

Price 15 cents

Advertising & Selling

Published Fortnightly



Photograph by "The News" New York

*March 7th
1928*

It's a pretty good guide to
**GRAVURE ADVERTISING
 VALUES**

when local advertisers, who read Chicago gravure sections and know intimately their artistic and news standards, place most of their gravure advertising in The Daily News.

T H E S C O R E

(Total local advertising in Chicago gravure mediums in agate lines for 1927).

THE DAILY NEWS ..169,091
Second Paper109,710

The Photogravure Section

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

YOU can sell the great Pittsburgh market with *one* newspaper. The Pittsburgh *Press* is overwhelmingly dominant. *Press* circulation is concentrated where you want it.

The Greater Pittsburgh territory is in an exceptionally sound condition. Pittsburgh prosperity is firmly rooted in its 3,415 industrial plants which are diversified among 259 distinct lines of endeavor insuring large and continuous payrolls.

Pittsburgh was one of the very few cities to increase in automobile sales in 1927 and indications point to a still bigger year in 1928.



SCRIPPS-HOWARD

Pittsburgh Press

A Scripps-Howard Newspaper

National Advertising Department
250 Park Avenue New York

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

So great is the circulation, so complete is the coverage and so powerful is the prestige of The INDIANAPOLIS NEWS that in 1927

447

National Advertisers*
used The NEWS
exclusively in Indianapolis

Numbered in this long list are scores of America's most successful merchandisers — keen judges of newspaper values and marketing factors who would unhesitatingly use *every* newspaper in Indianapolis were this a necessity to win this important market.

An adequate advertising appropriation *concentrated* in THE INDIANAPOLIS NEWS accomplishes maximum results with minimum advertising and sales cost.

*Medical advertisers not included.



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

Sticking to a Principle

"**H**OP into the sled, lad, and we'll get to town in a jiffy," said a father to his son as the elder man finished piling in the load of potatoes he was preparing to sell in a neighboring market. The boy did as he was told and the old bobsled drove away while a fond mother stood in the door of the little farmhouse waving farewell and trying to smile through the tears that coursed down her cheeks.

The young man was leaving the old home to make his way alone in that mysterious realm, business. He had completed a course in the near-by commercial school and after a seemingly hopeless search had procured a job from a merchant in an adjacent town. The owner of the store agreed not to charge the lad anything for being round and learning the business. After three months, if he had proved his worth, he was to receive the munificent wage of three dollars and a half a week.

This incident happened more than fifty years ago near Watertown, New York. The boy worked diligently and in less than three years had advanced to a salary of six dollars a week. Later he received ten dollars, and the road to success appeared to be straight ahead.

The germ of an idea had been working in the farmer boy's mind. Said he to his employer: "May I have a little space to use in trying out a scheme that will sell some of our old stock?"

"Go ahead!" replied the boss. "Let's see what you can do." Which remark gave birth to a plan that developed one of the world's greatest romances of business.

The following day the customers on entering the store were confronted with an odd sight. On a small serving table were all kinds of odds and ends.

Above the goods was a printed card which read, "Take your choice at five cents each."

Nearly every article was sold the first day, and the idea of selling a large assortment of goods at a fixed



THE FIRST TEN-CENT STORE

ating the stores that he gathered into one big company. Great factories are busy supplying these stores with millions of articles, and this industrial activity, giving employment to other thousands of workers, is even a more lasting monument to the poor farmer lad who had an idea than is the great Woolworth Building in New York, which bears his name.

I do not believe there is an achievement throughout the entire realm of American business that teaches such a pointed and forceful lesson as does the true story of the Woolworth accomplishment. The secret of the success of this outstanding commercial scheme can be stated in a few words, "Decide on a sound policy and stick to it."

The ten-cent store has survived all the economic storms since 1879. In periods when values soared, most businesses that were based on the policy of a fixed price either changed their plans or gave up in despair. But Woolworth stuck to his principle. Never once did he falter in the belief that greater success would come from selling an immense quantity of commodities with only a small profit on each article than from selling fewer goods at a high price. His purchases were in such volume that manufacturers could afford to sell their products to him at a heretofore unheard-of figure.

The manufacturer of a finger ring that retailed for fifty cents laughed at the suggestion of a Woolworth buyer that this same ring might be produced to sell for ten cents. The manufacturer was doing very well with the article and was quite satisfied with his sales of 450 dozen that year. However, the buyer kept at it and convinced the manufacturer that the plan was feasible. As a result, the company during the following year sold nearly a million of these same rings.

It means something to a manufacturer when a buyer comes to him and says, "I will agree to take twelve million yards of your curtain material each year." Or let us take the case of glassware. Imagine what it means to the fac- [Continued on page 44]

low price was launched and proved in a practical way.

A little later the clerk branched out for himself with the backing of his boss. The first five-and-ten-cent store was started in Lancaster, Pennsylvania. On the opening day thirty per cent of the entire stock of the new store was sold. The farmer boy had arrived. He had transformed a fanciful notion into a strict reality which eventually made him one of the rich men of the world.

He has passed on, but tens of thousands of people are now busy oper-



ARE YOUR BEST IDEAS THROWN NAKED TO THE STREET?

Your Story
in Picture
Leaves Nothing
Untold

YOU recognize the merit of your good ideas because you see them. Your public is visual minded too. Don't make it easy for the crowd to miss your point by rushing your ideas out before they are effectively clothed. Define their meaning with pictorial dress. Then your good ideas are no longer naked orphans. In magazines, newspapers—in all of your printed sales efforts—your good ideas can be made effective ideas with the intelligent use of photo-engravings. 'Phone the nearest member of the American Photo-Engravers Association today. He can help give your worth-while ideas effective graphic appeal in print.



No. 3 of a series illustrating the versatility of the zinc etching

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO

Assists to Prompt, Remind, Suggest

IT is advertising's business to prompt, remind, suggest and be constantly about this business. Mediums in which advertising is carried cannot by themselves directly assist at the job, except as they provide a vehicle for this prompting, reminding and suggesting. But they can indirectly help by being wary of injecting into the editorial and news content anything that bombshells the advertiser's position.

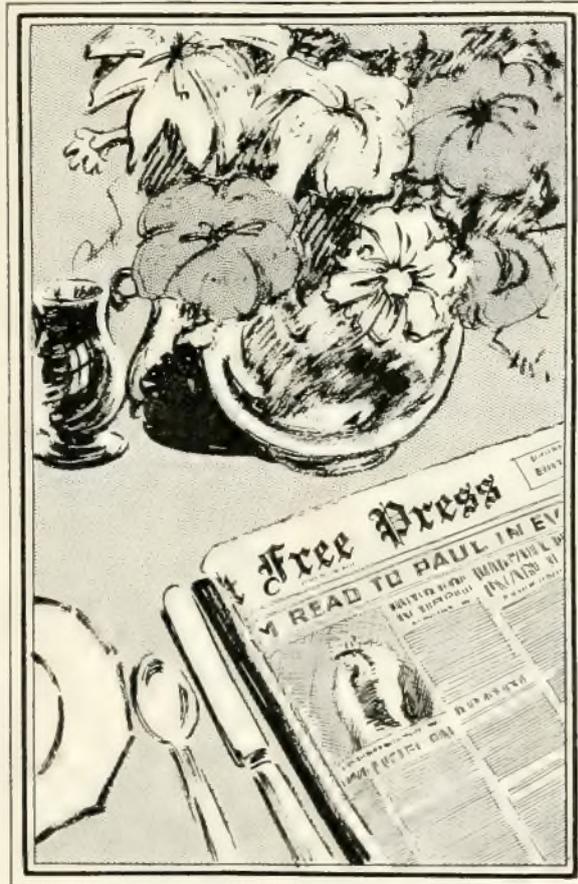


The Detroit Free Press does not deliberately seek through its own columns to belittle selling messages in advertising in presenting the grist that comes from the world's mill.



The columns of this newspaper are clean,

orderly ranks that assist, not insist; that speak modestly yet forcefully in their news content without whittling away any attention value the advertiser has sought to create. It is so easy to be otherwise. To dress up journalism and set it



walking down the street standing on its head so to speak for attention's sake.



Agate lines in The Detroit Free Press are enhanced in their business of prompting, reminding and suggesting in the Detroit market by excluding as companions, the bizarre element in news presentation. Here the advertiser is literally next to reading matter, not "reading smatter", and advertising prospers accordingly.



Coupled to journalistic restraint advertisers secure through The Detroit Free Press a circulation coverage embracing every other home in the entire Detroit market, representing practically every household to be deliberately sought as a sales outlet in any advertising set up.

The Detroit Free Press

Verree & Conklin, Inc.

NEW YORK

CHICAGO



National Representatives

DETROIT

SAN FRANCISCO

SING A SONG OF SANDBURG

ON A SIDE-STREET in Dubuque an old lady is hollering
"Fish." . . .
Four Italian piano-movers in Peoria, Illinois, have
corns. . . .
Tank towns and cities full of fish, piano-movers and
the dreams of big-muscled buckos waving lanterns in
the freight-yards at night—
And so it goes.
But in New York, high, high above the roofs and the
Camel cigarette signs
In sleek offices, lynx-eyed young men are writing adver-
tisements for THE NEW YORKER.
Automobiles, silk hosiery and hats, lingerie and perfumes,
cigarettes and table waters, Park Avenue apartments
and modern furniture, all the luxuries of metro-
politans.
Advertisements that are different because New York is
different.
New York is indifferent—indifferent as a black cat gorged
with chopped liver.
New York is an oyster
But rich meat and pearls are for those who can open
this hard-shelled city.
You can open it, Brother.
Get your advertising men busy on some advertisements
for THE NEW YORKER.
Tell the right crowd at the right time in the right place—
That's the stuff.

Tune in now!

with the newspaper that is
Portland's **FIRST** Advertising buy!



Over fifty per cent of Portland's homes have radios. KGW, The Oregonian's radio station, has an audience of over a million people.

RAUDIO advertisers — who check today's advertising by tomorrow's sales — published more space in The Oregonian during 1927 than in all the other Portland newspapers combined. And this is but a repetition of the leadership in radio advertising which The Oregonian has maintained for the past six years — ever since radio became universally popular.

The Oregonian's radio station KGW is the outstanding station of

the Pacific Northwest. Eighty-five per cent of all Portland people who own radios prefer KGW to all other stations

(from a new independent survey). And sixty-seven per cent of Portland's radio owners prefer The Oregonian for radio news.

Here is an unbeatable result-getting combination for radio advertisers. *Tune in now* with the newspaper that is Portland's *first* advertising buy.

*Radio Advertising in
Portland during 1927*

| | LINES |
|--------------------|---------|
| The Oregonian..... | 256,060 |
| 2nd Paper..... | 108,710 |
| 3rd Paper..... | 56,490 |
| 4th Paper..... | 30,114 |

The Oregonian

PORTLAND, OREGON

The Great Newspaper of the Pacific Northwest

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

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

THE GREAT NEWSPAPER OF THE PACIFIC NORTHWEST

MOLLOY MADE



"Let Me See It When You've Finished"

THAT'S the inevitable reaction when your book is bound in Molloy Made Covers! It fairly radiates importance, and it looks so mightily interesting that a waiting list is immediately formed. And as it makes the rounds, the high spots of your message are stamped on the minds of the very men you wish to reach.

Such attention-power is only one advantage attained through the use of Molloy Made Covers. After its travels around the office, your book returns, perhaps, to the desk of the purchasing agent. He may place it, for quick reference, in a bookcase with other books. But there its salesmanship is strongly in evidence, for it stands out from the multitude of competitors' books like a Rolls-Royce in a wrecking yard, calling your name and product to instant attention when need arises.

Or, suppose its mission calls for active duty in a machine shop, a garage, or a foundry—where conditions in no way resemble a modern library—where hands are dirty, and your parts catalog or instruc-

tion book is more liable to be thrown about than to be treated carefully. Then your Molloy Made Covers demonstrate the stuff that's in them—the waterproof coating which is easily cleaned—the tough, wear-proof base which holds your book together through any kind of treatment.

Industry and commerce alike sound the praises of Molloy Made Covers—a chorus of glad salesmen accompanied by the deep bass of wheels busy on increased production. Join in the song—you'll find the words in the new Molloy booklet which we'll be glad to send if you'll pencil a note on your letterhead.

And if you care to send us detailed information about the book you are planning, you will receive samples, a sketch suggesting the appropriate cover idea, and an estimate of what it will cost in the quantity you specify. Our successful experience is entirely at your disposal—no obligation is involved. Let us hear from you!

and **MOCOTAN** for full-flexible covers

In addition to Molloy Made Covers, we offer this new Molloy material, which makes possible many effects not hitherto obtainable. Requires no backing and cannot fray at the edge.

Full flexible covers, embossed and colored after the manner of artificial leather, of a substance which takes wire stitching perfectly. For important booklets, pamphlets, proposals, or portfolios, covers of Mocotan insure the attention you desire.

Samples furnished on request, with full information as to the adaptability of Mocotan to your purpose.

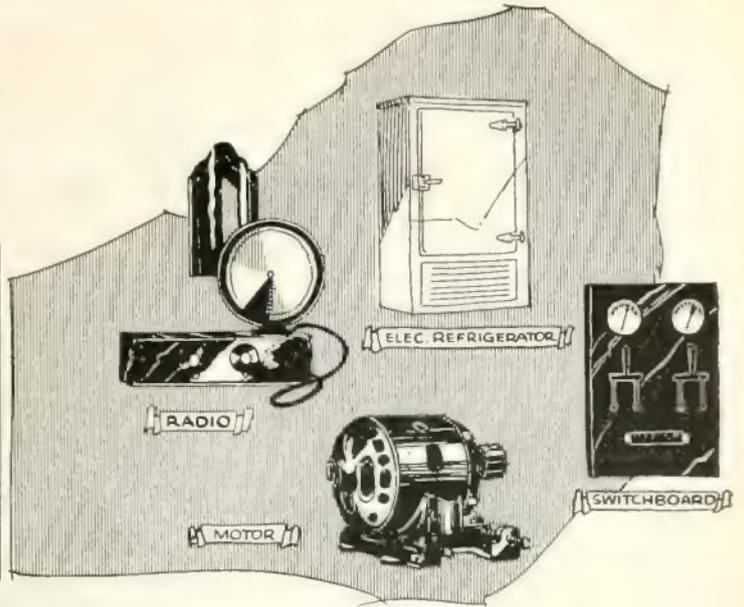
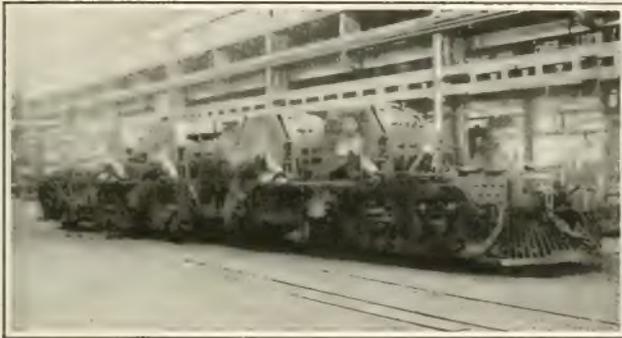


**Commercial
Covers
for
Every Purpose**



The
**DAVID J. MOLLOY
Company**

2863 North Western Avenue
CHICAGO ILLINOIS



Electrical Manufacturers

turn to American Machinist for information
in matters of

design . . . production . . . plant operation

BECAUSE *their products are made almost entirely from metals!*

And the production men and engineers in charge of the manufacture of electrical equipment, be it for generation, distribution or appliances are confronted with problems regarding jigs and fixtures, or heat treatment of parts (*design*) also with problems in material handling (*plant operation*) . . . then again, it may be a question on machining or grinding parts (*production*.)

In this day of keen competition when the

constant cry is "Lower Production Costs" . . . you'll find these men turning to the pages of American Machinist for information on the subjects mentioned above . . . in fact, they have for over 50 years.

While the electrical manufacturers represent but one of the group of metal-working industries, you'll find that one industry learns from the performance facts of another. That is why the electrical group is so strongly represented in the circulation of American Machinist . . . both plants and type of men.

A·B·C

American Machinist

A·B·P

A McGraw-Hill Publication

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

To Select the Proper Advertising Mediums—You Need

STANDARD RATE & DATA SERVICE

It gives up-to-the-minute information on rates, discounts, color and cover charges, special positions, classified advertising and reading notices, closing dates, page and column sizes—and circulations on publications in the United States and Canada.



magazines, business papers, religious and foreign language publications.

Confidence

Every great business enterprise, that has endured over a span of time, has been founded upon—and has prospered through—the confidence of those comprising the market to which it sought to sell its merchandise or service—confidence in honor, intelligence, appreciation and goodwill!

The rate-cards and circulation statements are practically duplicated and placed in one convenient volume.

Published Monthly

—supplemented with bulletins—and covers daily newspapers, farm papers, general

During the short span of eight years STANDARD RATE & DATA SERVICE has done what it has taken other successful institutions many years to accomplish.

(TEAR OFF ON THIS LINE)

Special 30-Day Approval Order

Standard Rate & Data Service,
536 Lake Shore Drive,
Chicago, Illinois.

.....192..

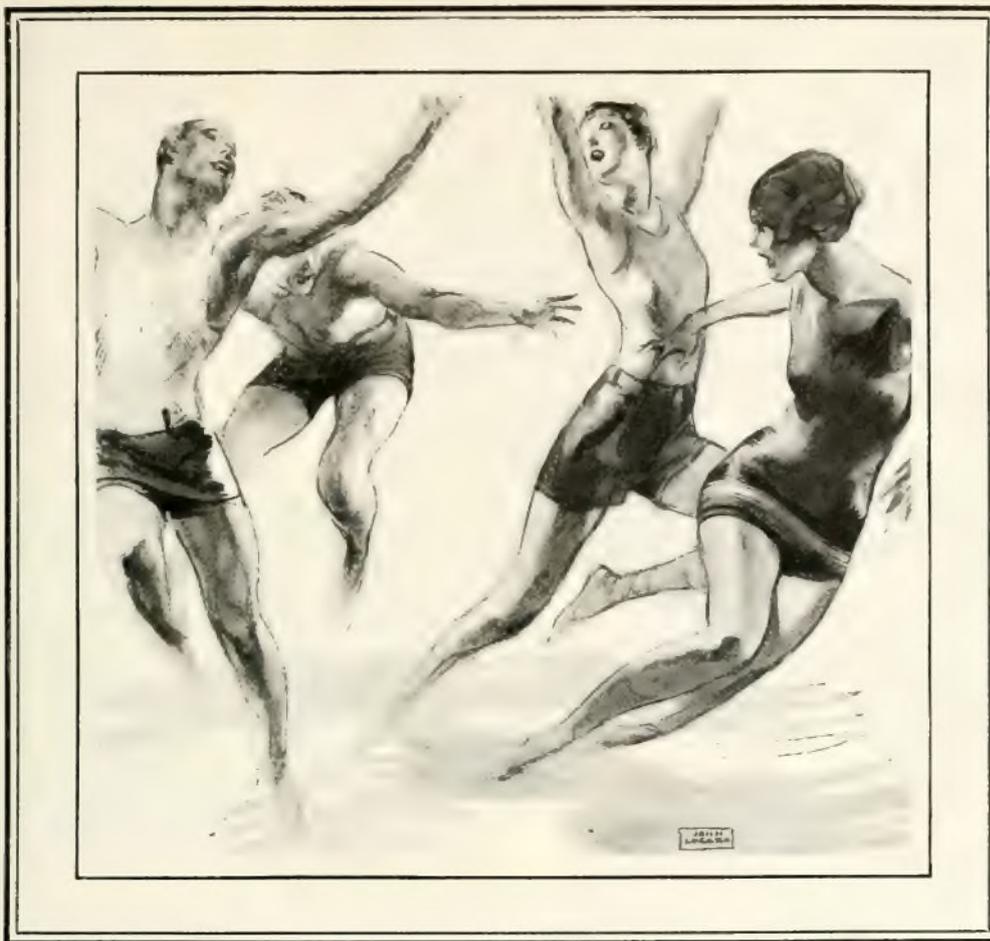
You may send us—prepaid—the current number of Standard Rate & Data Service, together with all bulletins since it was issued, which we are to have the privilege of using 30 days.

If we are not convinced of the value of this Service at the end of that time, we shall return the issue and our obligation is ended. Otherwise, you may consider us subscribers and send a revised copy each month for one year. The Service is to be maintained by bulletins issued every other day.

Firm Name Street Address

City State

Individual Signing Order Official Position



Courtesy A. C. Spalding & Bros.

Good drawing makes life, movement, all-authentic looking, and the resultant emotion that is aroused in the person that sees it is, in proportion, more profound and comprehending. In photography this truth is half realized, but only a real artist can grasp the actual pitch of movement and compose figures into that momentary vision that an eye may catch—but a camera, never.

A

ROMANTIC-REALIST among American illustrators, John Lagatta seems most aware that human

beings have substance as well as linear form—that they have flesh, bone and dimension and that the whole marvellous mechanism works or rests in compositions of beautiful curves and rhythms.

Illustrators have guessed at human colorfulness and many have seen the human form and the play of it through no frugal spectrum. Some gifted illustrators have combined superb drawing with gossamer delicacy in their interpretations of romantic illustration. Others have fol-

JOHN LAGATTA

lowed a rule that male types must be rocklike, angular and cynical while female types must be bloodless, rougelipped, wistful, delicately rounded (in two dimensions) and a "bit of innocent" blended, paradoxically enough, with a touch of wistful seductiveness.

The types of John Lagatta, however, are substantial in lovely gracefulness. They are so substantial that each

accent of drawing seems to grow from a voluptuous appreciation. And yet the creature that comes to



life on the drawing board bears the unmistakable marks of blue blood and the social register. (This is important to the advertiser.) Also this fact, that the artist's sensitiveness to muscular beauty is too vital to be hidden beneath the beautiful silks and textures he drapes them in, makes John Lagatta an outstanding figure in fashion illustration.

THE WALKER ENGRAVING COMPANY

MEMBER AMERICAN PHOTO-ENGRAVERS ASSOCIATION

A weak sentence may unbalance the thought of an argument, a weak link make valueless the strongest chain. The result of a miscarried color theme in the engraving may not always be, for practical purposes, as devastating. But for the careful artist,



who views each effort as his creative child, the dimming of even a microscopic highlight must be guarded against. Respect for the intelligence of the creative artist is the foundation of good engraving.

NUMBER TWENTY-EIGHT OF THE SERIES WILL BE HENDRIK VAN LOON

If Circulation Is the Key to National and Local Advertising

—and it is—

Do Publishers Pay Enough Attention to Their Circulation Departments?

When competition cuts in, it hurts principally through circulation.

When a publication loses, it is usually through circulation troubles.

There is nothing more vital to a publication's sustained success than the building of circulation upon a basis that will endure all tests of investigation and of time.

A newspaper, if it will, can pioneer for its community and draw trade for its merchants from a radius impossible without the newspaper's incomparable influence. Indeed, if one newspaper does not assume that responsibility, the time comes when competition forces the issue at sometimes prohibitive cost.

All circulation costs money, but the costliest by far is the kind that does not stick.

No investment can yield a publisher handsomer returns than a permanent circulation manager of exceptional ability and sterling character.

E. Katz Special Advertising Agency

Established 1888

Publishers' Representatives

NEW YORK
CHICAGO

DETROIT
ATLANTA

KANSAS CITY
SAN FRANCISCO

[[The Hour When the Whole World Reads
Is the Hour of the Morning Mail.]]



“Halt-Power” Added to Letters by Using Pictures as well as Words

WHAT is the first thing that you look for in a photograph? Your picture. To everyone the most important thing is himself. It is this personal element that makes letters the most productive of mail matter.

Those who rely entirely on the power of words have made amazing sales records. But how much more effective it usually is to add to the power of words the power of pictures—not just illustrations in a folder or booklet attached, but to illustrate the letter itself—to put the whole story “under one roof” for immediate action or ready reference.

Those who plan direct mail matter are making wider use of illustrated letters. In test after test, the illustrated letter has outsold those not illustrated.

One concern which sells entirely by mail (orders ranging from \$100 to \$1000 each) had two offerings to make. Both were illustrated and described on the inside of the four-page letter, but only one was featured in the typed message. But it so happened that the one which received no mention on the first page was the item which met popular need at that time.

This secondary offer turned what would have been an unprofitable mail campaign into a profitable one.

If you prefer facts and not fancies—if you keep your eye on results, make the experiment on your next mail campaign. Find out for yourself. It may be the means of far greater returns from your investment in printing and postage.

Until Two-Text was invented, there was no paper that exactly met the needs of the illustrated letter. Bond papers were not practical for fine screen color printing, nor were they sufficiently opaque. On the other hand, if coated papers were employed, they lost the “letter-feel” which bond paper alone seems to give.

In Two-Text was combined for the first time a real bond paper for the typewritten message, with a coated surface inside, on which could be printed the finest screen halftones. It has the folding qualities of the best folding-enamel—does not crack and is opaque.

If you are interested in better results from sales letters, let us send you the Handbook containing sample sheets all ready for the layout man’s pencil and specimens of successful jobs. Standard Paper Manufacturing Company, Richmond, Va.

TWO-TEXT ILLUSTRATED LETTER PAPER

Made by the makers of Ink-Thirsty Standard Blottings

LAST YEAR the *April* issue of
Delineator

showed an increase in advertising
lineage of 31% compared with the
corresponding issue of the year be-
fore...while this *April's* Delineator
shows an increase of

40.2%

compared with last
year's April issue



For every month more
and more advertisers are
recognizing the value of

Delineator

Advertising & Selling

MORE THAN 10,000 CIRCULATION

VOLUME X

March 7, 1928

NUMBER 10

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Would-Be Wallopers Take Notice!

“I SHALL be very much interested to see it in print and to read the wallop I shall undoubtedly get for it!” writes Harry R. Wellman, author of the leading article in this issue, “Isn't It Time to Revise Our Views on Price Maintenance?”

Mr. Wellman is Professor in charge of Marketing at the Amos Tuck School of Administration and Finance at Dartmouth, a position he has held since the war. In addition to his collegiate work he has been sales consultant during the last eight years for over twenty concerns. He was at one time advertising manager and later Vice-President in charge of Distribution for the Walter M. Lowney Company, Boston.

Prospective wallopers are warned that all bouts will be no-decision and will be strictly under Marquis of Queensberry rules.

M. C. ROBBINS, *President*

OFFICES:

J. H. MOORE, *General Manager*

9 EAST 38TH STREET, NEW YORK CITY

Telephone: Caledonia 9770

Member Audit Bureau of Circulations and Associated Business Papers, Inc.

New York: F. K. KRETSCHMAR, Eastern Manager. 9 East 38th Street. Caledonia 9770.

Chicago: JUSTIN F. BARBOUR, Western Manager. 410 North Michigan Boulevard. Superior 3016.

Cleveland: A. E. LINDQUIST, Middle Western Manager. 405 Sweetland Bldg. Superior 1817.

New Orleans: H. H. MARSH, Southern Manager. Mandeville, La.

Subscription Prices: U. S. A. and Possessions and Canada \$3.00

Foreign \$4.00 a year.

15 cents a copy

Copyright, 1928, By Advertising Fortnightly, Inc.

When Business Checks The Advertising Results

HIGH SPEED ADVERTISING must do its share in taking care of high speed production—or profits begin to sink. In these days of keen competition manufacturers demand a quick return on their advertising investments.

How do you check your advertising results?

One manufacturer of a three dollar article, who keeps a careful record of his advertising income, writes us as follows: "Our full page advertisement in the December 24th issue (of Collier's) was one of the most successful we have ever run . . . We have already received enough business—in less than three weeks—to cover all our costs. And as orders are still pouring in, the direct profit will be quite substantial."

Another advertiser tells us that a page in Collier's brought in \$10,186.50 worth of cash orders on a \$5.50 product in equally fast time.

This is one way to check advertising results—and it's a valuable one. But what of the manufacturers whose advertisements are not designed to pull enquiries or direct orders?

For them there is the most truthful and fundamental measurement of all—the test of editorial interest and response.

Applying this test to Collier's you find, for example, that in 17 weeks a single editorial feature brought in more than 201,000 letters from readers.

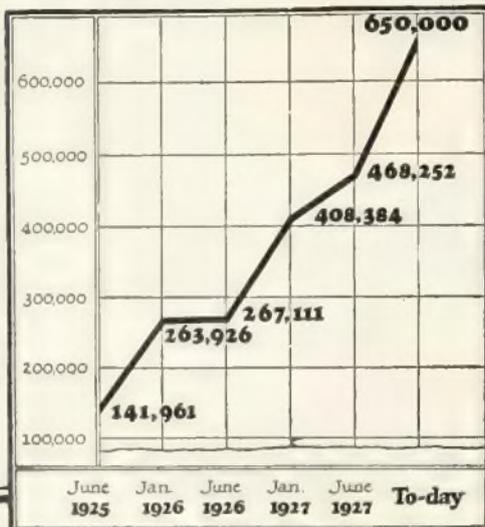
And that a recent Collier's article by Roger W. Babson struck such a responsive business chord that in six days manufacturers and advertising agents telegraphed and wrote for 103,359 reprints of it.

Such facts as these show the thoroughness and interest with which Collier's is read—and therefore they write a guarantee of quick and substantial return into every advertising investment in Collier's. Furthermore they have put a new phrase into sales conversation—"Use COLLIER'S for Action!"

**THE CROWELL PUBLISHING COMPANY
NEW YORK**

Today Collier's offers advertisers a total circulation of more than 1,600,000 with over 650,000 on the newsstands. Advertisers who ordered 1928 space—last year—are getting a circulation bonus of a quarter million to a half million families per issue.

Collier's Newsstand Growth



Advertising & Selling

FREDERICK C. KENDALL, *Editor*

L. B. SIEGFRIED, *Associate Editor*

Contributing Editors: EARNEST ELMO CALKINS H. A. HARING KENNETH M. GOODE G. LYNN SUMNER
JAMES M. CAMPBELL MARSH K. POWERS RAY GILES FLOYD W. PARSONS N. S. GREENSFELDER

VOLUME X

MARCH 7, 1928

NUMBER 10

Isn't It Time to Revise Our Views on Price Maintenance?

HARRY R. WELLMAN

Professor of Marketing, Amos Tuck School, Dartmouth College

THAT robust perennial, Price Maintenance, is with us again. Pages of opinions are being written in Washington where hearings on the Kelly-Capper Bill are soon to begin. The ancient and honorable proponents of the measure are emptying fountain pens in its favor and defense. Arguments that were sound, back in the palmy days of over-demand, are loudly proclaimed as the way out from our over-supply of today. No wonder the legislators are befuddled. There are as many articles on the subject as there are trade journals. Most of these are aimed at the evils of price cutting, but to date none of them have defined price cutting from the 1928 viewpoint of the public.

Price cutting certainly is not new. "Cheap John's" and "Cheap Charley's" flourished at the end of the Civil War. When the over-supply of merchandise was consumed, this type of store passed out of the picture. But with the continuous over-supply of merchandise since 1920, we

have seen the descendants of "John" and "Charley" doing business at the old stand and their methods applied to almost every type of retail establishment.

Price cutting, therefore, has become more and more common. But with

the slow but sure return of normal conditions between supply and demand, price-cutting will become of less and less importance. It is but natural, however, for the price protectionists to want to hurry the process a little—and secure price protection if they can.

What do they want price protection for? Because cut prices injure the article on sale and, in turn, injure the manufacturers. The theory is that the public will lose confidence in the article and in the integrity of its maker. It's a good theory; but much water has run under the bridge since 1865, and many new merchandising ideas have floated down the stream and have been accepted by the public.

Let us approach this subject as sanely as we can, without prejudice and with no preconceived notions. If we do this, we will come inevitably to the fact that all argument against price cutting is based on the opinion that it injures the article *in the eyes of the public*. This would seem to establish the



Courtesy "The News," New York

"Today the public is buying commodities in far greater volume than ever before and at exactly the service price it wishes to pay. The public has ceased to see any harm in lower prices based on less service, and therefore the product is not injured. Why, then, should we have more price maintenance legislation for the commodity field?"

common agreement that whatever injuries may result from price cutting come from the point of view of the consumer, not the manufacturer or the retailer. Our second step should be to determine just what the public now thinks about it, in order that we may prove, or fail to prove, our "injury" argument.

For the sake of getting down to cases in understandable language, it might be well to break down all merchandise into classes and to discuss each class as a unit. Taking commodities first, just what bad effect is price cutting having on tooth paste, shaving cream, cereals, soap and other commodities? And the answer is, not much—not so you could notice it.

When price cutting started, it cer-

tainly was a novelty and it certainly was harmful. Chain stores were novelties, too; bargain basements were still far in the future; sales and sales and sales were not regular fixtures of department and other stores. Shoes were shoes. Drugs were bought in drug stores. Nearly all hardware stores carried at least one nail, and a clothing store, selling on the installment plan, was located somewhere near "Joe's place" with a strong arm sidewalk artist to "create demand."

Today we have stores whose prices are scaled exactly to the amount of service required in getting the goods to the consumer. The Piggly-Wiggly stores operate on the cafeteria plan, with the lowest known overhead charges in the world. The average

drug or tobacco chain is a chain of cash stores where the overhead is reduced to an irreducible minimum and where economies of operation are scientifically worked out to the last cent. The cash market prices its merchandise on one delivery a day. The A. & P. has no delivery and no other service feature as yet.

The service store charges include carrying the account for 30 days, a telephone service, and delivering anything you want at any time you want it, from a yeast cake to a ton of coal. This situation is not limited to larger towns and cities. Take the average grocery business in towns of 5000 and a lot that are less populous. The first store, where the steady incomes trade, charges 25 [Continued on page 56]

These Self-Starting Rumors

ROY S. DURSTINE

THERE seems to be something about the advertising business which lends itself to the wide and care-free circulation of rumors. Frequently—usually, in fact—the basis of these rumors may be nothing more than a haphazard remark. But the pebble is cast and the ripples spread.

An agency sends out a new type of copy for one of its clients.

"That's mighty different copy that So-and-So is putting out in its new campaign for the A B C Company, isn't it?" says some one.

"Yes," is the reply. "You might almost think that another agency had taken over the account."

The idea that one agency may hit a radical change of pace is something which calls for a leap in imagination too great for many minds to take. If they have heard a famous singer sing a certain song, they always want him to sing that same song. If a popular actress has played adventuresses, they want her to keep right on being adventurous. They like to have things stay put.

So these two men go their ways and the next time it's like this:

"Interesting-looking stuff, that new advertising of the A B C Company, isn't it?"

"So-and-So still handling it?"

"I suppose so. Still, you never can tell. It's certainly different."

It never seems to occur to any one that a reputation is being tossed around with as little thought for the reputation as a pan-cake flipper in Childs window has for the pan-cake she flips.

And then it's only a matter of two or three conversations later when you will hear: "Too bad about So-and-So's losing the A B C account."

"Have they lost it?"

"Haven't you seen the new campaign?"

After that, they're off!

In and out of agencies go representatives who need something for their small talk before they settle down to tell their own stories. Over luncheon tables men are exchanging the gossip of the business. Everybody naturally likes to appear well-informed.

A story of an advertiser changing agencies is much more exciting than a story of a satisfied advertiser. It's the divorces that get the newspaper headlines. There is no news in domestic happiness.

Presently the tipsters begin calling up their favorite agencies. Then the A B C Company is besieged. Telegrams come in droves. Solicitors for other agencies arrive. The telephone is busy. The directory people ask for verification. *Printers' Ink* and *Advertising & Selling* are the only ones who take the trouble to call up the A B C Company and the So-and-So Agency to get the facts. Nobody else asks the agency. But everybody tells it the news.

After a few weeks some one may say:

"I thought you said the A B C Company had taken its account away from the So-and-So Agency."

However, nobody pays any attention to that. Every one is too busy saying:

"But did you hear that the X Y Z Company is leaving Such-and-Such?"

Cutting Down the Time Losses in Salesmanship

FRANK L. SCOTT

THE executives in a plant manufacturing a food specialty had been meeting to discuss the reduction of overhead. As they talked, each one brought out ideas which, when put into operation, would enable the plant to produce more during the year without addition of either personnel or manufacturing equipment.

Then came the turn of the sales manager. He said, "My plan for the year is to find a way to show the salesmen how to make an average of one call more per day. With fifty-one salesmen that will make fifty-one more calls a day for the whole force. It will be equivalent to adding two or three men to our selling staff with practically no added cost." He then went on to show how he expected to reach his goal. Some of his ideas, together with others will be set down here. To paraphrase Ben Franklin.

"Time is the stuff that salesmanship is made of." There are other ingredients, of course, but a well laid out week's work can mean so many more calls that the effort to conserve time is worth what little space we will give it. In the effort to make the most of the salesman's time, here are some points which may prove useful.

I.

Complete selling equipment in compact form. The selling equipment supplied to many salesmen is too much like the well known Topsy who "just grew up." At some point in the history of the sales department a basic sales manual was prepared. As time went on it was discovered that something had been forgotten and some-



Photograph by Arthur Blanc

"My plan for the year is to find a way to show the salesmen how to make an average of one call more per day. With fifty-one salesmen that will make fifty-one more calls a day for the whole force. It will be equivalent to adding two or three men to our selling staff with practically no added cost."

thing else had been inadequately developed. New items were added to a line. Changed conditions made certain sections of the old manual obsolete.

Then came supplementary folders, loose sheets, new pamphlets, and at its worst a batch of supplementary literature that could not be put together compactly or in order. It was time to save time by throwing out the whole mess and starting fresh with a new, compact and complete sales manual.

The salesman's time and the buyer's attention are too precious to be wasted while the traveling man fumbles around in search of the data that may be needed to answer some important question.

II.

Sales equipment under the hat. A step beyond the preceding is for the salesman to know his stuff so well that he rarely needs to refer even to his compact manual. For this reason those salesmen who are the best time conservers are great hands at studying their selling material at odd moments, and refreshing their memory so that there is a minimum of hunting around in reference books when the sales contact is actually made.

III.

Planned work, per week and per day. Too many salesmen simply have a vague idea as to whom they will call on next week or even tomorrow. The salesman may declare, "Oh, I know exactly whom I will call on next week," but to put down, day by day, actual names and dates is to hold the goal more definitely in mind and thus make its achievement more probable.

IV.

Time waste! while waiting. One of the most effective salesmen I ever knew said that he owed his success to the simple expedient of using his time spent in waiting for admission to a buyer's office to plan in a rough way the *next* call he would make. He said, "To wait in idleness until the buyer can let you into his office is at best wasted time. And I think that most salesmen are like me in that the act of cooling one's heels is apt to take the selling spunk out of you. Planning your talk to the man you are just about to see is apt to rob your approach of spontaneity. And that's no time to plan your talk anyway, because you

may have no wait. But thinking about a call on someone else keeps your mind active and gets it off the possibility of your defeat in your visit with the man you are waiting for. During long waits I may plan three or four calls. At all events it never pays to waste these moments in idleness."

V.

Refer to live record cards. By

planning the day's calls definitely and referring to notes on the last call to the same customer, the salesman may get off to a quicker and more intimate start. Thus the salesman going to see John Smith, refers to his John Smith notes which were made after the last call. Instead of entering with a general approach, he may find that he says, "The last time I was here, Mr. Smith, you [Continued on page 48]

for those from which he buys is by using his influence against the purchase of needless varieties of material.

The other important element of manufacturing cost is the material cost, which of course depends largely upon the price paid for material. Keeping that down has always been a function of the purchasing agent.

The plan of hammering the price down by shrewd bargaining tactics, even to the point where the sellers sold at a loss, is uneconomic and shortsighted.

The farsighted way is to help the suppliers achieve mass production.

The three principal ways in which the buyer can help his suppliers to get into mass production are:

1. By buying as few varieties as possible.
2. By assuring a trustworthy supplier of an outlet for a certain part of his production. This enables him to install modern cost cutting equipment and to plan his production to the best effect.
3. By sending efficiency experts into his plant to show him how to effect economies through scientific management.

The New Responsibilities of the Purchasing Agent

EDWARD A. FILENE

President Wm. Filene's Sons Company, Boston

SOME of the best minds in American business are concentrating on ways to eliminate the wastes in production and distribution to the end that the price asked of the ultimate consumer may be as low as possible.

It is not enough that the business man eliminate the wastes in his own business; he must do all he can to help others eliminate their wastes.

Any one who allows a preventable waste to exist is in effect a more or less serious obstruction in the distribution stream. Such obstructions will sooner or later be removed by the competition of more efficient concerns—that is to say, by the businesses which make full use of mass production and mass distribution.

The buyer, whether for a factory or for a merchandising concern, has a most important part to play in eliminating waste, and in helping his concern to get on a mass production basis.

There are two principal ways he can help:

1. By helping his own factory to eliminate wastes, or if he be the buyer for a merchandising concern, by buying goods which will not only sell, but also bring the purchaser back to buy again.
2. By making it possible for those from whom he buys to achieve mass production, so that they can reflect their savings in the prices he pays for their goods.

Great improvements are constantly being made in machinery and equipment. The most efficient concerns are those which are quick to adopt proved labor saving devices, so that they may profit from even slight reductions in

cost. Unless the buyer keeps on the watch for all inventions and developments which might conceivably improve the efficiency of his concern, he



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is not performing one of the important functions of his job. Using a material which is poorly suited to its purpose often causes high costs.

Many of the larger concerns maintain research laboratories for the purpose of testing and improving materials and processes. The aim may be to find materials which will improve the product, which will be cheaper in the first cost yet suited to the purpose, or which will be cheaper to process in the factory.

Another way the buyer can reduce costs not only for his own concern but

PERHAPS you may feel that my suggestions apply well enough to the man who controls the placing of very large orders—who has big buying power—but that for the small concern they offer little, if any, opportunity. It may sound brutal, but I am convinced by my observations and studies, both of the business with which I am actively associated and of other successful businesses, that the small business which remains small is doomed. The only possible exception is the concern which makes highly styled specialties—and certainly not more than 15 per cent of all production is of that sort.

For all of the staple, and most of the luxury goods, mass production and mass distribution are essential. The small concern can not successfully compete with those which have adopted mass methods.

But I do not suggest that the small concern should supinely give up the struggle. Nor do I advise it to go after the small amount of specialty business, in the effort to avoid competition.

Let it rather try to compete. The concern which courageously and intelligently meets competition will be forced into mass production—to its own lasting good.

Portions of an address delivered before the New England Purchasing Agents Association.

WHAT FAMOUS PEOPLE
WOULD HAVE SAID
ABOUT MARLBORO

"Always before a famous
battle I calm my nerves
with a MARLBORO"



Whether or not your battles are as famous as Napoleon's—you'll be strong for Marlboro from that first satisfying intake of mild, blue Marlboro smoke.

Philip Morris—none other—did it! With the rich, warmly-flavored Turkish he blended Virginia's best leaf—and discovered Marlboro. His bold, scarlet signature across the front of the distinctive black-and-white package marks the man who carries one as a wise, contented smoker.

Marlboro is a cigarette that really achieves mildness—yet with enough sparkle to remain interesting every hour of the smoking day. Buy a package today.

20 for 20 cents

MADE IN U.S.A. BY PHILIP MORRIS INC., NEW YORK, N.Y.

MARLBORO

CIGARETTES

Mild as May

ALWAYS FRESH - WRAPPED IN HEAVY FOIL

were probably more amused than we were surprised.

But what of the public? What does that great American mystery think, if at all, about the matter? So far its reaction *pro* or *con*, and possibly its entire interest in the wide-spread controversy, has been negligible.

It is difficult, however, to maintain a happy apathy in the face of tastily scandalous revelations, and such are beginning to find their way into print. Already the story of the beloved Babe Ruth's miraculous feat in reporting an important baseball game while he was lying unconscious in a hospital many miles off has received a place in the limelight. It is so good a story that it will probably do more toward awakening the public to the ubiquitous presence of the ghost writer than did the illuminating exhibit held a few years ago by the Department of Health of the City of New York, in which writers figured prominently who were ghosts indeed. The display consisted of testimonial patent medicine advertisements of a type that has happily passed from the pages of reputable publications. Beside each advertisement the Department, with grim taciturnity, hung the death certificate of the enthusiastic testifier. In most cases the date on the testimonial was but a little ahead of that on the certificate.

If we are going to require the indorsement of ghosts before we can be persuaded to unbend enough to buy something, let us at any rate have real ones, though they need not be quite so morbidly realistic as those featured by the Department of Health. And why confine ourselves to the "Almanach de Gotha," "Who's Who on the Stage," or the smalltown directory for the smiling faces and illegible signatures that will lure the pennies out of the pay envelope?

At any rate, we should all be grateful to Marlboro for having at last prepared a testimonial advertisement which is thoroughly honest, and for having consequently made a patent absurdity appear more absurd still. Their campaign is appearing in a number of periodicals, and has attracted much favorable comment.

Incidentally, the idea behind it was good enough to enable a Middle Western agency—The Homer McKee Company of Indianapolis—to come into New York City, where agencies are already fairly numerous, and go home with a cigarette account.

The Ghost Comes into His Own in Testimonial Advertising

H. G. WEEKES

A BOOM of appreciable proportion is expected to launch itself at any moment in the ouija board industry. For with the initial appearance of the present Marlboro Cigarette campaign the ghost has finally come into his own in advertising, and soon the séance profession, which has been slightly dormant of late, may find itself an important participant in advertising activities. It had long been suspected, of course, that ghosts might be playing some part in certain types of publicity work, but their presence had never before been quite so frankly admitted. Now,

at last and finally, the shroud has been torn from their careful anonymity, and testimonial advertising has at the same time reached its *reductio ad absurdum*.

Of course, those of us who read publications that devote themselves to the twin fields of publishing and advertising have had at least a suspicion of the true state of things. So when a few weeks ago we read in these pages of the famous Connie Talmadge number of a certain journal, or of the prominent cigarette indorser who in actual life smokes a brand that is not even advertised in this country, we

Women Writers—Bosh!

Let Us Talk More of Good Writers and Less of Women Writers . . . Use Common Sense More and Coquettishness Less

SARA HAMILTON BIRCHALL

A WHILE AGO I ate my way through a banquet of advertising men and women. Usually, banquets aren't so hot. But this one gave me something to think about, though not exactly as the speakers meant.

Woman after woman got up and told the men how wonderfully valuable women were in an advertising agency, apparently just because they were women and somehow possessed of a miraculous sixth sense that men seemed to have lost about the time they lost that original rib.

They were coquettish about it. They rolled large eyes. They made a mystery of themselves. And they got away with it.

For the men were just as bad. They were doing their best to be gracious to the ladies, God bless 'em. They flattered. They patronized. With a funny mixture of admiration and alarm they said, "Nice pussy! pretty pussy!" to this strange creature they had let into their stronghold, plainly not quite sure whether it was going to turn out a prize-winning Persian or a fang-and-claw tigress.

You could see in their eyes that they really thought this mysterious feminine-touch sixth-sense stuff was probably bunk. And yet . . . and yet . . . maybe there was something in it after all . . . and women's accounts ran into a whale of a billing per year . . . and they didn't quite dare to take a chance. So here the women were. And Eve was making a mystery of herself to Adam again. And the president of the Four A's hadn't yet got around to saying, "Let there be light!"

Now, making a mystery of one's self is all very well among the terrace roses on a moonlit June evening, but it doesn't belong in business, and it's time women in advertising recognized it.

The mystery of their femininity is why women are selected as wives, not why they are selected as copy writers. The sixth sense in business is not that

mysterious and unanalyzable attraction which enables ninety-five pounds of silly little blonde to reduce two hundred and twenty-five pounds of Phi Beta Kappa to a driveling idiot. It is common sense and their spe-



cialized knowledge of a woman's daily job.

There is nothing mysterious about the fact that women usually know a woman's business better than a man does—that they appreciate and can write well about household matters and fashions that men usually appreciate little and write about badly.



Certain individual men can dream purple dithyrambs about pipe tobaccos. Certain other men can put down plain facts about pumps. Yet you never hear a man romantically murmuring that he has a mysterious sixth sense which makes him invaluable to his agency because, say, he knows the shoe business so thoroughly that he can sell shoe machinery through the written word to a shoe manufacturer.

Then why on earth should women?

There is just one reason why a woman copy writer is better than a man copy writer of equal ability on certain types of accounts. It is because she knows thoroughly the business of



dressing, bringing up children, man-aging and decorating a house, and can sell the advertiser's product to women engaged in these businesses without making mistakes that betray her ignorance and ruin the credibility of her copy. If she can do this, she is worth her salary many times over.

For instance, I recently saw some man-written gas stove advertising headed, "Can you do deep-fat frying on your gas stove? If not, you haven't a Grandburner!"

Do you see anything funny in that, gentlemen? Probably you don't. Yet any woman who cooks knows that you can deep-fat fry on any kind of a gas stove, or even a camp-fire. Such an advertisement is precisely on a par with a motor car advertisement headed, "Can you turn left in your automobile? If not, you haven't a Rollshard!"

You see that that is laughable, don't you? More than that, how much, gentlemen, would you believe of the further claims the piece of copy put forth for the Rollshard? Or of other pieces of copy about it? Not much, I'll warrant!

A woman copy writer who knew her job would have prevented such a silly mistake. More than that, she would have explained the real advantages of the Grandburner for deep-fat frying—advantages that the man copy writer didn't know enough about a woman's business to understand.

Feminine advertising only too frequently has masculine mistakes like that in it. And such impressions are terribly hard for a product to live down. Goodness knows how much they cost the advertiser.

On the other hand, the mere fact of a woman's femininity doesn't necessarily mean that she knows a woman's job. Many a woman who has devoted her life to succeeding in a man's job is just as unsuited to the writing of copy addressed to the average woman as any man could be. She doesn't know whether [Continued on page 67]

WITH
APOLLO-
GIES TO
BEN
HARR

How the Standards of Advertising Practice Have Changed

WILLIAM D. McJUNKIN

President, McJunkin Advertising Company, Chicago

TWENTY-SEVEN years in the life of an art is but a swing of the pendulum of time. and yet, through a combination of circumstances, this span can cover developments and progress so radical and revolutionary that they may weave an entirely new pattern, establish new ideals and confirm new standards. I am thinking in terms of advertising, which today certainly deserves to rank as an art. In its broader sense advertising antedates recorded history. The cave-man carving his crude pictures and symbols on the stone walls of his primitive abode advertised to his Neanderthal neighbors his prowess with the flint. The excavations in Mesopotamia, Egypt, Yucatan, Peru, Arizona and other parts of the globe reveal the strivings of man to preserve and advertise his material achievements. The first known advertisement, speaking of the art in the more restricted sense of modern times, is on a sheet of papyrus preserved in the British Museum. This is dated about 3000 B. C. and offers a reward for a runaway slave.

When in Pompeii I was considerably intrigued by the advertisements appearing on the walls. These advertisements had real merchandising appeal, and no doubt influenced the buying habits of the old Roman senators. In view of the antiquity of advertising I am occasionally dumbfounded to hear ill-advised statements that advertisements are the crafty inventions of cupidity designed to hornswoggle confiding clients. In truth it was born of man's necessities, and its development parallels with significant persistence the advance of civilization. It is not extravagant to say that had advertising remained a submerged art the high standard of living now prevailing would have been indefinitely postponed.

I sometimes indulge in the luxury of retrospection, and retrace the his-



tory and vicissitudes of advertising from the beginning of the twentieth century to the current conception of what constitutes good advertising *per se*. and, more important, what constitutes good advertising ethics. I do not arbitrarily fix on the twentieth century, but know from personal experience that on its turn a better day dawned for advertising. Prior to 1900 advertising was "anybody's game." I can recall vividly the wave of patent medicine advertisements that deluged the public—nostrums for everything from bunions to housemaid's knee.

THE atrocious art perpetrated and conscienceless claims made, would not be tolerated today. Big business, as it is now understood, was not "sold on" advertising as a legitimate factor in its expansion. It was possibly deterred by the mediocre stuff then passing for "printed merchandising." Some manufacturers were using the magazines and newspapers in a more or less tentative, haphazard way. It was a period of transition, with no well-defined standards for guide-posts. It was during this regime of uncertainty and lack of coordination that a few

far-sighted advertising agencies began to formulate plans for bringing order out of chaos and clothing the skeleton with flesh and blood. It was realized that before advertising could command the respect and confidence of the potential advertiser it would have to be purged of the questionable practices resorted to by some of the "fast workers" who were using it to line their pockets without regard for the interests of the client or the ultimate consumer. When I look at advertising today, it is hard to reconcile this solid and substantial condition with the scoffing incredulity of the nineties.

THE fruits of the efforts of forward-looking, earnest and, I might say, "consecrated" advertising men became more and more apparent on the turn of the twentieth century. Gradually the barnacles were being dislodged, and the profession began to evolve certain clean-cut fundamentals of advertising practice that were to win for it recognition from the business world as something more than a doubtful expedient or a means of selling patent medicines or decorating the scenery with circus posters. In 1911 a decisive development took place that has had a profound and lasting effect on advertising practice and principles, and gave to this great art the power and prestige of a standardized business. The Associated Advertising Clubs of the World established a vigilance committee to insure higher dicta of truth and honesty, and launched through local advertising clubs an educational campaign for the improvement and standardization of advertising methods. This dynamic step did more than anything else to "clean house," and rid the advertising business of undesirables. A noteworthy change in the attitude of the public toward advertising gradually became apparent. The morale within

the agencies themselves was strengthened and they "put on the whole armor of righteousness" and took their proper place as a vital factor in business and an important bulwark of national prosperity. In 1914 the Audit Bureau of Circulations was evolved, another pillar of strength—a safeguard to the

advertiser, publisher and advertising agency.

It is a far cry from the *modus operandi* of advertising agencies today to the hit-or-miss, catch-as-catch-can procedure of the late nineties. The mechanical and electrical progress, the consolidation [Continued on page 67]

"On Writing Copy"

Being the Final Installment of the Memoirs of a Cub

JOHN W. THOMPSON

I RECENTLY had a talk with a head of a large agency in Cleveland. It was a short talk; and I'm glad it was, because he told me one thing and it's going to stick. He said, "You know, Mr. Thompson, lots of people think advertising is a mysterious thing. They think you must have long, waving hair to be 'of the advertising fraternity,' when as a matter of fact all advertising is, is to get the message to the right people and use plenty of common sense in doing it."

That "common sense" thought stayed with me. It wasn't found in books on advertising. We cubs read text books on copy writing. We read where copy must have attention value, interest, must create a desire, and induce action; it must be coherent, have emphasis and unity; it must be seen, read, understood, and believed. One book lists ten familiar classes of copy, another six, and still another fourteen. We read about headlines and how to assemble them. The good headlines and the bad headlines are compared. One is no good because it is too long. Another is bad because it isn't long enough. One book says copy must be brief, another says make it as long as you want to but be sure to keep the interest at a high pitch. All technicalities—how to get one result by following this rule—how to accomplish something else by doing what it says on page four. And not a word about plain common sense.

I do not discredit these text books. They are a vital part of the educational scheme. They teach the new man the technicalities, the rules, and the paths not to follow. They are like school books. When you were in school, you learned to spell a difficult word, but after you'd mastered it you

didn't go out and apply it every place. The book told you how to spell the word, what it meant, and the number of syllables perhaps, but it did not say that it should be used when a person is sick, catching a train, or talking to the president. No, that is left to the common sense and judgment of the individual. The school book has served its purpose when it has embedded the word and its meaning in the mind of the student. And so has the advertising text book. It has taught the novice what is meant by the terms, copy, plates, type, proof, halftone, and Goudy Bold. It has not taught him why these items are used. It has not taught him what proportion of importance they represent. It does not tell him that if he will use common sense he has a fine chance of being a better advertising man than if he had absorbed seven or eight textbooks.

MY point is this: If we sit down and study the technical points of the advertising business from these books, isn't it true that we begin to believe that this is the most important feature of the business? We lose sight of the fact that our real textbook should be the human being himself. I have been giving some thought to the question of how the new copy writer should be trained. There are two ways. He can be given the rules of good copy and told to follow them, checking off each one as he used it until he got so he could write without having to see the rules on paper. The other way is the scheme that I believe would be the most successful. It is this. When you get a man who wants to write copy, keep him away from the textbooks. Wean him on books of travel, biography, and an occasional advertising journal, but keep adver-

tising textbooks out of his hands. Let him learn all about psychology; the more the better. In this way he will shape himself as he wants to be shaped. Let him be guided by his own common sense and reason. If he is meant to be a copy writer he'll shape into a fine one if he has no conflicting angles to interfere with his common sense judgment. If he isn't it won't be long before he'll be "hitting the book" to learn what he should do in a "case like this," and pretty soon he'll become so used to it that he'll use it all the time. And "book copy" is not the strongest way to reach the people with the message.

IN my short training in advertising I have had the opportunity of associating intimately with the executives of our organization. Through them I learned much about advertising and have absorbed considerable atmosphere in a short space of time. One of them told me something that will always stay with me. He said, "John, if you're going to write copy be sure you learn to think. You can't sit down and just write something and expect to get returns. 'Desk copy' is of no use. Get out and investigate—find out what it's all about. Don't depend on your own experiences to help you in your copy. Copy is not the experiences of one man, but it is facts founded on the experiences of many."

In closing I want to say a few words of a general nature. Somewhere, somehow, there has been a strong force at work building a mysterious web around the advertising man and his profession. I suspect that it comes from within the business itself. People have tried to make advertising hard, tried to make it a sort of magic by which whole nations could be moved, tried to make it exactly what it is not, a well guarded chest in which are hidden the "secrets" of making a success of a failure, of making money where there was none before.

The way it appears through my goggles, advertising itself is not hard; it is the making it easy that is hard. First, we must overcome all this hooey about what we've heard, unravel all that, and then we'll begin to see how easy it really is. Just using the old bean, that's all. People don't like to think. That's the only excuse I can see for advertising, if it needs one.

Is the Editor Dead?

"S. S. McClure, Lorimer, Bok, the Brilliant Young R. J. Collier, Made Their Magazines. Circulation and Advertising Were Largely Products of Their Editorial Success. Those Times Have Changed."

KENNETH M. GOODE

THE newspapers were excited a few weeks ago because a 22-year-old boy was made editor of a strikingly successful magazine of some two million circulation. With the modest common sense which, no doubt, won him his job, the youthful editor admitted to interviewers he saw nothing remarkable in the appointment. And—a bit more significant — his business superiors agreed.

When the new Paramount Building, towering high over Times Square, finally flashed its dazzling dominance across all that's left of a once great theatrical district, many good people probably saw "nothing remarkable." Yet a commission of artists, poets and architects deliberately seeking to celebrate the triumph of machinery over personality, of mechanism over men, could hardly have conceived a more fitting monument.

And, as a small straw in the same mighty wind, the 22-year-old editor may assume equal significance.

When one stops to think it over, there is no real reason why any magazine editor these days should be over twenty-two. Given elementary educational qualifications and a modicum of experience, a modern editor might be twenty or even sage sixteen. The editors of some highly successful publications are kept anonymous as the Man in the Iron Mask. Other editors are yanked in and out fast enough to call for water-cooled offices. Yet the publications run plumply along! President Coolidge's remarks to the contrary notwithstanding, even the greatest newspapers studiously main-



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"The publishing business—one of the most highly personal of fields—has gone into mass production of circulation. It has become as encrusted and encumbered with statistics as an old ship with barnacles. Like advertising, it has sunk to thinking of people coldly in terms of 'markets'."

tain at least a trace of the Horace Greeley tradition. But among the larger magazines the average editor finds himself distinctly a vermiform appendix.

For this the editor himself is not to blame. Submerged here and there, today, are editors fully as able as the most famous names in history. But there is this difference. The old timers—S. S. McClure, Lorimer, Bok, the brilliant young R. J. Collier—made their magazines. Circulation and advertising were largely by-products of their editorial success. Those times have changed. To say the modern editor is merely an educated office boy to his publisher might be unjust. To say he is much more would be untrue.

On the other hand, even the publisher's position isn't so grandly independent. To shovel in circulation

without too much loss and convert it into advertising at a profit is his first and oftentimes his only problem. This today requires circulation operations of an astonishing scope and organized advertising solicitation, scientific and intense. The high pressure engineers in these two specialized fields operate largely on their own skill, practically independent of the peculiar merits of any particular magazines. Take a single example: One publisher has just announced a "circulation contest" with 2500 prizes (\$8,000) to be distributed among "spare time workers" who haven't so far sent in more than 25 subscriptions in any one month. Operating on so huge a scale mechanically, material assistance from the editor in the way of art or

literature is obviously more or less negligible. So it happens modern magazine competition makes the publisher as impersonal as the General Staff, while the editor, once leader, has dwindled into a position as decoratively non-combatant as a brass band in the battle trenches.

This situation can hardly continue. Even now it sows the seeds of its own destruction. Ever since the Tower of Babel, ambition exploiting the average man has toppled of its own weight. The only thing the average man understands is personality. Even dull leadership is better than no leadership. In Czecho-Slovakia, most enlightened of republics, they get people to vote on issues. But nowhere else. If Al Smith wants something, if Calvin Coolidge wants something, the people say, "O.K. I'm for *him*." Most enlightening [Continued on page 51]

When Production Is Speculative Everyone Is Hard Boiled

E. M. WEST

Alvin Dodd and E. M. West, New York

[EDITOR'S NOTE. *Born in a newspaper office of newspaper parents, advertising agent and manager for many years, E. M. West is a specialist in what he regards as the most important work facing business today—the application of business facts to the reduction of distribution costs. This is the first of a number of articles he will write for ADVERTISING & SELLING from the general angle of broadening the horizons of the advertiser and setting common occurrences in their right perspective with relation to the fabric of distribution as a whole.*]

IS PRODUCTION speculative enterprise?

If it is, logically one should produce all one can sell, and let what will become of the product, once it is sold.

Consumers may be counted on to buy little more than their current needs, and to let tomorrow take care of its own necessities.

Between the two, distributors may take their chances.

Wholesaler and retailer must gamble with their purchases.

Each must guess how much of what he can pass on—at a profit.

If he under-guesses: well, another gets the trade—and the profits.

If he over-guesses: well, he holds the bag—unless he drops it.

He may take his loss at once, rather than hold on and watch his chances to unload.

If he drops the bag: there's a mess! Everyone's careful calculations are upset.

Nervous hands drop other stocks—and prices fall.

One wonders how one really fared who bought at higher levels—how much each paid to cupidity, and a bold face. What did the traffic bear?

If this is the game, why worry about quality? Price is the thing that counts.

Dress up whatever you make to look well, and turn it out as fast as you can.



Whatever you pay for materials and labor, the quicker you liquidate both investments, the sooner you are out of the woods with your profits.

The consumer will come back on the retailer, if he kicks at all.

Why worry about the retailer—or about the middle man?

The one will be out of business in seven years anyway—80 out of 100 of them are—and the wholesaler is on his way out.

The chain store man will get him, sooner or later.

When production is speculative enterprise, everyone is hard boiled.

Callous, cynical points of view are logical consequences.

BUT if production is an effort to supply consumer needs?

Then there are but two major factors in the problem—need and supply.

Between producer and consumer, there are no fewer distributors—no less steps to travel.

But wholesaler and retailer and carrier, and all else who intervene, are there for one reason only: to speed the movement from producer to con-

sumer: for every stop on the way takes its toll in mounting costs.

With producer and consumer primary in the picture, each intermediary plays his necessary part and is paid properly for his services—neither more nor less than what the service is worth—but paid well.

THE more direct, of course, the swifter, the steadier the flow.

All diversions are costly—all delays expensive.

The quicker raw material is converted into finished product, the lower its cost.

The quicker the finished product is consumed, the sooner each contributing investment is liquidated, releasing multiple working capital for reinvestment.

Lower cost: wider market: more consumption: more production: more services employed: more consumers provided with buying power, to buy more.

When production is an effort to supply consumer need, and employs all intermediaries to accelerate the flow in mutual, coordinated effort, these cooperative animations are logical consequences.

THIS coordination is not yet possible.

Needs are not allocated and measured.

Channels are not fixed and rates of flow are not determined.

Essential services are not defined and evaluated. Functions are not described: functionaries are not instructed.

They will be.

Chains and buying syndicates, wholesaler-retailer associations, and other manifestations of transformations going on, would not have multiplied so rapidly and gained such wide acceptance otherwise.

It is merely a matter of enlarging horizons and new perspectives.

THE EDITORIAL PAGE

The Dominance of Food

A SURVEY recently completed indicates that, over the world as a whole, 48.9 per cent is the proportion of income spent for food. It is only in America, where standards of living are high, that the average gets below 30 per cent, and then only in selected groups.

The government distribution census rates the food part of the consumer's dollar at 28 cents. Clothing is the only item that approaches it—25 per cent. Among the working classes the food item rises as you go down the scale of income, and averages 41.7 per cent.

And yet in the United States food does not dominate in advertising volume—in fact, yields the leadership to drug and toilet goods. In 1927 the magazine advertising expenditure for drug and toilet goods reached about 28 million dollars, and food only 26, while the automotive industry tied with it for second place.

Food advertising has risen steadily, and will continue to rise. The jealousy between food, clothing and automobile groups appears to be justified, for they are the greatest contenders by far for the consumer's dollar.

Selling by Telephone

AN endless quantity of words is constantly used to tell about the activities of the automobile—it fairly gorges on publicity. But it is interesting to note that the only other instrument which is in its class, and is actually numerically still ahead of the automobile, is the telephone. There are now 29 million telephones in the world, but not quite that many automobiles. The United States has 61 per cent of the telephones, but 88 per cent of the automobiles. The world is still "telephonized" more extensively than it is "motorized"; although in America the automobile is considerably ahead (18 million telephones as against 21 million automobiles).

It is very interesting to note that the city with the most telephones per 100 population is San Francisco (31): while Chicago has 26 and New York

24, London, it is amazing to note, has but 7, Berlin 10, Paris 8, but Stockholm has 28.

Who has not wondered how many conversations per year go on over America's vast network of wires? The answer is 23 billion; about one for every dollar we invest in foreign countries; about one for every \$1.50 we spend in retail stores; or about 225 telephone calls for every man, woman and child in America.

Is there any wonder, then, that the telephone is being increasingly drafted for doing business, for shopping, for field selling and for long distance consultation? Selling by telephone is being studied with a great deal of detailed care today, and will figure more and more in sales plans.

The Mounting Electrical Appliance Industry

NEXT to the automobile industry in spectacular forging ahead is the electrical industry, which is passing on rapidly to new triumphs.

Surveys of 1927 progress by *Electrical Merchandising* show that there are now 17,500,000 homes wired in the United States, leaving only 9,500,000 still to be wired; 87 per cent of these use electric irons (by far the most successful of the electrical appliances), 38.8 per cent use vacuum cleaners, 28.4 per cent use electric washers, 14.8 per cent use electric heaters, 4.3 per cent use electric refrigerators, and 3.3 per cent use electric ranges.

The electrical field still has a big area to cover, and with long distance super-power electricity all kinds of advances are still possible, in a degree the automobile cannot boast of. The electrical age is not even yet in the relative position that the automobile was ten years ago.

Another interesting point is that prices for incandescent lamps were reduced markedly during 1927, reducing dollar volume 10,000,000, but increasing sale of units 38,000,000. This shows how a great industry can grasp the vital principle of price reduction to attain new levels of consumption.

Steel and Modern Marketing

FOR several decades the steel industry in America was the business man's pride; the "key industry"; the industrial leader. Judge Gary himself symbolized the nestorship of the steel industry in its relation to American business.

Artists who wanted to depict the spirit of America drew pictures of steel operatives at work. Writers desiring to depict modern "big business" described a steel baron. What Judge Gary said was gospel.

In this year of 1928 it is dawning on American business that this is no longer a true picture. Perhaps it was never true. The steel industry, it comes as a shock to know, is rather sick and ailing, and has a dreadful cancer—price cutting. With tonnage about equal to 1925, the 1927 profits were far less.

Most steel companies' earnings have been dropping consistently—even those of the great U. S. Steel Corporation.

No specialist in business ills is needed for diagnosis. It is the price cutting cancer, sure enough, and selling methods far out of line in modernness with production methods. A famous financial editor puts it brutally—"the selling methods of the steel industry are archaic—it puts its products in the hands of the consumer by much the same methods as those employed by old horse traders."

These are very hard words, but deserved. Cut prices, rebates, secret agreements have been common until recently; but when practised by almost the whole industry these methods nullify each other. Somebody is always ready to cut another penny off the price, and nobody, not even the man who gets the order, can stand the pace.

Last year was the year of self-realization in the steel industry of the folly of such selling methods; of such backward selling policy.

There is due a new "steel era" when there will be operated modern marketing principles of greater individualization of product, more mergers, higher type selling ethics, and advertising.

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
Mary L. Alexander
Joseph Alger
John D. Anderson
Kenneth Andrews
J. A. Archbald, jr.
R. P. Bagg
W. R. Baker, jr.
F. T. Baldwin
Bruce Barton
Dorothy Berry
Carl Burger
Annette Bushman
Heyworth Campbell
H. G. Canda
J. R. Caples
Dale G. Casto
A. D. Chiquoine, jr.
Thoreau Cronyn
J. Davis Danforth
Webster David
Clarence Davis
A. H. Deute
Ernest Donohue
B. C. Duffy
Roy S. Durstine
Harriet Elias
George Felt
G. G. Flory

Herbert G. Foster
K. D. Frankenstein
B. E. Giffen
Geo. F. Gouge
Louis F. Grant
E. Dorothy Greig
A. E. Gwynne
Emilie Haley
Girard Hammond
Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Paul Hawthorne
Boynton Hayward
Roland Hintermeister
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
Gustave E. Hult
S. P. Irvin
George H. Kennedy
Rob't N. King
D. P. Kingston
S. E. Kiser
Alan Lehman
Wm. C. Magee
Fred B. Manchee
Carolyn T. March
Elmer B. Mason

Thomas E. Maytham
G. F. McAndrew
Frank J. McCullough
Frank W. McGuirk
John Hiram McKee
Walter G. Miller
Frederick H. Nichols
Loretta V. O'Neill
A. M. Orme
Alex F. Osborn
Leslie S. Pearl
Grace A. Pearson
T. Arnold Rau
James Rorty
C. A. Ryerson
Mary Scanlan
Paul J. Senft
Leicester H. Sherrill
Irene Smith
J. Burton Stevens
William M. Strong
William M. Sullivan
A. A. Trenchard
Anne M. Vesely
Charles Wadsworth
D. B. Wheeler
C. S. Woolley
J. H. Wright

New York: 383 MADISON AVENUE

Boston: 30 NEWBURY STREET



Buffalo: 220 DELAWARE AVENUE

Member American Association of Advertising Agencies

Member Audit Bureau of Circulations

Member National Outdoor Advertising Bureau

The Old Gold



Such fragrance can not taint the breath!

OLD GOLD
The Smoother and Better Cigarette
not a cough in a carload

not a throat-scratch in a shipload!



OLD GOLD
EVERYWHERE... This is an Old Gold year
For a most refreshing change: "Follow your friends and switch to this smoother and better cigarette"

Everywhere This Is An Old Gold Year



OLD GOLD
The Smoother and Better Cigarette
...not a cough in a carload

Types of newspaper advertisements which were run simultaneously with the advertising airplane's visit. The "Voice from the Sky" is increasing Old Gold sales an average of 40 per cent wherever it is used.

"Voice from Sky" Increases Old Gold Cigarette Sales 25 to 100%

HORSEPOWER" is really a measure of three factors: weight, distance and time. Vary any one factor and you vary the "horsepower."

So with "advertisingpower." There is the "weight" of the selling message; the "distance" over the country that it travels; and the "time" it takes to travel. "Advertisingpower" may be increased by attention to any one of these factors.

The advertising agency for Old Golds had no illusions in relation to a cigarette account. In bringing this new brand out on the market, they saw the trade highway thronged with old established brands, many with sales figures of such proportions that there hardly seemed a chance for this new, naked little baby. In spite of it all, however, they sat down and examined the three factors of "advertisingpower."

"Weight" of the selling message? What could a new cigarette advertiser say that had not already been said by 99 and 41-100 of his predecessors?

But how about "distance" and "time"? What might be done to get the selling message, in whatever form it finally took, before the greatest number of prospects in the shortest space of time?

First, there were newspapers. The newspaper plan worked territorially, marching across the country with seven-state boots, as initial local distribution was accomplished.

Then came the national blanket of magazines. Next, radio.

Still, these were all media used by competitors. Greater dominance here could only be gained at uneconomic cost. Were there no other media?

The answer came in the form of one of the greatest scientific inventions of the age—an electric amplifier capable of multiplying sound 100,000 times.

Clever advertising minds saw the opportunity, contracted with the inventor. A huge tri-motored airship, identical with Byrd's

polar plane, was purchased from Herr Fokker. Into the commodious cabin were bundled the sound amplifying device, a phonograph and two veteran radio announcers.

One day, staid New Englanders honestly



Old Gold's voice from the sky!

Here's the big airplane, "The Voice of the Sky," that recently broadcast the message of Old Gold Cigarettes over your city. This huge ship, a Fokker, is an exact duplicate of the plane that carried Commander Byrd to the North Pole. It is driven by three motors, weighs six tons, and carries a crew of five. The powerful amplifiers, through which the sound is transmitted from the clouds, have a range of several miles from an altitude of 3,000 feet.

Dealers received this poster in time to post in their windows when the plane arrived.

pursuing their daily tasks, were surprised to hear a dreamy waltz fill the placid atmosphere. The waltz yielded to a stirring Sousa march, and soon the streets were filled with human ants milling in search of the source of this "heavenly" music. Suddenly the music stopped, words boomed: "This is the voice from the sky... Smoke Old Golds... Not a cough in a carload."

All over New England the magic air monster swept; then over the North Atlantic and South Atlantic States. Today, it is in the South.

With the advance of spring, it will travel North again to the Middle West, thence to the Pacific Coast.

Wherever the voice from the sky has boomed, Old Gold sales have boomed, too.

Never less than a 25 per cent increase, frequently as much as a 100 per cent increase, Old Gold sales have averaged a 40 per cent gain wherever the Old Gold plane has flown.

"Stunt," this idea is termed by some critics. "Advertising," replies the Old Gold agency. "Advertising, because it is a multiplied selling message that has definitely sold merchandise."

ECONOMICS: Most persons smoke cigarettes. Brand preferences usually based on habit rather than reason.

MERCHANDISING: Another cigarette brand. "Not a cough in a carload."

PSYCHOLOGY: Novelty of cigarette brand accentuated by novel method of telling story. Inertia disturbed.

RHETORIC: Simple phrase "Smoke Old Golds... Not a cough in a carload," preceded and followed by music.

ART: Infinite in development and appeal as the Heavens.

FACTS AND FIGURES

PRODUCTS: Cigarettes

PRICE: 15 cents

MEDIA: Airplane voice

SALES: 25 to 100 per cent increase (estimated)

AUTHOR: Lennen & Mitchell, Inc.

Ciphers... and Buying Power

The number of ciphers in circulation figures is not the only yardstick used by successful advertisers in buying advertising space in industrial publications

Successful advertisers know their market. They know the type of men they want to reach. They know that only a publication that is respected and read by *the men who can specify and influence the purchases of their products* can aid them in increasing sales and holding old customers. They are willing to pay for this service—not at so much per thousand circulation—but at a *fair price* for the service rendered.

What is a fair price? The advertising rate of a publication that is neither respected nor read by the men you want to reach is much too high *for you*, regardless of the dollars and cents involved. On the other hand, if the publication *is* respected and read by the men who can and *do* specify and influence the purchases of your products and the publisher does not net a profit, the rate is too low.

Now then—what determines the advertising rate? In the case of an industrial publication it is the editorial cost necessary to earn

the respect and confidence of the key men in the industry.

The cost of securing *paid* circulation is often given as the reason for the high cost per thousand circulation. It is; but that high cost is an editorial department cost and not a circulation department cost. When the editorial policy is right, the circulation costs are low. High pressure selling, premiums, or any other artifice never have and never will build and maintain a sound *paid* circulation.

Over a period of many years, nearly a century in the case of one publication and more than 70 years in the case of another, the Simmons-Boardman publications have earned, at great editorial cost, the respect and confidence of designated groups of men in industry. At times the advertising rates have not kept pace with costs; but a service has been and is being rendered to several industries that stands as a monument to industrial publishing. And a service has been and is being rendered to manufacturers that cannot be measured alone by cost per thousand circulation.

Simmons-Boardman Publishing Company

"The House of Transportation"

30 Church Street

New York, N. Y.

105 West Adams Street, Chicago
Washington, D. C.

6007 Euclid Avenue, Cleveland
San Francisco

Simmons - Boardman Publications

ABC

Railway Age, Railway Mechanical Engineer, Railway Engineering and Maintenance, Railway Electrical Engineer, Railway Signaling, Boiler Maker, Marine Engineering and Shipping Age

ABP

Strong parents bear sturdy offspring
Heat Transfer Products, Inc., a division of the Staten Island Shipbuilding Company, began its career, not as an infant, but with the strength and resources of a thirty-three-year-old organization. **Q** Building heat transfer apparatus is not new to its engineers. **Q** Probably no other organization has been as deliberately planned, as carefully built and as completely equipped to produce the many types of apparatus used for the storage and transfer of heat. **Q** The personnel of the Company comprises only men who have written heat transfer history. Individually they are outstanding in their respective work. Collectively they are an authority on every phase of heat transfer manipulation. **Q** When you consult Heat Transfer Products, Inc. you may do so with the full assurance that no better engineering ability is anywhere available. **Q** And remember, when you place contracts with this Company you are dealing with an organization of unquestioned trustworthiness, ability and

A piece of heat transfer equipment may mean the loss of life and money. Deviations from specifications are always costly in the long run. Anything less than the best engineering practice and construction methods invariably invites trouble and production losses. Delivery delays are a poor remedy for industrial growing pains. **Q** When you contract with Heat Transfer Products, Inc., you fortify your responsibility by a mighty shield of

PROTECTION

Heat Transfer Products, Inc., protect you against inferior design by means of employing the best engineering skill available. **Q** Protects you against poor manufacturing methods by owning and operating the most modern plant in the industry. **Q** Protects you against unsuitable parts by producing its own shops practically every unit required for every piece of apparatus it builds. **Q** Protects you against delivery delays by manufacturing and assembling under one unified supervision, even piece of equipment it constructs. **Q** Protects you against defects in materials by maintaining its own metallurgical control laboratory. **Q** And protects you against trouble and costly breakdowns by utilizing proper equipment for adequate shop tests. **Q** You incur no obligation whatever by consulting Heat Transfer Products, Inc., about your problems. But you do invoke the services of the most complete metallurgical manufacturing heat transfer apparatus. And you are assured of the most competent advice obtainable. **Q** It will pay you to consult us.

Engineering data and estimates will be gladly furnished on equipment for the following applications:

- Power Plants Oil Refining Gas Plants
- Chemical Plants Air Conditioning Heating and Ventilating
- Refrigeration Textile Mills Laundries, etc.

Send for information on the type of apparatus in which you are interested.

STRENGTH

Engineering data and estimates will be gladly furnished on equipment for the following applications:

- Power Plants Chemical Plants Refrigeration Oil Refining Air Conditioning Textile Mills Gas Plants Heating and Ventilating Laundries, etc.

Send for information on the type of apparatus in which you are interested.

HEAT TRANSFER PRODUCTS, INC.
A division of THE STATEN ISLAND SHIPBUILDING COMPANY, 90 West Street, New York

The word "Strength" forms the base for the typographic picture of a "pillar"

Brief Industrial Engineering Campaign Gets 2,000 Inquiries

"ALL in favor, will kindly signify in the usual manner?"
"Aye!"
"All opposed?"
Silence.

"Very well, gentlemen, the motion is carried. I shall place the matter of constructing our new plant in the hands of our vice-president."

That afternoon, while conscience-free directors repaired to white-balled green fields, white-chipped green felt and white-sailed green seas, the vice-president retired with his engineers to his most private sanctum for study of the white-sheeted new plant data.

There were weighty matters for him to consider—matters of steel girders, red brick, concrete, glass, tiles, heating and ventilating. There were orders to give, bids to be received, estimates to be consulted, organizations to be studied.

Some phases were simpler than others. There were engineering standards of steel and brick; but in heating and ventilating, for instance, all was dependent on the organization chosen for the installations. Glass and tiles could be inspected and approved as a puffing locomotive pushed them into the railroad siding, but heat and ventilation brooked neither approval nor condemnation until a small army of wage earners had manned the new machines. Materials and plans were the responsibility of his engineers, but the quality of the air supply was entirely in the hand of the organization specializing in the design and installation of heating and ventilating systems.

This attitude of industrial America had been long realized by the 33-year-old Staten Island Shipbuilding Company. And by the

engineering minded advertising agency which had been chosen to prepare copy for the company's new subsidiary, Heat Transfer Products, Inc.

Where should the keystone of responsibility be placed in transactions involving the manufacture of heat transfer equipment? Should the owner be penalized for faulty construction? Should the engineer be blamed for improper execution of his design? **Q** Heat Transfer Products, Inc., prefers to assume full responsibility for the design, manufacture and operation of all equipment built in its shops. For this reason the entire structure of this organization was conceived and built with but one purpose in mind—to manufacture the finest type of heat transfer products which could be built—regardless of cost. **Q** The fact that our costs are consistently lower is due to unified production and operation. **Q** By producing in our own plant practically all units which go into heat transfer equipment, we control all operations from raw materials to finished product. **Q** With engineers and shop superintendents working harmoniously side by side—each assuming responsibility for his particular division—the entire organization becomes one mighty machine designed for efficiency, geared for speed and operated by men of outstanding ability in the industry. **Q** If you are seeking ability instead of alibis, performance instead of promises, deliveries instead of delays when you purchase heat transfer equipment, let Heat Transfer Products, Inc., build it. **Q** When you consult our engineers about your problems you have taken the first step toward the proper design and selection of materials for your needs. **Q** And when you contract with us you may do so with the full assurance that you are dealing with a manufacturer of unquestioned

RESPONSIBILITY

Engineering data and estimates will be gladly furnished on equipment for the following applications:

- Power Plants Chemical Plants Refrigeration Oil Refining Air Conditioning Textile Mills Gas Plants Heating and Ventilating Laundries, etc.

Send for information on the type of apparatus in which you are interested.

HEAT TRANSFER PRODUCTS, INC.
A division of THE STATEN ISLAND SHIPBUILDING COMPANY, 90 West Street, New York

The impression of "Responsibility" is obviously aided by type set in the form of a "keystone"

Here was a new organization specializing in the design and installation of all types of equipment for temperature and ventilation control in industrial plants. Although new in its corporate activities, it was old in experience. Its engineering minds had

been nurtured in the problems of the 33-year-old Staten Island Company. Practically unknown as a corporation, it possessed all of the desirable attributes of experience, dependability, established moral and engineering standing.

How to tell industrial America of the maturity of this adolescent corporation? Daguerreotypes of the founders? Plans of prized installations? Photographs of well known customer institutions?

Logical, all of them, save that they had been worn to shreds by intelligent competition.

The agency was sufficiently wise to realize that, sound as any sales story might be, novelty of presentation was first essential to win industrial America's attention.

The plan was daring. Copymen in adjoining cubicles smiled at the pretty theory. Compositors threw up their hands in despair. But after long experimenting on onion

A big business, like a pyramid, must rest on a solid foundation. That foundation is the confidence it inspires. **Q** Heat Transfer Products, Inc., is an engineering and manufacturing company composed of men, each of whom has won his spurs in the field in which he works. Many of them already have won your confidence by serving you well during their former connections. **Q** Hand-picked from the vineyard of experience, these men—whether they design or deliver, produce or sell—are now banded together for the purpose of continuing their efforts with renewed vigor. **Q** Backed by the largest organization producing heat transfer equipment, they bring to you the results of thirty-three years of manufacturing experience. And their sole aim is to serve you better than ever before, if that is possible, and to continue to merit and hold your

CONFIDENCE

Engineering data and estimates will be gladly furnished on equipment for the following applications:

- Power Plants Oil Refining Chemical Plants
- Air Conditioning Heating and Ventilating
- Refrigeration Textile Mills Laundries, etc.

Send for information on the type of apparatus in which you are interested.

HEAT TRANSFER PRODUCTS, INC.
A division of THE STATEN ISLAND SHIPBUILDING COMPANY, 90 West Street, New York

"Confidence" is expressed by type set as a "pyramid"

skin and composing stones, the first four advertisements were proved for final O.K. and released to the trade press.

It was a campaign of pictorial type. Each piece of copy was built around a general institutional keynote, such as "Confidence," "Strength," "Protection," "Responsibility." And the copy was set up in a pictorial form to symbolize each thought!

"Confidence" was expressed by a typographic "pyramid;" "Strength" by a "pillar;" "Protection" by a "shield"—in which even the shield "stripes" were indicated by an ingenious arrangement of light face type contrasting with the bold face of the remainder of the advertisement. "Responsibility" was expressed by a typographic "keystone."

So that no question might remain in the mind of the most cursory reader, the opening sentences of each advertisement mentioned the "keystone of responsibility," the "shield of protection," and similarly appropriate phrases. And the keynote of each advertisement was summarized by the expressive word set in [Continued on page 46]

Where's a good Tryout Market for our new product?

"I want to know how our new product will take hold with the city trade. Then, too, I ought to know how it will go in the small town and rural market. Where's the best spot for our try-out campaign?"



We suggest The Des Moines and Iowa Market. Here is a city of above the average purchasing power with excellent retail and jobbing facilities. Also the key to one of the most representative small town and rural markets. (Over a million people live within a three-hour auto ride.)

There's another advantage. Des Moines has an exceptional newspaper, The Register and Tribune. Only four newspapers west of Chicago equal or exceed its circulation of 225,000 daily (99% in Iowa). This great circulation has been built upon the policy of producing the best possible newspapers for Iowa readers. Doorstep carrier delivery service extends to all cities and towns in the Des Moines radius.

Another advantage is the friendly cooperation you will receive from The Register and Tribune. Manufacturers and agencies frequently write that our assistance was helpful to them in establishing a new product in this market.

Our representatives will be glad to tell you more about Des Moines, Iowa, and The Register and Tribune—

I. A. Klein, New York; Guy S. Osborn, Inc., Chicago; Jos. R. Scolaro, Detroit; C. A. Cour, St. Louis; R. J. Bidwell Company, San Francisco, Los Angeles, Seattle.

or address

National Advertising Department

The DES MOINES REGISTER and TRIBUNE

| | FUNCTION | A Manager | C, C-1 and C-2 Account Handlers | B—A's secretary B-1—routine stenographer and typist. B-2—contract, order and record clerk | D Routine writer | E Embryo media analyst | F Part-time visualizer and draftsman |
|-----|--|--|---|--|---|--|---|
| 000 | General | Corporate structure, long-range direction and policies | | | | | |
| 100 | Product Development | Acts as service director. Helps build library, derives basic formulas, plans permanent exhibits. | Help build library. Do principal media studies. Review basic information for plan and promotion purposes. | | Collects information. Helps build exhibits for new business and creative library. | Interviews representatives. Collects and files library and media information. Has charge of library. Does media study under C's direction. | Builds creative exhibits for permanent library. |
| | Basic Analysis | | | | | | |
| | Situation Survey | Present at conferences. | Manage situation conference. Do interviews, write situation report. | | Present at general conference as a recorder. | Present at conference as recorder. | |
| | Organization Survey | Makes formal survey, if any. | | | | | |
| | Formal Product Survey | | Big surveys by outside crew. C may manage outside crew or do some field study on smaller scale. | B-2 may help on minor field studies. | May help on field investigation. | May help on field investigation. | |
| | Working Plans | Initiates plan work, reviews plan and helps present to client. | Whip own plans into final shape. | | Helps C on detail of working plans. | Detail of population, circulation and other statistical studies. | Works out visual plan exhibits. |
| 200 | Administration Supervision Facilitation | Appropriates work of D, E and F. Works out standard practice. Establishes rudimentary departments. Holds staff meetings. Establishes plans for training and compensation. Hires and fires. | | B assigns B-1's work. Watches standard practice routines and reports to A. Acts as information clerk and office manager. Helps B-1 on routine typing. B-1 types text, plans, etc., and does general stenographic work. | | | |
| 300 | Manufacturing Creative, including delivery, presentation and getting okays. | May help set keynote. May pinchhit on production in emergencies. Smooths out difficulties with clients. | Keynote text and layouts. Production schedules. Act as own art directors. Act as own detail men and progress clerks. Negotiate for space and art and mechanical. Handle client contact and getting okays. | B-2 makes out production orders; follows up C on progress; keeps production envelope. | Writes routine copy. | | Does routine layouts and art work. |
| 400 | Marketing New Business | Develops selling exhibits. Makes analysis and plans specific attack. Gives personal presentation and handles follow up. | Help A work out analysis and specific attack. Help build up cases. | | Helps A develop selling exhibits. | | Helps build selling exhibits. |
| 500 | Advertising New Business | Decides form of advertising, plans schedule, writes text and acts as service man. | | B helps D keep company's dope book, prospect list, etc. | Keeps company's dope book and prospect list with B's help. May possibly write text. | | |
| 600 | Purchasing General Client | | Do client preparational purchasing. Release space and material orders. | B does general office purchasing. B-2 makes out contracts and orders and keeps the records. | | Figures estimates and looks after more important contract work. | |
| 700 | Legal | Collections, if any. | | | | | |
| 800 | Financial | Looks after financing, bank balances and meeting paydays. Watches credits, collections and costs. Decides policy as to service contract and scope of service. | Check memo. bills for art and mechanical. | B handles bank book and disbursements. Acts as cashier and bookkeeper. B-2 audits space invoices and gives first check on art and mechanical bills. Checks space and handles detail of billing. | | | |
| 900 | Public Relations | Does association committee work and gets younger men into advertising club and other contacts. Takes part in civic activities. Has contact with high-ups in publication field. | Enter advertising club and civic drives. | | | | |

DETAILED FUNCTIONS OF THE "TEN-MAN" ORGANIZATION

Operating an Advertising Agency

II. Dividing Work—the "Ten-Man" Stage

MARY BARSTOW

AS the "one-man" agency expands we find specialized ability beginning to step into our picture. By the time we reach the "ten-man" stage we have sections of our ten main functions very definitely assigned.

The division of work we are about to outline for our "ten-man" organization is not the only one by which the agency of this size can be organized, but we believe it to be the most economical way at this stage. It follows out the line of development indicated in the previous article as the wisest way for our "one-man" agency to start.

We left that organization with three people—A, the owner, a good all-round business and advertising man; B, his stenographer and general office

help; and C, the creative assistant in training to become a good all-round advertising man on his own hook.

As the business grows, A is forced more and more out of the detail of handling accounts, and more and more into the position of service director and general manager. In a pinch he may have to do anything and everything in the shop, but his real job is that of supervisor and critic, a leader thinking five years ahead of his men.

C, in the meantime, has grown up. He has been through the mill of advertising detail and by now has gained training and experience enough to take over from A the active handling of accounts.

Actually, in an agency of ten people, there will be not one such man, but

several. Because our letter symbol represents a type of ability, we shall call these account handlers or service men C, C-1, and C-2, or perhaps just C for short. Our original C is the senior of the group.

Each of the C's is by training and temperament the all-round advertising man, able to handle his accounts from soup to nuts. In the ten-man organization, each C will have to continue to do so to a large extent. But the need has come to lift some of the load from their shoulders.

If there were sufficient gap in position and experience between the original C and C-1 and C-2, we might give the senior C a detail assistant and let the other two continue to do everything on their accounts for themselves.

Increase BUSINESS VOLUME in 1928

BUSINESS puts a greater premium upon beauty, appearance, style. Buyers respond to this appeal.

The Rotogravure News Picture Section of The New York Times permits the advertiser to place the most beautiful reproduction of what he has to sell before the readers of over 700,000 copies (net paid sale)—an audience which in volume plus quality cannot be matched.

Experienced advertisers know that for productiveness The New York Times Rotogravure Picture Section is unequalled. It will produce in 1928 for shrewd advertisers as it has in the past. Increase your business volume in 1928.

The Times is first in the world in rotogravure advertising lineage. All advertising is carefully censored, too.

The New York Times

Send "THE A. B. C. OF ROTAGRAVURE" and information on
The New York Times Rotogravure News Picture Section market to

NAME

ADDRESS

However, since the three *C*'s are probably on a more nearly equal footing, we add a fourth man to the group—*D*, a routine copy writer. This leaves all three *C*'s to look after their own production detail, but takes off their hands the grind of producing that part of the text that is only a matter of re-dressing the fundamental theme.

Possibly this is not a permanently ideal solution as the organization grows, but our experience is that at this juncture it is the best way to handle the problem of relieving the pressure on the service men.

On a par with *D*, the writer, we now add *F*, part-time visualizer and draftsman, who will do with lay-outs the same sort of revamping and multiplying that *D* does on text.

We are also ready to lift one other burden of detail from *C*'s shoulders.

Enter *E*, embryo media analyst and research man. He is not yet either of these, though he is on the way toward taking charge of the whole media and information end. Yet he is more than an estimate clerk. For the present, he will take over the routine space purchasing, the detail of making estimates, population and other studies, etc.

That completes our staff, with the exception of additional office help—*B-1*, general stenographer and typist at everybody's disposal, and *B-2*, who will be contract, order, progress and record clerk.

Our original *B* becomes the boss' private secretary, but still maintains control of banking, office purchasing, stores and general office management.

Thus our agency functions are now divided as [Continued on page 68]

money-making ability of better farmers everywhere.

Just as in the past it has been the inefficient, underpaid individual in factory or retail business about whom and from whom we have had the major complaint, so in agriculture it is the voice of the inefficient farmer which is most clearly heard.

Business and agriculture are closely related. The line of business failure has followed the variations from the normal line of soil cultivation without exception through the years.

About a third of the business men do more business and more profitable business than all the rest combined. About a third of the farmers comprise agriculture's high-profit group and make more money than all the rest combined.

ABOUT a third of the business men break even. One year will bring a small profit; the next a small loss. About a third of the farmers take out of agricultural operations a living for their family, the interest on their investment, and a labor wage which compares with the second group in every business.

The lower third, both in business and agriculture, lose money until the men who comprise the group go out of business, back to the directed activity from which they came.

Each group in the cities has its counterpart on the farms.

As competitive sales conditions become more acute, many manufacturers begin a more intensive study of their market, seeking an index by which they may measure the number of sales they may properly expect. It is important that those who study the farm market study the established relationship between farm operation and the operation of all other business. The basic principles that govern business govern the people who profit from business. To the same degree, the basic principles that govern agriculture govern the business that profits from agriculture.

There are twenty million people living in towns dependent upon the farm communities in which they have been created. There are thirty-one million members of farm families who live upon incomes from the land. Fifty-one million people comprise the agricultural market. As in every other industry or vocation at least a third are successful and prosperous, able to absorb whatever is offered for sale.

The Top Third

The Voice of the Inefficient Farmer Is Most Clearly Heard, but the Top Third Make Money

FRANK H. BUTLER

THERE is a happy land, far, far away, where there are no poor business men because there are no businesses. Wherever there are businesses, however, there appear to be business ills. Some of the businesses are well run and are, therefore, profitable. Others make a living for the people engaged in their operation. Others inevitably fail.

Ten or fifteen years ago there were numerous automobile manufacturers. Most of them are gone. Of the remainder General Motors and Ford are doing the major part of the business. Last year the ten largest companies in ten individual lines did more than 17 per cent of the total business in the United States. Last year, and for several years consecutively, more than twenty thousand businesses failed.

By and large, the ills of any business apply with equal force to the operation of all business. There is no very great similarity between the making of tires and the mining of coal, or the weaving of fabrics and the refining of motor oils. The same laws must, nevertheless, govern their sale and consequent absorption. Because the market for all production is one great market, the sale of any primary prod-

uct is made only in competition with some other basic commodity.

Manufacturers selling related lines are not so greatly in competition with each other as with the men who are diverting buying power to the purchase of wholly unrelated products. The radio diverts tire money, and the automobile, in another group, cashes checks which might otherwise have gone toward purchases for the home. All business is related, and the ills of one are common to the whole.

Wherever there are farms there are agricultural ills. Some of the farms are well run and are, therefore, profitable. Others make a living for the people engaged in their operation. Others inevitably fail.

The good farm on which a man makes more money than do several of his neighbors put together lies just across the fence from a farm, the same in size and fertility, with the same crop, soil and climatic conditions affecting its operation.

The specialists in agriculture, the dairy farmer, the fruit grower, the livestock producer, the poultryman, the berry and truck farmers, are present in every agricultural area. Usually they characterize the efficiency and the

A DEFINITE MARKET

One-third of all American manufacturing is embraced in what is termed the metal working industries, the country's greatest industrial classification.

This field is composed of three interdependent groups:

FIRST—Consumers of metals.

(a) Manufacturers who machine, form, cast, fabricate or otherwise work metals.

HOW THE IRON AGE COVERS THIS FIELD

56.8% of The Iron Age subscribers are in this group.

(b) Public Service Corporations, Railroad Purchasing Departments (not railroad shops), Federal, State and Municipal Government Offices, Mines, Engineers, etc.

6.9% of The Iron Age subscribers are in this group.

SECOND—Distributors of machinery, tools, mill and factory supplies, hardware products and metals.

12.8% of The Iron Age subscribers are in this group.

THIRD—Producers of metals, whether they be ferrous, non-ferrous or alloys.

12.6% of The Iron Age subscribers are in this group. *

*The remaining subscribers are Engineering and other Associations, Chambers of Commerce, Libraries, Colleges, etc.

For 73 years The Iron Age has been the journal of these three factors of the metal working industry. Your advertising dollars are well invested in The Iron Age on any product germane to this field.

THE IRON AGE

Seventy-third year

239 West 39th Street, New York City

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

READER AND CIRCULATION FACTS

91% of The Iron Age subscriptions are in the names of corporations, firms and businesses. The R. G. Dun & Company financial rating of these subscribers averages \$442,548.12 each.

The reader interest in this publication is best expressed by the exceptionally high subscription renewal percentage which ranges from 80 to 85%.

Each corporation or firm subscription averages 5.2 readers.

They are classified as follows:

- Managing group..... 52%
- Engineering and production group..... 37%
- Purchasing group..... 11%

These readers are the executive officers, managing and department heads of the metal working industries of this country.

What Is the Local Newspaper's Place in the Fire Insurance Schedule?

J. W. LONGNECKER

Advertising Manager, Hartford Fire Insurance Co., Hartford, Conn.

FIRE insurance is an old business. It is big and has grown big without a great amount of advertising.

Most of the problems to be met in trying to evolve a successful plan of fire insurance advertising are not caused by the intrinsic nature of the business. Many of them arise through the methods of merchandising fire insurance.

Fire insurance is sold by local agents. No scheme for doing away with the local agent has ever been devised that has amounted to anything. This agent occupies a unique place in the field of selling. The company, in the great majority of cases, has but one agent in a city or town, yet he will represent from one to fifty companies. The agent works on a commission basis, receiving a percentage of the money paid for insurance.

At the present time the agency agreement sets forth that the commission is in full compensation for all the work in securing the line and writing the policy. No charge shall be made against the company for the agent's costs of doing his business and maintaining his office, "including local advertising." And local advertising is the only advertising that interests that local agent.

Local advertising, as the fire insurance companies see it, is the use of space carrying the local agent's name. A company could, if it wished, buy and use the space of any publication, even of a local newspaper if it did not mention the agent by name. It can go to almost any limits of service for its agents, such as the writing and laying out of advertisements, lending the agent cuts, mats and electros of ready-to-use advertisements, as long as the bills for the space are paid by the agent.

The local agents understand the situation and most of them are happy

Will You HELP?

Fire is the greatest destroyer of all losses. It kills homes and destroys business. It has cost thousands of lives and hundreds of millions of dollars in the last year. It is a constant menace to the people of the world.

Will you help to prevent fire? Will you help to save lives and property? Will you help to save money? Will you help to save the lives of the people of the world? Will you help to save the lives of the people of the world?



We are publishing this advertisement as a contribution to the cause of fire prevention. It is a public service that should be a permanent part of the newspaper's program.

- | | | |
|------------------------|--------------------------|-------------------------|
| Allen Russell A. Men | Burton H. Howe | Wm H. Fennell & Co. |
| Gen. J. J. Moran & Co. | John A. Ingram | F. J. Smith & Co., Inc. |
| William S. Herman | McManus & Lee | Tuber Sales Agency |
| H. W. Calkins & Co. | Harold T. Messinger | Wickfield, Marley & Co. |
| T. D. Faulkner & Co. | Charles E. Parker Agency | Webster & Co. |
| | | Fred H. Williams Agency |

in it. More and more they are calling upon the home offices of their companies for advertising help and counsel, especially for creative help. These agents see in the advertising department of the home office an economic good.

The one important factor to the local agent is his time. If he uses that time in personal solicitation, in following up the advertising of his agency and his company he will be successful.

SO when the advertising manager of a company says, "Let me take off your desk all the details of writing and planning your advertising and thereby release that much time to your main job and your productive activities," the local agent will listen to the advertising man. And when the advertising man goes on to say, "The writing of advertising is not your work but it is mine. I can probably create as much advertising in an hour as you can turn out in a day, and it may be better advertising too, because of my experience and practice." then

the local agent will see the point.

But the newspapers—some of them—and the associations charged with the promotion of advertising for the newspapers, do not get the idea at all. Some see no good in the help the local agents are getting from the companies. Advertising managers of newspapers say, very often, in their letters to agents and to the advertising managers of the companies, especially if the company man asks for checking copies of local papers, that he may keep in touch with what is being done; or if he wants to know something about local conditions so he may localize his copy, "This business comes to us and is paid for by the local agent at local rates. It is local business and we can't see where you come into the picture at all." It seems to make no difference to these publishers that it was that same advertising manager that sold the space, or the idea of using the space, in the first place and that it is his service in filling the space that keeps it sold.

Take a definite case as an illustration.

Fire Prevention Week is a little more than just another week for intensive advertising. It has as its background a proclamation by the President of the United States and the recognition of all the governors of all the states and the mayors of nearly all the bigger cities. It is the one time of all the whole year that the local agents will listen to the solicitations of the salesmen of newspaper space, especially the solicitation of big space to be used on some cooperative plan. Fire insurance agents will get together on a fire prevention advertisement when they will not think of buying a line of advertising at any other time. But to put the idea of cooperative pages over, the newspaper must [Continued on page 62]

“Since merchants have gotten themselves into what approaches the newspaper business (in the management of Shopping Newses), they look upon the rate as a criterion by which they may judge production cost, circulation value. They have learned in Cleveland, for instance, that for every \$100 they spend for advertising in the daily newspaper, the proportion of that \$100 which goes

He Didn't Mean Us!

for the purchase of circulation in that country classification, which, in Cleveland's case begins at 35 miles from the heart of the town, costs them from \$17 to \$47, depending upon the proportion of country circulation When \$47 of \$100 spent with a newspaper goes 35 miles from the territory in which it may be said in truth that store customers are concentrated, it is painful.”

From an address by Mr. Sam B. Anson before the sales promotion division of the National Retail Dry Goods Association at New York, during the week of February 6th.

**The Press
is the
First
Advertising
Buy in
Cleveland**

When Mr. Sam Anson made the startling statement that \$47 out of every \$100 spent for advertising in one Cleveland newspaper goes to buy country circulation he didn't mean us. Ninety-one percent.

(91%) of Cleveland Press circulation is concentrated in the city and suburban area. Only \$9 out of every \$100 spent in The Press goes to buy country circulation. This is by far the largest degree of concentration obtainable from any Cleveland newspaper.

When he mentioned 35 miles as the territory in which Cleveland store customers are concentrated, he mentioned the area of The TRUE

Cleveland Market as defined by The Cleveland Press for many years—also agreed upon by innumerable unbiased marketing authorities, and proved by innumerable surveys.

When \$47 out of every \$100—or any other such large amount—is spent in buying country readers in a newspaper that has its circulation spread all over the map, a check up of the results from such advertising is, to use Mr. Anson's words, “painful.”



The True Cleveland Market (pictured above) is 35 miles in radius, 1,525,000 in population; the only market in which Cleveland newspaper advertising functions profitably.

There is nothing “painful” about Cleveland Press circulation. It is concentrated where it will produce business, make sales, get results that are traceable, tangible, real.

The Cleveland Press

NATIONAL ADVERTISING DEPARTMENT
250 Park Avenue, New York City
Atlanta · Detroit · San Francisco



TISING DEPARTMENT
400 N. Michigan Blvd., Chicago
Seattle · Los Angeles · Portland

CLEVELAND'S FIRST

ADVERTISING BUY!

The 8pt. Page by Odds Bodkins



A FAIR young neighbor of mine wrote a letter to the Cheek Neal Coffee Company, roasters of Maxwell House Coffee, and asked them this pertinent question about their slogan:

"What's the matter with the last drop?"

I am told that the company sent her a check for \$200, and now I'm wondering what they are going to do about that last drop!

— 8-pt —

Henriette Weber told me this story as a contribution to the anti-testimonial crusade:

The other day Alma Gluck and her equally well known husband, Efrem Zimbalist, attended a Symphony concert with their eight-year-old son.

Efrem, Jr., looking through the program, became fascinated by an advertisement containing a picture of Jasha Heifetz, the violinist and friend of the family, and that artist's supposedly eloquent testimonial for a famous piano. The boy laboriously spelled out the ornamental language, but with growing suspicion.

"Mama," he said at last, "I don't think Jascha wrote that. He doesn't know words like that."

— 8pt —

And that reminds me, in his daily column in the New York *Daily News*, Mark Hellinger recently told a good one on testimonial advertising. I quote Mark:

Eddie Cantor, star of "The Follies," fell ill this week. For the second time this winter, he was compelled to leave "The Follies." This time, however, it is serious. "The Follies" is closed and Eddie will probably take a six months' rest.

Strolling up Broadway in the small hours of the morning, we pondered on Eddie's illness. Too bad, we felt, that a number of annoying hams can prattle on forever—while a man who can entertain millions must be sick.

Passing the Lucky Strike exhibit window, on 45th St., we stopped for a moment to gaze at a large sign that was prominently displayed. Maybe the manager reads the papers. Maybe he doesn't. For here was the sign: "I attribute the healthy condition of my throat to Lucky Strikes."

And signed to this endorsement was the name of Eddie Cantor!

— 8-pt —

"Dear Odds," writes Robert B. Mason of St. Louis, "There is still considerable work to be done in educating people to the value of advertising.

"On the street car tonight two women

were looking at the car cards, and one of them mentioned a small neighborhood store.

"That place has *good* merchandise," she said, "so it doesn't have to advertise."

"Now what do you think of that?"

Well, it reminds me of the woman who, looking at a poster advertising Uneeda Biscuit, remarked to her companion, "Them Un-eeda Biscuit are very nice."

Some people are born so dumb that they just never will grasp anything.

— 8-pt —

The Atlantic City hotels published in the New York newspapers the week of Feb. 12-18 what I regard as a ten-strike piece of copy, the text of which is reproduced for the delectation of the more distant readers of this page:

Washington's Birthday Falls on a Wednesday

Awfully Inconvenient!

YOU could go to Atlantic City this week-end and stay over till Wednesday...but it is *awfully inconvenient*...or you might go Tuesday and return Thursday...if it wasn't so *awfully inconvenient*...as a third solution, you and your wife might make a week of it...but business is business, and it's *awfully inconvenient*...yet Washington fought the Battle of Trenton, not only on Christmas Day, but on a Wednesday, which from a roll-top point of view, was *awfully inconvenient*...of course, you know your own business best, but no man knows what's best for his business if he never studies anything but his own convenience.

For the good of your health and your business take a few days off next week!

ATLANTIC CITY

— 8-pt —

Speaking of organs, the Guild of Former Pipe Organ Pumpers, of which I have the honor to be a member, held its first meeting and dinner in New York the other evening.

The Guild was formed in 1926 by Chet

Shafer, "Grand Diapason," as a strictly non-essential organization. The membership is confined to men who in their youth worked Sundays at hand-pumping pipe organs, back in the days before organs had motorized bellows.

I do not know that there is any significance to the fact, but its membership includes a considerable number of advertising men, editors and publishers.

On the list of those attending the dinner the other evening were Kenneth C. Hogate, managing editor of *The Wall Street Journal*; Paul Hollister of B. D. & O.; Dana H. Ferrin, secretary of The Century Company; Clifton D. Jackson, former secretary of the Advertising Club of New York and now of Wanamaker's; and H. A. Thompson of the Erickson Company. The Official Anthem (copyright 1928) of the Guild was sung for the first time. Its chorus, built of musical terms taken from the stops of the old pipe organ, is particularly effective when sung to the tune, "Oh, Lady Mary," played on a wheezy organ. It runs:

Oh, Doppel-gedickel. Gerohrgedeckt,
Gerohrgedackt. Gerohrgedeckt,
Oh, Doppel-gedickel. Gerohrgedeckt,
Gerohrgedeckt-ge-doo.

— 8-pt —

A form letter from Ralph Barstow of Charles G. Lyman, Inc., of Rochester, N. Y., starts out with a very shrewd observation by Henry Seton Merriman: "It does not suffice to swallow evil fortune—one must digest it."

It is the digesting that really counts. All of us have to expect to swallow our peck of evil fortune, but only those who assimilate it and gain strength and character from the assimilation are worth a darn in this rugged old world.

— 8pt —

G. E. Crosby, of the Aetna Insurance Co., wonders about the double superlative in the latest Warner Bros. billboard copy advertising "The Jazz Singer," featuring it as a "Supreme Triumph."

"What exactly does 'Supreme Triumph' convey to the movie fan. I arks yer?" queries G. E. C.

Not being a movie fan, I cannot say. But I am planning to spend an evening with "Roxy" soon and I'll ask him. He ought to know the movie mind if any man in America does. But I'll bet he will disavow such advertising.

— 8pt —

Interesting facts, these, cited by Glenn Griswold in the *Chicago Journal of Commerce*:

"An investigation made rather generally in South Dakota revealed that 78 per cent of the farmers interviewed said that if they were starting life again they would farm; and 93 per cent of them want their sons to farm.

"A more significant fact is that approximately 80 per cent of the children over twenty-one of these South Dakota farmers are farming, and 90 per cent of the young men on the farm declared that they were farmers because that was what they wanted to be."

If all this be true, the facts should be broadcast widely.

Prestige is More than Assertion



The Atlantic Monthly's Editors
comprise a roll call of America's
most distinguished men of letters—

JAMES RUSSELL LOWELL

1857 to 1861

JAMES THOMAS FIELDS

1861 to 1871

WILLIAM DEAN HOWELLS

1871 to 1881

THOMAS BAILEY ALDRICH

1881 to 1890

HORACE ELISHA SCUDDER

1890 to 1898

WALTER HINES PAGE

1898 to 1899

BLISS PERRY

1899 to 1908

ELLERY SEDGWICK

What The Atlantic's Roster of editors is to American literature is exemplar of what The Atlantic's consistent advertisers are to American business.

The Atlantic Monthly

A QUALITY GROUP MAGAZINE

Eight Arlington St. Boston, Mass.

Circulation 120,000 Net Paid (A. B. C.)

Everybody's Business

[Continued from page 5]

tory owner to know that one concern can afford him an annual market for 500,000 barrels of glassware. Of course he can sell it cheap, for production costs always go down as output goes up—if management is efficient. In one year the ten-cent stores disposed of 80,000,000 handkerchiefs, and sold enough enamelware to load a freight train ten miles long.

IN all of this there is a big thought for every executive. We should get it clear in our minds that the greatest examples of business success reach their goal by an unswerving adherence to definite principles. A fixed aim is absolutely essential in carrying out a progressive program of industrial development under existing conditions. Henry Ford attained pre-eminence among the world's captains of industry by first establishing a policy and then refusing to budge from it.

The present is an era of mass production—a time of big turnover. From the standpoint of safety and future growth, it is better to make a thousand dollars by selling a hundred articles with a ten-dollar profit than ten articles with a hundred-dollar profit. To those satisfied with carrying on a small business catering to a select clientele, this idea is not appealing. But to people desirous of rendering wide service no other plan is in the least acceptable. The more customers we have the less we feel the loss of any one. It is also true that when the price of a product is so high that its use is regarded as a luxury, the seller's opportunity is limited to serving only a small minority. In such a case the consequences of a business depression, of keen competition, or of an unexpected scientific development may quickly bring disaster.

The methods of leaders like Woolworth and Ford have blazed new trails for American business. Four chains of ten-cent stores have rolled up a combined volume during the past 15 years of nearly four billions of dollars in sales. Ford's total has been even greater.

Where could one find more convincing proof that it pays to stick to a principle? Mr. Ford sold fifteen million cars before he ran into a problem that threatened defeat. Did he reach for a solution by giving up the flivver idea? Not for a minute did he show any inclination to abandon his established policy. He has emerged from a trying situation with prices unchanged and a product of such quality that he will not only hold his own market, but probably gain new territory.

When Ford made \$200 on each car his profits that year were \$5,000,000. Eight years later when he made \$21 on a car his profit was \$30,000,000. When the company's wages were low it had to hire 50,000 men a year to keep a working force of 13,000 on the job. Later, when wages were doubled, Ford had to hire only 8000 men a year to keep a force of 50,000 on the payroll. Cutting out the losses and waste resulting from a high labor turnover more than covered the cost of raising wages.

BIG production made possible huge expenditures of money to make more money and permitted the substitution of machines for human hands on every side. It also made possible an expenditure of \$1,300,000 in a single week for newspaper publicity informing the world that the Ford policy had not changed an iota.

Since we ourselves are a part of the great business spectacle of the present day, it is impossible for us to see what is going on unless we take a moment now and then to step aside and view the passing show. When we are being carried along in the mad procession it is only natural that we should lose our perspective. Hastily we pick up a paper and see an advertisement of our biggest telephone company, and it means nothing to us when we read that no one individual owns as much as one per cent of the securities of this great concern. It does not occur to us that it was only a comparatively few years ago that many would have considered it rank heresy to even mention the idea of having the ownership of a big corporation

vested in the hands of the public.

We talk of the evils of competition and the growing complexity of business, and yet when we are told that new inventions pour out of the patent office at the rate of 50,000 a year, one every ten minutes, we are too busy to realize that here we have a perfect example of cause and effect. We see no relationship between our own business and the fact that 50 patents in the United States now yield more than a million a year; 300 are producing to the tune of half a million, and 20,000 afford incomes exceeding \$100,000 annually. Eighty-five per cent of the industrial wealth of America today is based directly or indirectly upon patent rights.

WHAT I am trying to make clear is that we suffer from a lack of original thought pursued to a logical end. We cannot all have the singleness of purpose and the undaunted will of a Woolworth or a Ford. But we can at least fix in our minds the prime truth that success in business today can only be won by those having a definite aim and fixed principles that are never yielded unless it is absolutely plain that they cannot be executed.

What many believe to be the most successful store in America was established on a policy of cash sales only. Great leaders in the department-store field predicted failure for Macy's because they refused to take on charge accounts. But a great purpose is cumulative. It gathers up all the scattered rays of ability and focuses them on one point. It holds us down to our chief task, prevents the wasting of energies, the squandering of hours, and saves us from being lost in the crowd.

Sticking to a principle does not mean that we must hold fast to precedent. Pursuing a definite aim does not imply that we must continue to bow to tradition. Having a sound policy of business procedure does not necessitate our being asleep to the importance of change. Subordinate plans are essential, but there can only be one supreme aim, and from this all others take their character.

Nine people out of ten will insist that they have a goal, and that they carry on each day in strict conformity to carefully established principles. But is this actually true? Let each one answer for himself. Running a business without an inviolable policy is like trying to cross the ocean on a ship that has no compass.

All-Fiction Field

16
MAGAZINES
of
CLEAN
FICTION



You will find one of these ALL-FICTION FIELD Magazines on the Library table of millions of representative homes throughout the country.

BUTTERICK PUBLISHING Co.—DOUBLEDAY, DORAN & Co.

FRANK A. MUNSEY COMPANY—STREET & SMITH CORPORATION



How many nationally-advertised products were featured by dealers, in their own advertisements in *The Christian Science Monitor*, during 1927?

1,894

How many local merchants participated in this "tie-in" cooperation?

7,080

What was the total number of dealer "tie-in" advertisements published?

60,221

Those manufacturers who *themselves advertise* in the *Monitor* reap the *greatest benefit* from this dealer cooperation, for *their goods receive the merchandising effort* of the *Monitor's 460 advertising representatives*, in as many cities, and the *active support* of 300,000 readers.

Are your goods being *placed on the shelves of dealers*, and *moved off those shelves* by national advertising in *The Christian Science Monitor*?

Additional information concerning this unique form of merchandising cooperation, and its advantages to the national advertiser, may be had from any office listed below.

The Christian Science Monitor

"Nation-Wide Dealer Tie-In for Manufacturers"

BOSTON
107 Falmouth Street
Bark Bay 4330

NEW YORK
270 Madison Avenue
Caledonia 2706

PHILADELPHIA
903 Fox Building
Rittenhouse 9186

MIAMI
Security Building
Miami 3-9545

CHICAGO
1058 McCormick Building
Wabash 7182

CLEVELAND
1658 Union Trust Building
Cherry 7699

DETROIT
412 Book Building
Cadillac 5935

KANSAS CITY
705 Commerce Building
Victor 3702

LONDON
2, Adelphi Terrace
Gerrard 5422

PARIS
3, Avenue de l'Opéra
Gutenberg 42.71

BERLIN
11, Unter den Linden
Merkur 9178

FLORENCE
11, Via Magenta
Tel. 23.406

ST. LOUIS
1793 Railway Exch. Bldg.
Garfield 0559

SAN FRANCISCO
625 Market Street
Sutter 7240

LOS ANGELES
437 Van Nuys Building
Trinity 2004

SEATTLE
350 Skinner Building
Main 3904

Campaign Brings 2000 Inquiries

[Continued from page 34]

the typographic symbol in deference to its pictorial value.

There were no headlines, no subheads, no other display save the names of the corporation and parent company in small type, and an 18 point invitation to write for information about installations in nine named types of industrial plants.

THE copy itself in each case was a simple, general statement of the general needs of industry and the general facilities offered by the corporation.

But when the subscribers to the trade press skimmed through the pages of each new issue, this novel display stopped them. Further, it induced them to read throughout. Most important, it interested them. Specifically, no less than 2000 industrial executives started to dictate letters to the Heat Transfer Products, Inc.

They were not letters of general inquiry from petty information seekers. They were, for the most part, actual requests for definite estimates and bids from some of the country's leading industrial organizations. And these letters are still pouring in, 20 to 30 a day. It is expected that the returns will soon reach the amazing total of 3000—all from this brief "publicity" campaign.

Entirely from the results of these first four insertions in the trade press, the Heat Transfer Products, Inc., have more contracts than they were originally equipped to handle and find it necessary to postpone the remainder of the campaign until their internal organization is revised to cope with the newly found potential sales possibilities of a continuous advertising schedule.

* * *

ECONOMICS: Installation of heating and ventilating equipment a difficult technical job, varying in efficiency with the skill and integrity of the installing organization.

MERCHANDISING: An organization with 33 years of experience and reputation behind it.

PSYCHOLOGY: Typographic symbolization of the merchandising factor, so designed as to pictorially emphasize that merchandising factor.

RHETORIC: Inductive in arrangement of material. Dignified in tone. General in expression.

ART: Illustrative plan confined to pictorial typographic arrangement, lending dignity to the message and arresting the attention of the reader.

* * *

FACTS AND FIGURES

PRODUCT: *Temperature control and ventilating equipment.*

PRICES: *Depending on scope of installation.*

MEDIA: *Industrial Engineering, Chemical and Metallurgical Engineering, Ice & Refrigeration, Oil & Gas Journal, Power, Mechanical Engineering, Laundry Age.*

COST: *Approximately \$4,500*

CIRCULATION: *Approximately 100,000*

INQUIRIES: 2000

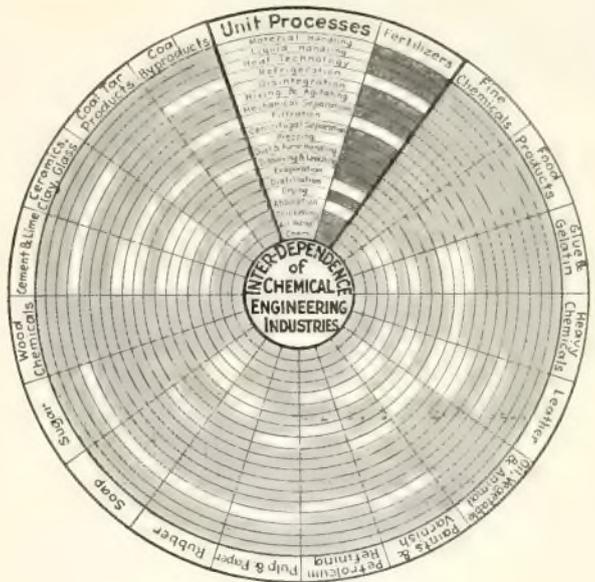
AUTHOR: *Roy Pollock, Picard, Bradner & Brown.*

The fertilizer industry

uses all but 4

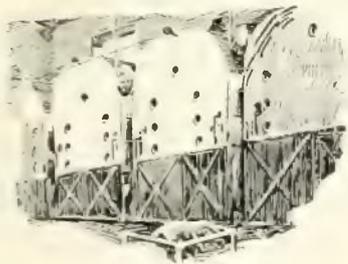
of the

Unit Processes



The processes of mixing, thickening, filtration, distillation, separation (mechanical and liquid) drying . . . and others, are common to many, and in some cases to all of the Process Industries. Mixing in a rubber mill may have problems paralleling those in a paper mill—Evaporation in the sugar industry may parallel the same practice in a fine chemical plant. And so through all the Process Industries you find similar methods of production requiring the same type of technical thinking for successful manufacturing practice.

The purchase and handling of sulphur, whether it be for a chemical plant or a fertilizer plant comes under the control of a production man. This man's training and experience makes



Evaporation

him valuable to anyone of several of these industries.

The equipment used in these processes, regardless of the industry, is usually the same. A filter press used in a ceramic plant will not differ greatly from a filter press used in sugar refining, heavy chemicals or coal tar products.

All these factors bring about an interdependence of men, methods and materials that knits them together in a group that is almost self-contained . . . into a group that resembles the iron and steel ensemble . . . into a group that produces 8 billions of products a year.

This, then, is the group of industries that you can reach . . .

Thru the pages of **CHEMICAL & METALLURGICAL ENGINEERING**

A McGraw-Hill Publication
Tenth Avenue at 36th Street, New York City

Cutting Down the Time Losses in Salesmanship

[Continued from page 22]

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

said that you were going to be a mighty disappointed man if you couldn't spend a month at fishing in Maine this season. Well, the better known and more acceptable your different brands are, the safer it is for you to go away and leave the business in the hands of your assistants. A well advertised brand like ours will do its part toward making it easier for you to go to Maine, etc."

VI.

Start the day's work early. Too early a start is obviously better than one too late. And the salesman who knows his territory has discovered who the early birds are. He calls on them while his fellow salesmen are still picking the breakfast ham and eggs from between their bicuspid.

VII.

Don't kid yourself about long lunch hours. There are plenty of customers who get back early from lunch. Don't decide that it won't pay to get back on the job before two o'clock simply because you wish dealers liked as long a lunch hour as you do.

VIII.

Add a call after the day is done. If you ordinarily quit at 5:15, just try one more call per day for five or six days. The result may show in your commissions.

IX.

Arrange calls in time-saving order. In covering a city intensively one tobacco jobber in Boston found that his men were wasting a great deal of time by a hop-skip-and-jump sort of coverage. They tended to call on the customer they felt like calling on rather than always taking the nearest dealer for the next call. In this case the wholesaler insisted that each man go straight along a street, taking each dealer as he came, crossing back and forth. It was found quicker to cross at each new dealer than it was to work one side of the street to the end and

then cross and work the other side of the street back to the starting point.

X.

Judicious use of telephones. John Jones, the mill supplies salesman, calls only on factories, which are generally scattered about the outskirts of a town. His customers are to quite an extent executives who are frequently out of town. Jones may waste a whole day on blank calls—"man away." By using the telephone he saves that day. But Jones must be the kind that can't be thrown down over the telephone if his man is in. Perhaps the safest thing for Jones to do is simply to call the switchboard operator and ask if the desired executive is in.

Then, of course there are the telephone calls which are nearly always safe—routine calls or merely courtesy calls on old customers who may even prefer to have a telephone call rather than a more time-consuming personal visit.

XI.

Cooperation with home office. This means that the sales manager always knows where you are—so that he can cooperate where such cooperation is needed. It means that you always get any mail that he may send—and thus receive on time any changes in prices or other important news, putting it promptly into use and thus avoiding the need to retrace your steps and explain away statements you made which are now obsolete.

XII.

Be a traffic expert. Failure to carry the latest railroad time tables together with failure to know trolley and bus routes, schedules, and connections, accounts for time losses that are sometimes serious.

XIII.

Building up weak points. As the salesman discovers weak points in his selling equipment he should resolve to never let the same shortcoming

TWO LETTERS

about Youth

in

Advertising

Copy

Some of our recent advertisements have stressed the place of youth in advertising copy.

Under the heading of "Flaming Youth and Flaming Copy" we said, "The writing of copy is more and more a business for young people. Most of the things that advertising offers are bought by people of the restless years." It's the people in their twenties and thirties who are building houses, furnishing homes, raising families, buying cars.

Came the dawn. Came the postman. Came letters of protest like this from the Middle West:

Gentlemen:

Your advertisement of October 27 in *Printers' Ink* is ridiculous.

Do you mean to say actually that good writing, or even writing that flames, quivers, sparkles, and scintillates, is wedded to an age?

Thomas Hardy at 80 years of age was still the Olympian of the literary. Bernard Shaw at 70 is still keen, pungent, and piercing.

What do you find about youth that is so needful in advertising copy?

Sincerely,
E. H.

To which we made replies like this:

Dear Mr. H.:

..... We were talking about the writing of advertisements. Now there is bound to be a relationship between all forms of writing, and there is no denying a kinship between advertising and fiction or belles lettres, but the connection at best is a distant one. Our reference was purely to people who were writing advertisements. There, undeniably, youth is nearly as important a factor as talent.

Certainly we can imagine no person who would have been a greater disappointment as an advertising agency copywriter than Thomas Hardy. Kipling in his youth might have been a star. The Kipling of today could at best furnish little better than an interesting testimonial. If he were forced into the anonymity of the professional advertising writer—forced to dig up other facts instead of falling back upon his imagination—forced to write to men about batteries and tooth brushes, and to women about face creams and fabrics, it would not be long before someone "nearly thirty" was writing the copy that got itself printed.

You ask what we find about youth that is needful in advertising copy. Well, young people write, work and speak with undimmed enthusiasm. They are tireless. They are not afraid of wearing out shoe leather. They do not know forty reasons why a thing cannot be done. They do not say, "Oh, yes, I know. Something like what I did for Hooftus Gooftus in 1915." They are more anxious to build up a reputation than to rest upon one.

Very truly yours,
GEORGE BATTEN COMPANY, Inc.

Most certainly there are activities in advertising where age confers benefits a-plenty . . . but use young writers in talking to young buyers.

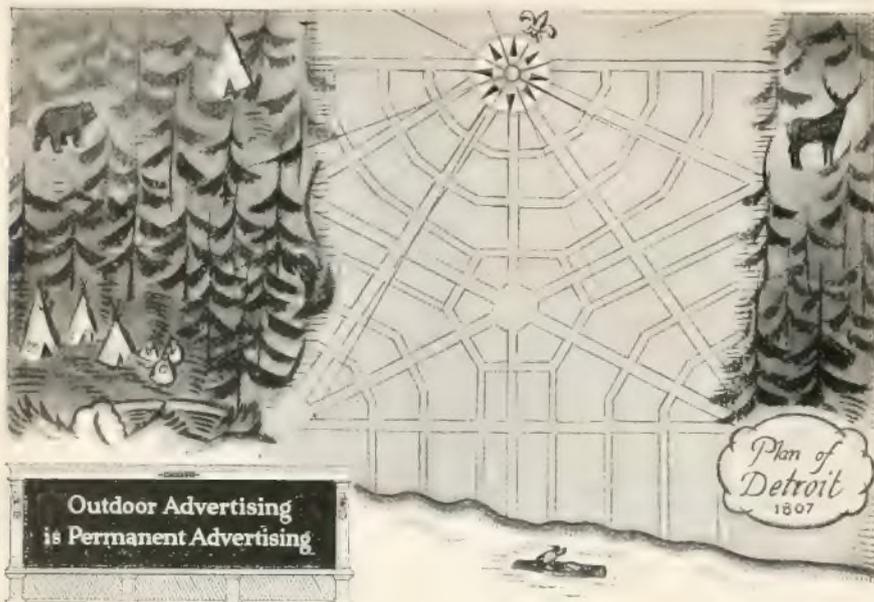


GEORGE
BATTEN
COMPANY
INC.

Advertising



NEW YORK
CHICAGO
BOSTON



IN planning Detroit, the city fathers cast a prophetic eye toward the future of Outdoor Advertising. The streets radiate from a central axis. Three, four, and even five thoroughfares converge into a central square, while all major streets lead into the downtown shopping district. Detroit's plan hasn't changed since 1807. The result is a remarkable opportunity for the user of Outdoor Advertising, in locations of exceptional attention-value and visibility. By all means, don't overlook Detroit as a market. But remember that

Outdoor Advertising permits unequalled coverage in this ideal Outdoor town.

WALKER & CO.

OUTDOOR ADVERTISING

Selling Representatives for
POSTER, PAINTED and ELECTRIC DISPLAYS
throughout the United States and Canada

Flint DETROIT Saginaw



House Organs

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

The William Feather Company
605 Caxton Building, Cleveland, Ohio

THERMOMETERS

An effective tie-up between your advertising and the dealers' that costs little.

Dealers will pay the cost of this dealer help with a 365 day-a-year effectiveness.

Every thermometer is manufactured in our factory and carries our guarantee.

Hundreds of national advertisers are now using them. Write us for samples and plan showing effective tie-up between your advertising and that of the dealer.

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



operate against him a second time. If he doesn't know how to meet the objection. "Your price is too high," he should start immediately to build up a fund of answers.

More than that he should keep mulling them over until he can bring out the ones that dispose of that objection in the shortest possible time.

XIV.

Make use of time spent on the train. Here is a chance to study that new information received from the sales manager.

Here is time to plan calls to get new accounts. Here are spare moments when reports of calls may be made out.

The time spent by the salesman in train-riding can often be put to more profitable use than in card-playing, story-swapping, or the reading of detective stories.

XV.

Visiting when visiting isn't wanted. This "new American tempo" includes for the average retailer calls from more salesmen than he ever saw before—particularly in the case of those many stores which carry a more diversified stock than in former years. Hence many retailers simply haven't the time to visit that they had in years gone by.

Don't make it a visit—make it a sales talk.

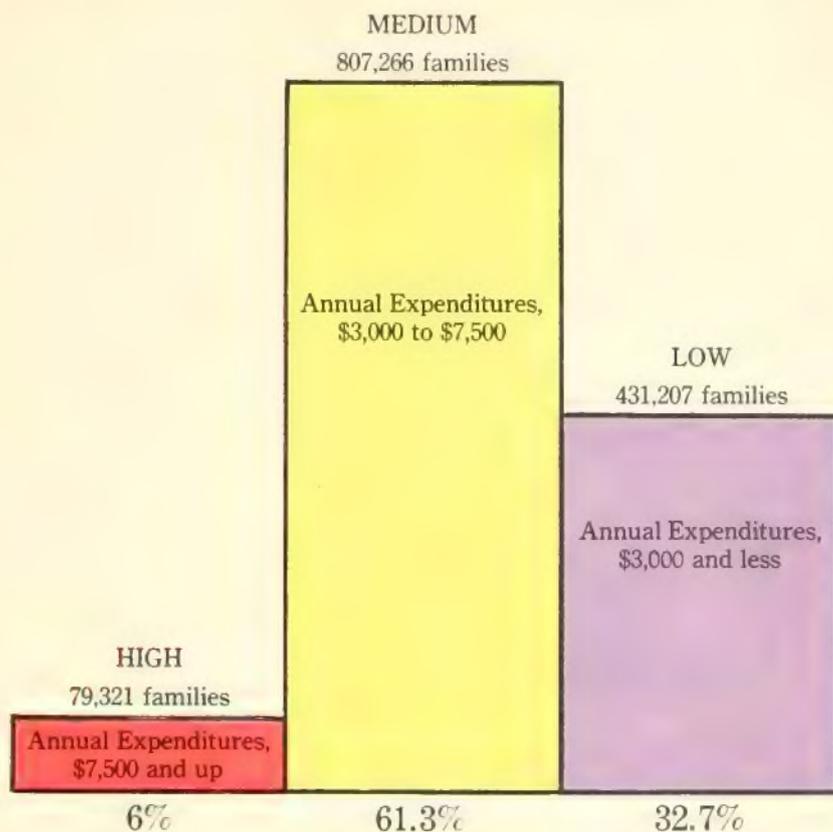
Don't string it out—there should be a climax to every selling interview, after which it is time to go.

Don't visit too much anyway, particularly at the beginning of a call—it makes some buyers suspect that you are setting the stage for an attempt to slip something over. And finally don't do too much visiting because visiting can easily become a decided time waster.

XVI.

Payment per call. Some houses encourage conservation of time by including in their sales remuneration plan a small payment for each call made, regardless of the results in business secured. This too has a speeding up effect, but even where such payments are not made the net effect tends to be the same. The salesman should remember that he progresses as he learns to administer his time more effectively. Which means in turn the greatest possible number of calls per day consistent with thorough presentation.

A Definite Yardstick of the New York Merchandise Market



THIS is the authentic yardstick of newspaper advertising values in Greater New York—an accurate division of the city's population into three expenditure groups, from each of which every advertiser will draw a proportion of his sales, based upon an exhaustive survey of rentals, incomes, buying habits and newspaper preferences, conducted by the Bureau of Business Research of New York University. Such a survey was necessary to dispel the atmosphere of doubt and uncertainty that enveloped a great market served by seventeen English-speaking newspapers without any available definite data as to what service each paper or group of papers performed in the community, the trend of their influence or the "overlap" of their circulation. The first step was the establishing of the above "yardstick," accurately charting 1,317,794 families.

The information contained in this series of advertisements is but a portion of the entire findings of this survey, and additional important data will be found in "A Study of the New York Market and Its Newspaper Situation," a copy of which will be mailed on request.

The World

Pulitzer Building
New York



New York

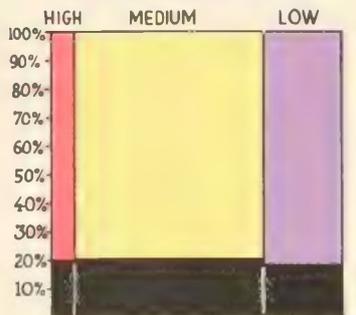
The Evening World

Tribune Tower
Chicago

In the Morning Field

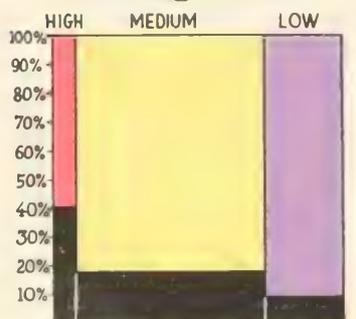
(The Figures Apply to New York City Only)

Morning World



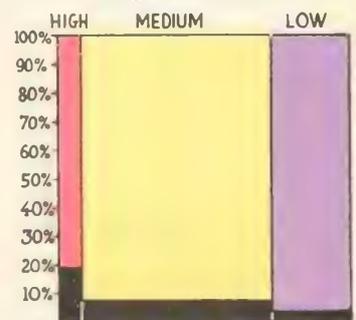
15,797 139,020 51,846
20.6% 20.2% 17.9%
Total 206,663

Morning Times



32,016 130,040 27,540
41.8% 18.9% 9.5%
Total 189,596

Morning Herald-Trib.



15,712 57,099 11,191
20.5% 8.3% 3.8%
Total 84,002

Here is the Yardstick reduced to area-charts, giving each of the city's expenditure divisions its proper weight. The solid areas indicate the proportionate distribution of each of the chief New York morning papers in the three expenditure groups pictured on the preceding page.

With information of this character before the advertiser, the effective coverage of the New York Market is greatly simplified.

It will be noted at once that THE WORLD is essentially a FOUNDATION paper, that it does not "peak up" in any one division but is distributed evenly across the city's population currents, ranging from a coverage of 17.9% in the LOW expenditure group to 20.6% coverage in the area of HIGH expenditures.

In the case of *The Times*, there is a decided peak towards the HIGH area, a characteristic in a lessened degree shown by the Herald-Tribune.

Since sales of nearly every type of merchandise must inevitably come in some proportion from among all classes, according to the city's ability to buy, it is evident that THE WORLD is the logical paper upon which to lay the foundation of any sales campaign. Distribution once attained, additional sales pressure can be exerted in any one division where it is required, in the HIGH, the MEDIUM or the LOW, but the groundwork must be laid evenly throughout the city in order that the advertising may be 100% effective regardless of class or buying ability.

THE WORLD is the ideal starting point in the morning field—the foundation upon which any type of campaign can be erected.

In the Evening Field

(The Figures Apply to New York City Only)

In the Evening field, the same characteristics that apply to THE WORLD, mornings, on the page opposite, will be found true of The Evening World,—an evenness of distribution throughout the city's three expenditure divisions.

The Sun peaks up in the HIGH group and *The Evening Journal* takes the opposite trend, peaking markedly in the LOW group.

These three papers disregarding duplication, cover 70.8% of the HIGH area, 70.9% of the MEDIUM area and 64.3% of the LOW area, and with these area-charts as a basis, the advertiser can at a glance fit any one of these papers, or any combination of them into his sales problem with a degree of definiteness heretofore impossible.

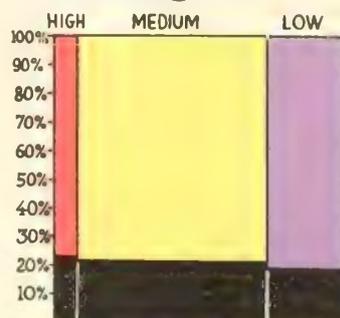
Every newspaper in New York can do a definite job for the advertiser, but the extent and character of this service can be determined only by plotting its characteristics upon exact information such as the New York University Survey revealed.

The New York market is neither complex nor does its adequate coverage entail great expense if the problem of waste circulation is carefully considered.

An evenly distributed circulation, covering all three expenditure groups in proper proportion, embraces little or no waste, because it is *basic*, and provides a foundation upon which additional coverage can be added as circumstances demand or funds permit.

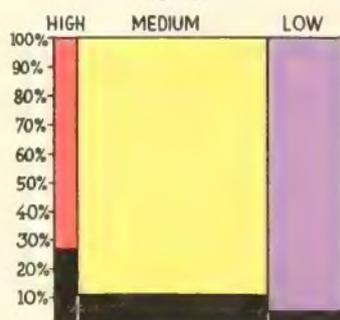
In the evening field, *The Evening World* provides this basis at a low milline cost.

Evening World



17,655 143,171 55,343
22.3% 20.8% 19.1%
Total 216,169

Sun



21,034 78,702 13,639
27.4% 11.5% 4.7%
Total 113,375

Evening Journal



16,219 264,909 117,331
21.1% 38.6% 40.5%
Total 398.459

In the Sunday Field

(The Figures Apply to New York City Only)

It is in the Sunday field where The World's characteristics as a foundation paper finds full emphasis, reaching nearly one out of every three English-speaking families in the city. With more city circulation than its two principle competitors *combined*, it accounts for an average coverage of nearly 30% throughout all three expenditure groups, as against an average coverage of 25.9% for The Times and only 12.1% for The Herald-Tribune.

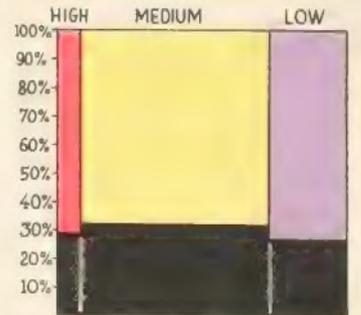
It can safely be said that no campaign can be regarded as adequately covering the New York market unless it includes The Sunday World.

Combining as it does, not only bulk, but consistency of distribution in every section of the city, it offers all the factors essential to the moving of merchandise of every character; and by the very evenness of its distribution eliminates the element of waste that so often renders the invasion of a major market a matter of great expense.

In fact, THE SUNDAY WORLD has to its credit many single-handed successes, where it has not only proved its value as a foundation paper, but has shouldered alone the responsibility of moving goods off the dealer's shelves.

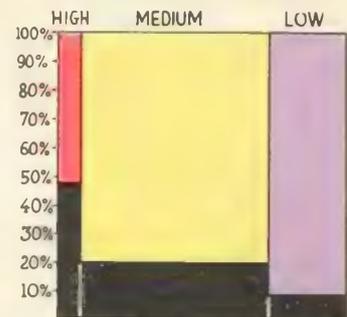
This is the first of a series of advertisements designed to simplify the distribution and sale of merchandise in Greater New York. The second of the series will discuss the matter of overlap among papers of similar appeal.

Sunday World



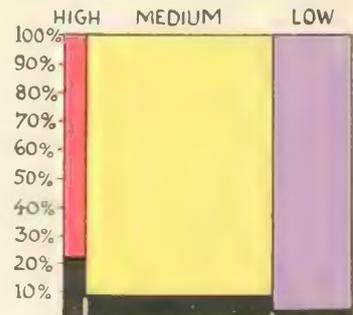
22,385 216,451 81,048
29.2% 31.5% 27.9%
Total 319,884

Sunday Times



36,915 139,020 27,803
48.2% 20.2% 9.5%
Total 203,738

Sunday Herald-Tribune



17,655 64,130 11,890
22.3% 9.3% 4.1%
Total 93,675

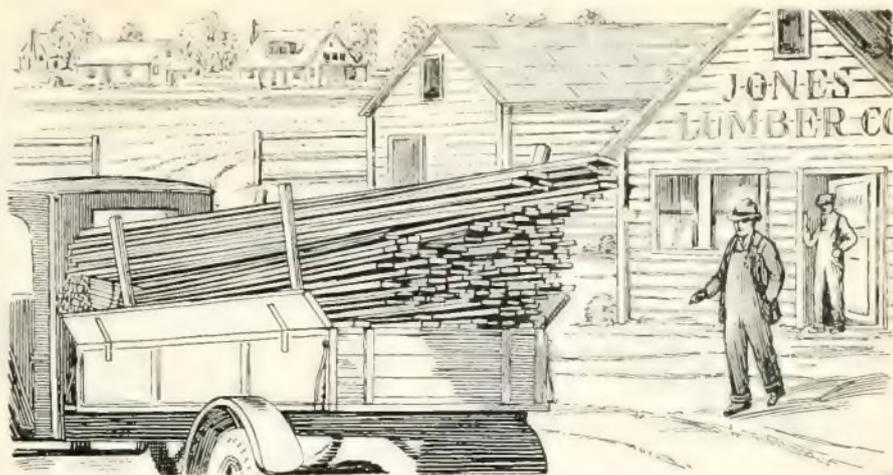
Is the Editor Dead?

[Continued from page 27]

in the World War was the way the great nations each chose one man—Lloyd George, Clemenceau—and said. "Here Mister, you do it." Motion pictures have their Hays; baseball its Landis; scarcely a month goes by without some industry discussing the appointment of a Czar. Had there been a man half big enough to dominate advertising, he might easily have had that job at Denver last year.

WILLIAM RANDOLPH HEARST, despite his faults, his competitors and his enemies, profits overwhelmingly through his courageous use of his own personality. And his equal insistence on the personalities of his accomplices! He gets three cents for his newspapers where others are content with two. He gets thirty-five cents for magazines in million lots. Thousands of intelligent men, including myself, have criticized the Hearst "organization" because it isn't, just as they have criticized Mr. Ford's domineering personality.

On the other hand, those buxom magazines which so ably supplant personality with efficiency might well pause for a squint ahead. As an Irish bull would put it, up the road the tide begins to turn. Ask the circulation man, he knows! The reason for the coming change is astonishingly simple. All advertising managers, naturally, seek to interest the *same* space buyers of the *same* four hundred leading advertising agencies, and the *same* sales executives of the *same* four thousand leading national advertisers. As an assistant liaison officer to the Circulation Manager and the Advertising Managers, each editor finds himself inevitably planning, not for himself and his readers but for the business management and its needs. (Wherever this is truest, it will be most hotly denied.) In the meantime, all circulation managers are fighting for the same 1,750,000 families with incomes over five thousand dollars. The publishing business—one of the most highly personal of fields—has gone into mass production of circulation. It has become as encrusted and encumbered with statistics as an old ship with barnacles. Like advertising, it has sunk to thinking of people coldly in terms of "markets." And a blind baby monkeying with the buzzsaw is



Bigger Milk Check Loosened Purse Strings

FOR many years, Silas Lang (we'll call him that) had hauled milk daily to the local cheese factory. Once a month, he cashed his check, realizing just enough to scrape along until another pay day.

When the Dairymen's League provided the Champlain Valley farmers with an outlet for fluid milk, Silas put up a milk house out of scrap lumber, rather unsightly but good enough, he thought.

On receiving his first check from the Dairymen's League, Silas found it to be double the usual amount. He threw his hat into the air with a shout of joy. Next, he drove to the lumber yard and bought enough lumber for a handsome new milkhouse.

Now, Silas is reading the Dairymen's League News for market reports and feeding facts. You can reach him and more than 55,000 other dairymen with loosened purse strings at the slight cost of 50c a line.

Write for Sample Copy and Rate Card

Dairy farms of this area supply New York City with fluid milk at profitable prices.



DAIRYMEN'S League NEWS

| | |
|---------------------------|-----------------------|
| New York | Chicago |
| 11 West 42nd Street | 10 S. La Salle Street |
| W. A. Schreyer, Bus. Mgr. | John D. Ross |
| Phone Pennsylvania 4760 | Phone State 3652 |

WHAT ABOUT ADVERTISING?

By
Kenneth M. Goode and Harford Powel, Jr.

A timely analysis of the business value of advertising. It takes up the attacks and criticisms which have recently been made about present advertising expenditures and shows the business tests which must be applied in order to make every advertising dollar yield more profits. Every person who does business with people will find this book worth reading. To advertisers large and small it furnishes a practical working theory towards success. And away from failure!

Send us your order for a copy, now.

Price \$3.50

ROBBINS PUBLICATIONS BOOK SERVICE

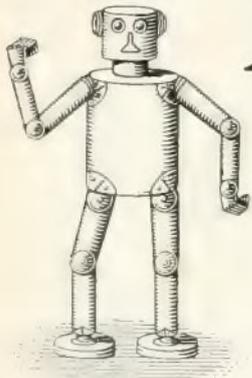
9 EAST 38th STREET, NEW YORK, N. Y.

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The BAUER
TYPE FOUNDRY inc
230 West 43d St., New York



MACHINERY,
the New Messiah
—an authorized
interview with
HENRY FORD

WHAT of the American home? Is it in danger? Is it going to pieces? Henry Ford gives his answers to these questions in the first of four authorized interviews he has granted the *Forum*. The first is in March. He looks ahead to the time when men can be repaired like boilers, when man in one of his mental states can know what goes on in other planets—an interview that proves the timeliness and news interest of *Forum* articles.

As further proof, there's the debate, "Should the Government Keep Hands Off Super-Power," by Dr. Frank Bohn and Norman Hapgood, also in the March *Forum*. And articles on city noise, sky-scrappers, roots of college evils—as well as the first instalment of a \$7500 prize biographical novel, "Hill Country," that promises to increase subscriptions as did the just-finished novel "Disraeli," by André Maurois.

Look through any *Forum* table of contents, you find subject-matter of a similar stimulating interest. Advertisers are using the *Forum* with excellent results. Judge if the *Forum* public is not your kind of public too.

Edited by HENRY GODDARD LEACH

441 Lexington Ave., New York

F O R U M

safety first compared with that publisher—or advertiser—who disregards the vivid human element.

To him one thing is bound to happen. If one may judge by recent reductions in publication prices, it may be happening already. Since all the magazines have aimed so long and so ably to please the *same* four hundred space buyers and the *same* four thousand national advertisers, *all those magazines have necessarily become pretty much the same magazine!* So the same 1,750,000 families among whom all the millions of these more or less standardized magazines seek their circulation are just a wee bit fed up. Lacking a dominant, distinctive personality to cling to, reader interest drags already. Advertising interest, too, may most unfortunately stray off into radio and other more novel fields.

Like the man who drove the six-horse bandwagon up the blind alley, most of our leading publishers will not choose to turn around. The momentum of their present superb machines will carry on for years. For the smaller and newer publications, however, there is still a splendid opportunity to build more easily at less cost a loyal following on the somewhat sounder basis of an highly individualized and specialized personal appeal.

MUCH the same situation, by the way, exists in the motion picture business. The new Paramount Building is more than a monument to the triumph of mechanism over man. It marks the dissipation of that triumph. If the future of the motion picture industry depended on the Paramount and the other mammoth New York houses, one might begin its obituary. Just as the great magazines went out to buy circulation, so the producers went out to buy audiences. Instead of concentrating simply and solely on the single problem of giving people better pictures for less money and thereby *attracting* audiences, the film producers went out to acquire audiences ready made—through the ownership of huge chains of theatres.

Here in New York that policy has proved a flat failure. With audiences large enough to command the situation, the producers lacked the pictures to command those audiences. So the pride of Hollywood surrendered ignominiously to Seventh Avenue vaudeville. And, consequently, instead of

turning the vast sums contributed by New York audiences toward the development of greater and more gloriously individual films, prodigal competitors are wasting fine talents and huge sums of money drowning the future of what might be the world's most magnificent industry in a sea of singing and dancing, growing ever more and more monotonously the same.

Back in the small neighborhood theatre, then, lies the hope of the "movies." Some motion picture Woolworth will one day act on behalf of the millions of daily customers—and save an industry from its own inflation. So, in much the same way, I venture to suggest, the future of the publishing business lies among the smaller publications. Here the down-trodden editor may start a new cycle that will eventually rescue the publishing field from its super-mechanics. Hundreds of trade papers and thousands of small newspapers may yet keep themselves original, personable, blithe, and free from the lure of the large statistic.

With their editors thus rejuvenated to their earlier position of power, these publishers will no doubt be surprised to find the path of the young Henry Watterson, the young Pulitzer, the young Curtis, so little crowded and still so highly profitable.

The t. f. Club of Cleveland Formed

THE t. f. Club of Cleveland has been organized with the idea of promoting good fellowship and understanding between business paper representatives operating in the Cleveland district. The club has started with a membership of 28 business paper representatives, who have elected the following officers:

W. E. Edwards, *Rock Products*, president; W. S. Cushion, W. R. C. Smith Publishing Co., treasurer; J. P. Newman, McGraw-Hill Publishing Co., secretary.

The membership is limited to persons actively engaged in business paper publishing, and is automatically terminated when the individual ceases to be actively associated with business paper work.

Admission to membership is possible only through the equivalent of a majority vote of the resident membership. The dues are five dollars a year, payable in advance.

Window Display Advertising

by

CARL PERCY

Former Chairman of the Research Committee of the National Window Display Advertising Association.

AN ANALYSIS
OF THE FORCE OF WINDOW DISPLAY ADVERTISING
AS A SALES MEDIUM FOR
MANUFACTURERS, TRAVELING SALESMEN,
ADVERTISING AGENCIES AND
RETAIL MERCHANTS

MR. PERCY has summed up in this book the results of his wide experience and research, illustrated by authoritative charts and tabulations and by photographs of displays which have proved effective. He gives a practical formula for the creation of display ideas, analyzes the various types of appeal and discusses window lighting, color effects, methods of distributing displays, uses of display material, selling helps, etc.

Price \$3.50

ROBBINS PUBLICATIONS
BOOK SERVICE

9 East 38th St., New York

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

THE OPEN FORUM

INDIVIDUAL VIEWS FRANKLY EXPRESSED

Keyed Copy Comes Back from the Great Beyond

[EDITOR'S NOTE. When Carroll Rheinstrom notified the subscribers to "Keyed Copy" a few weeks ago that the publication had committed suicide and passed on, there were many protests. We publish excerpts from some of these below.

Thanks are due to Edward F. Hudson of Ferry-Hanly Advertising Company, Chicago, who first suggested that the magazine be incorporated in ADVERTISING & SELLING. Keyed Copy appears for the first time as a department in this issue.]

Too Good to Let Die

Why should such a good thing as Keyed Copy die? Surely it is too good to let die. Why not charge enough for it to let it live?

STARLING H. BUSSEY
Vice-President
George Batten Company
New York

Murder, More Likely

There are at least a thousand advertising men in this country who would pay five dollars a year for Keyed Copy. You can't convince me that Keyed Copy committed suicide. I think somebody murdered it—an innocent, well intentioned, and extremely valuable citizen of the advertising world.

J. E. CADE
Advertising Manager
F. Wesel Manufacturing Company
Scranton, Pa.

Come to Think of It, Our Old Eyes ARE Pretty Good!

You have pioneered in a most constructive field. Perhaps some far-seeing publisher will take advantage of the work you have done and put your idea to commercial use.

DWIGHT W. JENNINGS
Manager
Lord & Thomas and Logan
San Francisco, Cal.

Left Its Footprints

Keyed Copy has left its footprints on the sands of advertising. I have often wondered why you did not put

the splendid publication on a subscription basis. I for one should have been glad to send in my check annually.

C. M. BRADBURY
Sales Manager
O. F. Bale & Co.
New York

Not Only Could but Did!

Upon receiving your dismal letter, I felt a deep sense of personal loss. Now that you have failed us, what shall we do? Could you not incorporate your ideas in ADVERTISING & SELLING?

EDWARD F. HUDSON
Ferry-Hanly Advertising Company
Chicago, Ill.

Camel and Prince Albert Good Will—\$1.00

Last December the R. J. Reynolds Tobacco Company, owners of Camel cigarettes and Prince Albert tobacco, took a step that nobody but financial men have noticed. It completely charged off the "good will" item which it has carried on its books at the valuation of \$1,316,681 as representing these two famous brands. Good will is now represented on its books at the normal figure of only one dollar.

This is revolutionary for the tobacco business, which has always carried a large valuation for good will. James B. Duke once testified in court that his valuation of "Bull Durham" good will was twenty millions. The American Tobacco Company carries its good will at about 54 millions, Liggett & Myers at about 40 millions, and Lorillard at 21 millions. These valuations have been based on advertising expenditure.

Yet for but a portion of this one dollar good will item, Reynolds was offered ten millions several years ago, and probably twice that amount since! Reynolds earnings were 29 millions last year, despite enlivened competition—a 10 per cent increase.

Good will is an intangible item, put to the test only when a sale is made, and is often worth from ten to twenty times the tangible assets. But carrying good will on the books is a declining financial mode, especially since the no-

par share plan has come into vogue.

But if any financial tenderfoot supposes that the \$1.00 good will valuation can be taken at its face value, let him try to buy it, even by multiplying it by 25 millions, and see what a reception he'll get!

GEORGE M. TURNER
Financial Department
Northern Construction Company
Chicago, Ill.

We Ask You: Why?

Why is it, when the Chases and Schlinks and Borsodis and Vigilance Committees and such are all so solicitous for More and Better Truth in Advertising, that no law has ever been passed about the way that restaurants use the word "home-made?"

When, and under what circumstances, is restaurant food home-made or home-cooked, and where do they draw the line? Whose home do they make it or cook it in? And why is it necessary to home-make or home-cook it anyhow if this here now scientific progress that Floyd Parsons and H. G. Wells are so fond of talking about is such a whale of an improvement on the old-fashioned things it supplants?

J. F. NORBERT
Jersey City, N. J.

Advertising Myopia

I have just read your editorial "Two Lop-sided Viewpoints" in the February 22 issue of ADVERTISING & SELLING. I have often wondered why the advertising publications don't give more space to such editorials as this.

Probably the particular reason I was so impressed is that I happen to be located in Pittsburgh, which is pretty much a heavy tonnage and raw material district. Advertising myopia is probably more acute in this neighborhood than anywhere else in the country, and I suppose everyone who has attempted to get his advertising message across in this neighborhood has struck the same point of view on the part of business executives.

G. B. MARTIN
President
The Farrar Advertising Company
Pittsburgh



SAMUEL A. MOSS joins the organization of EINSON-FREEMAN COMPANY as Art Director and Visualizer. He will add new ideas, new enthusiasm and additional creative service to the most complete window display organization in America.

Mr. Moss comes to us from Lord & Thomas & Logan, New York, where he occupied the position of Art Director and Visualizer and served many of the leading national advertisers. His creative ability is now available to our clients.

EINSON-FREEMAN CO. INC.

Lithographers

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

Time to Revise Our Views on Price Maintenance?

[Continued from page 20]

cents for an item, which includes the delivery charges and the cost of carrying the charge account. Those who haven't quite arrived patronize the cash market, where the price is 23 cents because the charge includes one delivery a day only. And those who have time, and whose income is somewhat limited, go down to the chain store and pay 19 cents, which is the cost of merchandise, plus a fair profit, *without service charges*.

NOW, supposing each of these stores tried to get 25 cents, *regardless of service*, because the manufacturer said so. If they should get away with it, two types of stores would be making a profit to which they are not entitled and which they do not want: movement of merchandise would slow up, and many of the stores would have to go out of business. This reduction of active outlets would cut down the manufacturer's volume and the price would advance still higher. The public wouldn't stand for it and the manufacturer wouldn't like it either. It might not do any harm to admit at this point that if we hadn't had a tremendous growth in chain stores since 1920, there would have been real hardships in the whole commodity manufacturing field.

It is well to remember, then, that many private brands introduced by the chain store were added because the manufacturer of the nationally advertised line insisted on price maintenance, thus slowing up the turnover of the chain store department handling this item and thereby automatically increasing the cost of operating the department. The private brand was the answer.

This situation is not academic; it is very much with us. It raises a new question, or raises the old question in a new way. Is the final price to be inclusive of service, and can the lowered prices used by outlets operating economically be truthfully called cut prices? Not today they can't. Because, in

truth, they are not cut prices from the point of view of the public.

The public is pretty dumb, but even a moron would have trouble avoiding the knowledge that American business is built up to serve the customer with exactly the amount of service he wishes to pay for. Ask your wife whether "cut prices" in the toilet goods section make her think any less of an article. Give your boy a dollar to spend as he wishes for commodities and see where he goes to spend it. Or take a look at yourself as you go merrily into your favorite chain store and get your tobacco, cigars or cigarettes, at a lower price *because you go and get 'em and pay for 'em*. The public likes what it has. The public has been slow in learning just what made up the cost of merchandise but it has learned.

Chain store sales for 1927 were nearly six billion dollars, 43 per cent increase in five years. This is about 16 per cent of our total retail sales. The increase is not accidental. It is based squarely on the best possible merchandise at the price quoted. The buyer of a chain store is not a bargain hunter. He must have quality exactly as represented by the price, or his customer will not return. During this past year when merchandise has been over plentiful, I know of three occasions where the buyer added two and three cents to the quoted price and asked the manufacturer to "put it into extra quality."

CHAIN stores have increased so rapidly that there is keener city competition today among them than among any other retail outlets. The chain store Economic and Financial Research Bureau states that in doing \$3,400,000,000 worth of business in 1926, \$1,156,000,000 was done at no profit, \$272,000,000 at a loss*, and \$384,000,000 at cost, the total volume returning a profit of \$1,218,000,000.

Price maintenance proponents point to these figures as proof of the losses arising from price cutting. Do they realize that in the year 1926, depart-

ment stores doing less than one million dollars made no profit, and that the others made less than in any previous year? ** Mail order houses conduct many departments at a loss, and even specialty shops are obliged to carry "no profit" lines to attract people to the shops in the dull season.

Chain stores have made a definite contribution to our selling knowledge and have originated economies that have resulted in lower prices to the public. Chain store prices are not usually "cut prices." They are normal prices with the service charge eliminated. If ruinous cut pricing takes place in any field, there is sufficient law on the books at the present moment to stop it. Squibb's recent victory on the west coast proves this fact beyond a doubt. The manufacturer can still select his customer.

TODAY the public is buying commodities in far greater volume than ever before, and at exactly the service price it wishes to pay. And is the manufacturer of this type of products unhappy? If he is, he conceals his grief like a man. He *knows* that these prices, based on lessened or no service, widen his market and greatly increase his volume. He knows the public is on his side, and he knows that holding up an inefficient retailer is the quickest way known to accumulate bad debts. There's room for each type of outlet. The public has ceased to see any harm in lower prices based on less service, and therefore the product is not injured. Why, then, should we have more price maintenance legislation for the commodity field?

As we leave the general commodity field the subject of price maintenance becomes a little more important. In this field of trademarked specialties, where the article has been set apart from its commodity field by style, quality and price, we should more easily run down the possible "injury" occasioned by price cutting and determine whether or not we now have proper remedies to apply. Taking hats, for example, we find the special hats, such as Knox, Stetson and others, are sold by exclusive agencies. Moreover, we find that price maintenance does not interest the manufacturer because *cut prices are neither to the interest of the public, the retailer nor the manufacturer*. We find, too, that, by mutual agreement, lower priced clearing sales are in order at the end

*Largely in the grocery field.

**Harvard Bureau of Retail Research.

of each season and that the public knows about them and raises no objections.

Those of us who have a pet brand of hats know that we are paying a little more for style, for exclusiveness, for a "consumer surplus" of good feeling if you will. Suppose the retailer marked down these prices. Obviously, he would have to mark them down to the commodity price of hats, if he would increase his sales. But even if he did this, it is doubtful if the price would attract many new buyers. The price now includes "atmosphere," soft voiced clerks, the personal shop idea—high-hat, if you like, but very real. This we are willing to pay for—but it actually keeps out the buyer who intends to pay less.

THE retailer doesn't cut prices, therefore, because he would have to sacrifice all his profit and because it would not bring him any greatly increased volume. So the established hat manufacturer won't be wildly excited about the Kelly-Capper bill even though the name should intrigue him.

And shoes. The shoes you "wear right along" are not bought on price. As the better shops carrying Bannister, Johnson & Murphy, and similar shoes work it out, there is an "end of the season" sale where you gratefully pick up an extra pair of shoes and "average" your purchases for the season. As was the case with established hats, a cut price to attract new business would have to be so low that there would be no profit in it. It isn't good business for public, retailer and manufacturer. Therefore, it isn't done—and Kelly-Capper loses another vote.

Shirts come pretty near being commodities, but "Arrow," "Manhattan" and a few others are clearly specialties in the shirt field. Do you see "ruinous cut prices," of these shirts? If you do, you don't usually waste any time in getting to the sale—or your wife doesn't. These shirt makers also allow "end of the season" and clearance sales. The public that buys this type of merchandise is grateful to dealer and manufacturer alike, because the value of the shirts has long been established.

Instead of injury, very real customer approval is secured, new customers enter the store, the retailer is pleased, and the manufacturer makes more shirts. And in all cases cited, if the retailer doesn't perform as he is expected to, the manufacturer can with-

Advertisers invest more money in Hardware Age than in the next three National Hardware papers combined

In 1927—

- 631 Advertisers invested in 3964 pages in Hardware Age
- 333 Advertisers invested in 1396 pages in Publication B
- 227 Advertisers invested in 1064 pages in Publication C
- 220 Advertisers invested in 735 pages in Publication D

Advertising preeminence reflects editorial leadership and effective market penetration.

HARDWARE AGE

239 West 39th Street

New York City

Charter Member A. B. C.

Charter Member A. B. P., Inc.

Shoe and Leather Reporter

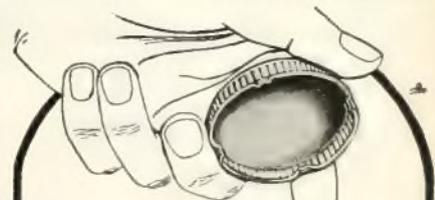
Boston

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

The Taxi Weekly

Covers the Whole Cab Industry

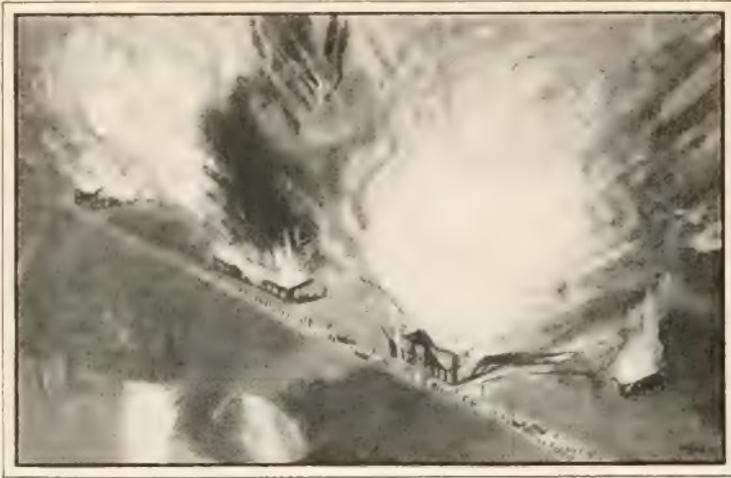
NEW YORK EDITION goes to 10,000 taxicab individual, fleet and company operators. Issued Mondays.
NATIONAL EDITION, ready January 1, 1928, goes to 4,000 fleet and company operators throughout the U. S. Issued Wednesdays.
Published in its Own Printing Plant at
54 West 74th Street—New York City



Here is the Cap that helps to increase sales, because $\frac{1}{4}$ turn securely seals, and $\frac{1}{4}$ turn quickly unseals. Write for prices.

AMERSEAL CAP

American Metal Cap Co., Brooklyn, N. Y.



The Spirit of Service

*An Advertisement of the
American Telephone and Telegraph
Company*



IN JULY, 1926, lightning struck the Navy Arsenal at Denmark Lake, New Jersey. The explosion demolished the \$80,000,000 plant, rocked the countryside, left thousands homeless and many dead. While the community fled in terror, fresh explosions hurled fragments of shell and debris far and wide.

High upon the roster of those who responded to the call of duty were the telephone workers. Operators in the danger zone stayed at their posts. Those who had left for the day and others on vacation, on their own initiative, hurried back to help handle the unprecedented volume of calls. Linemen and repairmen braved exploding shells to restore the service. Within

a little over an hour emergency telephone service was established, invaluable in caring for the victims and in mobilizing forces to fight the fire which followed.

In spite of repeated warnings of danger still threatening, no telephone worker left the affected area.

Through each of the day's twenty-four hours, the spirit of service is the heritage of the thousands of men and women who have made American telephone service synonymous with dependability. In every emergency, it is this spirit that causes Bell System employees to set aside all thought of personal comfort and safety and, voluntarily, risk their lives to "Get the message through."

draw the line. The manufacturer can legally select his customer.

Fountain pens, pencils, trademarked pipes and hosts of other small items are marketed the same way. Then pen people have authorized lower prices on discontinued lines; the pencil manufacturers have authorized sales, and have made liberal "trade in" allowances for slow moving stock. But a Parker pen, a Schaffer pen and an Eversharp pencil sell on other occasions at the advertised price because it is good business for all parties concerned.

THE clothing field should offer us a wonderful example of the necessity for new legislation affecting resale price. Unfortunately for the proponents of the Kelly-Capper bill, it offers us nothing of the kind. Since 1920 we have trained the public to buy on sales and we manufacture for sales. Moreover, we have introduced installment selling into respectable stores and soft spoken but equally vicious "Budget Plans" which are taken care of in the original price of the garments. Clothing, as well as all other style merchandise, "cannot wait for the morrow." It must move while it is still style if it is to move at all. Any legislation fixing the prices of style merchandise would meet the hostility of manufacturer, retailer and public. And in this field as elsewhere, if the retailer does not handle the merchandise to the satisfaction of the manufacturer, the manufacturer can close the account.

It seems to me that all merchandise requiring skilled installation, repairs and maintenance, and reasonable supervision should have the most complete price protection. If the price is cut below the cost of proper installation and service, the equipment is likely to be unsatisfactory, the article receives a bad name, and the manufacturer is indeed injured. Moreover, since a very large percentage of this type of merchandise is now sold on the installment plan, the necessity of proper servicing becomes imperative. The resale value of this merchandise can only be protected by proper servicing, which should fairly be included in the original purchase price.

In this field, however, we find almost a total absence of price cutting. The dealer's investment is considerable, his sales are rarely cash sales, and it would be bad business

The American Handbook of Printing

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

Size 5 1/4 x 7 1/2 inches, cloth boards, \$2.50; 20 cents extra for postage and packing.

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



THE PERPENDICULAR LINES

of this beautiful photo by Richards-Frear for Marshall Field & Co. are further accentuated by the lines of the border. Effects like this are possible in eighty-three rotogravure newspaper sections in fifty-two cities in North America



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

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

Rotoplate is a perfect paper for rotogravure printing, and is supplied by Kimberly-Clark Company to above papers marked with a star

Kimberly-Clark Company

Established 1872

Neenah, Wis.

NEW YORK
51 Chambers Street

LOS ANGELES
716 Sun Finance Building

CHICAGO
208 S. La Salle Street

Write for our new book, the A B C of Rotogravure, showing many interesting specimens printed by this modern process. It will be sent to you without charge. Address Kimberly-Clark Company, Rotogravure Development Department, 208 S. LaSalle St. Chicago

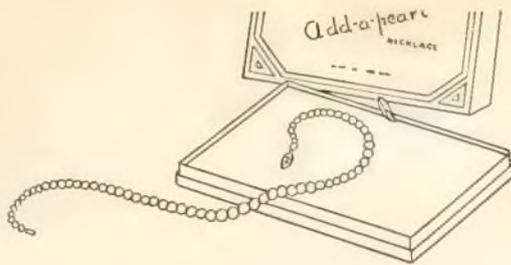
indeed for him to cut the price of new machines while his old customers were still paying him "on the installment plan." In fact, so pronounced is the dealer hostility to new lower prices in this field that the manufacturer works closely with his dealers and does not bring out a new model or quote a lower price until his general dealer conditions warrant it. If a dealer does kick over the traces, protection can now be secured by the manufacturer keeping possession of the machines until the dealer actually sells them; or he can secure a new dealer. We need no new price regulation in this field.

We are generally taught that price should include the cost to make, cost to sell, and profit desired by the maker. The theory is still sound; but when the manufacturer, by attempting price maintenance in the chain store field or in the thousands of other retail outlets doing business on the chain store plan, tries to establish the same profit for all retail outfits, he is bucking a new condition of fact, not of theory.

The American people have finally come to understand that the retail price is made up of the cost of the merchandise, the store operating and maintenance costs, and the type of service offered by each store. Housewives have been taught this by thousands of inches of space in the women's publications and in their own departments of the daily press.

THERE is room for all types. If a manufacturer still does not choose to sell the chains, there are thousands of independent retail outlets available. These outlets are day by day adopting the chain store method and insisting on turnover if the merchandise is to be stocked. We may question the particular type of outlet, but we cannot question the fact that turnover is the retail religion of today and that prices must be made largely in terms of the service performed by the retailer.

There are now sufficient laws to cover all forms of ruinous, reckless and wilful price cutting. New legislation attempting to push back the hands of the merchandise clock, disregarding the unfairness to the public and merchant alike of a fixed price regardless of the services rendered, would be both unintelligent and harmful to the interests of manufacturer, retailer and public.



Add-a-pearl proves it for the *seventh year*

AGAIN—for the seventh year—the Juergens & Andersen Company places a full-page schedule for Add-a-pearl in Child Life.

Like many other well-known products, Fels-Naptha, Cream of Wheat, Jell-O, Postum, Colgate's, to name but a few, Add-a-pearl has proved what a valuable place Child Life holds on any magazine list.

Add-a-pearl makes good use of Child Life's display material, mailing pieces, *product certification service*—all of which are available to advertisers in Child Life.

Over 200,000 families with good incomes read Child Life regularly. All are homes with children, of course—quantity buyers.

Find out more! Ask your agency. Or write us direct. The Merchandising Bureau, Child Life, 536 S. Clark Street, Chicago.



CHILD LIFE

RAND McNALLY & COMPANY
Publishers
Chicago

Mailing Pieces—Product
Certification Service—Special
Editorial Features...complete
merchandising service

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

KENNETH M. GOODE

BY APPOINTMENT
ROOM 1741
GRAYBAR BUILDING, NEW YORK
LEXINGTON 3444

"THE NEW AMERICAN TEMPO" STILL LIVES!

Robert R. Updegraff wrote "The New American Tempo" for the May 5th, 1926, issue of Advertising & Selling. Even to this late day requests continue to be received for this much quoted article. Now it can be had in permanent form—bound in an attractive pocket-size book.

Because Mr. Updegraff's title so ably characterizes the aims of Advertising & Selling, in keeping abreast or ahead of the field, we have selected "The New American Tempo" as the title of the book into which is printed nine other advertising gems, selected from past issues of Advertising & Selling.

These are articles, which like Mr. Updegraff's "The New American Tempo," have been requested long after publication.

The New American Tempo
ROBERT R. UPDEGRAFF

Truth Is a Mighty Advertising Technique
EARNEST ELMO CALKINS

A Night Letter to Los Angeles
KENNETH M. GOODE

Finding Advertising Individuality for the Standardized Product
RAY GILES

"Always Leave 'em Laughing"
SARA HAMILTON BIRCHALL

Something Has Happened Since 1920
G. LYNN SUMNER

On Criticising Advertising
O. C. HARN

What Yesterday Can Teach Advertising's Tomorrow
CHARLES AUSTIN BATES

Advertising as an Incentive to Human Progress
BRUCE BARTON

This Nervous Shifting of Advertising Appeals
WILLIAM D. McJUNKIN

If you read these articles when they were first published, you will like a copy now in this permanent book form, at 75c. each postpaid. And if you didn't read them, by all means lose no time in clipping the attached coupon.

ADVERTISING & SELLING,
9 E. 38th St., New York, N. Y.

Send me copy (or copies) of your "New American Tempo" at 75c. each which includes postage. Check for \$ is enclosed.

NAME
ADDRESS
CITY
STATE



Service!

AN ex-automobile man with whom I have spent many a pleasant hour during my stay in Rome told me last night that when he was in active business, he was asked to address his company's agents on the subject of Service. In introducing him, the president of the company said that Mr. Blank had some rather revolutionary ideas and that, for that reason, the rule limiting speeches to ten minutes would be waived in his case. Mr. Blank got on his feet. Half a minute later, he resumed his chair. This was all he said:

"Service is something you do, free or at actual cost with the assurance that what you do will eventually mean profit."

Can you beat it?

Savon Americaine

WHILE in Tunis, I ran out of shaving soap and, naturally enough, the next time I passed a "Chemist's shop," I asked for a certain well-known French shaving cream; one which commands a very high price in New York but sells at a very low one in France. The smiling salesman who waited on me assured me that he had what I asked for. "But," said he, "Would not monsieur greatly prefer that splendid soap Americaine—so-and-so?" Monsieur would not. He wanted a soap Francais—and he said so, with the assistance of his wife. The smiling salesman was surprised. Was not the soap Americaine of the most excellent? It was. Was it not the kind monsieur was accustomed to? It was. Well—Then as a final argument, he said "I use it myself. See! My skin—is it not the skin of a child?" And he fondled his chin and cheeks.

What he could not understand was that I wanted—and insisted upon having—a French soap. What I could not understand is that he insisted on selling me an American soap.

Two Weeks Old, But—

THE first of the eleven itinerant vendors of picture postal cards, cameos, corals, bead chains and other entirely useless articles who pounced on me as I was getting out of my taxicab in front of my hotel in Naples shoved a copy of the New York Times under my nose. It was two weeks old and the price was three lire—about 16

cents. Did I buy it? You know I did. Not only did I buy it, but I did so cheerfully. In fact, I never bought anything more cheerfully in my life. And that afternoon, I lay on the chaise longue in my bedroom and reveled in the latest news from home. It wasn't very late but it was the latest available. And there was more enlightenment in it than in all the Corrieres and Cronicas I had tried to read since my arrival in Europe.

"Vettura Ford"

THE publishers of Italian newspapers have good cause to bless Henry Ford, for the new "vettura Ford" is being advertised as no European motor-car manufacturer ever dreamed of advertising his car. Half pages, double columns and occasional pages are the rule. More than a few times, I have seen well dressed Italians on the street or in theaters pore over these thousand-word messages of Signor Ford, reading them aloud to a friend seated alongside or explaining their import to a group of listeners. If the new vettura Ford is not a success in Europe, it will not be the fault of the advertising. It is read with an interest which is quite beyond belief.

As to National Characteristics

I USED to believe that a man's nationality is written all over him—that an Italian or a Frenchman or a Spaniard is so evidently an Italian or a Frenchman or a Spaniard that no one can mistake his nationality. All Italians, I thought, were swarthy; all Frenchmen wore beards and all Spaniards—well, everybody knows what a Spaniard is supposed to look like.

I know better now. I know that there is not very much foundation for this belief. Like many another, it must be discarded. My eyes were opened for the first time in a restaurant in Lisbon. My wife and I were lunching in Portugal's "most splendid restaurant"—which isn't so very splendid after all. At a table near ours sat three men. "English—typically English" said I to one of my traveling companions. "Yes," said he, "two of them are. I'm not so sure about the third—the old man with the beard. He might be Portuguese." My wife agreed with me. "They're English. Of course." They weren't. They were Norwegians—all three of them.

The streets of Rome are filled with men whose features are so much like those of the man one passes on the streets of New York and Chicago that if it were not for their speech one never would imagine they are Italians. Whenever you see a "typical" Italian, you can be pretty sure he is not an Italian at all. The only national which is recognizable a block away is—the American.

JAMOC.

[Written from Rome]

An eloquent record

The record of the Chicago Evening American in 1927, as revealed by the lineage totals for the year, is eloquent of the value it consistently gives and that is increasingly in demand. We deem it extremely significant that the Chicago Evening American alone, of six daily newspapers published in Chicago, should show a gain in total advertising for 1927.

| | | |
|------------------------------------|---------------|-------------|
| CHICAGO EVENING AMERICAN | 549,675 lines | <i>Gain</i> |
| Second Paper | 881,388 lines | <i>Loss</i> |
| Third Paper | 651,168 lines | <i>Loss</i> |
| Fourth Paper | 613,224 lines | <i>Loss</i> |
| Fifth Paper | 140,211 lines | <i>Loss</i> |
| Sixth Paper | 101,511 lines | <i>Loss</i> |

The Chicago Evening American continues its domination of the evening field in Chicago by well over 100,000 circulation. (In January its lead was 169,296.)

National Advertising Executives

RODNEY E. BOONE
General Manager
National Advertising
9 E. 40th Street
New York City

H. A. KOEHLER
Manager
Chicago Office
929 Hearst Building
Chicago

W. M. NEWMAN
Manager
American Home Journal
1007 Hearst Building
Chicago

F. C. WHEELER
Manager
Automotive Advertising
901 Hearst Building
Chicago

L. C. BOONE
Manager
Detroit Office
Boak Tower Building
Detroit

S. B. CHITTENDEN
Manager
Boston Office
5 Winthrop Square
Boston

CONGER & MOODY
Representatives on Pacific Coast
927 Hearst Building
San Francisco

FRED H. DRUEHL
Manager
Rochester Office
136 St. Paul Street
Rochester, N. Y.

KENNETH J. NIXON
Manager
Atlanta Office
82 Marietta Street
Atlanta, Ga.



a good newspaper

Publication Promotion Manager

Eleven years' experience in the publishing field, eight of it with a leading national weekly. Thoroughly experienced in all phases of magazine promotion — individualized presentations, national advertising, direct mail, and merchandising. Age 36. Salary \$8,500. Address Box 520, ADVERTISING AND SELLING, 9 East 38th St., New York City.

New
**FORREST
HOTEL**

49th Street just West of Broadway
Adjoining the Forrest Theatre
NEW YORK

A recent addition to New York's new hotels in the heart of the theatre and business district and within easy access to all transportation lines. The Forrest offers beautifully furnished and sunny rooms. Circulating ice water. Restaurant at moderate prices . . .

300 ROOMS (EACH WITH BATH AND SHOWER) ³/₄ UP
Booklet with map sent upon request

WM. F. THOMANN
MANAGER

PHOTOGRAPHS

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

The Local Newspaper's Place in the Insurance Schedule

[Continued from page 40]

have striking stuff, a real fire prevention message.

For a long time the advertising managers of the newspapers had no place to turn to for help with this sort of copy and display. But six years ago, by pure chance, letters came in to the Hartford Fire Insurance Company from the advertising managers of a half dozen newspapers that were then regularly using the copy and illustrations sent to them on account of Hartford local agents. These letters asked for copy and illustrations suitable for a fire prevention page to be sold to the agents on a cooperative plan. They were to be used during Fire Prevention Week. These advertising managers felt that if they could get the copy they could sell the space.

The letters found a hearty welcome. A page was made up, photostated and sent to the six pioneers in cooperation on Fire Prevention Week advertising. It was sold in each case. Those six newspapers appreciated the help and said so. That is how it came about that the Hartford has made cooperation with newspapers a regular part of its advertising.

THIS year the Hartford made its annual offer of help to fifteen hundred daily newspapers—all it was estimated could be safely served. It wrote:

Mr. Advertising Manager:

CAN YOU SELL THIS
IDEA TO YOUR CITY?

Fire Prevention Day is coming. To the newspaper it means an opportunity to sell space. To the public it means calling a great deal of attention to a distasteful phase of American life. To the Hartford it means another peak in an endless effort to reduce the amount of property needlessly destroyed through carelessness with fire.

On the other pages of this simple broadside I have spread proofs of three advertisements prepared as a part of the Hartford's Fire Prevention campaign. I believe that you will be interested in this offer of free mats of powerful, striking display and forceful copy for perhaps you used Hartford mats last year or the year before to your profit; or it may be that it is a new idea to you.

While Fire Prevention Week this year has been fixed as Oct. 9 to 15, inclusive, do not

put off thinking about this as there is a lot of work to be done before you can cash in on the opportunity. Please look this over and write to me today.

That broadside said that the Hartford would send a mat of one or two full pages and a 17-inch over five columns display. Any one or all of them to any paper free of cost. The company even offered to pay the postage on the mats. Furthermore any paper was privileged to cut out a simple courtesy line if it found that it interfered with the sale of the pages to groups of local agents or any other industry that might be interested in spreading the message.

ON the list of papers getting the broadside was the leading paper in point of circulation in a town of something over 100,000 population. The advertising manager would have none of this help. It was too good to be good, so he returned the broadside and wrote:

Dear Sir:

If the fire insurance companies want to advertise in *The Saturday Evening Post*, let them give some free publicity in their news columns. Let the insurance companies run these ads in our paper. The local agents won't.

Of course the local agents won't if the paper won't "sell" them the idea. But the local agents will and did in other places. And what is most encouraging local agents and newspapers are getting together in more places each year, as the following table seems so conclusively to show:

| | 1926 | 1927 |
|---|-----------|-----------|
| Number of newspapers taking up the proposition by asking for mats | 146 | 167 |
| Number of mats furnished to newspapers | 278 | 358 |
| Amount of space if used but once, pages | 278 | 307½ |
| Estimated circulation of these papers | 3,109,149 | 2,438,419 |
| Estimated revenue to papers at card (local) rates | \$50,571 | \$38,749 |
| *Papers ordering mats in 1927 that asked the same service in 1926 | | 55 |

*This may, or may not mean anything as the offer is extended to a considerable number of new or additional papers each year. It does show, however, that the plan will

repeat, and that it must be satisfactory to the users of the space.

Advertising men, especially the advertising men connected with the newspapers may rightfully ask why an insurance company, like the Hartford in this case, should be so anxious to perform a labor of love for the newspapers since fire insurance is a business conducted for profit. That is a fair question.

The fire insurance business is a long haul business, a business in which changes take place slowly, and which looks for its profits to a record over a long term of years. As an industry it is deeply concerned with the excessive fire losses of America and is doing all it can to reduce those losses.

As outlined at the beginning of this article, the advertising future of the fire insurance business is closely tied up with newspaper advertising by local agents. Anything, therefore, that will bring the local agents and the newspapers closer together, is a step nearer to the day when fire insurance will be freely, interestingly and forcefully advertised in the local papers.

G. Herb Palin Dies

G. HERB PALIN of Los Angeles, died in Chicago on Feb. 25, following a heart attack. He was probably the best known slogan writer in the world, and wrote many of the famous advertising epigrams still in use. He was fifty-four years old.

Some of the slogans attributed to Palin are, "Safety First," "Let the Foreign Bubble Burst, See America First," "A Case of Good Judgment," "Eventually, Why Not Now?," "The Thinking Fellow Calls a Yellow."

Joseph Meadon, President of The Franklin Press, Dies

J. JOSEPH MEADON, president of The Franklin Press and Offset Company, Detroit, died there on February 28. He was born in Belfast, Ireland, having come to this country when he was twenty-three years old.

At one time Mr. Meadon was general superintendent of the Republican Publishing Company, Hamilton, Ohio. While in this capacity he founded the "Graphic Arts & Crafts Year Book" which he edited for four years. He was chairman of the Publicity Committee of the International Advertising Association.

Booth Newspaper Cities of Michigan

Jackson
1920 Census 48,374
Present Estimate
59,000

A recent survey made in Jackson, Michigan, revealed the fact that more than 68 per cent of the homes within the city limits were owned by their occupants. Jackson is a typical American city, prosperous, thrifty and home loving. It is a responsive market, highly intelligent and has the smallest foreign born population of Michigan's industrial cities.

One evening newspaper serves this community of 59,000 people and offers advertisers complete dominance of both city and suburbs—

THE JACKSON CITIZEN PATRIOT

daily and Sunday covers this market completely with a circulation of

28,501

A.B.C. Net Paid Daily
Average Year 1927

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

Bay City
1920 Census 47,554
Present Estimate
53,498

Evidence of present and future prosperity in Bay City is assured by activities now in progress. New roads are being built, new industries are planned, sugar factories are active and Uncle Sam plans to spend huge sums to extend harbor facilities for this rapidly growing agricultural and industrial center.

THE BAY CITY DAILY TIMES

is the only daily newspaper in this prosperous community with a population of 53,498. This intelligent, home loving populace has the money to buy nationally advertised products and can be completely covered with the Bay City Daily or Sunday Times.

18,546

A.B.C. Net Paid Daily
Average Year 1927

THE BOOTH PUBLISHING CO.

Grand Rapids Press Saginaw Daily News Jackson Citizen Patriot Muskegon Chronicle
Flint Daily Journal Kalamazoo Gazette Bay City Daily Times Ann Arbor Daily News

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

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

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

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

THE JOHN ICELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

THE AMERICAN ARCHITECT
A. B. C. Est. 1876 A. B. P.
"Advertising and Selling to Architects," a booklet prepared to give you a better understanding of the architectural field, is now available.
Your copy will be sent upon request.
501 Fifth Ave. New York

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.

"The Paper That Has the Most Classified Can Generally Be Safely Pronounced the Best Paper"

George P. Rowell wrote this in his book "Forty Years an Advertising Agent."

It has since become an axiom of the advertising business.

LA PRENSA of Buenos Aires publishes every day seventy, eighty, or more columns of want-ads and real estate classified, a volume that no other Argentine newspaper ever reached, even by employing most aggressive American practices.

Yet this huge volume comes voluntarily to LA PRENSA, over the counter, and mostly cash in advance at very high rates.

No solicitors are employed and advertisements will not be accepted over the telephone.

The only reason the paper secures them is that sales result from the offers made.

LA PRENSA

of Buenos Aires

has for many years been known as one of the great newspapers of the world.

It publishes more pages, more news, and more advertising than any other paper in South America.

Its circulation also is the largest in South America. This circulation is growing constantly.

Exclusive Advertising Representative

JOSHUA B. POWERS

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

A Specific

for lapses of memory on the part of prospective buyers: Jog the memory of the prospective buyer regularly. Study his buying habits. Remind him at the critical buying time of the existence of your company and of the nature of your products. This will help to bring you business.

Copy lifted from S. D. Warren Co. Boston

Keep a good printer on the job

THE MARCHBANKS PRESS

114 East 13th Street, New York

Telephone: Stuyvesant 1197

More Associations Are Advertising

IN our issue of Dec. 28, we published a list of cooperative advertising campaigns with their respective agencies.

Changes are taking place daily in the field of cooperative advertising and we have received several additions to our first list.

We are publishing these now and will publish, from time to time, further listings of associations which are advertising.

Association of Hawaiian Pineapple Cannery, Honolulu, T. H.; Cannery League of California, Asparagus Section, San Francisco; California Walnut Growers Association, Los Angeles; California Lima Bean Growers Association, Oxnard; California Prune & Apricot Growers Association, San Jose; California Almond Growers Exchange, San Francisco—all handled by The H. K. McCann Company, San Francisco.

Apples for Health; National Retail Lumber Dealers' Association, Chicago; Engraved Stationery Manufacturers' Association; Retail Furniture Dealers Association; Florists Telegraph Delivery Association, Detroit—all handled by the Millis Advertising Company, Indianapolis.

California Olive Association, San Francisco—handled by Lord & Thomas and Logan, Inc., San Francisco.

Copper & Brass Research Association, New York—handled by Dorrance, Sullivan & Company, New York.

"Advertising Investment Securities" Published

THE Investment Research Committee of the Financial Advertisers Association has prepared a book with the purpose of helping bond houses sell more bonds economically. "Advertising Investment Securities," published by Prentice-Hall, Inc., New York, was written by the advertising managers of twelve well-known investment banking houses.

It is divided into four parts, dealing with advertising as a factor in the distribution of investment securities, the technique of investment advertising, direct mail, and merchandising methods.

Fewer Farmers Grow More

WALTER BURR, professor of Sociology, Kansas State Agricultural College, does not believe that there is anything to be alarmed about at the rate farmers are forsaking the farms.

Writing in *Nation's Business*, he says:

"I have for the past few years made studies among farm people which have thoroughly convinced me that this business of a rural peasantry in America, a coming dearth of foodstuff, a decadent rural life, and the like, is all the bunk."

As the result of an intensive study of a typical Kansas county, in which there has been "rural depopulation" for more than twenty years, here is what Professor Burr found:

In the twenty-year period studied, the number of farms decreased by one hundred and twenty-four.

This in itself, counting five persons to the family, would account for a loss of seven hundred and twenty in the farm population. In spite of this decrease in the number of farms, there have been no farms abandoned in the county.

This is largely a wheat-producing county, with great mills at the center to work up the product. The number of farms in the class of less than 260 acres greatly decreased, because with modern machinery it did not pay to farm such small areas.

The number of farms in the class between 360 acres and 1000 acres greatly increased, indicating a merger of the smaller farms.

In 1900 all farm implements in the county were valued at \$474,930, divided among 1948 farmers, while in 1920 all farm implements were valued at \$2,170,940, distributed among 144 fewer farmers.

That is, while the number of farms decreased 7.39 per cent, the value of farm machinery increased 357.2 per cent.

Does that look like a "rural peasantry" or a falling off in trade in the merchants' territory?

In this county the value of crops produced in 1909 was \$3,060,046. In 1919, ten years later, the value of the same classes of crops produced was \$6,882,428—with a greatly decreased number of farm people.

Reprinted from *Nation's Business*

Burk Art

PROCESSED

COVERS

for

Books, Price Lists, Catalogs
and Loose-leaf Binders

INVITING as a handsome doorway, *Burk-Art* processed covers beckon you into the pages of a book or catalog.

Made of Fabrikoid and other economical materials, *Burk-Art* processed covers are necessarily inexpensive. Furthermore they are extremely wear-resistant. And almost any effect, from plain leather to intricate hand

tooled designs can be reproduced faithfully by the *Burk-Art* process. Write for information.

New catalog out

Send for the new *Burco* catalog if you are interested in loose-leaf devices. The most complete and comprehensive catalog on *carried-in-stock* loose-leaf devices for sales promotion as well as accounting purposes.

THE BURKHARDT COMPANY, Inc.
Larned and Second Streets Detroit, Michigan

 BURKHARDT VISUAL SELLING HELPS 

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.

It Tops Them All the STANDARD

In a class by itself

gives the facts about *National Advertisers* and *Advertising Agencies*
Revised at regular intervals

WEEKLY REPORTS

Special information to subscribers

National Register Pub. Co.

R. W. Ferrel, Mgr.

15 Moore Street, New York

Chicago Philadelphia San Francisco Boston



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

A very large manufacturing concern selling sanitary goods and appliances for women, have an opening for a man who can handle the direct mail and trade paper advertising and also assist the sales manager.

Salary to start is only \$50.00 per week, but we can guarantee him twice as much in one year if he can show results. This honestly offers a wonderful opportunity in an industry that is growing by leaps and bounds and is not affected by the usual business conditions. Give full information in your letter. Address Box 518, Advertising & Selling, 9 East 38th St., New York City.

About "What About Advertising?"

WHAT ABOUT ADVERTISING? by Kenneth M. Goode and Harford Powel, Jr. 392 pages. Harper & Brothers, New York. \$3.50.

IT IS a good thing for advertising when those who make their living through it can be so frankly critical as Mr. Goode and Mr. Powel in their new book. Here at last, is imaginative, intelligent criticism of advertising by those with far more than a bowing acquaintance with its strength and weakness.

Whereas most articles and books are written backwards to prove some pet theory, this opus is written forwards. "What About Advertising?" is a regular Advertising Pilgrim's Progress, more interesting than all the adventures of John Bunyan. Past the "Rooster-Crowers," the "See-Myself-in-Print" and the "Go-with-the-Gang" crowd, it leads you to safe shores of tested profitable copy.

All copy, according to the authors, has two active sides: (1) You write what you want. (2) I read what I want. When the twain meet, you have copy high in haltpower.

Messrs. Goode and Powel are their own best copy men. With an apparent abandon that conceals true genius at putting thought into sugar-coated pills, they compound an antidote for advertising's anodynes.

AND so, applying their own yardstick, I venture the opinion that this book is good—yes, great—copy. This, of course, is one opinion only, for the co-authors point out only too clearly the need of large group reactions to establish the law of averages.

At any rate, to a few of us who feel that advertising doth protest too much (and certainly guesses too much), the following words are especially welcome:

"Viewed as an industry in its own right, selling its own products—circulation, ideas, ink, paper, paint—advertising boasts one of the most highly organized and effective of all business machines. Coolly viewed, on the other hand, by one trying to utilize its services for his own profit, it is apt at times to assume a sadly unindustrial aspect."

This is because even good advertising varies so astonishingly. This variation, the authors contend, is because of three factors:

(a) The elements within the reader.
(b) The elements with the copy. (c) The elements within the circulation.

They proceed to put these elements into test tubes and discover their atomic structure. Technical? Not a bit of it! They dish roast beef and potato facts and make them as appetizing as well served hors-d'œuvres.

ARE you a manufacturer? Then you have questioned many fads of advertising which they question too. If you fear the new American tempo, the speed with which the present public turns its back on established institutions, you'll get comfort from their discovery of prohibition and bobbed hair as whispering zephyrs long before the cyclone.

Are you a copy writer? Then you will say "Amen" to their remarks that most copy would be better if clients would "button up their blue pencils." "Undertakers," they say, "escape entirely their clients' co-operation. Lawyers generally. Doctors sometimes. Advertising men never." But they may also set you to wondering if that headline of yours, "Balmy Bermuda in Your Bathroom," was after all the right headline to use for plumbing fixtures.

Are you a space buyer? You'll get a new conception, perhaps, of how important space buying really is—not just the cost per milline, but the more vital factors of size, position and frequency. You begin to suspect that the make-up man may be more important to you than the circulation department. Brickbat after brickbat is hurled at the sacred cats of advertising, e. g., beliefs that people will not read long "ads" or 8 point type; the belief that constant copy changes are necessary, that magazines which duplicate in circulation should be given the haughty stare. Many a man can make his services far more valuable by knowing by heart the contents of this single chapter on circulation.

Gelett Burgess once said of Sulphites as distinguished from Bromides: "You may not like them, you may not agree with them, but you cannot ignore or forget them." "What About Advertising?" is a book which no bromides could ever write. Your head may reel when you read it. Your faith in advertising may be shattered—and then reaffirmed. But you wouldn't have missed it for twice the price.

HENRY LEE STAPLES.

Women Writers--Bosh!

[Continued from page 24]

you put oatmeal in to bake or on to boil. She hasn't the faintest notion of how to make a dress. She lives by preference in a non-housekeeping apartment hotel, and she couldn't tell any sleepy four-year-old about Goldilocks and the Three Bears to save her efficient life. Physically, she is still a woman. But mentally she has forgotten a woman's job while learning a man's.

SUCH women can make just as silly mistakes in copy writing as anything that wears trousers. No femininity, and no sixth sense, will help them to sell goods in any mysterious fashion, unless they really know the product and the market. They should be put to work in some field that they know. But sex has nothing to do with this principle. Nobody, man or woman, should write copy about products alien to his or her knowledge, for the result is bound to be second-rate.

Neither has sex anything to do with style.

I fail to see much difference between, "This is a good product," ticked out on John's typewriter or on Jane's. Many a feminine novelist has achieved success under a masculine pseudonym, from George Sand to L. Adams Beck. Many a masculine writer, from Oscar Wilde to Michael Arlen, has possessed a style that might well be stamped feminine had he worn petticoats. Given a page of well written English prose, I defy anybody to say with surety from the style whether it was written by a gent or lady. If women write well, they write well for precisely the same reason that men write well—because with sweat and struggle they have learned the craft.

Novels, poetry, advertisements written by women do not succeed because they are penned by those mysterious feminine creatures with their sixth sense, but because they are well thought out and well presented and deal with subjects of reasonable freshness, irrespective of sex.

It is time that women in business cut out this mysterious femininity talk. It is time that men cut it out, too. It is childish. Men feel it to be so, and it is one of the reasons why they are slow to delegate responsibility to women in business.

Once, various masculine professions

used mystery, too, but not now. Physicians no longer have to pretend to be warlocks. Priests no longer need to stage miracles. Prophets surrounded with burning bushes and descending angels are metamorphosed into scientists surrounded with mathematical calculations, and the comet arrives accurately on the second for them just the same. The only mystery man left is the charlatan . . . and the woman copy writer.

It is time that women in business grew out of this folly. It is time that men helped them to achieve this growth.

We should realize that intelligence is the touchstone of ability in business, and that intelligence is neuter. We should talk less of *women* copy writers and more of *good* copy writers. If we women elect to play the man's game of business, we ought to play it straightforwardly and squarely, leaving our little Lilith tricks of mystery in the bottom bureau drawer along with our gold evening slippers.

For until we bring to business an impersonal intellectual honesty, men may send us roses, but they will not grant us recognition as their business equals . . . because we aren't.

The Standards of Advertising Practice Have Changed

[Continued from page 26]

of many competitive business units, and the rapid increase in manufacturing concerns demanded an agency service predicated on sound business fundamentals. This pitiless pressure from without forced a reorganization from within. The agency met the conditions and "took the message to Garcia." As the needs of business grew imperative, new departments were organized to meet the requirements of the new order. Instead of an agency simply writing copy, preparing art work and placing the advertisement, it sat in the seats of the mighty. It was called into consultation on vital business policies, upon the rejection or adoption of which the prosperity of the client pivoted. Research experts probed market conditions; keen copy writers, with a highly sensitized merchandising complex evolved the right copy theme; media authorities determined the vehicles for transmitting the message, while merchandising minds secured close-knit dealer cooperation.

IN the old days little regard was paid to typography and art, or even to the selection of media. Study the advertisements of today and you will find revealed a world of meticulous care in these indispensables. This is the result of evolution, and this evolution has been responsible in a major degree for the improved craftsman-

ship of printing establishments. In the preparation of copy the best pens in America are enlisted, and the message must bear the closest agency scrutiny before it appears in type. So dignified is advertising today that its study is embodied in the curricula of many of our leading educational institutions.

In the old days contact with the client had none of the intimate and constructive features which now are a part of all aggressive and intelligent agency procedure.

ANOTHER development, the trademark, may be attributed in no small way to agency activities. Many of these are created by the agency, and the fact that they are so well known to the public is due to agency exploitation. Some idea of the numerical formidableness of the trademark can be visualized when it is known that there are today over 150,300 valid ones, while in 1890 there was but a scant "corporal's guard."

I have lived to see the day when every human activity has its advertising slant. From the government of the United States to the smallest manufacturer the need of advertising is recognized. Truly, advertising has come into its own, and those who have lived through its formative era can appreciate the prodigious progress encompassed in the last 27 years.

Operating an Agency

[Continued from page 38]

shown in the accompanying chart.

We have made no allowance for a telephone operator. In an organization of this size a button system with perhaps two outside lines is perfectly practicable and more economical than a switchboard. *B* is in much better position to act as information clerk than the usual telephone girl could be. She can well combine the lobby information job with her other work and use her spare time to help out *B-1*, the general stenographer and typist. This leaves *B-2* free for the contract and record work, and she'll have her hands full.

We should not expect to have enough work for *F*, the visualizer and draftsman, to keep him busy all the time. The most satisfactory way to handle him is to give him desk room and let him pick up work outside, with the agency having first call on his time.

IT is not too early to begin to make the library a regular affair. Practically everybody will use it—*A*, the three *C*'s and *D* for new-business study; the three *C*'s, *D* and *E* for help in handling accounts; *F* for art inspiration.

So the library becomes a matter of some importance. Everybody should be trained to contribute to it. Books are the least part of any agency library. It should be the focal point for *all* basic information—source materials; specific reviews, situation surveys and other surveys; clippings; advertisements; samples of art and engraving technique; sales and creative exhibits; media information, etc.

The library should be definitely in charge of one person—preferably *D*, the writer, or *E*, the embryo media analyst and research man. We favor *E* as the permanent solution, for the reason that if *E* is any good he should develop into heading up the whole information division.

Now let's take our chart and follow an account through the hands of our various people as it comes to them to work on. The first step is the agency's "product development," with *A* acting as initiator and service director on every account. *C*, *D* and *E*

may all do parts of the basic study from source materials. All will help in collecting samples and exhibits. *F* will make up the actual creative exhibits for presentation and permanent files.

A, *C*, *E* and possibly *D* will be present at situation survey conferences, which will be primarily in *C*'s hands. If the situation survey is made by means of interviews with individuals, *C* is the person to do it.

ANY organization survey, if necessary, can best be made by *A* as the most experienced all-round business man.

Formal product surveys of any great size will have to be done by an outside crew, but *C*, *D*, *E*, and even *B-2* may all take a hand in the field investigation of smaller scale.

When all the information necessary is gathered, the working plan will start in general conference under *A*'s leadership. *C* will then whip the plan into shape, with *D* and *E* helping out on details. It goes back to *A* for review, and *A* should help in presenting it to the client.

When our working plan has been finally approved we are ready to start production.

C is responsible for the production schedule. He dictates or makes request for production orders to *B-2*, who makes them out. After that it is *B-2*'s job to keep the progress record and jog up *C*, who is supposed to be keeping track of *D*, *F* and outside craftsmen.

The production envelopes, containing P.O.'s, purchase orders, correspondence, spare text, proofs, etc., are also kept by *B-2*, and should never be allowed out of her hands.

C does his own preparational purchasing (art and mechanical) and deals directly with craftsmen. *B-2* issues the purchase orders on his information.

C and *D* write all text, though *A* may take a hand to set or maintain a keynote.

C is his own art director, supervising *F* and outside artists.

Typing text, plans, etc., is *B-1*'s job.

In a pinch, *B*, rather than *B-2*, helps her out.

Day-to-day contact with the client, getting okays, etc., is up to *C*, who has been relieved of the grind of writing every bit of text and in turn relieves *A* of this contact detail.

C conducts important negotiations with publishers; *E* the less vital ones.

C releases space orders (contracts) and insertion orders to *B-2*, who makes and sends them out.

C releases material orders in the same way.

B-2 checks the space, and sends the okayed invoices to *B* for payment.

B-2 checks the material invoices and okays them to *B*. Memo invoices (longhand) go to *C* for okay, and back to *B* for billing record.

B-2 handles the actual detail of making and sending out the bills.

Stores and shipping are in *B*'s charge. When we add a messenger, he will be under *B*'s direction.

This completes the division of functions among our general staff. But *A* and the three *C*'s still have special problems that pertain not so much to *who* shall do things as to *what* shall be done and how to get it done.

Organizing new business development. *A* begins to have a little more leisure to devote to his own "marketing" problems. Our experience shows that the proportion of his year's time *A* can give to developing new business at this stage may jump 1 to 2 per cent over his earlier efforts.

HE has time to study prospective accounts more thoroughly—decide what he can get and whether he really wants them.

He can begin to plan and build up selling exhibits, using the help of *D* and *F* in carrying them out. He will probably start with simple proof-books, and let his selling exhibits grow more elaborate as the necessity arises.

He will call in the three *C*'s to help him build up his cases and develop a better plan of attack.

He may set up some system of prospect cards, reports, follow-up, etc. With control of new business development exclusively in his own hands, however, he may not feel the need of such a routine.

When it comes to solicitation, *A* should do it himself, or at least not permit anyone, even the commission solicitor, to go ahead without his okay. Thus we avoid duplication of work



NEW ZEALAND PASTORAL, BY GREGORY BROWN

IT is more or less the usual thing to have zincs and halftones done in one place, electros in another, typography in another, and printing in still another. When work is pieced out, thus, it takes time to get it pieced together again. You can't expect four — or more — scattered assignments to be run off in a dead heat, and in record time, as emergencies sometimes require.

It would be a much smoother and simpler arrangement, from several angles . . . especially from that that of your accounting department . . . to assign all your work to one organization with the facilities to do it all.

Gotham will take your rough layouts and give you finished proofs. We will do your photographs, if necessary; make your cuts, mats, and electros; do your typography, and do your printing if you like. Our associated companies, together in one building, will do your work as one unit, and in considerably less time than you are accustomed to expect.

So much for the convenience. As for results . . . naturally you won't be convinced until you have made the experiment.

GOTHAM PHOTO-ENGRAVING CO.

229 West 28th Street, New York

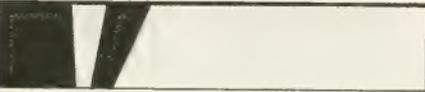
TELEPHONE LONGACRE 3595



WORKING with

OUR customers usually say that we are "working with" them on a catalog or booklet or other piece of direct advertising. That "with" is noteworthy. It suggests the completely co-operative spirit that characterizes all our efforts.

The CARGILL COMPANY
GRAND RAPIDS



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

and solicitors' getting in each other's way. At all events, *A* should be present at every really important personal solicitation.

There is also the problem of follow-up work on prospects. Personal follow-up calls use a lot of time and are not always welcomed by the prospect. Our experience indicates that it is better to make one *good* personal presentation early and follow it up by mail, than to pursue the usual spasmodic plan of dropping around "just to keep in touch."

This brings us to the question of the company's advertising. It is up to *A* to decide what and how much he will do, and probably he will take upon himself the creative work as well. He will hardly entrust it to *D*, though *D* can keep up the company's advertising dope book and assume responsibility for prospect lists, etc., with *B*'s help.

Administration. Another problem of increasing importance to *A* is the working of the shop's internal mechanism.

He will have begun to feel the necessity for at least the rudiments of some departments, and for standard practice instructions. These routines he should now start to work out. He can train *B* to watch them and report to him when they need straightening out.

Concretely, he will continually have to apportion the work of *D*, the writer; *E*, the combination research-media analyst; and *F*, the draftsman type of visualizer. He needs a general control mechanism of some sort to schedule internal work, including the work of the three *C*'s, so they won't all want jobs done by the underlings at the same time. This can probably be accomplished by setting up a service committee of the three *C*'s and himself, since they are the ones who initiate work.

A CAN leave to *B* the battle that always rages over apportioning the work of the general stenographer and typist, *B-1*.

Two other internal problems claim *A*'s serious consideration. These are the allied problems of *training* and *compensation*.

In this connection *A* has to keep doing a more or less continual selling job on his own people. It is quite an art to keep a group in balance and feeling that they are getting their due. No good man ought to have to ask

for a "raise." *A* should keep a running inventory of the experience of his men and do a consistent job of training them—by staff meetings, personal review of their problems, outlines of outside study, etc.—so that when they feel the need of more money they will really be able to earn it.

It is *A*'s job to plan ahead and think ahead for his men.

Financial. Certain financial problems nobody but the boss in this size organization has any license to settle. These are questions of credit, collections, bank balances, meeting payrolls, costs, the scope of service to be rendered the given client, the kind of service contract to be used, policies as to extra payment for extra services, etc.

Clients relations. Though *A* is not now actively servicing any account, he must know enough about them all to jump in anywhere in an emergency; to handle anybody's job during vacation or sudden absence; to help out always on plans and frequently on keynote creative stuff.

ON the other hand, it is far better for the service man if *A* does not follow the account too closely *with the client*. In his client contacts *A* will be wiser to stick to broader questions of policy and general plan rather than the details of advertising production. His job is to think ahead of *C*, not to gum up the day-to-day routine of handling the account. Incidentally his prestige will be far greater with the client if he refuse to stick his oar into every-day jobs.

But there are always rough places in the company's relations with its clients that require all *A*'s diplomacy to smooth out. Sometimes these become chronic, and *A* must find a permanent solution. For instance, there's the eternal question of where the agency stands on direct advertising and dealer helps. In one case we know of, it was settled by the agency's taking over every bit of advertising the client did, and organizing to do a complete job.

In an opposite case, where the client insisted on shopping for price without due regard for delivery or schedules, the question was settled by giving to the agency only the publication advertising, which it did well and on schedule, the client taking over all the rest. Questions of this sort are a little beyond the scope of *C*'s authority

and it is up to *A* to try to adjust them.

Public relations. If the company is an association member, *A* has the problem of doing "just enough" committee work without its becoming burdensome.

As a matter of policy he will devote some time to civic contacts, not necessarily with an eye to immediate business "leads."

AND, of course, he has always the problem of getting the younger men to step out and become known in their own right—through advertising club work, civic drives, etc.

The problems of the three *C*'s are less matters of policy and the future, and more the immediate questions of how to get the day's work done. And the only answer we know to that is constant scheduling of all the things that have to be done and strict despatching to keep as close to schedule as possible.

Here are a few of the things *C* (or *C-1* or *C-2*) has to look out for:

Finding the opportunity to do serious, long, consecutive jobs—basic analysis, reports and plans—free of interruption from clients, solicitors and his own helpers.

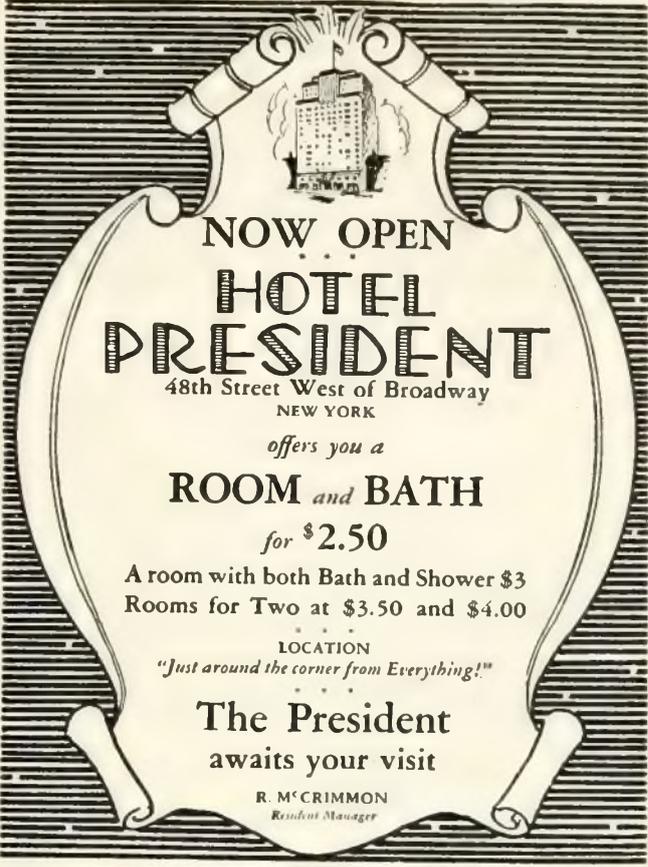
Getting his ideas across to *D* and *F*. The simplest way is to do the key text and layouts himself, plan the key exhibits, and keep situation reports up-to-date so that all information is available to *D*, and *F* at all times.

Setting up a policy for himself as between (1) straining for the *best* in creative technique without regard to time and (2) doing an *adequate* job and getting it done on schedule.

Getting estimates out of *E* and getting them okayed on time so that work can start promptly. Issuing *PO*'s (production orders). Buying space (he will conduct final negotiations, rather than *E*). Buying art and plates. Watching progress. And, of course, exercising tact with his clients over invoices and extra charges.

E will be able to give part of his time to helping *C* on basic analysis. It is important that *C* learn to plan ahead so as to use this help. The future of the agency depends a lot on the training *C* gets at this time in using people and using them efficiently.

In addition to these daily problems, *C* has the question of getting time to himself to study fundamentals—actual courses or consecutive outside study on his own hook. This is a critical



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

offers you a
ROOM and BATH
 for \$2.50

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

LOCATION
 "Just around the corner from Everything!"

The President
 awaits your visit

R. M'CRIMMON
 Resident Manager

\$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.

The Population of
ALLENTOWN
 PENNSYLVANIA
 Has Doubled in
 The Last 18 Years

THE
**Allentown Morning
 Call**

Reaches 75% of Its
 250,000 Trading Area

Story, Brooks & Finley
 National Representatives

"Ask Us About
 Advertisers' Cooperation"



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

MR. MANUFACTURER—

—can you use a young man in your concern with good, sound Advertising and Sales experience, backed by nine years of successful advertising results? This man is thoroughly familiar with art work, photo engravings, printing, layouts and direct mail, all of which he has successfully used for a manufacturing concern. He is a Christian, twenty-seven, still single and considers future first, salary secondary, but important. Address Box 519, 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.

Advertising copy and layout man, 2 years sales experience, 4 years advertising experience, 30 years of age, high grade reference, desires position in or around Philadelphia. Address Box 521, Advertising & Selling, 9 East 38th St., New York City.

Help Wanted

Young man or woman, intelligent and progressive, to become local representative for extension courses in modern, popular business subjects for which there is a large demand. Work will be backed by strong advertising campaign. Commission arrangement, earnings very large. Can start on part time if preferred. Excellent opportunity for immediate substantial income and future advancement. School is one of the best known in the United States. Over 100,000 graduates. Eastman School of Business Poughkeepsie, N. Y.

Press Clippings

FRANK G. WHISTON AND ASSOCIATES offer reliable National or regional press clipping service. Branch offices Everywhere. General offices, One Terrace, Buffalo, N. Y.

Business Opportunities

MAY BE YOUR OPPORTUNITY

Do you remember Claude Hopkins' story of how, when he started for himself, he looked around for something to sell? He found the right thing, then showed his advertising genius in selling it, and made a fortune and fame for himself.

Maybe here is just your opportunity. I have entire patent rights to sell for an Automatic Windshield Wiper (U. S. Patent 1927) which goes clean across the windshield. It works on the vacuum principle and is unique in having wiper blade attached to the piston itself. No strings through piston so there are no leakages; complete vacuum gives remarkable power.

It is simplicity itself, and can be made very cheaply. How many cars need just this wiper?

Owner will be at Suite 860, 508 S. Dearborn Street, Chicago, Ill., until March 16. After that date enquire:—B. Bernard, Box B., Sausalito, Calif.

We are marketing a tried and efficient device, improved and refined to a high degree. It is broadly patented. We have stamp of approval from best testing plants; increasing sales in scientific, industrial and domestic fields. There is a growing demand, and increasing orders from these various fields.

A man or men with capital to put on a reasonable national sales campaign ought to sell a half million dollars gross sales in eighteen months. If interested in a real opportunity, write Box 522, Advertising & Selling, 9 East 38th Street, New York City.

Advertising Service

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

point in the training of any young man. There is sure to be a conflict between his desire to improve himself, and his domestic and social duties. C should be encouraged definitely to devote an evening or two a week to study and not allow the pressure of outside pleasures, or the urge to pick up extra pin-money, to interfere with it. Otherwise he will never step out of the C class and become a real service director, like A.

All these things require that C rigidly schedule himself to get them all in—and stick by the schedule. If he can't learn to schedule, keep to a schedule and work with and use an organization, he'll never learn to be a big agency man.

We have now reached a point where it is best to sit down and take stock of our future.

So far, perhaps, our agency has more or less "just grown." We've been able to add our new people as business developed sufficiently to warrant them at a profit to ourselves and without any great wrench to the internal machinery.

There is a decided gap, however, between our present organization and the next stage of development. Beyond the "ten-man" stage A has precious little chance to stop until he has built up an organization of twenty-five to thirty people.

The "ten-man" agency is a nice, profitable business. To go beyond it often means several hard, lean years and a long, hard pull in stepping up his service men, teaching them to use an organization and become real executives; teaching himself to stay in the background and let his people carry on their own fight. Eventually, the bigger business will be more profitable, if he can only stand the strain.

If it looks like too big a climb, A can go along very comfortably where he is. But he will have to face the danger of shortly finding himself in the position of a tremendous number of agencies in the country today—in a state of having developed accounts as far as the smaller agency can carry them, and about ready to lose them to agencies who have gone ahead and developed to handle their accounts on broader organization lines.

This is the second of three articles on the organization of an advertising agency reprinted from Lynn Ellis' "Dope Sheets." The third, on the figuring of agency costs, will appear in an early issue.

"GIBBONS knows CANADA"

J. J. GIBBONS Limited, Advertising Agents

TORONTO

HAMILTON

MONTREAL

LONDON, ENG.

WINNIPEG

What Advertising Costs

G. LYNN SUMNER

IT is unfortunate that the consumer, who profits most, does not better understand the mechanics and the economics of advertising. If he did, the all too commonly accepted fallacy that advertising increases the cost of goods, would be swept away.

You know well the gasps of astonishment that issue forth from any family group or any other company of consumers when they learn for the first time that the single insertion of a single page in any one of several well known weekly or monthly periodicals costs, let us say, \$8,000. To the average man \$8,000 is a small fortune, it represents the cost of a home, a fleet of automobiles, a college education—the result of a lifetime of savings.

Yet let us see what is represented by this \$8,000 in terms of influence. It buys space for a full page message in a periodical going to about two million homes. Try to comprehend what that means by calculating what it would cost in time and money and effort to reach them in any other way.

Suppose you have a product or service and you want to tell the story of it to two million people. Suppose you decide to go out and call on them personally. Even if you could travel fast enough to visit 100 homes a day you could not call on two million people within your lifetime!

Get two million people on the telephone. Even if all your calls were at a local five-cent rate, your telephone bill for the experiment would be \$100,000. Even if you allotted but three minutes to each call, and you talked continuously for eight hours every day, Sundays and holidays, included, it would be just a little over thirty-four years and three months before you would hang up the receiver for the last time!

Send a letter under first class postage to two million people and it will cost you at least \$70,000.

But put your full page message, interestingly written, attractively illustrated and displayed in a magazine of two million circulation and it will be delivered to your two million people practically on the same day, it will come to them in leisure hours when the mind is most impressionable and it will be read and remembered.

Portions of an address delivered before the Boston Advertising Club.

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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 MARCH 7, 1928

CHANGES IN PERSONNEL—[Advertisers, etc.]

| Name | Former Company and Position | Now Associated With | Position |
|-------------------------|---|---|---|
| Prof. Geo. B. Hotchkiss | New York University, New York, Chairman of Dept. of Marketing | Resigned (Effective June) | |
| H. E. Agnew | New York University, New York, Prof. of Marketing | Same. | Chairman of Dept. of Marketing (Effective June) |
| George B. Norton | Coppes Brothers & Zook Co., Nappanee, Ind., Sales Mgr. | Showers Brothers Co., Bloomington, Ind. | Sales Mgr. |
| Joseph Mills | Three-In-One-Oil Co., New York, Sales Promotion Mgr. | American Maize Sales Corp., New York | Sales Mgr. of Don Amaizo Package Goods |
| H. H. Roamer | Bell & Howell Co., Chicago, Ill., Sales Mgr. | Q. R. S. Music Co., Chicago, Ill. | Sales Mgr. |
| Paul P. Martin | The Studebaker Corp. of America, South Bend, Ind. | Alemite Lubricator Co., Detroit, Mich. | Adv. Mgr. |
| Merritt Lum | McGraw-Hill Publishing Co., Inc., New York, Mgr. of Marketing Counselors' Staff | Montgomery Ward & Co., Chicago, Ill. | Member of Staff |
| C. W. Ross | Schaefer-Ross Co., Inc., Rochester, N. Y., Pres. & Gen. Mgr. | C. W. Ross Corp., Rochester, N. Y. | Pres. & Gen. Mgr. |
| Roy A. Bradt | The Maytag Co., Newton, Ohio, Adv. Mgr. | Same Company | Vice-Pres. & Dir. |
| Lewis J. Brown | Nichols & Sheppard Co., Battle Creek, Mich., Vice-Pres. & Gen. Mgr. | Same Company | Pres. & Gen. Mgr. |
| H. S. Lord | J. I. Case Threshing Machine Co., Racine, Wis. | Nichols & Sheppard Co., Battle Creek, Mich. | Vice-Pres. & Dir. of Sales |
| Thomas C. Evans | Z. L. White Co., Columbus, Ohio, Adv. & Merchandising Executive | Gimbel Brothers, New York | Ass't Adv. Mgr. |
| Betty Van Deventer | L. Bamberger & Co., Newark, N. J., Basement Store Adv. Mgr. | Same Company | Ass't Adv. Mgr. |
| Henry A. Guthrie | George L. Dyer Co., Inc., Chicago, Ill. | Western Brick Co., Chicago, Ill. | Gen. Sales Mgr. |
| John S. Gorman | Gulbransen Co., Chicago, Ill., Sales Mgr. | Same Company | Vice-Pres. & Dir. |
| Blaisdell Gates | Nachman Spring-Filled Co., Chicago, Ill., Adv. Mgr. | Same Company | Sales Mgr. in Charge of Adv. |
| Charles G. Milham | All-Year Club of Southern Cal., Pasadena, Cal., Sec'y & Adv. Mgr. | Resigned | |
| E. H. McCarty | The Nash Motors Co., Kenosha, Wis., Gen. Sales Mgr. | Same Company | Vice-Pres. in Charge of Sales |
| Oliver B. Capelle | The Sterling Mfg. Co., Cleveland, Ohio, Ass't Adv. Mgr. | Peerless Motor Car Co., Cleveland, Ohio | Ass't Adv. Mgr. |
| Warren J. Chandler | Lehigh Portland Cement Co., Allentown, Pa., Adv. Mgr. | Thomson Ellis Co., Baltimore, Md. | Sales Mgr. |
| Russell A. Brown | Broadway Dept. Store, Inc., Los Angeles, Cal., Sales Mgr. | Resigned. | |
| Juan Homs | American Builder, Chicago, Ill., Export Editor | Nichols & Shepard Co., Battle Creek, Mich. | Export Trade Mgr. |
| J. A. Frye | Victor Talking Machine Co., Boston, Mass., In Charge of New England Territory | Chas. Freshman Co., Inc., New York | Ass't Sales Mgr. |
| George Lewis Sargent | Sargent & Co., New Haven, Conn., Pres. | Resigned | |
| Bertram W. Burtzell | McKinnon Industries, Ltd., St. Catherines, Ont., Pres. & Gen. Mgr. | Sargent & Co., New Haven, Conn. | Pres., Dir. & Gen. Mgr. |
| Homer W. Peabody | Stewart Dry Goods Co., Louisville, Ky., Adv. Mgr. | Gimbel Bros., Philadelphia, Pa. | Ass't Adv. Mgr. |
| Ralph M. Douglass | Kelvinator Corp., Detroit, Mich., Ass't Adv. Mgr. | Same Company | Adv. Mgr. |

CHANGES IN PERSONNEL—[Agencies, etc.]

| Name | Former Company and Position | Now Associated With | Position |
|---------------------|--|---|--------------------------------|
| J. H. Stumberg | The Chambers Agcy., Inc., New Orleans, La. | Same Company | Mgr. of Detroit, Mich., Office |
| Vice-Pres. & Treas. | Carlyle C. Prindle | Lerys, Inc., New York, Vice-Pres. & Gen. Mgr. | Harrison J. Cowan, New York |

The APPROACH OBVIOUS to a Giant Industry

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.

THE NEWS DIGEST (Continued)

CHANGES IN PERSONNEL—[Agencies, etc., continued]

| Name | Former Company and Position | Now Associated With | Position |
|---------------------|--|--|--|
| George H. Sheldon | The Gorman Co., Inc., New York, Vice-Pres. | Hommann & Tarcher, Inc., New York | Vice-Pres. & Acc't Executive. (Effective April 1) |
| Lynn Ellis | Honig-Cooper Co., Inc., San Francisco, Cal. | Same Company | Vice-Pres. |
| Vernon R. Churchill | Honig-Cooper Co., Inc., San Francisco, Cal., Vice-Pres. | J. Walter Thompson Co., Inc., San Francisco, Cal. | Member of Staff |
| Walter L. Doty | Doty & Stypes, Inc., San Francisco, Cal., Partner | Lord & Thomas and Logan, Inc., San Francisco, Cal. | Member of Staff |
| Theodore Baer | Theodore Baer Adv. Agcy., Palo Alto, Cal., Pres. | Lord & Thomas and Logan, Inc., San Francisco, Cal. | Member of Staff |
| Hal Stephens | Hal Stephens, Chicago, Ill. | Erwin, Wasey & Co., New York | Art. Dir. |
| F. W. Graves | Marquis Regan, Inc., New York | Erwin, Wasey & Co., New York | Contact |
| Arnold S. Breakey | Frank Seaman, Inc., New York, Acc't Mgr. & Dir. of Service | Griffin, Johnson & Mann, Inc., New York | Member of Staff |
| E. D. Gibbs | The Nat'l Cash Register Co., Dayton, Ohio, Adv. Dir. | E. D. Gibbs, New York | Sales Promotion, Sales Contests and Adv. |
| Clarke C. Wilmot | C. C. Winningham, Inc., Detroit, Mich., Mgr. of Bus. Div. | Same Company | Second Vice-Pres. & Gen. Mgr. |
| Blanche Hanna | C. C. Winningham, Inc., Detroit, Mich., Sec'y to Mr. Winningham | Same Company | Sec'y. |
| John Chace | Albert Frank & Co., Inc., Chicago, Ill., Member of Staff | Resigned (Effective March 15) | |
| A. N. Steele | Tribune, Chicago, Ill., Dir. of Merchandising Dept. | Olson & Enzinger, Inc., Milwaukee, Wis. | Acc't Executive |
| Paul W. Ferris | Evening Post, New York | Dearborn Adv. Agcy., Chicago, Ill. | Copy |
| P. W. Lampertine | Southern Furniture Journal, Charlotte, N. C., Dir. of Merchandising Services | Freitag Adv. Agcy., Atlanta, Ga. | Member of Staff |
| Fred. H. Lynch | Honig-Cooper Co., Inc., San Francisco, Cal. | Same Company | Managing Dir. & Treas. in Charge of Div. of Detail |
| Louis D. Newman | Rite-Ad Co., New York, Vice-Pres. | Louis D. Newman Adv., New York | Pres. |
| William H. Rogers | The Saturday Evening Post, Cleveland, Ohio, Acc't Executive | Sidener, Van Riper & Keeling, Inc., Indianapolis, Ind. | Sales Mgr. |
| Isabel B. Black | Calkins & Holden, Inc., New York, Copy | Frank Seaman, Inc., New York | Copy |
| George Frank Lord | Colin Campbell Corp., New York, Vice-Pres. | George Frank Lord, New York | Distribution & Adv. Counsel |
| Lester L. Anderson | The Byron G. Moon Co., Inc., New York, Mgr. of News Dept. | Lester L. Anderson, New York | Counsel to Textile Apparel Firms |
| Robert E. Daiger | J. M. Daiger & Co., Baltimore, Md., Sec'y & Treas. in Charge of Prod. | The Green & Van Sant Co., Baltimore, Md. | Media & Space Dept. |
| J. P. Daiger | J. M. Daiger & Co., Baltimore, Md., Vice-Pres. in Charge of Copy | The Green & Van Sant Co., Baltimore, Md. | Copy |
| J. M. Lalley | J. M. Daiger & Co., Baltimore, Md., Copy | The Green & Van Sant Co., Baltimore, Md. | Copy |

CHANGES IN PERSONNEL—[Media, etc.]

| Name | Former Company and Position | Now Associated With | Position |
|------------------------|--|---|-----------------------|
| Augustin F. Oakes | Charles Francis Press, New York, Vice-Pres. & Gen. Mgr. | Same Company | Pres. & Gen. Mgr. |
| Charles Francis | Charles Francis Press, New York, Pres. | Same Company | Chairman of Board |
| G. O. Wilcox | Press, Cleveland, Ohio, Adv. Staff | Telegram, Youngstown, Ohio | Adv. Dir. |
| Harry Mosier | The John Budd Co., Chicago, Ill., Vice-Pres. | Same Company, New York | Pres. |
| J. Frank Duffy | The John Budd Co., New York, Pres. & Dir. | Resigned | |
| Needom L. Angier | Massengale Adv. Agcy., Atlanta, Ga., Space Buyer | The S. C. Beckwith Special Agcy., Atlanta, Ga. | Mgr. of Office |
| Curtis F. Moss | Remington Rand Business Service, Inc., New York, Systems Analyst | Inland Newspaper Representatives, Inc., Chicago, Ill. | Sec'y & Research Mgr. |
| Robert R. Dunwody, Jr. | George Batten Co., Inc., New York, Ass't Rep. | Wm. J. Morton Co., New York | Rep. |

Pebeco*  Hind's Cream*  Vapex*

 Blue Jay*  Coty*  Diamond Dye* 

Kolynos  Pepsodent*  Doña Castile*

Listerine  Listerine Tooth Paste 

 Conti Castile* Rem*  Musterole

Unguentine  Daggett & Ramsdell*

Dr. Scholl's Zino Pads* Hennafoam* 

 Whiz Fly Fume*  D'Oro Perfume*

Nujol* 

 Freshies*

Pompeian

Lysol* 

 Vaniva*

Resinol 

 Cutex*

Pertussin

Stacomb* 

*THE * indicates advertisers who have spent more money in The News in 1927 than in any other New York newspaper.*

IN the highly competitive drug products field, The News, despite its small size, was easily the leader in both lineage (355,943 lines) and money in New York in 1927. The whole family appeal, the tremendous circulation, the more efficient presentation and the immediate results discernible—make The News the most profitable medium, regardless of rate! Other advertisers will please copy! Investigate—now!

25 Park Place, N. Y. Tribune Tower, Chicago

THE NEWS
New York's Picture Newspaper

Vivaudou

 Noxzema*

 Kotex

Cuticura* 

 Nacto* 

 Orphos*

Vivatone

Blondex 

X-Bazin*

Bayer Aspirin* Phillips Milk of Magnesia*

Mulsified Coconut Oil  Carbona*

Derma Viva* Black Flag*  Mu-Sol-Dent

THE NEWS DIGEST (Continued)

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

| Name | Former Company and Position | Now Associated With | Position |
|----------------------|---|--|--------------------------------|
| Frederick Ellerbrook | John Baumgarth Co., Boston, Mass., New England Sales Mgr. | The Christian Science Monitor, Chicago, Ill. | Adv. Staff |
| Benton B. Orwig | Charles Scribner's Sons, New York, Architecture, Adv. Dept. | Same Company | Adv. Mgr. of Architecture |
| Preston K. Babcock | Post, Boston, Mass., Adv. Staff | The Christian Science Monitor, Boston, Mass. | Adv. Staff |
| Allen C. Rankin | Examiner, Los Angeles, Cal., Automobile Adv. Mgr | Press, Pittsburgh, Pa. | Automobile Adv. Mgr. |
| Francis Lawton, Jr. | Newspapers Film Corp., Chicago, Ill., Vice-Pres. & Eastern Mgr. in New York | Francis Lawton, Jr., New York | Training, Selling & Adv. Films |
| W. Dale McLaughlin | Regional Planning Board, Chicago, Ill. | Blanchard-Nichols-Coleman, Chicago, Ill. | Member of Staff |
| George Hadlock | Capper Publications, Chicago, Ill., Rep. | Blanchard-Nichols-Coleman, Chicago, Ill. | Rep. |
| Peter Stam, Jr. | Sunday School Times, Philadelphia, Pa., Mgr. of Book Publishing Div. | The Religious Press Association, Inc., Philadelphia, Pa. | Contact |
| Wm. G. Matthews | Wm. J. Morton Co., Chicago, Ill., Mgr. of Office | Castleman-Matthews Co., Chicago, Ill. | Treas. & Sales Promotion Mgr. |

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

| Name | Address | Product | Now Advertising Through |
|--|---------------------|------------------------------------|--|
| Renovator, Inc. | New York | Numatic Electric Renovator | Street & Finney, Inc., New York |
| Egyptian Lacquers Mfg. Co. | New York | Auto Finish | Hommann & Tarcher, Inc., New York |
| Chilean Nitrate of Soda Educational Bureau | New York | Nitrate of Soda | Hommann & Tarcher, Inc., New York |
| Royal Typewriter Co., Inc. | New York | Standard Model Typewriter | Hanff-Metzger, Inc., New York |
| Divco Marker Corp. | Aurora, Ill. | Tattoo Marker for Poultry | Irvin F. Paschall, Inc., Chicago, Ill. |
| Heck-Conrad Co. | Kansas City, Mo. | Liquid Deodorant | The Stanley H. Jack Co., Inc., Omaha, Neb. |
| American Transformer Co. | Newark, N. J. | "Amertran" Transformers | The Dauchy Co., New York |
| Northern Mfg. Co. | Newark, N. J. | Radio Tubes | The Dauchy Co., New York |
| Elkon Works, Inc. | Weehawken, N. J. | Battery Chargers | The Dauchy Co., New York |
| Knapp Electric Corp. | Port Chester, N. Y. | Knapp "A" Power | The Dauchy Co., New York |
| Lydia E. Pinkham Medicine Co. | Lynn, Mass. | Medical Preparations | The Greenleaf Co., Boston, Mass. |
| Gullette Auto Products Co. | Wheeling, W. Va. | Gullette Driving Lamp | Ludwig Adv. Co., Wheeling, W. Va. |
| Hygeia Antiseptic Tooth Pick Co., Inc. | New York | Sippers | Groesbeck-Hearn, Inc., New York |
| National Bank of Commerce | New York | Bank | Newell-Emmett Co., Inc., New York |
| Brief English Systems, Inc. | New York | Speedwriting | Griffin, Johnson & Mann, Inc., New York |
| Spencer Turbine Co. | Hartford, Conn. | Vacuum Cleaners | O. S. Tyson & Co., Inc., New York |
| Karas Electric Co. | Chicago, Ill. | Radio Apparatus | Edward H. Weiss Co., Chicago, Ill. |
| Fairchild Aviation Corp. | Farmingdale, L. I. | Airplanes | M. P. Gould Co., Inc., New York |
| Allied Barrel Co. | Oil City, Pa. | Barrels | The Krichbaum-Liggett Co., Cleveland, Ohio |
| Garrett & Co. | Brooklyn, N. Y. | Virginia Dare Wine Tonic | Small, Lowell, Inc., New York |
| Corex Corp. | New York | Health Chocolate | Small, Lowell, Inc., New York |
| Julius Schmid, Inc. | New York | Santro Nipples | Small, Lowell, Inc., New York |
| Boyer Fire Apparatus Co. | Logansport, Ind. | Fire Apparatus | Gale & Pietsch, Inc., Chicago, Ill. |
| Berland's Chain Shoe Stores | St. Louis, Mo. | Shoe Stores | Brockland & Moore, Inc., St. Louis, Mo. |
| The Mosaic Tile Co. | Zanesville, Ohio | Mosaic Tile | The Green & Van Sant Co., Baltimore, Md. |
| McLaren Consolidated Cone Corp. | Dayton, Ohio | Ice Cream Cones | The Green & Van Sant Co., Baltimore, Md. |
| William Heller | New York | "Gold Mark" Woolen Fabrics | Hicks Adv. Agcy., New York |
| Californians, Inc. | San Francisco, Cal. | State of Cal. | Lord & Thomas and Logan, Inc., San Francisco, Cal. |
| Ponselle Floor Machine Co. | New York | Floor Machines | Alfred J. Silberstein, Inc., New York |
| International Projector Corp. | New York | "Acme" Projectors | Frank Presbrey Co., New York |
| H. E. Verran Co., Inc. | New York | Royal Society Embroidery Materials | The G. Lynn Sumner Co., Inc., New York |

¹ Not to be confused with the advertising for the portable typewriter which is handled by Dorrance, Sullivan & Co., Inc., New York

² Not to be confused with the other products of the Elkon Works, Inc., which continue to be handled by Shaw Newton, New Canaan, Conn.

³ Not to be confused with the other products of the Knapp Electric Corp., which continue to be handled by Shaw Newton, New Canaan, Conn.

Constructive Alertness

CONSTRUCTIVE alertness on the part of a trade publication implies a great deal. It implies responsiveness to changing needs. It implies editorial initiative. And it implies the ability and courage to point the way.

All this (and much more) is true of *The American Printer*.

It is constructively alert from cover to cover.

In its make-up, its articles, its illustrations, its front cover design and its impressive feature numbers—it is continuously and constructively alert.

This wide-awake quality, plus a creative understanding of type and printing, has enabled it to initiate and retain an acknowledged leadership in typography.



THE AMERICAN PRINTER

A Robbins Publication Edited by Edmund G. Gress

9 East 38th Street, New York City

You Can Easily Determine This Leadership in Six Ways. . . .

1. Glance through any issue and compare. Note the freshness and sparkle in treatment of headings and text. Note the numerous illustrations—timely, unhackneyed. And the front cover design (always different).

2. Look through recent issues and read the articles on the "modern note" in type, as well as on the history, function and application of type. For instance, the November issue contained a spirited discussion of the modernistic tendency by prominent printers. The whole subject, pro and con, has been receiving lively attention for months. The March number has an article on modernistic design and typography by Walter Dorwin Teague. This unbiased alertness has enabled *The American Printer* to set a precedent in heralding new typographic styles.

3. Note the calibre of editorial contents and contributors. Also, the many new features constantly being added.

4. Inspect the feature numbers of *The American Printer*. Master printers have acclaimed them as monumental in their contribution to fine printing.

5. Ask to inspect the hundreds of spontaneous comments received.

6. Examine our A. B. C. circulation. You'll find the key men of the printing industry represented on our stencils.

A product to sell printers? Then investigate **THE AMERICAN PRINTER**.

THE NEWS DIGEST (Continued)

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS [Continued]

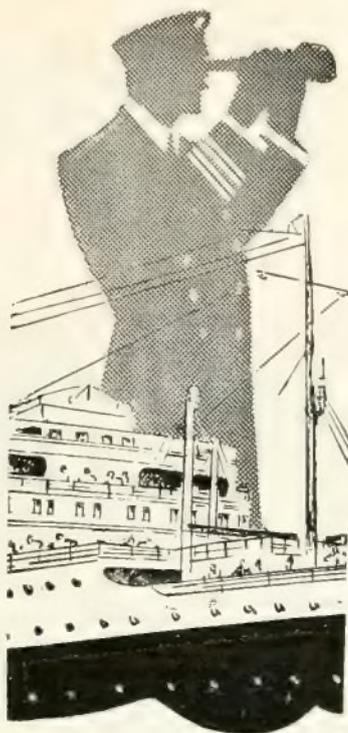
| Name | Address | Product | Now Advertising Through |
|---|---------------------|---|---|
| Allied Bankshares Co. | New York | Finance | Peck Adv. Agcy., Inc., New York |
| Haven Mfg. Co. | Milwaukee, Wis. | Electric Ice Machines | Klau-Van Pietersom-Dunlap-Younggreen, Inc., Milwaukee, Wis. |
| Wisconsin Mineral Aggregate Association | Milwaukee, Wis. | Minerals | Klau-Van Pietersom-Dunlap-Younggreen, Inc., Milwaukee, Wis. |
| Johnston Holloway & Co. | Philadelphia, Pa. | Heiskell's Ointment & Medicated Soap | Charles C. Green Adv. Agcy., Inc., Philadelphia, Pa. |
| California Vinyardists' Association | San Francisco, Cal. | Cooperative Campaign | Lord & Thomas and Logan, Inc., San Francisco, Cal. |
| California Deciduous Fruit Association | San Francisco, Cal. | Cooperative Campaign | Lord & Thomas and Logan, Inc., San Francisco, Cal. |
| E. T. Burrowes Co. | Portland, Me. | Screens, Pool Tables, Card Tables & Cedar Chests | Glaser & Marks, Inc., Boston, Mass. |
| J. H. Blaetz | Philadelphia, Pa. | American Baby Hose | Tracy-Parry Co., Philadelphia, Pa. |
| Hart Grain Weigher Co. | Peoria, Ill. | Grain Weighers, Measuring Devices and Threshing Machine Equipment | The Buchen Co., Chicago, Ill. |
| Arrow Oil Co. | Wooster, Ohio | Petroleum Products | The S. M. Masse Co., Cleveland, Ohio |
| Victor Novelty Mfg. Co. | Cleveland, Ohio | Children's Rubber Balls | The S. M. Masse Co., Cleveland, Ohio |
| The City Ice & Fuel Co. | Cleveland, Ohio | Distillats Drinking Water, Hyklas Ginger Ale, Coal & Ice | The S. M. Masse Co., Cleveland, Ohio |
| Lake Erie Bolt & Nut Co. | Cleveland, Ohio | Lebanco Bolts & Nuts | The Lee E. Donnelley Co., Cleveland, Ohio |
| Carlyle-Labold Co. | Portsmouth, Ohio | Clatone Face Brick, Sciota Quarry Tile | The Lee E. Donnelley Co., Cleveland, Ohio |
| The Josan Mfg. Co. | Cleveland, Ohio | Double Drainage Drains, Steam Water Heaters, and Josan-Marsh Interceptors | The Lee E. Donnelley Co., Cleveland, Ohio |
| Carl Spero | New York | Insurance | Louis D. Newman Adv., New York |
| Taylor-Fichter Steel Construction Co. | New York | Steel | Louis D. Newman Adv., New York |
| Plazine Oil Co. | New York | Petroleum Products | Louis D. Newman Adv., New York |
| Frank L. Lane | New York | Insurance | Louis D. Newman Adv., New York |
| Dr. Johann Strasska's Laboratories | Los Angeles, Cal. | Tooth Paste | The Quinlan Co., Chicago, Ill. |
| Nachman Spring-Filled Co. | Chicago, Ill. | Mattresses | H. W. Kastor & Sons Co., Inc., Chicago, Ill. |
| Wolverine Lubricants Co. | New York | Wolf's Head Oil | Charles C. Green Adv. Agcy., Inc., New York |
| The Colonial Mortgage Investment Co. | Baltimore, Md. | Finance | The Green & Van Sant Co., Baltimore, Md. |
| Sherwood Brothers, Inc. | Baltimore, Md. | Betholine Motor Fuel & Rexoline Motor Oil | The Green & Van Sant Co., Baltimore, Md. |

PUBLICATION CHANGES AND APPOINTMENTS

| | |
|--|--|
| Ahrens Publishing Co., Inc., New York | Has taken over the responsibilities of publication of Manufacturing Industries, New York. |
| The Magazine Advertiser, New York | Has suspended publication. |
| Globe, Toronto, Ont. | Has appointed Verere & Conklin, Inc., New York, as its national advertising representative in the United States. |
| Furniture Publishing Corp., Jamestown, N. Y. | Has purchased Wood Working Industries, Milwaukee, Wis., which will be moved to and published at Jamestown, N. Y. |
| The Retail Publishers, Inc., Appleton, Wis. | Name changed to Midwest Publishing Co., Appleton, Wis. |
| Institutional Merchandising, New York | Will be published six times this year, in the months of Feb., April, June, Aug., Oct., & Nov. |
| Hjemmet, Copenhagen, Denmark | Has appointed Joshua B. Powers, New York, as its advertising representative in the United States and England. |
| The Forum, New York | Has appointed Blanchard-Nichols-Coleman, Chicago, Ill., as its mid-western advertising representative. |

MISCELLANEOUS

| | |
|---|--|
| Harrison J. Cowan, New York | Name changed to Cowan & Prindle, Inc., New York. |
| The Green & Van Sant Co., Baltimore, Md. | Has consolidated with J. M. Daiger & Co., Baltimore, Md. The agency will be known as The Green & Van Sant Co., Baltimore, Md. |
| Oliver M. Byerly, Cleveland, Ohio | Has incorporated his business under the name of Oliver M. Byerly, Inc., Cleveland, Ohio. Oliver M. Byerly is Pres.; Oliver C. Shiras, Vice-Pres.; and A. M. Byerly, Sec'y-Treas. |
| Pickus-Weiss, Inc., Chicago, Ill. | Name changed to Edward H. Weiss Co., Chicago, Ill. |
| Case-Shepperd-Mann Publishing Corp., New York | Has consolidated with Farm Light and Power Publishing Co., New York. The company will be known as Case-Shepperd-Mann Publishing Corp., New York. |
| The Corman Co., Inc., New York | Will suspend operations for an indefinite period. |



It's in the Blood of Brittany -- THE SEA!

LET BRETON SAILORS TAKE CHARGE
OF YOUR ATLANTIC CROSSINGS * * *

A WAVE-BOUND peninsula, ramming its nose out into the cold, blue Atlantic. ~ A people of mixed blood . . . French, Celts and Romans, with inborn restlessness and daring in their souls. ~ No wonder the Bretons have always been sailors, from the time Jacques Cartier sailed out of St. Malo and found Canada, through the days of the smashing old privateers and corsairs, right down to the present . . . quick, adaptable, gay, with a rakish tilt to their caps ashore and a lilt to their work at sea, simple as children, kindly, deeply religious as only men from the country

of "pardons" can be. ~ The French Line trains these officers and sailors on coast liners until they're worthy to be graduated to the huge aristocrats of the Atlantic, *Ile de France*, *Paris* and *France*, that sail from New York to Le Havre de Paris, calling at Plymouth, England. ~ Only the picked men make this grade . . . you can see it in their eyes . . . men worthiest to uphold the Breton reputation and the French Line name. ~ Let them carry you to France this summer, across "the longest gang-plank in the world." ~ Illustrated brochures on request.

French Line

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

DOES YOUR ADVERTISING REACH THESE WOMEN?

Below is pictured the largest crowd in the history of the Elmwood Music Hall—the second largest auditorium in Buffalo. The occasion was The Buffalo Times Cooking School.



4200 women attended the Cooking School conducted by The Buffalo Times, on Feb. 17th, the fourth and final day. This is, indeed, a remarkable demonstration of the faith that Buffalo housewives have in their favorite newspaper, and in what it presents.

Of course, these women wanted to learn about food and its preparation, but there are innumerable other important things in which they are interested—and, in the means of their fulfillment—Life and its needs, home, personal appearance, comfort, health, luxuries, entertainment, etc. . . . interested, very likely, in YOUR product.

What is important to you is the fact that here is a woman-in-the-home readership, with life and responsiveness among its characteristics . . . women who will respond to your advertising just as earnestly as they filled the Cooking School hall, *if they see it in their newspaper.*

THE BUFFALO TIMES
EVENING Buffalo, N. Y. SUNDAY