksellers give us invaluable help in this way. Often

booksellers write to us saying that a new book seems to be “catching on.” Few things are more heartening to a publisher than letters of this sort.

THREE are one or two booksellers in almost every city who are quick on the trigger. Other booksellers may eventually buy more copies of a book, once it has caught on, but I believe it is due to this increasing group of alert booksellers that publishers owe the eventual large sales of a particular title that arrives unheralded. Not only do they start a book in a community, but they bolster up a publisher’s enthusiasm and faith at the zero hour of the book’s career.

An effective way (though it is sometimes very costly) to start a book is through circularization of lists. The author of the book can generally suggest the best possible lists. When we published “Lenz on Bridge,” Mr. Lenz supplied us with a list of bridge players. I am certain that this circularization started his book on the road to success. It had been out three months before we mailed the circulars. It had then sold less than 1500 copies. Sales jumped to 3000 copies three weeks after the circular was out. The 1500 increase was due one-third to direct returns, and two-thirds to booksellers’ orders. Since that time we have sold 12,000 more copies of “Lenz on Bridge.” I must add that these additional copies were sold because the book was further helped by advertising. But the returns from the circulars proved to us that the book could be sold, and justified us in promoting a further advertising campaign. Another book that was started via the direct-by-mail route was “The Story of Philosophy.” Dr. Durant furnished us with a list of students at The Labor Temple, where he taught. The response was excellent, and immediately put into circulation about 150 copies. The first “Cross Word Puzzle Book” was started in the same way.

BEFORE we advertised “Lenz on Bridge,” only a few copies had been sold. We then solicited orders direct, sold about 500 copies, and since then booksellers have sold 12,000 additional copies. While 500 copies were not sold through booksellers, this \$1,250 direct business helped defray part of the cost of circularizing and convinced us that a large advertising program would be profitable. It was; and booksellers’ sales on “Lenz on Bridge”

LITTLE DRAMAS IN THE LIFE OF A GREAT NEWSPAPER SYSTEM

The Eggnog . . . that shook up the city government

A husband, visiting his wife at the municipal hospital, listened to her complaint about the watery quality of the milk used in her eggnog . . . The husband forwarded her complaint to the SCRIPPS-HOWARD editor.

An investigation revealed that a political clique was selling the hospital skimmed milk at the price of rich milk . . . and getting a juicy rake-off from the dairies.

This led to a militant probe of the whole city administration, which was found to be freighted with graft, inefficiency and extravagance. The daily stories, printed by the SCRIPPS-HOWARD Newspaper, of hospital patients neglected, city funds misappropriated and criminal mismanagement generally, aroused the public to impressive action.

The leading citizens volunteered for municipal duty; the reigning commission was overthrown; and a city manager of unquestioned ability and honesty was elected.

Not only the hospital, but the entire city, was happily rid of abuses long tolerated. This is no isolated example of the service rendered by SCRIPPS-HOWARD Newspapers. In 25 cities, SCRIPPS-HOWARD editors are leading the fight for public welfare against individual avarice and selfishness . . . It is a fight that pays, not only in reader-loyalty and confidence, but in the resultant reader-responsiveness which more than 2,500,000 families give, both to SCRIPPS-HOWARD Newspapers and their advertising columns.



PAINTED FOR SCRIPPS-HOWARD NEWSPAPERS BY SAUL TEPPER

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

SCRIPPS-HOWARD
MEMBERS OF THE AUDIT BUREAU OF CIRCULATIONS



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

NEWSPAPERS
AND MEMBERS OF THE UNITED PRESS

NATIONAL ADVERTISING DEPARTMENT

Stuart S. Schuyler, DIRECTOR

250 PARK AVENUE, NEW YORK . . . CHICAGO . . . SEATTLE . . . SAN FRANCISCO
PORTLAND . . . DETROIT . . . LOS ANGELES . . . ATLANTA

have been at least \$25,000 more than they would have been otherwise. The question may be asked: "Why didn't you mention the bookseller in your circular?" (for we didn't). The answer is two-fold:

a. It would have been impossible to judge the response, and in this case a further advertising campaign was based entirely on the response.

b. The appropriation for the book is always small at the outset. If returns come in direct, the extra profit is again added to the appropriation.

Perhaps a further justification is in order on the Durant book. The circular went to a class of people who could not well afford a five dollar book. Even though the price was reduced by only 10 per cent the people circularized realized that an effort had been made to give Dr. Durant's own pupils a special chance to have the book at a price just a little more within their means.

HERE, then, is the cardinal point: A book, to sell, must be talked about. If people won't discuss it, no amount of advertising will sell it. For this reason we felt justified in direct circularization and, in the case of "The Story of Philosophy," offering a special price. Once a book has an audience, all our advertising is written for a bookstore sale. But to create an immediate audience, however small, we believe these extra-bookseller means are justified. The chief thing in getting a book started is to get it talked about. And to get it talked about we must have it read by some group—the more articulate, the better. If the book has the appeal, the rest will largely take care of itself.

The question now arises: Shall the advertising for a new book appear before reviews have come out? The answer is sometimes yes, and sometimes possibly no.

Yes:

1. When it is a new book by an author who is already known.

2. When it is an unusual type of book on which there is a special story to tell in the advertisement right off the bat.

Possibly No:

1. When it is a first novel.

2. When it is a biography, or similar non-fiction book without an immediately obvious advertising appeal that simply cannot be kept out of type.

I say *possibly* No, since we have always advertised immediately a book

was published. But I think it might have been wiser to wait for a few reviews. What has sometimes happened is that good quotable reviews have appeared after the advertising budget had been exhausted, and no further advertising appropriation seemed wise in view of lack of reorders. This was embarrassing. Although we believed the book had little chance of catching on, the author almost invariably felt that the world wanted to hear about the marvelous reviews his book had evoked. Time after time we have scheduled further advertisements, embodying the reviews, only to find that they did no good whatsoever. But it's certainly hard to convince an author. I now believe that it would have been wiser and more economical on our part if we had waited until a few reviews had appeared before making the initial schedule.

Speaking of the author's point of view on advertising, we have found it advisable to discuss the situation frankly at the time the book is accepted for publication. We tell him approximately what he may expect in the way of initial advertising, and explain that additional advertising will depend on the actual sales momentum of the book itself. This compels us to gauge our own faith in the book well in advance, saves our accountant from prematurely gray hairs, and eliminates untold quantities of heart-ache on the part of the author.

II

We now come to the stage where a book has been out a week or more, and apparently shows signs of life, as evidenced by reorders from the trade. Further advertising is advisable—immediately—to keep the book before the public. Instead of generalizing, let me take a concrete example of a book that fell into that class and say what we did in the way of further advertising. Since it is clearest in my own mind, let me take "Trader Horn."

IBELIEVE it was due chiefly to the excellent publicity department of the Literary Guild that this book received immediate reviews, most of them large space. The reviews, in fact, appeared almost simultaneously with our first advertisements. They were superlatively enthusiastic, quotable, and, in the jargon of *Variety*, full of "sell." And the book started to sell immediately. The first edition had been three thousand copies. We had

appropriated \$1,200 for advertising (10 per cent of the retail price of \$4 multiplied by the number of copies of the first edition, in this case 3000.)

The reviews were so excellent that we went to press immediately with another edition of 3000 copies, and automatically added \$1,200 more to the advertising appropriation. Since only \$700 of the \$1,200 scheduled on the first budget had been used, \$500 remained to be added to the additional \$1,200. We decided that over two-thirds of this appropriation could be most profitably used for a full-page announcement in *The New York Times Book Review*. The balance we used for further small space copy in the media in which advertisements for "Trader Horn" had already appeared.

THE book continued to sell. We continued to appropriate 40 cents for every copy sold. By the time 10,000 copies were sold, \$4,000 in advertising had been scheduled. After the first 10,000, the per-copy budget was reduced, first to 36 cents, then to 32 cents. Quantitatively we didn't advertise any less. "Trader Horn" simply continued to sell at a faster rate. At this stage of the game \$4,000 of advertising sold more than 10,000 copies. By the time December came, our advertising budget per copy had come down to 32 cents. In December, sales ran far ahead of advertising, so that on Jan. 1 the per copy appropriation went down to 27 cents. We have pledged ourselves to spend no less than 6 per cent of the retail price on "Trader Horn" as long as it continues to sell. We did exactly the same on "The Story of Philosophy." For the first few months the per copy appropriation was 50 cents (10 per cent of the retail price). In October, 1926 (the book was published in May), due to increasing sales, this figure had gone down to 40 cents. In December it went down to 30 cents (again 6 per cent of the retail price), and for a year it has remained at 6 per cent. In 1927 we sold 90,000 copies of "The Story of Philosophy," spending 30 cents a copy for advertising, or a total of \$27,000.

We now come to the question of what to do when a book has already started and economy in advertising space is no longer of primary consideration—in other words, how write the advertisements that will help make a good seller an even better seller.

If there is any one thing we bear in

What Constitutes Waste-Free Selling in the Civil Engineering and Construction Field?



Visualize, if you please, two distinct types of men

One is the chief engineer of a nationally famous contracting firm, the other his assistant in charge of a job down in Florida.

Clearly their business habits and reading needs are quite a little different, though both have a common basic interest, and both buy the products you sell in the Civil Engineering and Construction Field.

CONSTRUCTION METHODS

Monthly to 32,000

The question is, how many of these men are there, and how can you reach them directly and economically with your advertising?

In that question is the nub of your sales problem. In it, too, has been our objective in building the circulation of *Engineering News-Record* and *Construction Methods*. And in answering it for ourselves we have answered it for you.

The 62,000 readers of *Engineering News-Record* and *Construction Methods* include the bulk of the worthwhile buyers and buying influences of *both types*, each being reached through the medium of the editorial service which best meets his individual needs and his reading tastes.

ENGINEERING NEWS-RECORD

Weekly to 30,000



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

Young woman, college graduate, wants position with publishing company or advertising agency in New York City. Has had experience as a general correspondent and assistant in the advertising department of a class publishing company. Knowledge of lay-out and make-up. Details regarding personality, background and capability will be furnished on request. For an interview, write Box 515, Advertising & Selling, 9 East 38th Street, New York City.

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.

SUCCESSFUL ADVERTISING SALESMAN

College education, newspaper training, now associated with leading publisher of shoe trade journals, wishes to associate with consumer medium where his knowledge of advertising, his ability as a salesman, his acquaintance in the shoe and leather trade, his acquaintance with advertising agencies, his knowledge of merchandising problems of the shoe and leather industry can be applied to advantage. Box 513, 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.

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.

Production, contact, estimator, Christian; married; five years compositor; three years production man; wants opportunity in or near New York; salary secondary. Address Box 517, Advertising & Selling, 9 East 38th St., New York City.

Help Wanted

ADVERTISING SOLICITOR

Successful, long-established free circulation magazine covering high class industrial field wants man 25 to 35 years old capable of qualifying quickly as either eastern or middle western representative. Previous experience advertising manager, space salesman, or agency work desirable. Satisfactory method of compensation arranged. Give complete experience to date, present salary, location preferred, age, married or single, education, religion, clubs. All applications confidential. Address Box 514, Advertising & Selling, 9 East 38th St., New York City.

Help Wanted

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.

Book Service

Let us suggest to you a list of three or four really important books. Tell us the subjects you are most interested in and we shall suggest the best books. Our library is complete—we have them all—on every business subject. Robbins Publications Book Service, 9 East 38th Street, New York City.

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.

Patronize THE JUNGLE SHOP!

A rhyme is memory's safest prop.
Sure to please ad agencies!
Cheyney, 40 Eastern, Grand Rapids, Mich.
Ed., "Contemporary Verse," \$1.50 per year.

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, Filling In, Folding, Etc.
DEHAAN CIRCULAR LETTER CO., INC.
120 W. 42nd St., New York City
Telephone Wis. 5483

mind in preparing copy it is this: each advertisement, no matter how big or small, must have one (and just one) central or dominant idea behind it. This is the headline, so to speak, and the rest of the advertisement is built around it. Or to put it another way, this is the basic theme, around which all the variations are built. Fortunately, in our office, there are no others to consult. I say fortunately, for whenever several people are asked for their opinions, the result is likely to be disastrous. Mr. A will want to emphasize this point, and Mr. B that. By the time we come to G or H no real advertisement will remain.

LE T me illustrate what I mean by "basic theme."

Perhaps some of those who read this article will remember a few of the large advertisements we have run on "Trader Horn." There was one in which we featured the dramatic incident of the 73-year-old tinware peddler trying to sell a gridiron, and eventually writing a best seller. There was another in which we featured the expectations and thrills of a reader who was planning to read "Trader Horn" tonight. There was another in which we featured the minute-by-minute reactions and adventures of a typical "Trader Horn" reader while engrossed in its pages.

In each case there was one central thought, featured in headline (and possibly in illustration) which was developed throughout the text. Had we tried to combine several of the ideas in one advertisement, we would have produced not an advertisement that was several times as good, but simply a hodge-podge.

How should reviews of the book be featured in the advertisements? Sometimes it is relatively unimportant. If the copy of the advertisement itself leads naturally to reviews, we use them. Or if there is plenty of extra room on the page that can be used without crowding, we use them. But as a rule, we keep reviews in the background, unless the central idea of the advertisement is the reviews which a particular book has received.

Occasionally we feature the physical book itself. We reproduce a picture of it, describe its appearance, give part of the table of contents, tell the reader how many pages and illustrations it contains, discuss the type-face used, and the quality of the paper and binding. Often we feature the manu-

factoring of the book: where it is made, how many pounds or tons of paper were used in making an edition. We believe the public is interested in these details, this belief being based largely on the fact that so many people we meet seem to want to be in the publishing business, and are generous in their suggestions as to what would make a good book, how it ought to be sold, manufactured and advertised.

Many booksellers have told me that they believe publishers place coupons at the bottom of advertisements to get direct orders. I doubt if that is correct. Judging from our own experience a coupon makes little difference when the reader is directed to "the bookstore, or the publisher." We once took a double page spread in *The New York Times* on "The Story of Philosophy." It cost us more than \$2,200. The advertisement had a coupon in it, to be sent to the bookseller and, in cases where no bookseller was conveniently available, to the publishers. We received only five direct coupon orders. Shortly thereafter, we ran a quarter page advertisement on the same book without a coupon, and fifteen orders came in with the advertisement pinned to it. I am sure booksellers will bear me out when I say that most of the advertisements torn out of periodicals and presented at bookstores are complete advertisements, not the coupons that are part of the advertisements.

What, then, is the use of a coupon? Chiefly, to test the relative pulling powers of different media. If we run the same advertisement with a coupon in *The Atlantic Monthly* and *Harper's* and find that one medium brings back a measurably larger number of orders or inquiries, we conclude that the more productive medium (costs being equal) is the better medium for that particular book, or that type of book.

Mac Lean Buys Shepard Interests

In our last issue we stated in the News Digest that the Mac Lean Publishing Company, Ltd., Toronto, Ont., purchased *The Inland Printer*, Chicago. The item should have stated that the Mac Lean Publishing Company has purchased the Shepard interests only, and that Horace T. Hunter, vice-president of the Mac Lean Publishing Company, has succeeded Mrs. Jennie O. Shepard as president.

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THE NEWS DIGEST

A complete digest of the news of advertising and selling is here compiled for quick and convenient reference. The Editor will be glad to receive items of news for inclusion in this department.
Address ADVERTISING & SELLING, 9 East 38th Street, New York.

ISSUE OF FEBRUARY 22, 1928

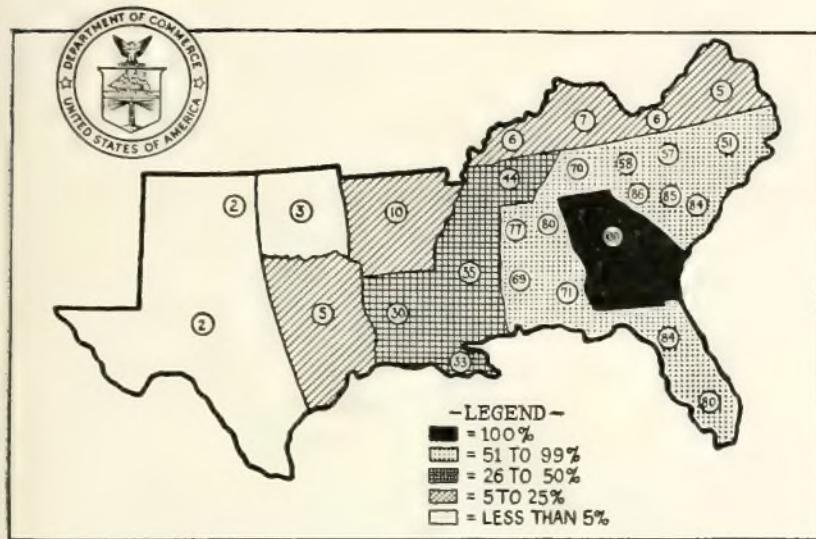
CHANGES IN PERSONNEL—[Advertisers, etc.]

Name	Former Company and Position	Now Associated With	Position
John M. Bickel	Magazine Repeating Razor Co., New York, Ass't Gen. Sales Mgr.	Servel Sales, Inc., New York	Adv. & Sales Promotion Mgr.
George W. Cushing	American Press Association, New York, Detroit Mgr.	Graham-Paige Motors Corp., Detroit, Mich.	Adv. Mgr.
William B. E. Birkett	Burroughs Adding Machine Co., Detroit, Mich.	Larrove Milling Co., Detroit, Mich.	Adv. Dept.
P. C. Doyle	American Metal Cap Co., Brooklyn, N. Y., Sales Mgr.	Same Company	Vice-Pres.
J. C. Coffey	Coronado Hotel, St. Louis, Mo., Adv. Mgr.	Frigidaire Corp., Dayton, Ohio	Sales Promotion Dept., Direct Mail
J. F. Pedder	Westinghouse Electric & Mfg. Co., East Pittsburgh, Pa., Publicity Dept.	Frigidaire Corp., Dayton, Ohio	Sales Promotion Dept., Sales Bulletin
George Urquhart	Bankers' Trust Co., New York, Ass't Vice Pres.	American Piano Co., New York	Pres.
C. A. Wagner	American Piano Co., New York, Pres.	Resigned	
Herman J. Redfield	United Publishers Corp., New York, Sec'y-Treas.	National Trade Journals, Inc., New York	Pres. & Treas.
N. J. Donovan	Frank Presbrey Co., Inc., New York, Acc't Mgr.	Brief English Systems, Inc., New York	Vice-Pres. & Dir.
Shepard G. Barclay	John H. Smith Publishing Corp., New York, Gen. Mgr.	Same Company	Pres. & Treas.
Theodore Feinstein	Harry M. Frost Co., Inc., Boston, Mass., Member of Staff	Puritan Stores Co., Inc., Boston, Mass.	Adv. Mgr.
W. B. Morris	Munsingwear Corp., Chicago, Ill., Adv. Mgr.	Resigned	
George C. Hubb	Dodge Bros., Detroit, Mich., Adv. Mgr.	The Pierce Arrow Motor Car Co., Buffalo, N. Y.	Ass't to Pres.
Frank V. Goodman	Sonora Phonograph Co., New York, Vice-Pres. & East- ern Sales Mgr.	American Bosch Magneto Corp., Springfield, Mass.	Sales Mgr. of Radio Div.
Ray L. Speicher	Atwater Kent Mfg. Co., Philadelphia, Pa., Adv. Dept.	Freed-Eisemann Radio Corp., New York	Adv. Mgr.
R. R. Smith	Freed-Eisemann Radio Corp., New York, Adv. Mgr.	Geuting's Shoe Co., Phila- delphia, Pa.	Adv. Mgr.
Alfred W. Fischer	Altorfer Bros. Co., Peoria, Ill.	Conlon Corp., Chicago, Ill.	Vice-Pres. in Charge of Sales & Adv.
J. F. McManemin	Electric Household Utilities Corp., Chicago, Ill., Adv. Mgr.	Conlon Corp., Chicago, Ill.	Adv. Mgr.
Bennett Chapple	American Rolling Mill Co., Middletown, Ohio, Publicity Dir.	Same Company	Vice-Pres. in Charge of Adv.
Leo H. Steinhauer	Foster & Kleuser Adv. Agcy., Seattle, Wash.	Grunbaum Bros. Furniture Co., Inc., Seattle, Wash.	Adv. Mgr.
John T. Kelley	Bureau of Economics, Washington, D. C., Adv. and Statistical Work	Commonwealth Bond Corp., New York	Adv. Mgr.
M. F. Schmidt	Rolls-Royce of America, Inc., New York	Canada Dry Ginger Ale, Inc., New York	Adv. Dept.
Maxwell S. Dane	Stern Bros., New York. In Charge of Men's Clothing Adv.	Same Company	Ass't Adv. Mgr.

CHANGES IN PERSONNEL—[Agencies, etc.]

Name	Former Company and Position	Now Associated With	Position
Thomas F. Lannin	Wm. H. Rankin Co., Chicago, Ill.	The Frank M. Comrie Co., Chicago, Ill.	Vice-Pres. & Dir.
Mitchell Dyer	Wahl-Eversharp Co., Chicago, Ill., Adv.	Gale & Pietsch, Inc., Chicago, Ill.	Member of Staff
R. M. Newcomb	Joseph Richards Co., Inc., New York, Vice-Pres.	J. Walter Thompson Co., Inc., New York	Member of Staff
Gerald C. Smith	Andrew Cone Adv. Agcy., Inc., New York, Vice-Pres.	Lyon Adv. Agcy., Inc., New York	Acc't Executive
George W. Elliott	Ferry-Hanly Adv. Co., Inc., Kansas City, Mo.	Honig-Cooper Co., Inc., Los Angeles, Cal.	Prod. Mgr.

U. S. Department of Commerce Confirms Atlanta's Place as DISTRIBUTION CITY



Percent coverage from Atlanta branch offices of 86 national concerns, selected by the Department of Commerce survey as typical of the more than 900 that serve the South from Distribution City.

FOR YEARS business men have watched the South. They saw its industry grow 202.9% in twelve years, while the entire United States developed 158.6% industrially. They saw agriculture slip the one-crop yoke and become stable, prosperous. And realizing that here was a market not to be neglected, cast about for a proper point from which to serve it most economically.

More than 900 of these famous concerns, studying the field with care, have chosen Atlanta. Now comes the Domestic Commerce Division of the U. S. Department of Commerce and dispassionately surveys this swiftly growing market. Emerging from the facts, gathered over many months of intensive study, is evidence that these 900 great concerns have chosen wisely—overwhelming evidence of Atlanta's importance in the plans of every business that pretends to thorough coverage of all its active markets.

Sales offices here bring bigger volume, because men and merchandise may be more efficiently routed over

the rich territory. Southern merchants, buying hand to mouth as elsewhere, have learned to look to Atlanta branches for the service to which they are entitled.

Branch factories spring from sales experience in the territory. Obviously the market is here. Obviously goods made here under the economies of efficient Southern labor, low taxes, plentiful and cheap raw materials, low-cost power, will have a dual "edge" on goods long-hauled from congested, high-cost centers. And these branch factories grow, prosper and multiply.

Atlanta is ready to show you why it is important to your business—to any business that must pay dividends. Without cost or obligation, and in the strictest confidence, the Atlanta Industrial Bureau will make a special survey of this region from your standpoint. Item by item, the Bureau will show how you can save money on operation and make money on sales.

A brief note from you will bring this information promptly.

Executive officers of interested concerns may secure the Southeastern Survey from any office of the Department of Commerce, or by writing us on their letterheads.

Write INDUSTRIAL BUREAU
11 Chamber of Commerce

ATLANTA

Industrial Headquarters of the South



THE NEWS DIGEST (*Continued*)

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

Name	Former Company and Position	Now Associated With	Position
W. J. Noble	Williams & Cunningham, Inc., Chicago, Ill.	Porter - Eastman - Byrne Co., Chicago, Ill.	Acc't Executive
Paul R. Nystrom	Retail Research Association, New York, Dir.	Amos Parish & Co., New York	Associate Dir. (Effective March 1)
H. A. Sweeney	The W. E. Long Co., Chicago, Ill., Prod. Mgr.	G. H. Robinson Co., Chicago, Ill.	Adv. & Sales Promotion Mgr.
Henry T. Bourne	The H. K. McCann Co., Cleveland, Ohio, Media Dept.	The Griswold-Eshleman Co., Cleveland, Ohio	Space Buyer
Philip G. Gilmore	Capehart-Carey Corp., New York, Vice-Pres.	Griffin, Johnson & Mann, Inc., New York	Member of Staff
W. E. Stanley	E. T. Sadler Co., Chicago, Ill., Acc't Executive	The John H. Dunham Co., Chicago, Ill.	Contact
D. T. Carlisle	George Batten Co., Inc., Boston, Mass.	Same Company	New York Office
Roderick W. Classen	Frank B. White Co., Chicago, Ill., Advisory Board	Same Company	Mgr. of Industrial Adv.
Alfred C. Houser	Yellow Truck & Coach Co., Chicago, Ill., Adv. Mgr.	The Quinlan Co., Chicago, Ill.	Acc't Executive
John M. Hamilton	Salorex Corp., Detroit, Mich., Sales Mgr.	The Quinlan Co., Chicago, Ill.	Acc't Executive
Rollo Fogarty	Tribune, Chicago, Ill., Bus. Survey Dept.	The Quinlan Co., Chicago, Ill.	Prod. Mgr.
H. A. Sweeney	The W. E. Long Co., Chicago, Ill., Prod. Mgr.	G. H. Robinson Co., Chicago, Ill.	Sales Promotion Dir.
G. E. Fullerton	Krichbaum-Liggett Co., Cleveland, Ohio, Acc't Executive	Same Company	Sec'y & Dir.
S. Ray Jones	J. Jay Fuller Adv. Agcy., Buffalo, N. Y., Vice-Pres.	Adams, Hildreth & Davis, Buffalo, N. Y.	Vice-Pres.
O. E. McIntyre	The Charles William Stores, Inc., Brooklyn, N. Y., Vice-Pres.	H. S. Howland Adv. Agcy., Inc., New York	Vice-Pres. & Gen. Mgr.
James R. Branson	News, Indianapolis, Ind., City Editor	Millis Adv. Co., Inc., Indianapolis, Ind.	Copy & Contact
Mary Shaunty	Potts-Turnbull Co., Inc., Kansas City, Mo.	Millis Adv. Co., Inc., Indianapolis, Ind.	Copy & Contact
Anita Kepler	Citrus Fruit Products Co., Chicago, Ill., Adv. Dir.	Millis Adv. Co., Inc., Indianapolis, Ind.	Copy & Contact
Joseph H. Crawley	The Prest-O-Lite Co., Inc., Indianapolis, Ind., Gen. Office Mgr.	Millis Adv. Co., Inc., Indianapolis, Ind.	Copy & Contact
Wallace Moore	Society for Electrical Development, Rochester, N. Y., Sec'y	Millis Adv. Co., Inc., Indianapolis, Ind.	Copy & Contact
R. W. Sparks	Times, Indianapolis, Ind., Ass't Managing Editor	Millis Adv. Co., Inc., Indianapolis, Ind.	Copy & Contact
Philip Clarkson Pack	Philip Clarkson Pack Adv., Ann Arbor, Mich., Pres	Turner-Wagener Co., Inc., Chicago, Ill.	Vice-Pres. & Dir.
Gladys Hall	Stanley E. Gunnison, Inc., New York, Copy	The Lawrence Fertig Co., Inc., New York	Copy
Raymond Hawley	Metropolitan Body Corp., Bridgeport, Conn., Vice-Pres.	Hanff - Metzger, Inc., New York	Contact
R. N. Price	K. L. Hamman Adv., Inc., Oakland, Cal., In Charge of Credits, Finances & Accounting	H. E. Lesan Adv. Agcy., Inc., New York	Head of Financial & Accounting Depts.

CHANGES IN PERSONNEL—[*Media, etc.*]

Name	Former Company and Position	Now Associated With	Position
Charles McCahill	Journal-American, Rochester, N. Y., Publisher	American, New York	Vice-Pres. In Charge of Adv.
Joseph A. Plummer	The Angus Co., New York, Treas. & Gen. Mgr.	Same Company	Pres.
Samuel A. Moss	Lord & Thomas and Logan, Inc., New York, Art Dir.	Einson-Freeman Co., New York	Art Dir.
R. C. Mower	Will Howell & Associates, Chicago, Ill., Partner	Manz Corp., Chicago, Ill.	Vice-Pres. & Sales Mgr.
Charles S. Mott	Topics Publishing Co., Inc., New York, Sales Rep.	Same Company	Vice-Pres.
V. J. Rogers	Topics Publishing Co., Inc., New York, Sales Mgr.	Same Company	Vice-Pres.
Samuel A. Gardner	Liberty, New York, Boston Office	Same Company	Mgr. of New England Div.
H. E. McManus	News and American, Baltimore, Md., Adv. Dir.	Sun - Telegraph, Pittsburgh, Pa.	Adv. Dir.
A. K. Isreeli	General Motors Corp., Argentina, S. A., Adv. Mgr.	Inter-Racial Press of America, Inc., New York	Vice-Pres.
Maurice J. Coughlan	Journal, New York	Inter-Racial Press of America, Inc., New York	Adv. Staff



Tell your story to this fellow in Oklahoma

He represents 73.4% of the entire population of the state. He smiles *because* of the biggest corn crop in the state since 1915 because of a \$16,000,000 increase over 1926 in income from his cotton because his livestock has been worth \$14,302,000 more this year than last.

There are 178,428 farmers like him who read The Oklahoma Farmer-Stockman each issue twice each month. They represent a market well worth cultivating intimately. Go after these sales in 1928.

*Carl Williams
Editor*

**The OKLAHOMA
FARMER-STOCKMAN**
Oklahoma City

*Ralph Miller
Adv. Mgr.*

Published by THE OKLAHOMA PUBLISHING COMPANY

Also Publishing THE DAILY OKLAHOMAN and OKLAHOMA CITY TIMES

E. KATZ SPECIAL ADVERTISING AGENCY

NEW YORK

CHICAGO

DETROIT

KANSAS CITY

ATLANTA

SAN FRANCISCO

THE NEWS DIGEST (*Continued*)

CHANGES IN PERSONNEL—[*Media, etc., continued*]

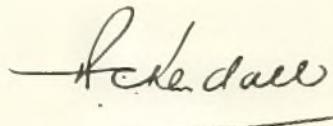
Name	Former Company and Position	Now Associated With	Position
O. D. Keep.....	Time, New York, Adv. & Circulation Depts.....	Same Company	In Charge of Copy
Ross Anderson.....	Record, Philadelphia, Pa., In Charge of Gen. Promotion & Merchandising.....	Same Company	Foreign Adv. Mgr.
Fred A. Healy.....	Curtis Publishing Co., Philadelphia, Pa., Mgr. of Detroit Office	Same Company	Mgr. of New York Office
Shelton P. Hubbard.....	Drug Topics, New York, Adv. Dept.....	American Druggist, New York	Adv. Staff
Earl Gaines.....	News, San Francisco, Cal., Display Adv. Mgr.....	Same Company	Adv. Mgr.
R. S. McMichael.....	World & Evening World, New York, Nat'l Adv. Mgr.	Roy Barnhill, Inc., New York	Gen. Mgr. of Newspaper List
Joseph C. Gries.....	Manz Corp., Chicago, Ill., Sales Mgr.	Same Company	Vice-Pres. in Charge of Sales
Robert Hitchings.....	Record, Philadelphia, Pa., Adv. Dept.	Same Company	Local Adv. Mgr.
Frederick Franklin.....	General Electric Supply Co., Cleveland, Ohio, Mgr. of Lamp Dept.	Time, New York	Promotion Dept., In Charge of Research
T. H. Frazier.....	Times, New Bedford, Mass., Adv. Mgr.	Herald Tribune, New York	Nat'l Adv. Dept.

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
The Griffin Mfg. Co., Inc.	New York	Shoe Polish & Lotion Cream	Peck Adv. Agcy., Inc., New York
Rae D. Henkle, Inc.	New York	Publishers	Robinson, Lightfoot & Co., Inc., New York
C. Nestle Co.	New York	Permanent Hair Wave	J. Walter Thompson Co., Inc., New York
Tidewater Terminals	Philadelphia, Pa.	Steamship Terminal Operators & Warehouses	Charles C. Green Adv. Agcy., Inc., Philadelphia, Pa.
The Jordan-Lyman Co.	Boston, Mass.	Finance	Albert Frank & Co., Boston, Mass.
Servel Sales, Inc.	New York	Electrolux, Gasless Refrigerator	George Batten Co., Inc., New York
Neverbreak Trunk Co.	Newark, N. J.	Trunks	Small, Lowell, Inc., New York.
The Standard Envelope Mfg. Co.	Cleveland, Pittsburgh & Nashville	Silvertone Clasp Envelopes	John S. King Co., Inc., Cleveland, Ohio.
Baker & Bennett Co.	New York	Gray Goose Golf Balls	Grant & Wadsworth, Inc., New York.
Conlon Corp.	Chicago, Ill.	Elec. Washing Machines	Henry, Hurst & McDonald, Chicago, Ill.
Landon Radiator Co.	North Tonawanda, N. Y.	Radiators	Adams, Hildreth & Davis, Buffalo, N. Y.
Frontier Mfg. Co.	North Tonawanda, N. Y.	Oak Motor Oil	Adams, Hildreth & Davis, Buffalo, N. Y.
The Bookhouse for Children	Chicago, Ill.	Publisher	McQuinn & Beach, Inc., Chicago, Ill.
Breyer Ice Cream Co.	Philadelphia, Pa.	Ice Cream	McKee & Albright, Philadelphia, Pa.
Burt Mfg. Co.	Akron, Ohio	Ventilators, Oil Filters & Exhaust Heads	Eddy & Clark, Inc., Akron, Ohio
Blue Bell Overall Co.	Greensboro, N. C.	Overalls	Joseph E. Hanson Co., Inc., Newark, N. J.
American Aluminum Ware Co.	Newark, N. J.	Aluminum Ware	Joseph E. Hanson Co., Inc., Newark, N. J.
Dictograph Products Corp.	New York	Acousticon	Harrison J. Cowan Adv. Agcy., New York.
Marietta Concrete Corp.	Marietta, Ohio	Silos, Storage Bins, Brooders, & Maconco Building Block	Krichbaum-Liggett Co., Cleveland, Ohio
Virginia Lee, Inc.	Cleveland, Ohio	Greaseless Speed Make-up	Groesbeck-Hearn, Inc., New York
The Wood Shovel & Tool Co.	Piqua, Ohio	Molybdenum Shovels, Spades, and Scoops	The John S. King Co., Inc., Cleveland, Ohio
The Bromley-Shepard Co., Inc.	Lowell, Mass.	Women's Dresses	Albert Frank & Co., Boston, Mass.
The Henry S. Wampole Co.	Baltimore, Md.	Extract of Cod Liver Oil	The Quinlan Co., Chicago, Ill.
The Standard Drug & Sales Co.	Philadelphia, Pa.	Musclotone	The Quinlan Co., Chicago, Ill.
Ludlow S. Sherwood	Chicago, Ill.	Insurance	The Quinlan Co., Chicago, Ill.
W. G. Lloyd Co.	Chicago, Ill.	Adco Binders	The Quinlan Co., Chicago, Ill.
Watt Engineering Co.	Chicago, Ill.	Construction	The Quinlan Co., Chicago, Ill.
Philadelphia Lawn Mower Co., Inc.	Philadelphia, Pa.	Lawn Mowers	The Eugene McGuckin Co., Philadelphia, Pa.
Theo. Audel & Co.	New York	Educational Books	Robinson, Lightfoot & Co., Inc., New York
Ruby Lane, Inc.	New York	Chain Stores	The Lawrence Fertig Co., Inc., New York
Golden Rule Shoes, Inc.	New York	Shoes	The Lawrence Fertig Co., Inc., New York
Northwestern Terra Cotta Co.	Chicago, Ill.	Architectural Terra Cotta	McJunkin Adv. Co., Chicago, Ill.
Smith, Drum & Co.	Philadelphia, Pa.	Textile & Laundry Machinery	R. E. Lovekin Corp., Philadelphia, Pa.
Otto Engine Works	Philadelphia, Pa.	Stationary Diesel Engines	R. E. Lovekin Corp., Philadelphia, Pa.



BEGINNING
with the issue of March
7th, KEYED COPY will
appear once a month in
Advertising & Selling
as a department of ad-
vertising case-method
studies conducted by
Carroll Rheinstrom.

A handwritten signature in cursive script, appearing to read "H. C. daee".

Editor

The key to the study of effective advertising is not "How do you like it?" but "What did it do?"
KEYED COPY reproduces advertisements and tells the actual results with facts and figures.

THE NEWS DIGEST (*Continued*)

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS [*Continued*]

Name	Address	Product	Now Advertising Through
Mears-Kane-Ofeldt, Inc.	Philadelphia, Pa.	Gas Steam Boilers & Water Heaters	R. E. Lovekin Corp., Philadelphia, Pa.
Frederick Iron & Steel Co.	Frederick, Md.	Centrifugal & Diaphragm Pumps	R. E. Lovekin Corp., Philadelphia, Pa.
Auto-Prime Pump Co.	Cleveland, Ohio	Home Water Systems	Ruthrauff & Ryan, Inc., Chicago, Ill.
Protexwel Corp.	Chicago, Ill.	Waterproof Fabrics	Ruthrauff & Ryan, Inc., Chicago, Ill.
Medallion Modes	New York	Dresses	M. Spivak Adv. Agcy., New York
Anaklein, Inc.	New York	Dresses	M. Spivak Adv. Agcy., New York
Greater Insurance Exchange Building	Chicago, Ill.	Office Building	Albert Frank & Co., Chicago, Ill.
Harrell Laboratories	Chicago, Ill.	Neophen	The Quinlan Company, Chicago, Ill.
The Battery Equipment & Supply Co.	Chicago, Ill.	Battery Supplies	Frank M. Comrie Co., Chicago, Ill.

PUBLICATION CHANGES AND APPOINTMENTS

National Trade Journals, Inc., New York	Has been formed from the merging of the following magazines: Building Age & National Builder, Butchers Advocate & Market Journal, Canning Age, Cement Mill & Quarry, Motor Boat, Motorship, National Cleaner & Dyer, Oil Engine Power, Fishing Gazette and Sporting Goods Journal.
The American Girl, New York	Has appointed Harry E. Hyde, Philadelphia, Pa., as its advertising representative in the Philadelphia territory and south to Washington territory.
The American Girl, New York	Has appointed Hallett E. Cole, Pasadena, Cal., as its Pacific Coast advertising representative.
Children, The Magazine for Parents, New York	Has appointed Blanchard-Nichols-Coleman, Chicago, Ill., as its mid-western advertising representative.
Uusi Suomi, Helsingfors, Finland	Has appointed Joshua B. Powers, New York, as its advertising representative in the United States and England.
Svenska Dagbladet, Stockholm, Sweden	Has appointed Joshua B. Powers, New York, as its advertising representative in the United States and England.
Long Island Community Newspapers, L. I., N. Y.	Have appointed Roy Barnhill, Inc., New York, as their national advertising representative.
Nature Magazine, Washington, D. C.	Has appointed Blanchard-Nichols-Coleman, Chicago, Ill., as its mid-western advertising representative.
Star-Bulletin, Honolulu, Hawaii	Has appointed R. J. Bidwell Co., San Francisco, Cal., as its Pacific Coast Representative.

MISCELLANEOUS

John H. Smith Publishing Corp., New York	Name changed to Auction Bridge Magazine, Inc., New York.
Julian J. Behr Co., Inc., Cincinnati, Ohio	Has opened a new office at 93 Fifth Ave., New York. M. A. Abel will be manager of the office.
Kelly-Smith & Co., New York	Will open a new office in Atlanta, Ga. Joel Chandler Harris, Jr., will be in charge of the office. (Effective March 1)
Blanchard-Nichols-Coleman, San Francisco, Cal.	Has opened a new office in Chicago, Ill. Mr. Straud B. Galey will be the resident manager of this office.

NEW ADVERTISING AGENCIES AND SERVICES

Jordan Advertising Abroad, Inc.	11 West 42nd St., New York	Advertising	G. R. Jordan
Merchandising Art Service	31 E. 27th St., New York	Art Service	Dan Hassinger.
Maxwell Bauer, Artists	145 West 45th St., New York	Art Service	Maxwell Bauer

CHANGES IN ADDRESSES [*Advertising Agencies and Services, Publications, etc.*]

Name	Business	From	To
Chain Store Age	Publication	35 South Dearborn St., Chicago, Ill.	224 South Michigan Ave., Chicago, Ill.
Auction Bridge Magazine, Inc.	Publishers	30 Ferry St., New York	19 West 44th St., New York
Marschalk & Pratt, Inc.	Advertising	49 West 45th St., New York	369 Lexington Ave., New York
H. S. Howland Adv. Agcy., Inc.	Advertising	20 Broad St., New York	2 Park Ave., New York

NEW PUBLICATIONS

Name	Published by	Address	First Issue	Issuance	Page Type Size
The Atlantic Bookshelf	Atlantic Monthly Co.	200 Fifth Ave., New York	Feb. 15	8 times a year	5½ x 8 inches
Oriental Rug Magazine	Oriental Rug Magazine Publishing Co.	Fisk Bldg., New York	Jan.	Monthly	7 x 10 inches

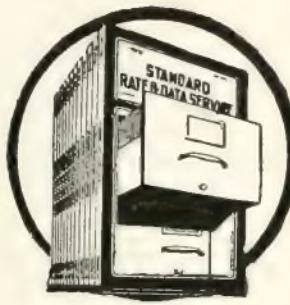
To Select the Proper Advertising Mediums—You Need **STANDARD RATE & DATA SERVICE**

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.

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

Published Monthly

—supplemented with bulletins—and covers daily newspapers, farm papers, general



magazines, business papers, religious and foreign language publications.

Confidence

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