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Advertising & Selling

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Courtesy Guaranty Trust Company

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In this issue:

"Common-Sense Buying" By WILLIAM R. BASSET; "Higher Advertising Rates—Smaller Space Units?" By W. R. HOTCHKIN; "New Letters of Frank Tru-Fax" By A. JOSEPH NEWMAN; "Is Installment Selling a Blessing or a Menace?" By WARREN PULVER; "The Agency's Position" By CLARENCE D. NEWELL

WORLDWIDE SERVICE
 VITO SARMAN



A Chicago Manufacturer Knows Chicago Papers

FITZPATRICK Brothers, manufacturers of Kitchen Klenzer and advertisers of long, successful experience in Chicago, are among the advertisers who place from 50% to 100% of their total Chicago newspaper advertising in The Daily News.

For the first nine months of 1926, their advertising in The Daily News—placed by The Green, Fulton, Cunningham Company—was more than 54% of their total advertising in all Chicago newspapers combined.

The Daily News was selected by this company to bring before Chicago housewives a product for the home, because it is the newspaper which has been proved to reach most profitably the homes of Chicago.

THE CHICAGO DAILY NEWS

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Bond
 Periodical

Advertising & Selling

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9 East 38th Street

New York

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Died of a Broken Oil Film

If your motor dies, on a lovely road, because you run out of gas, that's one story. And you may even be able to laugh at it—a week later.

BUT—

... if your motor dies because your oil has failed, that's another tale and a sadder one. For, there's nothing funny about a dismal trip to a repair-shop. And still less to laugh about the first of the month when you get the bill.

Yet the failure of motor-oils is so common that it is responsible for three-fourths of all engine repairs. And most motorists that have wheeled their last tired mile to an early grave died of a broken-oil-film.

The motor oil's responsibility

A motor oil, in action, forms a thin film over the vital parts of a motor. This film penetrates between all the whirling, sliding surfaces and prevents destructive chafing of metal against metal.

But the oil-film itself is subjected to terrific punishment. It is lashed by withering heat. It is ground by relentless friction. Under that punishment the film of ordinary oil often breaks and burns.

Through the broken, shattered film hot metal chafes against hot metal. Insidious friction sets up its work of destruction.

Often before you know the oil has failed, you have a burned-out bearing, a scored cylinder or a seized piston. That means big repair bills.

Because motor lubrication is a matter of oil films, Tide Water technologists spent years in studying and testing not only oils but oil films. Finally they perfected, in Veedol, an oil which gives the "film of protection," thin as satin, smooth

as silk, tough as steel. A fighting film which resists to the uttermost deadly heat and friction.

Hundreds of thousands of car-owners have found, in Veedol, their motor's most steadfast defender. Let the Veedol "film of protection" safeguard your motor and keep it sweet-running and free from repairs.

Wherever a dealer displays the orange and black Veedol sign, you will find the Veedol Motor Protection Guide, a chart which tells which Veedol oil your particular motor requires.

Complete Veedol Lubrication

Have your crankcase drained and refilled with the correct Veedol oil today. Or, better still, let the dealer give you complete Veedol lubrication—the "film of protection" for every part of your car.

Tide Water Oil Sales Corporation, Eleven Broadway, New York Branches or warehouses in all principal cities.



**The FILM of
PROTECTION**

An advertisement prepared for the Tide Water Oil Sales Corporation

Facts need never be dull

The man in the street isn't interested in the life of Shelley. But call it "Ariel", write it as a love story and you have—a best seller.

The man in the street doesn't give a thought to bacteriologists. But call them "Microbe Hunters," make them adventurers, and you have—a best seller.

The man in the street doesn't care about biology. But call it "Why We Behave Like Human Beings," write it

in the liveliest newspaper fashion, and you have—a best seller.

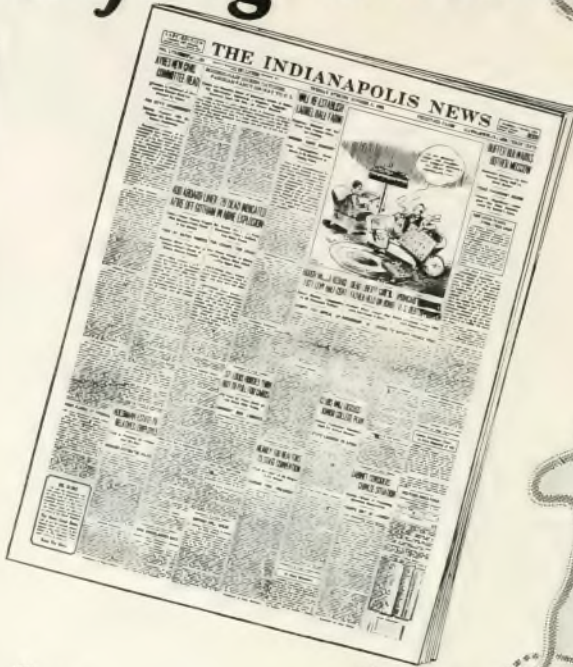
The man in the car doesn't think about motor oil. But call it the "Film of Protection," write it as a mystery story, and you have—a best seller.

We shall be glad to send interested executives several notable examples of advertising that has lifted difficult subjects out of the welter of mediocrity.

Joseph Richards Company, 253 Park Avenue, New York City.

RICHARDS , , , , *Facts First—then Advertising*

The Indianapolis Radius ~Buying Power!



The Indianapolis News ~Selling Power!

New York
DAN A. CARROLL
110 E. 42nd St.

FRANK T. CARROLL,
Advertising Director

Chicago
J. E. LUTZ
The Tower Bldg.

Everybody's Business

By Floyd W. Parsons

ONE problem that needs a lot of advertising is that having to do with accidents. Very few people have reached a full appreciation of the importance of safety for the individual. Headlines in the daily press mislead us. A train wreck or a mine explosion gets first-page notice. But when a man slips on a dark stairway, the accident is not spectacular and no attention is given to it. It is only when we are told that the number of casualties resulting from unsafe walkways is greater than from fires, surface cars and machines of all kinds combined, that we commence to sit up and take notice.

More people have been killed in the United States by accidental falls during the last ten years than our total killed in all wars since the founding of the United States. About 14,000 people lose their lives here in America each year merely by slipping and falling on the unsafe surfaces of stairs and aisles in our offices, factories and homes. Slipping accidents do not occur where there are no slipping hazards. Too many follow the practice of tacking up signs rather than of removing the hazard. All about us are projecting switch-throws, coalhole covers, and hinges that make tripping easy.

In hundreds of industries, too little attention is given to the protection of the eyes of workers. Great damage is done by dust and floating particles. In some places eyes are ruined by exposure to glare. The modern executive knows the value of eye-protection devices, and he goes in for not merely adequate but hygienic illumination. The time must come when every one will work in a room that is as "bright as day." Lighting for production and lighting for safety are closely related subjects.

To permit glare is as bad as to provide poor illumination. It is impossible for one to see surrounding objects clearly when one turns away from glare. Arc lamps are still used in many places notwithstanding the fact that they give a light that flickers. Such illumination causes the pupil of the eye to be constantly opening and closing, and this brings on fatigue, reducing not only the "ability to work," but also the "willingness to work."

Here is a statement that would save thousands of dollars if observed: "The loss of illumination due to the coating of reflectors with dirt may result in a loss of light equal to sixty per cent or more before attention is given to the fact that they need cleaning." It is often possible to reduce the consumption of electric current in an office or a plant twenty-five or fifty per



Courtesy: National Safety Council, Chicago
A seventy-five cent machine which keeps needles out of fingers

cent through the systematic washing of all reflectors and lighting equipment.

Another matter of much importance in this field of health and accidents is proper preventive measures to take care of local infection. The body makes a great effort to defend itself from the action of bacteria in case of an injury in which the skin is broken. Blood is poured out to wash away the invaders, and an army of white blood cells is rushed to the point of injury to launch an attack on the destructive bacteria. This is all fine, but when the enemy is vigorous and virulent, the individual must lend aid to the efforts of nature.

Every person should be educated to know that there is no better way to remove bacteria from the hands than by frequent washing of the hands with soap and

a medium stiff brush.

Accidents to women come chiefly from high heels, sewing machines and needles. The common needle is the most dangerous tool women pick up. Most injuries to women would not be serious were it not for the carelessness which permits slight cuts and lacerations to become infected. In cases of cuts or other injuries that break the skin, the element of time is of utmost importance. If a doctor is not available, wash the wound and the surrounding skin with benzine or gasoline before applying tincture of iodine. If Dakin's Solution is used as an antiseptic instead of iodine, cleanse thoroughly with alcohol instead of benzine. Never precede the application of an antiseptic by soap and water.

Probably the most successful effort ever made by an industrial corporation in the field of accident prevention was based on the following policy: Keep the place clean. Make the worker comfortable. Make the machines fool-proof. Reach the employee in an educational way, by bulletins, leaflets, noon meetings, moving pictures and verbal instructions. Display posters showing hazards, and inaugurate compulsory training of workers in first-aid work. This policy reduced fatal accidents fifty-five per cent, and compensation costs thirty.

Nine people meet death through accident here in America every hour of the day and night. A half million people are seriously injured in the performance of their daily tasks each year. Three-fourths of all the deaths and injuries can be prevented. Every morning when the whistle blows at our industrial plants, more than 2,500,000 workers are missing. This means a loss to business and industry of nearly two billion dollars annually—a huge expense that is tacked onto our cost of living. Certainly it is something to think about.



“Nothing
changes
—except
my mind!”

LEGEND has it that business in America was once ruled over by Titans. Wilful and masterful, the Titan blinked at facts and winked at fate.

The business world of that day was static. Men and things stayed put—especially when the Titan put them. He alone was dynamic, moving, changing. (Or so the legend said.)

Far different the business world of today—and far different the figures of business.

The conduct of business is governed by numberless forces, churning, shifting.

And the business man today carries a new responsibility—to comprehend the nature of these electric changes that influence his business.

The facts of them bear in upon him from numberless sources. To reduce the facts to their true perspective, to serve him in this New Control of his business, working chart of the new changes for 225,000 alert business executives is—

NATION'S BUSINESS

MERLE THORPE, *Editor*

Published Monthly at Washington by the Chamber of Commerce of the U. S.

\$19,000,000

Being Spent To Expand Industries In the Birmingham District

FACTORIES AND PLANTS OF ALL KINDS BEING BUILT AS BUSINESS BOOMS

Industrial development under way in the immediate Birmingham district is estimated at \$19,035,000.

Within 30 days plants and works costing \$5,650,000 will be completed or nearing completion. By the middle of next Summer all of this development is expected to have been completed.

Prior to the middle of next Summer further development plans will have been announced on which, survey already shows, not less than \$6,500,000 will be expended.

Building Permits

Show Birmingham is steadily growing and soundly, too. At the present rate 1926 should pass 1925, the banner year.

1926 total—nine months
\$17,717,178

Post Office Receipts

Show a gain in the month of September for 1926 over 1925 of

\$11,300.54

or 9 per cent. Each month of 1926 has shown a gain over 1925.

Bank Clearings

Show an increase of
\$15,372,422
in September over August.
Clearings for 1926, January to
October 1

\$993,610,170.79

Birmingham's Weekly Payroll Over \$4,300,000

The News Grows With Birmingham

The Birmingham News has shared in this prosperity and steady growth of Birmingham and each month has carried more advertising than the other TWO papers combined.

The newspaper situation is constantly changing in favor of the increased dominance of The News. The margin is wider to-day than ever before on the volume of business carried and the number of readers.

To Advertisers—The News Offers

Complete Effective Coverage
Permanent Prestige

True Reader Acceptance
Results—with Profits

Daily { Circulation } Sunday
78,000 { Now Greater than } 93,000

The Birmingham News

The South's Greatest Newspaper

NATIONAL REPRESENTATIVES
KELLY-SMITH CO.

New York

Chicago

Boston

Philadelphia

J. C. HARRIS, JR., Atlanta

Make Your Own Estimate

After taking into consideration that readers pay more than \$1,500,000 a year for SMART SET, you can make your own estimate as to how much they spend for food, clothing, drugs, house furnishings—for those products which contribute to their beauty and comfort, health and happiness. Quite naturally, it is far in excess of the amount they spend for such a luxury as a magazine.

As you know, SMART SET rates, based on an A.B.C. guarantee of 500,000 copies, have been increased with the February issue. And as SMART SET has always given advertisers a large circulation bonus, net sales are already in excess of a half-million.

You will find that SMART SET is read by those aggressive, younger people whose wants are legion, who work and earn and spend. More and more keen advertisers discover each month the remarkable buying proclivities of the SMART SET market. They tell us that SMART SET leads their lists at the lowest cost per inquiry.

If you are selling food, clothing, drugs, house furnishings, or any other product which contributes to beauty, comfort, health or happiness, you will find the SMART SET market just as productive as other advertisers have already found it.

And the reason for this lies in the fact that SMART SET reaches the younger element, the buying element of today and of many tomorrows.

SMART SET

R. E. BERLIN, *Business Manager*
119 West 40th St., New York
Chicago Office, 360 N. Michigan Ave.



SMART SET
Your Starting Point in Real Life

25
Cents

Joseph P. Day, the big real estate auctioneer, said, "The younger element is the buying element of today."

That this statement is true is proved by the results of advertisers in SMART SET, many of whom say that SMART SET leads their list at the lowest cost per inquiry.

SMART SET will undoubtedly do as well for you.

(1) To An Advertising Man Who (2) Has Some Business

We offer (3) Content, (4) Cooperation,
(5) Safety, and (6) a Future

(1) "To An Advertising Man"— You must be that, because no matter how much business you control, you cannot live and work with us unless you bring another real mind into our company—unless your presence with us will add materially to what we can do for people who believe in us and trust us with the expenditure of their money.

(2) "—Who Has Some Business" We will not gamble. We do not need to. We have already made a success of our business, as I shall show you below. This is no wail of a shabby company trying to bolster its waning fortunes with someone else's business. This is the straight-from-the-shoulder proposition of a successful advertising agency, part of whose success is due to bringing in one able man in five years on just this arrangement—and which wishes to succeed still further by bringing in another. So you must have enough business to pay your salary—but it needn't be much, for two reasons. First because we will give you much more than an even break if you're the man we want—and second because we can handle any business on top of what we now have at a remarkably low cost to us. The first two hundred thousand costs an agency all of the 15% it makes and sometimes (alas) more—but your fifty or a hundred thousand on top of our business will cost us only about 5%. Believe us, you can't handle it yourself for that—or anywhere near it.

(3) "—We Offer Content" Yes, and we know what content means. We worked once for eight years with a man who wanted all the cake—and when we went into business for ourselves we fixed it so that anyone who came with us would (a) make more than if he was in business for himself, (b) would be protected in decent and honorable fashion, and (c) would share with us in the profits of the whole business—which is the only inducement for being an owner. The only other perquisite of ownership is worry—which you *won't* have.

(4) "—Cooperation" How we all need it! The privilege of being sick a week if you have to, knowing your business is being taken care of as well as you take care of it yourself. The privilege of calling in five other men when you are up against it and saying "Boys, I'm sunk. I need a new slant. For the love of Pete, produce!" The privilege of leaning on other people—getting the stimulation of their minds. The privilege of delegating financial management to the man who knows that best, selection of media to the man who studies that field all day, mechani-

cal problems to a man who was born in an engraver's shop and fed printer's ink with his milk. Cooperation—team work—instead of the lone wolf stuff, and the lying awake nights worrying—"Am I making the most out of their campaign?"

(5) "—Safety" Your contacts, your ideas, the confidence people have in you, and that have brought you what business you have, what confidence you enjoy—these are your stock in trade, your property, your source of income. That property right must be respected. No one in this organization will ever do anything but try to get you in still more solidly with the people who believe in you—by helping you serve them. Why not? He profits by your success—and you by his!

(6) "—and a Future" Five years ago we started—1922—with two hundred thousand. 1923 ran three hundred. 1924 four hundred and fifty. 1925 hit six fifty—1926 runs close to a million. We lost money our first year—got it back and then some in our second—and in the last three years we have saved and put in the bank nearly fifty thousand dollars on top of our original investment. How's that for an advertising agency, commonly considered "Er—clever chaps, and all that, but not business men." That's the way we do business. That's the way we are protecting the future of all who work with us. We work hard, think hard, play hard, and do a good job of advertising, thinking mostly of the client's sales, and not much about our own profits. They come, if you behave yourself. We don't lose business. We carry every conceivable kind of business protection. Our credit is gilt edged. We have no frills, no fakes, no front. We are plain straightforward business men engaged in a work we love and are proud of. We are five executives and the usual agency force of executive and clerical workers—and everybody from the office boy up shares in the profits. No one here has to worry about his future. He only has to worry about the success of the whole business—because whatever future the business has, that is his future.

All our men know about this, so answer it without hesitation if you are interested. We will take one more man just now who proves to be our kind. But we're almighty particular.

To An Advertising Man Who Has Some Business, We Offer Content, Cooperation, Safety and a Future.

Well, then, write for an appointment.

President, New York Agency, Box 427, Advertising & Selling
9 East 38th Street, New York, N. Y.

"One is known by the company he keeps"
Wherever Society, Sport and Fashion Meet



Pacific & Atlantic

The SPUR

Has a host of friends, for it is widely recognized as a mirror of the event and of those taking part.

Advertisers know The SPUR represents Quality.

A single recent issue (October 15) carried full page advertising for

*Buick
Cadillac
Caron Corp.
Cartier
*Chase Velmo
Coty

*Firestone
*Frigidaire
Hampton Shops
Rolls Royce
The Hayden Co.
Tiffany & Co.
J. C. Valiant Co.
Worth

Vincent Astor—Realty
Wm. Baumgarten & Co.
Chrysler Sales Corp.
Douglas L. Elliman & Co.
Edward I. Farmer, Inc.
Daniel H. Farr & Co.
*Lambert Pharmacal Co.
*A. E. Nettleton Co.
Riviera Park Assoc., Inc.
Charles P. Rogers & Co.
Shepherd's Hotels
Southern Pines, N. C.
Stedman Products Co.
Stutz Motor Car Co.

B. Altman & Co.
Barclay Park Corp.
*Camel Cigarettes
Charles of London
*Chevrolet Motor Co.
Costikyan & Co.
M. Harris & Sons
Hartman Trunk Co.
P. Jackson Higgs
Schmitt Brothers
W. & J. Sloane
*Herbert Tareyton
*U. S. Rubber Co.
Welte-Mignon

All Year Club of Southern California
Campagna Italiana Grandi Alberghi

Sterling Silversmiths of America
The "Old Bleach" Linen Company, Ltd.

*Denotes Color Page

The SPUR

425 Fifth Avenue, New York City

CHICAGO

PARIS

LONDON

BOSTON

Buffalo the Wonder City of America

Some Facts About Buffalo

Buffalo's population is 538,016. (State census, October, 1925.)

Retail trading radius population exceeds 1,000,000.

Building permits granted in the Greater Buffalo area in 1925 represent a total value of \$225,000,000.

There are 122,276 homes in Buffalo. Of these more than 40 per cent. are owned by householders.

Eric County has registered 138,400 pleasure cars, 115,187 commercial cars, 887 buses, 1063 motorcycles, 543 trailers and 1,437 omnibuses.

Buffalo Savings Banks average \$810 per depositor. The per capita deposit in all banks is \$862.

The total deposits in Buffalo banks are \$517,451,035.

The total deposits in savings banks are \$138,077,371.

In the four savings banks there are in all 169,115 depositors.

In the metropolitan district of Buffalo there are 3,000 manufacturing establishments with a total weekly payroll of \$2,750,000.

Sixty-three per cent. of the lines of manufacture recognized by the U. S. Census of manufactures are represented in Buffalo.

The twenty leading industries of Buffalo in order are—automobiles, bodies and parts; flour and grist mill products; slaughtering and meat packing; foundry and machine shop products; iron and steel; coal tar products; linseed oil; bread and bakery products; soap; railroad repair shops; rubber; printing and publishing; ship building; brass, bronze and cooper products; leather, tanned and curried; malt; furniture; oil refining; lumber and planing mill products; airplanes and parts.

Buffalo has the largest grain elevator in the world. Its 28 elevators have a capacity of 39,000,000 bushels. It is the second largest flour milling center of the country, with approximately 10,000,000 barrels output annually.

At Buffalo nearly 70% of all air brake hose used in the United States is manufactured.

The Buffalo district is one of the most extensive producers of pig iron in the world, having over 20 large blast furnaces with a combined annual capacity of between 2,500,000 and 3,000,000 tons.

Buffalo leads the United States in the production of linseed oil.

Buffalo has a chemical plant devoted to the development of the aniline dye industry which is rated as the largest dye plant of its kind in the United States.

At Buffalo is the greatest development of hydro-electric power to be found anywhere in the world. The average cost of power is the lowest in the nation.

The Buffalo district is one of the greatest lumber markets in the world.

The Buffalo district produces 75 per cent. of the world's wall board.

Buffalo holds the wonderful record of a gain of 472 new industries in a five-year period, which is a greater increase than is to be found in any other of the twenty-five first-class cities of the United States excepting New York.

During the year 1925, 757,092,599 kilowatt hours of electricity were consumed in Buffalo.

Summer tourists who visit Buffalo number more than 1,000,000 each year.

Buffalo is the eighth largest manufacturing city and the second largest inland port in the United States and one of the ten leading ports of the world.

Cover the Buffalo Market with the

BUFFALO EVENING NEWS

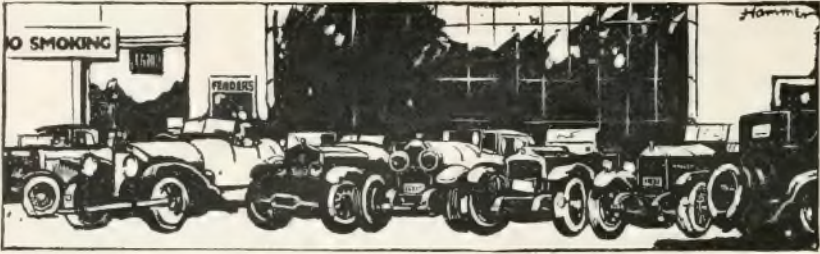
EDWARD H. BUTLER

Editor and Publisher

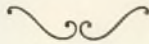
Marbridge Bldg., New York, N. Y.
Waterman Bldg., Boston, Mass.

KELLY-SMITH CO.
National Representatives

Tribune Tower, Chicago, Ill.
Atlantic Bldg., Philadelphia, Pa.



CARS THAT SELL BEST IN THE HARDEST MARKET



NO USE making any bones about it, New York is the hardest market for the sale of motor cars.

But it's the biggest.

And leadership—in every price class—is of outstanding importance.

It is, of course, the best cars in every price class which seek most zealously to keep supremacy in the New York market.

What wonder, then, their hearty reception of so powerful a new instrument for sales as *The New Yorker*?

Automobile manufacturers advertising in the New Yorker in its second year of publication already include:

CADILLAC
CHANDLER
FRANKLIN
HUPMOBILE
LINCOLN
MARMON
PACKARD

PIERCE-ARROW
RENAULT
ROLLS ROYCE
STUDEBAKER
STUTZ
WILLS ST. CLAIRE
WILLYS-KNIGHT

—on schedules averaging more than 13 pages.

Ask the most enterprising dealers on the Row—they'll all tell you how much store they put upon this added magazine support concentrated in this highly competitive but supremely rich market.

There is, of course, significance in this for thoughtful manufacturers of products of every kind that may aspire to adoption by exacting people.

THE
NEW YORKER

25 West 45th Street, New York



Would you like
a copy of
Power's horse-
power chart?

UNIT coverage or quantity—*which?*

Power aims to put its advertisers in touch with the buyers in the worthwhile power plants of the country no matter where they may be located or what kind of a product power is being used to produce.

To accomplish this *Power's* circulation department seeks to add units rather than individuals. Regardless of cost it must find, sell and satisfy the men responsible for power plant design, power generation and power utilization.

Which is why you will find *Power* wherever there are worthwhile power plants, the circulation being heaviest where there are the most plants.

The above map illustrates at once the power distribution of the country and the circulation distribution of *Power*.

Does not this method of subscription building appeal to you as the method of greatest value in sales development?

POWER

Tenth Avenue at 36th Street, New York

A McGraw-Hill Publication

A. B. C.

A. B. P.

6,636,060

COPIES OF CURTIS PERIODICALS PER ISSUE

A Gain of 932,189 In One Year

Never have progress and preference been summed up so dramatically.

Never have prosperity and opportunity been indicated so clearly.

The first figure, 6,636,060, is the total circulation of *The Saturday Evening Post*, *The Ladies' Home Journal*, and *The Country Gentleman*. The second, 932,189, is last year's gain.

Both figures are significant to business men—

they represent voluntary buying—full paid in advance, no arrears, no installments, no clubbing, no premiums, nor any other form of price cutting—

they are an index of sales possibilities in any given territory for any kind of merchandise.

That is why so many concerns use Curtis circulation figures to build sales quotas for all territories, and the periodicals themselves to build business.

The gain alone tells the story of natural market expansion; the total, the story of economical market coverage.

Curtis circulation keeps up-to-the-minute, natural pace with the prosperity and opportunity of America.

THE SATURDAY EVENING POST

March 6, 1926	2,841,305
March 7, 1925	<u>2,498,054</u>
GAIN	343,251

THE LADIES' HOME JOURNAL

March, 1926	2,534,658
March, 1925	<u>2,385,403</u>
GAIN	149,255

THE COUNTRY GENTLEMAN

March, 1926	1,260,097
March 7, 1925	<u>820,414</u>
GAIN	439,683

TOTAL

1926 . . .	6,636,060
1925 . . .	<u>5,703,871</u>
GAIN	932,189

THE CURTIS PUBLISHING COMPANY

INDEPENDENCE SQUARE, PHILADELPHIA, PENNSYLVANIA
 Publisher of *The Saturday Evening Post*, *The Ladies' Home Journal*, *The Country Gentleman*
 Advertising Offices: Philadelphia, New York, Chicago, Boston, San Francisco, Detroit, Cleveland



The Newsstand Sale of Delineator Jumped Everywhere!

In Cleveland, the newsstand sales of the October Delineator jumped 36% over the September issue.

In Greater New York, they jumped 50% over September and in Philadelphia, 55% over September.

Similar results are reported from any number of other cities.

The newspaper

The November issue shown above is the first Delineator with which the Designer is combined. The guaranteed paid circulation is 1,250,000. As subscriptions to both magazines will be fulfilled with the one, and as the combined circulation of the two was 1,700,000, it is obvious that at present there is a most decided bonus circulation.

advertising helped, the liberal display given by newsdealers helped; but the improved magazine itself helped most of all.

For instance, generally throughout the country, there was a 30% increased sale over the September issue.

The time to buy Delineator is here—and now!

Delineator

THE BUTTERICK PUBLISHING COMPANY

S. R. LATSHAW, President

Advertising & Selling

VOLUME EIGHT—NUMBER ONE

November 3, 1926

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JAMES W. YOUNG, vice-president of the J. Walter Thompson Company, New York, was elected the new president of the American Association of Advertising Agencies at the recent convention of that organization at the Hotel Mayflower, Washington, D. C. He succeeds in that position Roy Durstine, vice-president of Barton, Durstine & Osborn, Inc., also of New York. The convention was marked by the efficient transaction of the business at hand and by the able and enlightening addresses presented, reaching a high point with the stirring talk by President Coolidge at the annual banquet. Portions of several of these addresses are reproduced in this issue.

M. C. ROBBINS, PRESIDENT

J. H. MOORE, General Manager

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Telephone: Caledonia 9770

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CHESTER L. RICE

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

NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

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

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

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Well represented in the Bath Room Cabinet



The products shown in this cabinet are advertised by
The H. K. McCann Company

THE H. K. McCANN COMPANY

Advertising

NEW YORK
CHICAGO

CLEVELAND
LOS ANGELES



SAN FRANCISCO
MONTREAL

DENVER
TORONTO

NOVEMBER 3, 1926

Advertising & Selling

FREDERICK C. KENDALL, *Editor*

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Common-Sense Buying

What the New Trend Means to Manufacturers of Products Used
in Industry

By William R. Basset

Miller, Franklin, Basset & Company

A TOOL salesman was indulging in the popular pastime of salesmen.

"The salesman's lot," he moaned, "is indeed an unhappy one. The selling game isn't what it used to be. I can sharpen a pencil and cut a price as expertly as the next fellow, and in the good old days that used to get the business. Purchasing agents were hard-boiled, but they knew a bargain when they saw one. And you could find them at their desks when you called.

"But nowadays they are never in; always out in the plant and not to be disturbed, or snooping around our factories telling us how to run our businesses. When I do get to see one, he doesn't talk price. He wants to know: Do we know our costs? What makes us think our costs are accurate? Do we plan our production? Couldn't we cut our prices if we made fewer varieties?

"I haven't taken an order since the Lord knows when. In the old days I could bank on getting a big order every



McGraw-Hill Photo Service

A TRICK design piles up the cost. A two-day delay on a one-cent screw may cost hundreds of dollars. The wise buyer cooperates closely with his manufacturer in watching details to cut costs and keep his delivery dates absolutely punctually according to schedule

month or so from every one of my customers. Now with this fool hand-to-mouth buying the orders go in by mail every few days. I get the credit for them, all right, but there's no fun in it. I haven't had a good bargaining set-to on a big order since 1921. A peddler—that's what I am. I don't get a chance to sell any more. The purchasing agent buys and that's all there is to it. Guess I'll get me a nice little chicken farm and retire."

All of which is true, at least so far as most of the big buyers, whether manufacturers, retailers or wholesalers, are concerned. It may be hard on the old-fashioned salesman—but it's a very good thing for business. It is the way big business has been developing in the past few years, and the way all business that expects to survive must develop.

That price and quality must be considered together is not a novel idea. Even passably competent buyers have always taken quality into account when considering a price. But it is only

since small stocks have become the rule, and production has been closely planned, that price has also become secondary to the ability to make deliveries exactly as promised. When a purchasing agent once realizes that a two-day delay in receiving a one-cent screw may cost hundreds of dollars in held up production, he is likely to make certain that a supplier is able to live up to the strictest kind of specifications as to delivery dates.

The Continental Motors Corporation has had notable success in cutting down its stocks, partly through planning its own production and partly through getting suppliers who, it knew, would plan theirs. An investigation of this company's plant, made a few years ago, showed that in spite of raw material inventories, which were nearly always much larger than necessary, the production of its product—automobile motors—was frequently delayed through lack of some part or material which was out of stock, usually through failure of a supplier to make deliveries on time. As a result

customers were frequently disappointed in getting their motors, and as the customers were large automobile and truck makers whose assembly floors were in turn piled with millions in partly assembled vehicles, their disappointment was often disagreeably expressed. Meanwhile the Continental plant was choked with a needlessly big goods-in-process inventory. Hundreds of assemblies were forever being held up when practically ready to ship for the lack of some insignificant part like a valve spring.

Continental's first step was to determine exactly how long it took to process every part that went into a motor. Then every part was scheduled through every operation, starting it at such a time that on a certain predetermined date it would arrive at the assembly department coincidentally with all of the other parts that made up the assembly.

Knowing from this just how many of each part would start through the factory every day, it was possible to tell the suppliers of each casting, forging or what-not just when they

would be required to make deliveries of specified quantities.

But the company was not content to take the word of a supplier that he would live up to his promises. The penalty for a broken promise would generally be a refusal to re-order.

Before long the various materials began to come into the receiving room in the exact quantities and on the exact dates specified. They went into production on the minute, and by virtue of production scheduling, passed through all of the operations and arrived at the assembly room just as prophesied weeks and even months before.

As a result, production delays ceased. The Continental Motors Corporation increased its production—and it did so with a smaller inventory. In fact, its inventories were reduced more than a million dollars. That is a fair example of what intelligent buying for definite needs will do. But it must be backed by exact knowledge of the supplier's ability to live up to his promises.

[CONTINUED ON PAGE 44]

The Last of the Seven Veils

By H. B. Le Quatte

IN the earlier days of advertising the agency enjoyed a certain protective anonymity. Like the voice within the Oracle, only a few people knew it was there. The larger part of the public believed that the advertiser was uttering his own message, possibly employing an artist to illustrate it if there was no one in his office who could draw a picture.

The agent is no longer a man of mystery. The public knows us exactly for what we are. It is fully conscious that in the vast majority of cases an advertising message is the product of professional skill, and that the proportion of advertisers who frame their own appeals is possibly a trifle larger than of those who cut their own hair, and a trifle smaller than the proportion of those who argue their own cases in courts of law.

This broadened general understanding is helpful in some ways—as truth is always helpful—but it puts increased responsibility upon advertising workers. More is always expected from the professional than from the amateur. When we are paid to interest and entertain we must be really interesting and entertaining, or under the reading lights of millions of living rooms from Maine to Texas we will "get the hook" in that familiar

phrase: "Why, I could make a better advertisement than that myself."

A more important result of letting the public know just how the advertising agency functions is found in the increased difficulty of making the advertising message effective. Since the public knows that it is listening to the voice of the hired advocate, the advertisement should have the force and vitality which will make its source forgotten. The unanswerable argument against the signed advertisement is the emphasis it lays on its professional origin and the certainty that this will detract from its power to persuade or convince.

Just as the good toastmaster aims to be forgotten the minute he sits down, just so the good advertising agent will be content to be known by the results of his work, rather than to let himself be discerned in the process of creating it. The seven veils which formerly concealed him have been removed. He is no longer nearly invisible, as he used to be in the economic scheme of business; but he can still save the situation by keeping out of the spot light which should be turned steadily upon the institution, the merchandise or the service which he is presenting for consideration.

What Advertising Has Done for America

[[The President's Address at the Banquet of the Annual Convention of the American Association of Advertising Agencies]]

SOMETIMES it seems as though our generation fails to give the proper estimate and importance to the values of life. Results appear to be secured so easily that we look upon them with indifference. We take too many things as a matter of course, when in fact they have been obtained for us only as the result of ages of effort and sacrifice.

We look at our economic condition, upon which we are absolutely dependent for the comforts and even the necessities of life, and forgetting that it all rests on industry, thrift and management, dismiss it lightly as a matter that does not concern us. Occasionally our attention is directed to our political institutions, which have been secured for us through the disinterested exertion of generations of patriotism, and, going along oblivious to the fact that they are the sole guarantees of our rights to life and liberty, we turn away with the comforting thought that we can let some party committee attend to getting out the vote and that probably the Government will run itself all right anyway.

It seems to me probable that of all our economic life the element on which we are inclined to place too low an estimate is advertising. When we come in contact with our great manufacturing plants, our extensive systems of transportation, our enormous breadth of agriculture, or the imposing structures of commerce and finance, we are forced to gain a certain impression by their very magnitude, even though we do not stop to consider all their implications.

By the very size and nature of their material form they make an appeal to the senses, even though their import does not reach the understanding. But as we turn through the pages of the press and the periodicals, as we catch the flash

of billboards along the railroads and the highways, all of which have become enormous vehicles of the advertising art, I doubt if we realize at

agement. In its turnover it runs into hundreds of millions of dollars each year.



© Underwood & Underwood

all the impressive part that these displays are coming more and more to play in modern life.

EVEN the most casual observation, however, reveals to us that advertising has become a great business. It requires for its maintenance investments of great amounts of capital, the occupation of large areas of floor space, the employment of an enormous number of people, heavy shipments through the United States mails, wide service by telephone and telegraph, broad use of the printing and paper trades, and the utmost skill in direction and man-

agement. In its turnover it runs into hundreds of millions of dollars each year.

WHEN we stop to consider the part which advertising plays in the modern life of production and trade we see that basically it is that of education. It informs its readers of the existence and nature of commodities by explaining the advantages to be derived from their use and creates for them a wider demand. It makes new thoughts, new desires, and new actions. By changing the attitude of mind it changes the material condition of the people.

Somewhere I have seen ascribed to Abraham Lincoln the statement that "In this and like communities public sentiment is everything. With public sentiment nothing can fail; without it nothing can succeed; consequently he who molds public sentiment goes deeper than he who enacts statutes or pronounces decisions. He makes statutes and decisions possible or impossible to be executed."

Advertising creates and changes this foundation of all popular action, public sentiment, or public opinion. It is the most potent influence in adopting and changing the habits and modes of life, affecting what we eat, what we wear, and the work and play of the whole nation. Formerly it was an axiom that competition was the life of trade. Under the methods of the present day it would seem to be more appropriate to say that advertising is the life of trade.

Two examples of this influence have come to me in a casual way. While I cannot vouch for the details, I believe in their outline they are substantially correct. One relates to an American industry that had rather phenomenal growth and prosperity in the late '80s and early

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The Warehouse Fits Direct Distribution

By H. A. Haring

WITH many commodities there is a distinct tendency on the part of the manufacturer to eliminate the jobber. Into the discussion of what method is the better we shall not enter, nor should this article be interpreted as an anti-jobber argument: it will merely present the facilities of the public warehouse for those concerns which elect to try direct distribution.

Under direct distribution, the branch agency of the manufacturer sells direct to the trade. Direct selling implies, however, direct delivery. If delivery is to equal that formerly provided by the jobber from his stock, the branch agency must have at hand a stock of the goods. For it is quickly found that prompt, scrupulously careful delivery gives the final touch of success to direct selling.

It is in rendering this delivery service that the public warehouse becomes a factor in direct selling. For it is found to be comparatively easy to conclude warehousing arrangements at distributing centers: easier by far than to secure a proper location for a private storehouse, to organize a staff of employees and to perfect into smooth working a storehouse department. The elasticity of the public warehouse is also a vital element. The contract with a warehouse does not involve the outlay for equipment, nor the obligations for a lease, that an owned warehouse necessitates. Space with a public warehouse may be expanded or contracted almost without notice. Should the particular trade territory prove unfruitful, no difficulty is faced in retiring from the field.

In this manner the public warehouse serves those who wish to eliminate the jobber. The tendency thus to exclude wholesalers is not a thing which originated with the warehouse. Never has the ware-



Courtesy New York Edison Company

house acted directly to this end; warehousemen themselves were hardly aware of the opportunity until jobbers began to voice their disapproval. For the public warehouse for merchandise was, at first, merely the building where the branch agency stored its goods. It has become, through development, the instrument through which the manufacturer has achieved his purpose of selling direct.

THAT the warehouse is an effective tool for direct selling is made evident by the opposition from wholesalers. Their conventions, each year, produce reports from committees and occasionally vitriolic addresses that make warehousemen smile. At a recent convention of drug wholesalers one of the standing committees included in its report a lengthy reference to public warehousemen. The chairman stated:

"We wholesalers have come through a period of competition with scalpers, with the mutuals, and

with boot-leg jobbers, but we still are able to say that we own our own businesses.

"But of late a new form of distribution has appeared which bids fair to usurp part of our function as wholesalers. The storage warehouse, now firmly established in all large cities and in many small ones, is gradually extending its operations until there is only a very small part of our business that such an organization cannot perform."

The chairman proceeded to go into details of this new competitor:

"It is evident that there are only a few functions of the standard wholesaler which cannot be performed by the storage warehouse. Its service includes telephone orders, selling helps, passing orders for credit, shipping and billing, taking inventory and making collections. Aside from the sales management and credit investigation, the wholesaler does no more.

"We do not expect that we wholesalers will be at once supplanted by the storage warehouse, but your committee does see that the easy full-package business, which we like to call profitable, can readily be taken away from us; and it will be unless we devote every energy to emphasizing those functions which we can, and which the storage warehouse cannot, perform."

The druggists' committee ended its report on warehouse competition by reading from the circular of one such public warehouse the following announcement of its services:

"There is a public telephone listed in your name in our office. All your salesmen from the surrounding territory work from this point. A credit list expedites shipment to your customers in good credit standing. Daily reports of receipts and deliveries are furnished, with cost of each service shown. Packages are stenciled. Shipping papers are typed.

[CONTINUED ON PAGE 76]

How Squibb Is Fighting the Price Cutters

By DeLeslie Jones

THE most spectacular and significant fight against the price cutter known for a decade is now in full swing. It concerns not only E. R. Squibb & Sons, whose products are being cut, but directly, also, other drug product advertisers. The price cutters' gauntlet was recently flung in the face of E. R. Squibb & Sons by the Owl Drug Company, whose stores are distributed all over the United States. Squibb decided to accept the challenge to its good will and prestige. The fight is centering on the Pacific Coast where the Owl chain is strong, and there is every reason to believe that new history will be made for other advertisers who have similar problems.

An astonishing new development in the fight is the reported plan by Owl to cut the price of six other nationally advertised products every time a cut is made by a Squibb dealer to meet the Owl cut. Thus it will need only four successive "cuts" to bring twenty-four other national advertisers into the fray.

Briefly, the facts are that the Owl Drug Company insisted on an extra discount in order to undersell all other stores on Squibb toothpaste, which is advertised and sold at forty cents a tube. Having a regard for the protection not only of its own stability and prestige in the market, but also that of the dealers who were working loyally with Squibb, this naturally was refused. Then came the action of the Owl Drug Company in cutting the price—drastically. The

OUR ATTITUDE TOWARD AGGRESSIVE PRICE-CUTTING

Aggressive price-cutting is to be condemned as destructive of every interest involved. It means the sacrifice on the part of the retailer of necessary profits—of profits without which he cannot render the service to the Medical Profession and to the public, which is expected from him.

Every transaction that does not earn at least the overhead expenses represents a definite loss. The theory that such loss is made good by profit on articles sold at regular prices is fallacious. Aggressive price-cutting permanently injures the earning power of the store, as it tends to establish selling prices that spell ruin to the dealer. Aggressive price-cutting demoralizes customers, for it reduces them to mere bargain hunters and inevitably destroys their confidence in the integrity and honesty of the store.

The only safe practice is—to earn your overhead and reasonable profit on every sale. The retailer who disregards this fundamental rule of sound business places himself upon the slippery road to disappointment and failure.

We are not unmindful of the causes that lead to ruinous price-cutting, and we sympathize with the retailer who knows that he is not making the profits that his service requires, and yet feels compelled to follow the path of self-destruction because other retailers do the same.

We also recognize that modern merchandising requires of the retailer that he arrange special sales from time to time, in order to stimulate business and increase the volume of sales. Such special sales, however, must not depend on ruinous price-cutting on popular products with the intent to use them as bait to attract patronage, in the hope of selling also other, and often inferior, products.

We are firmly opposed to such unsound and unfair trade practices, which tend to destroy legitimate retailing. Some method must be found to stem the tide which threatens to overwhelm the professional retail druggist. He is an absolutely necessary factor in our economic life.

While the laws do not permit us to dictate to any customer at what prices he is to sell the goods bought from us, and while we will have no agreement or understanding with any customer regarding the re-sale of our products, we nevertheless wish it distinctly understood that we disapprove of the sale at retail of any Squibb product at a price that does not leave the retailer a reasonable profit after covering his overhead expenses. If any retailer sells any Squibb product at a price which does not leave such reasonable profit, we must consider his action as unfriendly toward us and detrimental to our business.

Under our Sales Policy thus outlined we reserve our legal right to refuse to sell our products to any distributor who destructively cuts prices and demoralizes our market.

E. R. SQUIBB & SONS

right to refuse to sell was exercised by Squibb, and then the fray began.

On September 7 Squibb got this telegram from the Pacific Coast:

Salesmen report Owl has issued bulletin to managers in this district, also to dealers who have taken on the Owl line, that they have adopted standard prices Petrolatum sixty-nine, Agar ninety-eight, Dental Cream thirty-three or three for ninety-five, some

window displays at these prices.

On the 13th of September this came:

It is getting pretty hot here. I understand the Owl Drug Company say they will go to ten cents a tube.

Here the wording of an Owl advertisement of Squibb's Dental Cream, in a California newspaper of September 14:

Sold at this unusual price, twenty-three cents. Right reserved to limit quantities.

A telegram, dated September 20, from a Squibb salesman read:

Telephone call from Stockton this morning advising Owl selling dental cream, unlimited quantities, one cent per tube. Another telephone call, this afternoon, from Stockton, advising they have limited quantities to one tube per customer, while liquid Petrolatum is sold at 53 cents.

These bulletins indicate that this chain has been trying to do. Squibb had before it the alternative of sitting tight and seeing what would happen, or it could protest and with its dealers answer with livelier tactics.

It occurred to this courageous advertiser that it would be interesting to see what the result would be if the retail competitor adjacent to the store of the price-cutting chain starting this program should

be ready, willing, and able to match the chain, cut for cut. (The supplies of Squibb are purchased from so-called "illegitimate" sources.) Its legal counsel, Gilbert H. Montague, analyzed the situation. Squibb wanted to know if there were any reasons why it was bound to take this assault without fighting. It was assured that it had ev-

right in the world to protect its interests, so it went out in the field actively protecting them. Wherever this price cutting chain has a store which cuts the Squibb price, Squibb authorizes the dealer nearest to cut lower than the chain. It authorizes him to follow him down as far as he wants to go, and agrees to protect the dealer from loss. In this it has the good will of the other dealers in town in the effort to protect their legitimate profits.

The drug store trade all over the country is watching the fight with great interest. It knows that the matter is immensely important. If a chain can rip to pieces at will the price of an article like Squibb's Dental Cream, backed by national advertising, and withstand Squibb's counter-action to protect itself, as manufacturers, then it seems as though the old Phoenician pirate days have come back again and it is not safe to build a business or advertise to develop a reputation.

Gilbert Montague, Squibb's attorney, holds that in aggressively following up this price cutter's tactics, the advertiser is making no legal misstep; it is simply making the

public an offer, just as the chain is doing in its reduced prices. Squibb is taking no right away from the Owl Drug Company, nor is the company interfering with its good will. It simply bids lower every time they take a new crack at the Squibb price, and so far the effect has been to vitiate the cutter's advantage.

It is obvious that price protection faces a crisis today, and that in no case so acutely as in this Squibb instance has the crisis come to a head. That is why the fight is being closely watched. The new, reported pronouncement of policy by the Owl Drug Company, by means of which it is proposed to drag into the fight six national advertisers for every cut made by Squibb to meet its own cuts, is more than it seems on the surface. It is aimed to bring pressure to bear by those advertisers on the Squibb dealers to stop the Squibb fight. But it is about to result in an opposite way, by making other national advertisers stand up with Squibb in the fight, in the realization that it is their fight as well as Squibb's.

It is evident, therefore, that this

price-cutting chain's challenge is now in reality a challenge to manufacturers in general, and we may now expect to see a "finish fight" on this question such as has not been seen outside the courts in many years.

Gilbert Montague in his own words describes the general price maintenance situation; explaining why the merely negative gesture of refusing to sell is not enough to protect a manufacturer today.

"The year 1926," he says, "is going down in history in the drug trade because of one aggressive price-cutting chain, doing business on the Pacific Coast, that having finally been aroused by the progress that has been made in the movement toward retail profit protection, is planning, and at the present time is actually putting into effect, some of the most aggressive attacks and assaults on that system, and some of the most aggressive assaults upon a manufacturer of standard priced articles, and the retailers handling them, that have ever occurred in the whole history of price cutting.

"The tactics of this chain consti-

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A. B. C. Convention Banquet



THE annual convention of the Audit Bureau of Circulations was held this year at the Hotel LaSalle, Chicago, on October 21-22, and proved to be the best attended and most successful in the history of the organization. Following general sessions there were divisional meetings of the various groups which make up the membership, including newspaper, advertiser, agency, farm paper, trade paper and magazine divisions. Stanley Clague, managing director of the Bureau, reported favorably on the financial situation and announced that the membership at the present time totals 1,919, with membership dues for 1926 amounting to \$326,644.80. Further details of the meetings and elections will be found on page 68

New Letters of Frank Trufax to His Salesmen

A Fictitious Character Writes to a Fictitious Sales
Force on Real Problems

By A. Joseph Newman

General Sales Manager, Bayuk Cigars, Inc., Philadelphia

Answering Two Questions

To My Salesmen:

I was looking over the orders the other day and I saw one from a dealer whom we had not been selling for at least a year. I am not going to tell you why he stopped buying but I am going to tell you that I was tickled pink to see him back on our books once again.

Our little selling-fool, Billy Keepatem, put it over—yes, he did. Hats off to Keepatem, boys!

"Well, Bill, how did you do it?" said I to Bill at first opportunity.

"Nothing wonderful about it, Mr. Trufax," replied Bill. "That dealer sells a lot of stuff and I thought if he was worth going after, he was worth keeping after. I've been calling on him regularly once a week for nine months and—well, I landed him. That's all there is to it."

Did you get that one pithy phrase Bill pulled: "If he was worth going after, he was worth keeping after?"

Manoman, there's the salient secret of selling success!

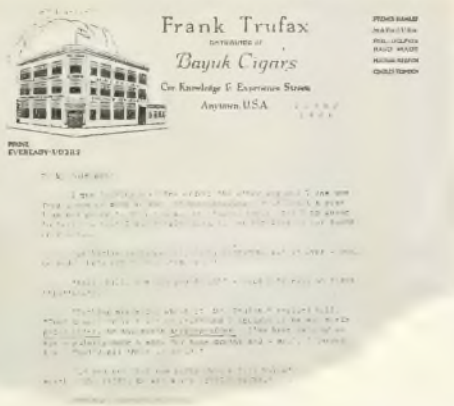
If a dealer is worth going after to sell, he is worth keeping after until he is sold.

Let's all shoot that in our arms, boys, because that's doggoned good dope.

And that brings up two interesting queries. Here they are:

1. How many calls do salesmen make before they quit calling?

2. How often does a salesman call before the dealer buys?



Go over those figures once again, boys, they're intensely interesting. Then clear your mind to get full shock of this body-blow of an answer to the second question:

Sixty per cent of the sales made were on or after the *fifth* call!

This investigation, of course, proves very little conclusively but it does emphasize this one thing: Eighty-eight per cent of the salesmen "automatically eliminated themselves from consideration of sixty per cent of the business because they quit before the dealer had been brought up to the buying point."

Boys, I don't want you to waste time watering dead plants but I do want you to keep digging around the live ones. You can never tell when the "No, not today" will change into "Yes, send 'em along." It may be on the fifth call; it may be on the fifth call; but as Billy Keepatem says:

"If a dealer is worth going after, he's worth keeping after."

Yours, tilhesezeyes,
FRANK TRUFAX.

Salesmanship Makes Victors

To My Salesmen:

Last night, in my usual weekly rambling 'round town to look things over, I dropped into Will B. Upton's store.

There's a fellow who can smell a selling slant in most any occurrence. He says a salient sales principle caused St. Louis to pull the penn-

MR. NEWMAN has an original method of assisting his company's distributors. Under the self-explanatory name of Frank Trufax he writes to imaginary salesmen a series of letters in which he discusses very real problems. The demand for his booklets indicates the success of the idea and effectiveness of the letters. An earlier series reprinted by us aroused much notice.

Now, get me right, boys. I didn't personally conduct the investigation to get the answers to these two questions and I don't want to be facetious when I say I didn't get up the dictionary either; but there's where I went to find out if I could get away with that "wicked" word "facetious." It is just as important to know *where* to find knowledge as it is to *have* knowledge.

Well, anyway, the investigation was carefully made and here's the findings:

Answering first question,
48.2 salesmen made 1 call and quit
24.4 salesmen made 2 calls and quit
14.7 salesmen made 3 calls and quit
12.7 salesmen made 4 or more calls.

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THAT UNCONQUERABLE CRYSTAL

DIAMONDS after centuries, the diamond continues to receive the admiration and affection of people in every corner of the earth. Its superb beauty is easily apparent. Its desirability is universally admitted. There is a steady and insistent demand for it. And it has won its place fairly, for the diamond has greater hardness, brilliancy, light and refraction than any other stone.

Diamonds vary so widely in color, proportion, cutting and degree of perfection that the first rule (come on the only rule) to be observed in buying is: deal with a responsible jeweler. If a diamond is too thick, it lacks brilliancy. If too thin, it is apt to be glassy. Unskillful cutting, with dissimilarity of facets, reduces its value. And these are but a few of the many factors which govern the price of diamonds, and which are entirely unknown to the average buyer.

For more than a half-century, Marcus

& Company have been buying diamonds, pearls and other precious stones in Europe from original sources and selling them to a growing clientele. Their stock offers at all times a wide selection of the most beautiful precious stones to be found anywhere in the world. And no matter what their patrons may select for consideration, this firm tells them at once the full and complete truth concerning it. For the truth is regarded as the foundation of this business. . . . and Marcus & Company welcome those who realize that in buying jewelry, the truth itself is as rare and precious as any stone the jeweler has to offer.

A large and carefully selected stock of diamonds in many shapes and sizes . . . emeralds, sapphires, rubies, pear-shaped, and the famous baguette . . . a remarkable collection of pearls, sea sapphires, corals and black opals in exclusive and unusual settings.

MARCUS & COMPANY JEWELERS

At the corner of Fifth Avenue and 45th Street, New York City and Palm Beach, Florida.



UNSEEN JEWELS

THEY are not to be found among the cool and sparkling emeralds . . . or the heavenly sapphires . . . or the fiery diamonds . . . or the vividly colored pearls. For they are tucked securely in the heart of the organization, these unseen jewels—integrity, responsibility and truth.

Since William Eber Marcus founded this firm nearly fifty years ago, it has gained an enviable place in the regard of the public. It has been honored each year by an ever-increasing number of distinguished customers. Year after year, it has made plainly apparent to buyers of precious stones the actual monetary value of dealing with a responsible and established firm.

In this business, as in few others, conditions arise where the word of an expert is worth far more than the opinions of a hundred amateurs. Scarcely distinguishable differences, minute shadings of color, imperceptible imperfections—these pass unnoticed by even the most careful buyers. The eye of an expert and the word of a reputable organization are the only real guides

against unwise jewel purchases. And the reason that customers of Marcus & Company never regret a purchase is because they are given, from the beginning, the full and complete truth about the articles that interest them.

The jewel markets of the world are patiently and carefully searched for merchandise that will merit and receive the full endorsement of this organization. Responsibility for every individual sale is cheerfully assumed. The truth is regarded as the cornerstone of this business, and it must be quite rare, even to the casual observer, that the confidence of this firm in its own merchandise is unshakable.

During fifty years of selling pearls and precious stones in more notable families, including of this residence has entered into the minds of an extraordinary number of people. For it is true that Marcus & Company are as well known for their unseen jewels as for the lovely and precious stones that entice their customers' eyes each season.

MARCUS & COMPANY JEWELERS

At the Corner of 5th Avenue and 45th Street, New York City.



THAT CERTAIN COLOR

EMERALDS . . . everyone knows that they are green and extremely beautiful. But of all the exquisite shades, which is the most desirable and valuable? Star sapphires . . . a rare range of blues. But do you know exactly which blue is considered necessary to perfection?

The colored stones are tremendously chic. Nothing accentuates a lovely hand or a charming costume so effectively. Nothing enhances the beauty of eyes and hair like these little evaluation points of colored light. But to choose them intelligently, to buy them at their true commercial valuation—that is really difficult.

Yet many distinguished men and women who buy these stones from Marcus & Company find that it is a surprisingly simple matter to get exactly what they want . . . that the prices invariably represent full

value . . . and that these prices are often less than they expect to pay.

The purchase of precious stones at this establishment is an agreeable and valuable experience. The results of careful research and tested knowledge are at your service. Emeralds of varying shades and sizes illustrate each point of comparison. Star sapphires and black opals of many qualities and prices are produced to clarify the useful information given. The facts are made plain. The truth is made clear . . . and perhaps you too will find here, priced well within your reach, the one jewel in the world that you can never be happy without.

A remarkable collection of emeralds priced from \$3000 to \$6000 a carat. Many exclusive and unusual settings of star sapphires, black opals and diamonds. Strings of pearls from \$200.00 to \$200.

MARCUS & COMPANY JEWELERS

At the corner of 5th Avenue and 45th Street, New York City and Palm Beach, Florida.



THE DIFFERENCE?

. . . perhaps fifty thousand dollars

Two strings of pearls may have the same weight, and may be of the same size. They may present, to the casual eye, the same appearance. Yet one may be fairly valued at \$100,000 and the other at nearly less. Why?

Those who have studied pearls know that through many centuries, certain standards have become well established. These standards of coloring, size, symmetry, weight and other qualities determine their value. The attributes of these results have pearl are not matters of opinion. They are definitely and truly responsible—but only by experts. And yet a surprising number of people buy pearls without the advice of those who have been trained to judge this exquisite jewel. Even more regrettable, many such purchases are made through those who cannot do so but assume the responsibility for such important transactions.

Year after year, a growing number of people find that the word of Marcus & Company is a considered authority, and that their pearl and precious stone

are not only fairly priced, but in many cases are priced at sums that are less than one would expect to pay. As for the responsibility that should attend any transaction in pearls, Marcus & Company assume it as a matter of course. Many distinguished men and women consider it adequate security for their most important purchases.

They may always be seen at the store of Marcus & Company a wide assortment of extraordinarily beautiful pearls—single or in perfectly graded strings, they are easily comparable to the finest pearls to be seen anywhere in the world. In fact, this store has become so well known for its large stock of fine pearls, and has sold so many famous strings, that it may, almost be said to specialize in their selection and sale.

Strings of pearls from \$200.00 to \$2000. A large selection of loose pearls in many qualities, priced from \$200.00 to \$10. A distinguished collection of diamonds, rubies, emeralds and sapphires in many exclusive settings and designs.

MARCUS & COMPANY JEWELERS

At the corner of 5th Avenue and 45th Street, New York City.

A SHARP and refreshing departure from the customary style of jewelers' advertisements has been made by this dignified series that bears the name of Marcus & Company. No specific jewel or piece of jewelry is displayed—though prices are frankly indicated—but the knowledge and reliability of the firm are made visual as clearly in the characteristic illustrations by Rockwell Kent as in the text

Higher Advertising Rates— Smaller Space Units?

Is This a Solution to the Problem of Advertising Congestion?

By *W. R. Hotchkin*

A DEFINITELY impending advertising "battle of the century" will inevitably be waged between advertisers and publishers, forced by the irresistible law of natural conditions, unless an enlightening "peace conference" precedes the war.

There will be such a battle only because each party to the war will fail to gain the larger vision. That which will soon seem to be a fight for existence on the part of the publisher, and a fight to prevent costs of doing business from annihilating profits, on the part of the advertiser, should not be a fight at all—at least not between these two parties as foes. In this impending battle, if battle it may be called, advertisers and publishers should be loyal allies, battling side by side to achieve and maintain conditions that will forward prosperity for all.

The opportunist will wait until the war threat is made and the condition is past curing. But preparedness will be sought by those who wish to avoid the frightful waste that such a useless war would bring.

It seems to be the common practice of mankind to start a quarrel with the party that brings the first contact of an unpleasant situation—neglecting first to learn and seek out the causes that have brought about the vexing condition.

There are always two sides to every question, and in most cases where men see things differently there are two right sides. Human agitation comes most frequently because such a small percentage of men and women are able to see both sides without prejudice. Men are constantly blaming one another for intentionally bringing about conditions for which they are not in any way responsible. The increasing cost of advertising space and the menace of the increasing cost of doing business are the closing jaws of an irresistible vise over which neither publisher nor advertiser have any control.



Both are in danger and both must belong to the same army; both must battle side by side to change in time the conditions that hold the menace of war.

EACH day the stupendous demands of paper mills are wiping out vast acreages of forests, and the tremendous growth of all kinds of publications is constantly increasing this menace of destruction; not only to the forests that provide the pulp; but also to the earth's foliage that makes our world habitable to humanity, that lures the rain and wards off the floods. Of course, we are told that neither of these calamities is to be anticipated immediately; but both are very real and definite future hazards. But, even if this were not so, the demolition of the nearest and most convenient forests will bring heavily enlarged costs of lumber, which must be added to the ever increasing costs of labor of all kinds. So paper prices must inevitably rise. Other publishing costs, even more powerful, must also rise. So increased space rates must be expected—must be paid.

On the advertiser's side of this picture we must view the menace of constantly rising costs of doing busi-

ness. We must also mark the rapid increase, in most activities, of powerful competition. We must also look forward to times when this partly artificial prosperity of today will recede, and all operating expenses must be radically reduced. We would be most short-sighted if we did not recognize the fact that voluminous advertising space will not always pay its extravagant cost.

This is in no sense an intimation that advertising when efficiently done is an expense. Advertising, of course, definitely decreases the cost of most commodities, by distributing the overhead among a multiplied volume of products, and enabling the manufacturer to use rapid automatic machinery, or otherwise use economies possible only to large production. The "extravagance" comes from the failure to make economic space volume do the work of extravagant space area. It is just as wasteful to buy a page of space to bring the results that a quarter-page would bring, if that space were rightly used, as it is to hire four men to do the work that one man could do in the same amount of time.

The rising advertising cost must inevitably and not too remotely compel manufacturers and merchants to squeeze out the gross waste that is so apparent in advertising today. While the merchandising, the copy, the typography and illustration are very great sinners in wastefulness of advertising, the great monster of waste is unnecessary space volume.

So we have on the one side the irresistible rise in space cost, and on the other the uncontrollable necessity of limiting the cost of doing business. When these two jaws of irresistible natural law begin to close on each other, how futile and silly it will be for the victims to stand hard and fast, and wage war against each other, as though each thought the other to be the cause of the destructive condition.

The obvious answer, from the m-

[CONTINUED ON P 8

What Becomes of the Agency's Fifteen Per Cent

By John Benson

IN analyzing what becomes of the 15 per cent commission received by the advertising agent, we have complete data from only a limited number of our members—28, to be exact. The average net profit in 1925 was 2.63 per cent of volume. The average gross was 14.29 per cent. The difference is expense. How that 11.66 per cent was subdivided into copy service, art service, research, contacting, solicitation, placing, checking, accounting, administration, cannot be determined by averages, because the reporting agencies do not classify their expenses in a parallel way and we have to do a little guessing. But it is possible roughly to make three grand divisions, as follows: Expense of actually serving clients; expense of running the agency; and net profit. Averaging the figures for the 28 reporting agencies shows that of the 14.29 per cent commis-



By John Benson
President, Benson & Gamble

8.28 per cent was spent in serving clients;
4.03 per cent was spent in non-productive overhead;
1.98 per cent was net profit.

In other words, 8.28 per cent of the commissionable billing is expended directly in service, and 4.03 per cent in making that service possible.

The net profit varies from a deficit of 1.35 per cent to a net of 8.31 per cent, and the size of agency does not seem to make much difference in the rate. Small agencies appear to make as good a net as the large ones; but the profit curve is affected by expansion and contraction. Growth in volume is likely to increase net profit up to a point where larger facilities are needed; then profit is depressed until further growth fills in the increased overhead. The profit curve is thus likely to be up and down over a period of progressive volume. Of course loss of billing, if abrupt, depresses profit and involves one of the serious hazards in agency opera-

tion. With net profit as low as it is, and organization as difficult to dismantle, it does not require much shrinkage to cause a deficit.

When you consider the hazard and the varied skill required to operate an advertising agency, a net profit of 3 per cent or less on total billing is inadequate. One per cent of that profit is needed to provide increased capital for a normal growth in billing of say 20 per cent per year. That leaves 2 per cent for distribution to stockholders. A million-dollar business would thus yield its owners only \$20,000. A single credit loss might wipe that out.

IN considering net profit earned in the agency business, salaries drawn by principal owners should be taken into account. The size of individual salaries is not so important as the percentage of gross profit absorbed by them. The Finance Committee has no comprehensive figures on this score but has made a number of inquiries from time to time, which indicate that salaries paid to principals are moderate, even low for so responsible a position. They

range all the way from \$7,500 to \$50,000 a year; \$12,000 to \$15,000 seems to be a fair medium average. In the smaller agencies salaries are likely to absorb a greater percentage of gross than in large agencies. One large agency absorbs 2¼ per cent of gross billing, another 1¾ per cent, a third 1¼ per cent. This variation is largely due to volume of billing. One small agency in 1925 paid three principal owners salaries aggregating 2½ per cent of \$1,500,000 billing.

All of this expense cannot fairly be charged to administration. Principal owners, even of very large agencies, spend much of their time in serving clients directly, and a substantial part of their salaries save other creative and contact expense. Very few if any instances have come to the Finance Committee's attention of salaries being paid owners in excess of what they would receive for the same service as employees.

Our problem is to make a better profit out of the 15 per cent commission paid by the publisher. That commission cannot well be increased. It is often inadequate in individual cases, but on the total volume of commissionable business placed through agencies it is as much as should be included in the cost of advertising in this country. An immense amount of service is rendered for this commission, both to the publisher and to the advertiser. The cost of rendering it is moving up very fast, in larger salaries for talent, in greater and better equipped facilities, in higher taxes. Only the steady and material increase in individual appropriations has kept net profit from vanishing altogether. The time is coming when volume of advertising may stabilize and give no increased support to profit; then an intensive effort will have to be made to hold down expense, without lowering the grade of service modern advertising needs.

The more thoroughly one studies

Portions of an address delivered before annual convention of the American Association of Advertising Agencies, Washington D. C.

THE · EDITORIAL · PAGE

Is This a Solution?

A GROWING problem in every agency and most manufacturing organizations is the time required to interview the many solicitors who legitimately call to present their publications. An attempt to regulate executives' time has been made by some agents who interview solicitors only on certain days or between certain hours. Needless to say, this plan has not met with universal favor.

Copies of the following letter written by a prominent national advertiser to his agency were recently placed in the hands of publication representatives.

HENRI, HURST & McDONALD,
58 East Washington Street,
Chicago, Illinois.

Gentlemen:

As our advertising agents for both Sherwin-Williams and Rogers Brushing Lacquer, we wish to advise you that we find the advertising solicitations of publications' representatives have become so burdensome as to make a real obstacle in the conduct of the work of our Advertising Department. We are seeking your assistance.

It is not our policy to want to refrain from seeing those who call, but if these calls continue as they have recently, it will be necessary to close the Advertising Department for business.

Our suggestion is that you advise the publication representatives that this is the situation and that we authorized you, at our last conference, to make the recommendations to us as we cannot continue the important work of the department and see one-tenth of the representatives who besiege us.

Mr. Schuele and others in the Advertising Department, including the writer, have a high personal regard for all these representatives, but now that the direct work of our department is being seriously interfered with and handicapped to the extent that there is *no time left even to make up a list should we want to*, believe it is only fair to advise our friends that from now on our contact must be through you rather than direct, except in cases where we want some special information which we will ask for through you.

Will thank you to reproduce this letter and forward it to the representatives so they will know our position is not one of a hard-boiled attitude.

Thanking you, I am

Very truly yours,

THE SHERWIN-WILLIAMS CO.

C. M. Lempely,

Director Sales Development.

This problem of interviewing representatives affects publishers, agencies and advertisers. We shall be glad to open our columns to a frank discussion of the subject in the hope that it will bring out suggestions of benefit to the entire industry.



Europeans and American Advertising

A MERICA is becoming an Eldorado for Europeans. The foreign writers of books and movies were perhaps the first to make fortunes out of America; then foreign playwrights made fortunes, then foreign celebrities, as lecturers in America—and now foreign athletes.

Lenglen has just signed a ten-year contract, at a figure running into six digits, for the right to use her name on clothing. Queen Marie of Roumania could—and it is not unlikely will—make an American million or two out of movies or whatnot. Even lesser European

lights are constantly making very large-sized sums.

In America prestige, limelight, and publicity is a commodity like lumber or soap. This is rather unpleasantly indicated sometimes when those possessing a shoddy variety of it, like Kip Rhinelander's or Browning's girls, are offered staggering sums for confessions, diaries and exposures. But this is more than counterbalanced when a mother swims the English Channel, spurred on by the thought of the thousands of dollars the resulting publicity will win her to help educate her children.

The power of American newspapers, literally overnight, to make a name famous and worth hundreds of thousands, is today truly phenomenal; one of the advertising wonders of the age—provided that clear distinctions are made between limelight and commercial reputation.



The Retailer as a Purchasing Agent

IN the Chicago newspapers recently there ran an advertisement of Marshall Field & Company's Men's Store reading:

WHO IS YOUR PURCHASING AGENT?

We are not content to act as a manufacturer's agent—accepting his product as we find it, and your patronage as the result of his advertising.

For we believe that intimate, daily contact with our customers gives us a more accurate knowledge of their requirements than any manufacturer can possibly have. And, we believe further, that out of our broad experience with the products of many manufacturers we can show the individual manufacturer how to make a better product.

Our offerings, therefore, represent our choice of the best goods available in each line, plus definite improvements we have had incorporated on our own account. Every article we show was selected and developed with your interest as the primary consideration. And we bespeak your patronage on that basis alone.

While there is something to be said for this argument, there is more argument than logic to certain portions of it.

For example, while it is true that the daily contact with customers (granting that the buyer of a big store comes in personal contact with the customers, which he or she generally doesn't to any great extent) is valuable in giving knowledge of what people like, the manufacturer's salesmen come in contact with literally hundreds of retailers and retail buyers and get a far clearer idea of what the majority of people want than any single retail establishment is likely to get, and his line stands or falls on how nearly he meets the popular taste.

When it comes to improvements, it is true that the large department stores do make many suggestions for betterment, and there is hardly any manufacturer who does not owe some of the improvement in his product to the suggestions of retailers. But it has been the experience of manufacturers that in many instances the big city stores suggest this or that change or revision (exclusively for them if possible) not so much in the interest of the customer as to change it just enough from the standard to make price comparison difficult and enable them to price it so as to make a bit better profit than the smaller merchant does.

Broadly speaking, therefore, while there is virtue in this age-old idea of the retailer being the purchasing agent for his community, there is also a certain amount of vice.

Is Installment Selling a Blessing or a Menace?

Further Views on a Much Debated Subject

By Warren Pulver

INSTALLMENT selling has been getting a great deal of attention lately; attention consisting largely of "godsaking," viewing with alarm and criticizing of the public for its "weakness."

None of the printed comments which has come to the writer's eyes offers the least suggestion of solution other than proposing higher down-payments, shorter extension of payments, or the immediate severe curtailment of all installment selling. The last suggestion predominates.

At present it is estimated that annual sales based upon installment payments total about \$6,000,000,000. In passing, it may be considered significant that this estimate was formed by a special committee of the American Bankers Association. Of this, more later.

Assuming this estimate to be as good as any other which might be evolved, it is evident that installment buying already has become a major consideration, and that it is a strongly entrenched feature of our national buying habits.

It is further evident that installment buying restricts itself mostly to the more expensive fabricated merchandise. One does not buy ketchup, shoes or gasoline on deferred payments. The practice applies with greatest force to automobiles, phonographs, radios, furniture, electrical conveniences, houses, etc.

This being almost axiomatic, we see that the installment plan concerns merchandise which involves proportionately large capital for the buyer, dealer, jobber and maker. The merchandise so bought also represents high employment of labor, high shipping costs, and high factory and machinery investment. Likewise it is merchandise most suited to be utilized for making the savings incident to standardized and

Installment Sales Bitterly Attacked As Form of Slavery

Head of Endicott Johnson Corporation Says Buying Above Income Wrecks Homes and Lives.

Strong criticism of installment buying on the ground that it is undermining the spirit of thrift in the nation, is increasing the cost of living, and is creating only a fictitious prosperity, is voiced by George F. Johnson, president of the Endicott Johnson Corporation, one of the largest shoe manufacturers in the country.

Mr. Johnson, whose firm employs 17,000 workmen, criticizes business interests for seeking profit by "mortgaging the poor man's future labor," and claims that installment buying will put the workman in slavery. He maintains that thrift is a sounder basis for continued business prosperity, and that debt should be discouraged except for necessities.

"Assuming that the appeal to purchase under this plan is to those who have small incomes, and who otherwise would not be able to secure the luxuries offered, and considering their welfare and happiness as the greatest principle involved, I claim this method of sale and purchase is a very great evil because it makes for unhappiness and discouragement, and frequently wrecks and ruins human lives," Mr. Johnson stated.

"Freedom from debt, except for a modest home modestly furnished is the greatest blessing next to good health that the poor may enjoy. Debt is a form of slavery. It takes from them independence of action, and taxes them severely in the way of higher prices and living costs."

From the Brooklyn Daily Eagle

volume production in general.

Let us pause here a moment and see what might happen if the installment plan were suddenly abolished.

The writer believes it reasonable to assume that \$6,000,000,000 of installment sales would not readily convert into more than \$1,500,000,000 or \$2,000,000,000 of cash sales in the first year. Obviously, this

would represent a great loss to the "installment industries"; a loss they might not withstand any too well.

Surely production would fall; much equipment would stand idle; factory investment would not be utilized to the full; there would be more unemployment; less of the benefits of volume production would accrue; transportation volume would drop and—so few stop to think of this—cash sales of many items would be very seriously affected.

ON the latter score there would be bought less gasoline, oil, garage facilities, records, needles, batteries, vacuum tubes, electric current, etc.; for the man who defers buying his car, phonograph, radio or electrical convenience does not, during the accumulating period, buy the incidental things necessary to use of the device.

Nor would all the deferred purchases be made at the time when the last payment would have been made had the merchandise been bought on time. In other words, while a man may pay out \$200 within a year upon an obligation he has already assumed, he will not put by that money so quickly in anticipation of a cash purchase where no obligation presses him. Those who think otherwise know little about human nature.

It is significant that most installment merchandise results directly in recreation or work reduction. Not having the device desired, one is apt to dissipate cash upon passing amusements, and upon assistance in getting work done; money which retards the accumulation of capital and for which no extended return is received.

It is evident, too, that without the installment plan, the rates of marriage and establishment of homes would be considerably retarded—results which, we are told, would be

BRUCE BARTON

ROY S. DURSTINE

ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

*A*N advertising agency of about one hundred and ninety people among whom are these account executives and department heads

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
Robert Barton
Carl Burger
H. G. Canda
A. D. Chiquoine, jr.
Margaret Crane
Thoreau Cronyn
J. Davis Danforth
Webster David
C. L. Davis
Rowland Davis
Ernest Donohue
B. C. Duffy
Roy S. Durstine
Harriet Elias
George O. Everett
G. G. Flory
K. D. Frankenstein
R. C. Gellert
B. E. Giffen
Geo. F. Gouge
Louis F. Grant
Gilson B. Gray
E. Dorothy Greig
Girard Hammond

Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Boynton Hayward
Roland Hintermeister
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
Gustave E. Hult
S. P. Irvin
Charles D. Kaiser
R. N. King
D. P. Kingston
Wm. C. Magee
Carolyn T. March
Elmer Mason
Frank J. McCullough
Frank W. McGuirk
Allyn B. McIntire
Walter G. Miller
Alex F. Osborn
Leslie S. Pearl
T. Arnold Rau
Paul J. Senft
Irene Smith
J. Burton Stevens
William M. Strong
A. A. Trenchard
Charles Wadsworth
D. B. Wheeler
George W. Winter
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

highly inimical to the country's best interests.

The foregoing may emphasize the situation sufficiently to give pause to those who, irked by the mere imperfection of installment selling methods, feel moved to throw monkey wrenches and sand into the whole machine.

After all, we have no proof that there is anything at all wrong with the deferred payment idea. For all we know, it is fundamentally as sound as the "buy-out-of-capital" idea—and "sellingly" it surely is superior.

There are two chief faults in present-day merchandising—one concerned with installment selling, the other with our whole system of merchandising—which may account for most of the agitation.

In the first place, credit is extended between business and home in a manner which would wreck selling between business and business in less than six months.

In the second place, the merchant knows in his heart that he has practically no security in repossessed merchandise; which at present is

about the only security demanded in installment selling.

The reasons why repossession is no security are that much installment merchandise suffers from the yearly model evil; and that a great percentage of the whole purchase price is not represented in the merchandise itself but in the enormous costs of distribution.

THE merchant knows that if he repossesses a device which has been made virtually obsolete by the later release of a new model, it is hardly worth cartage. His "security" has become nothing but another and unsatisfactory sales problem.

Even if no new model has intervened, the article returns to the merchant's store an obviously second-hand affair and as such generally cannot be sold for more than twenty-five to fifty per cent of the original price; and then only after charges for cartage, reconditioning, overhead and selling expense have been incurred.

The solution all around is not to be found by destroying the installment plan nor by stigmatizing it so

that the respectable and responsible citizenry is ashamed to do business on that basis. The answer seems to be in *legitimatizing* the plan and in supervising more carefully the extension of credit.

The day the public becomes convinced that a man's ability to purchase on time is actually public testimony to the reliability of his personal credit, we shall see an ease of selling, a production and a prosperity beyond any we have imagined.

We know that legitimate credit, not cash, is the basis of our past and present business prosperity. Yet some are inclined to apply credit solely to use between businesses. And what are businesses generally? Organizations that buy and sell only so that whatever they are doing or making may terminate in the homes of the country and with the people who live in them.

Of what avail, then, is a free flow of credit and money between businesses if it does not extend to the people and the homes who and which make business possible?

Buying at long intervals with
[CONTINUED ON PAGE 67]

Edward Hall Views with Alarm

[Portions of Address of the President of Association of National Advertisers Before Four A's Convention, Washington, D. C.]

OUR American system represents the greatest development in high-pressure sales and advertising practice in the world's history. Each year's quota shatters all precedents. This characteristic has invaded the magazine and newspaper field. Hundreds of millions of advertising dollars are being carried along, feeding the process, with very few stopping to think where we will eventually land.

I am a manufacturer, primarily interested in selling goods at a profit. You, our agents, are in the sole business of making the dollars we spend yield larger returns. It is fitting that I, representing manufacturers who supply the funds that you expend, should point out factors that many concerns view with uneasiness.

Let me quote one of the large grocery specialty advertisers, whose line is known by every housewife in America:

It has been said that we are in the day of super-competition. Let me suggest side by side with that, that we are

also in the day of super-advertising. A princely sum is being spent annually in the bid of the manufacturer for a slice of the public's spending dollar. This has caused a mad scramble among publications for a share of the manufacturer's advertising dollar. Two ills have followed: publications of such volume that several evenings of leisure are required to review any one issue, and a forcing of circulation beyond its natural bounds. Publications have invaded each others fields, thus multiplying duplication and increasing costs. We know, of course, that forced circulation does not have the value of natural circulation, and so this publication competition through lessened reader interest on their total circulation combined with increased rates has tended to lessen the pull of the advertising dollar.

Of the many factors that have caused this decrease in the effectiveness of advertising, I will mention five:

(1) Decreasing visibility of a given advertisement compared with the same size of space used a few years ago. This is due largely to the increased advertising lineage carried by most publications.

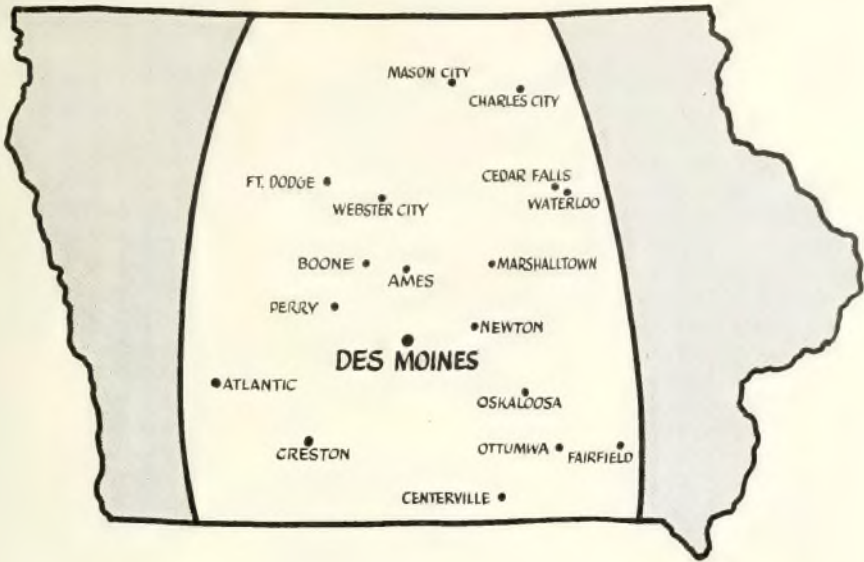
(2) The growing use of color in

advertising at a greatly increased rate, which is gradually forcing advertisers to use color in order to maintain a dominating position, and is making it more and more difficult for concerns with small appropriations to be seen.

(3) The material increase in publications, which raises the cost of maintaining a dominating position or even a significant position in the public eye.

(4) Forced circulation methods that carry publications beyond their normal market, with relative increases in rates and, in many cases, a decrease in returns per thousand circulation.

(5) Changing habits in the American home due to automobiles, hard roads, movies, radio, etc., that materially decrease the time available for reading publications. The very growth of homeopathic dose publications that cover all important topics of the day in a few terse paragraphs, proves that point and further increases the competition for reader attention.



One Exceeds Nineteen!

The daily circulation of The Des Moines Register and Tribune now exceeds the combined circulation of all the nineteen other daily newspapers published in the center two-thirds of Iowa.

Is it any wonder that a campaign in The Des Moines Register and Tribune exerts so great an influence on Iowa jobbers, retailers and consumers?

Circulation of Des Moines Newspapers

Net paid averages 6 months ending September 30, 1926.

Daily Register and Tribune.....	180,260
Sunday Register.....	150,233
Second Daily Newspaper.....	48,553

The Des Moines Register and Tribune

A Bond House Breaks a Tradition

How One Firm Won Its Salesmen Over to Advertising

By John J. McCarthy

THE tobacco companies have not yet dared to advertise their cigarettes to women, but reputable bond and investment houses, on the other hand, are defying their own tradition and convention by launching complete advertising and merchandising campaigns. For old investment companies to advertise their wares, as the average manufacturer does, is a move, as unusual and provocative of comment in financial circles as smokes-for-women copy would be in the world of tobacco.

According to the best Wall Street traditions, advertising has never been considered good form. Even the most lenient Ward McAllister in financial circles would look askance upon any copy which contained an active selling idea. And, as to having a complete merchandising plan behind financial copy, and getting the salesmen to use advertising to secure business . . . well, it just shouldn't be done!

Consequently, most of the advertising which comes out of Wall Street, is confined either to technically worded offerings—often written by lawyers—or to purely institutional copy.

The advertising agencies serving these investment houses have geared their efficiency more in the direction of placing space quickly and accurately than of developing copy and merchandising ideas. Strictly speaking, they are specialized rather than general agencies.


The average bond salesman has the deep-rooted prejudice of the financial world against advertising. None of the enthusiasm of the manufacturer's salesman has crept into his veins. The bond man feels now, as the manufacturer's salesman felt at the dawn of the advertising era, that advertising will eventually displace him.

However, the new advertising

Is Your Bond Account Safeguarded by the 7 BASICS of investment?

EVERY investor is interested in safeguarding the contents of his investment portfolio from the possibility of such menacing factors as inflation and currency devaluation. The advantages of the Seven Basics of Investment are exactly these things. All the average investment bond account. A substantial one.

Applying the Seven Basics means complete safeguarding against every conceivable danger arising from inflation, currency devaluation, and other financial hazards. You know, however, that the proper name and period of issue of the investment vehicle is managed expertly.



1. Allocation
2. Placement
3. Maturity
4. Marketability
5. Distribution
6. Income
7. Liquidity

Each of these seven added sources of value. A knowledge of your holdings will show exactly where and how they will benefit by applying the Seven Basics. It is an enlightening and, in itself, profitable experience. It is a sure positive means of protection of every one dollar of your investment. It will give you complete confidence and will, as well, intelligently strengthen the value of your account.

For more information, write to the A. B. Leach & Co., Inc., 62 Cedar Street, New York City.

A. B. Leach & Co., Inc.
62 Cedar Street, New York City

day is already dawning for him. Prominent investment houses of long, honorable standing, are beginning to inject selling ideas into their advertising; and are beginning to educate their salesmen in the possibilities of the rightly-gauged advertising campaign. The bond men are beginning to see financial advertising in a new and brighter light.

TYPICAL of this new financial advertising movement is the present campaign of the A. B. Leach & Co., Inc., one of the oldest investment houses in New York. The Leach advertising is packed with selling facts—an out and out departure from the old type of financial advertising.

In addition, this campaign has been merchandized from every angle, and completely accepted by the entire Leach organization, especially by the salesmen. The latter are not merely acquiescent to the new style of advertising. They are enthusiastic about it. They employ this advertising in selling to every prospective customer on their lists.

How this was accomplished is an interesting story in itself:

According to Edmund Boushelle, the advertising manager, the copy of the Leach campaign is a combination of the institutional and sales types. It retains the background of the traditional financial advertising, and yet makes a direct effort to sell. The seven basics of investment; namely, allocation, distribution, maturities, marketability, dispersion, income flow and vigilance compose the actual copy appeal.

This advertising shows the investor how he can strengthen his bond structure by having his list of holdings regularly ratio-audited according to these seven basics; offering, at the same time, the facilities of

the Leach Company to ratio-audit his securities and to make recommendations. This idea is being exploited in large newspaper space, supported by several attractive mailing pieces, picturing minutely the advantages of a Leach Ratio-Audit.

"The success of such an advertising campaign," stated Mr. Boushelle, "depends absolutely upon the cooperation you get from your salesmen. They can easily discourage customers from sending in their securities for a ratio-audit; which would block the purpose of the campaign and kill the advertising in the bud.

"Consequently, before making the advertising public, we sold it completely to our salesmen. We proved to them that the campaign would make their selling efforts easier, and that they were really the kingpins upon whom the success of the advertising rested. They alone could either make or break the campaign."

Here is how Mr. Boushelle won over the Leach salesmen to advertising in general, and to their

[CONTINUED ON PAGE 96]

A Page from The Christian Science Monitor

THE CHRISTIAN SCIENCE MONITOR, BOSTON, WEDNESDAY, OCTOBER 6, 1926

35

RADICALS RALLY ROUND MALINOFF

Bulgaria Democrats May Co-opt With Agrarian—Strong Opposition

By DANIEL COHEN
SOFIA, Oct. 5.—At the long paper...

MINERS DRIFT BACK TO WORK

Members Being Taken in Union to Philadelphia

Continued from page 34
The miners' union...

EXPERTS DEBATE ARMS PROBLEMS

Commission on Limitation of Armaments of Adversaries Deliberates in Paris

By JOHN F. SPEDDEN
PARIS, Oct. 5.—The commission...

UPHOLDER OF THE HOME



UPHOLDER OF THE HOME

PARENTS' RIGHT IN HOME UPHELD

Dominal Over Church and School, Says Parent-Teacher Educator

Continued from page 34
NEW YORK, Oct. 5.—The parent...

SHIPS RESCUE 12,000 CHINESE IN BATTLE ZONE NEAR HANKOW

Vessels Again to Coast Vainly to Bring to Safety 45,000 More Refugees as Pootung—Peanu Vegetarians Have Been Bitten Off

Continued from page 34
HANKOW, Oct. 5.—The Chinese...

RUSSIA FLOES COMMISSION HOUSE

Continued from page 34
MOSCOW, Oct. 5.—The Russian...

REAL ESTATE MEN TO PROTECT NATIONAL BANK WORKERS

New Battle Laid

Continued from page 34
NEW YORK, Oct. 5.—The real estate...

The Merchant And the Manufacturer

Both advertise in The Christian Science Monitor—hundreds of manufacturers and thousands of merchants. The highest types of business, too. See the advertisements on this page. And we know they get results, because they tell us so.

CALIFORNIA FOGS AND RUBBER PLANT

Complete Tissue Enclosures Commercial Production

Cleans Tan and Black Spots

CARBONA
Cleaning Fluid

FRANK BROTHERS
Fifth Avenue Boot Shop

Exhibit Shows
NEW SHOES OF ALL SIZES

Continued from page 34
The Russian government...

REVILLON FRÈRES, CREATORS OF FUR FASHIONS TO THE WORLD

Now on display—all 1927 Peerless models of the famous 90° V-type Eight-89, the powerful Six-72, the remarkable Six-80. See them at any Peerless dealer. There is a Peerless for every purse.

PEERLESS MOTOR CAR CORPORATION
Dearborn, Mich.

LIVING TREES for Friendship

The Guild Tree

Order NOW for Christmas GUARANTEED

Courtesy and Personal Attention, Appreciated by the Paris Shopper, found at Revillon Freres

IT'S A Paris salon on Fifth Avenue! Courteous assistance help you choose a fur that is becoming— as well as certain colors are flattering. One fur adds youthfulness another gives dignity. A well chosen fur will accentuate the individuality of the wearer.

A great variety of fashions are shown at Revillon Frères— created by artists who divide their time among the Paris, London and New York salons. Only soft, lustrous pelts are used, for they have a magnificent selection from their own world wide trading posts. Prices range from \$50 to \$50,000.

Revillon Frères
FIFTH AVENUE at 53rd Street NEW YORK

The Agency's Position in Business Economics

By Clarence D. Newell

President, Newell-Emmett Company, Inc., New York

THROUGHOUT the whole history of this business or profession of ours, the subject of agency remuneration has been receiving endless discussion. Publishers, advertisers and advertising managers have all taken a hand in it, and now the Government, through its Federal Trade Commission, seems to be taking an interest in it also; very indirectly and very tentatively, it is true, but none the less embarrassingly to us if their apparent viewpoint is supported by law.

Now, it is rather a surprising thing, with all this discussion going on, and most of it of a critical nature, that the advertising agents themselves have never taken a very active part in it. It might almost be said that the usual agency attitude has been one of negative defense, with its strongest gesture a challenge to the opposition to originate a better system if they do not like the present one.

And when one wanders around among one's fellow-agents and discusses the subject with them, it is again surprising to find the differences of opinion and the differences of understanding of the basic principles that underlie our method of business.

There are only two interests to be considered in any discussion of the present system of remuneration: that of the advertiser and that of the publisher. Between these two stands the agent, a factor not arbitrarily created over night, but gradually developed to meet the increasing needs of both of the interests involved.

Obviously, however, the agent is an intermediate factor, not a principal, and the methods by which this intermediate factor operates cannot, therefore, be considered in any relation to the advantage or disadvantage to the agent, but must be considered solely as to their advantages or disadvantages to the two prime factors in the situation, for whose benefit the agent exists.

If it can be shown that the inter-

ests of publisher and of advertiser are identical and that the present system best meets this identical interest, then the present system should remain.

If, however, it is found that, because of conflicting interests between advertiser and publisher, the present system is not of advantage to both interested parties, then the present system is inequitable and should be changed.

THE first point to be covered, then, is to consider and compare the interests of advertiser and of publisher and to determine the extent to which they are identical or the points at which they diverge.

Advertising may be considered both as a method of business and as a productive service to business.

Advertising as a method of business has for its objective the increase of sales volume.

Its cost may be added to current selling expense in the belief that such addition will increase profit to a greater degree than it increases expense. Or it may be invested out of capital or surplus in the belief that at some future time it will yield a profit on that investment.

In either case, whether as a current expense or as an investment, its objective is the increase of sales volume at an eventual profit.

The mere use of advertising, however, does not *guarantee* the attainment of this objective.

The hazard of advertising, and please note that term well, for I am going to use it frequently, is probably greater than in any other form of sales expense or of investment. And, if that hazard goes against the advertiser, there is no salvage, for he has bought a thing which it is impossible for him to sell again, even at a loss.

Any system, therefore, that lessens the hazard of advertising is one in which the *advertiser* has a vital interest.

Advertising as a productive service to business divides into two dis-

tingent parts:

First, the production and sale of the medium through which advertisements reach the public.

Second, the selection and use of that medium to the best advantage of the advertiser.

It is estimated that in 1925 nearly \$400,000,000 was spent by advertising in newspaper and periodical space, exclusive of local newspaper advertising. Of this amount, approximately eighty-five per cent was paid to those who provided the medium for carrying the advertisements to the public. The remaining fifteen per cent covered the cost of using this medium selectively and of creating the matter to be communicated.

The publishers of the country are the providers of this medium. Their revenues from its sales not only must yield them a fair profit on operating cost, but must justify the tremendous investments that they have made in production side of their business, for these investments could not be justified on the revenue from the sale of their publications alone.

THE retention and development of the market for this medium is a matter of prime necessity to the publisher, and this market can be protected and increased only in ratio to the decrease in the *hazard of advertising* to the advertiser.

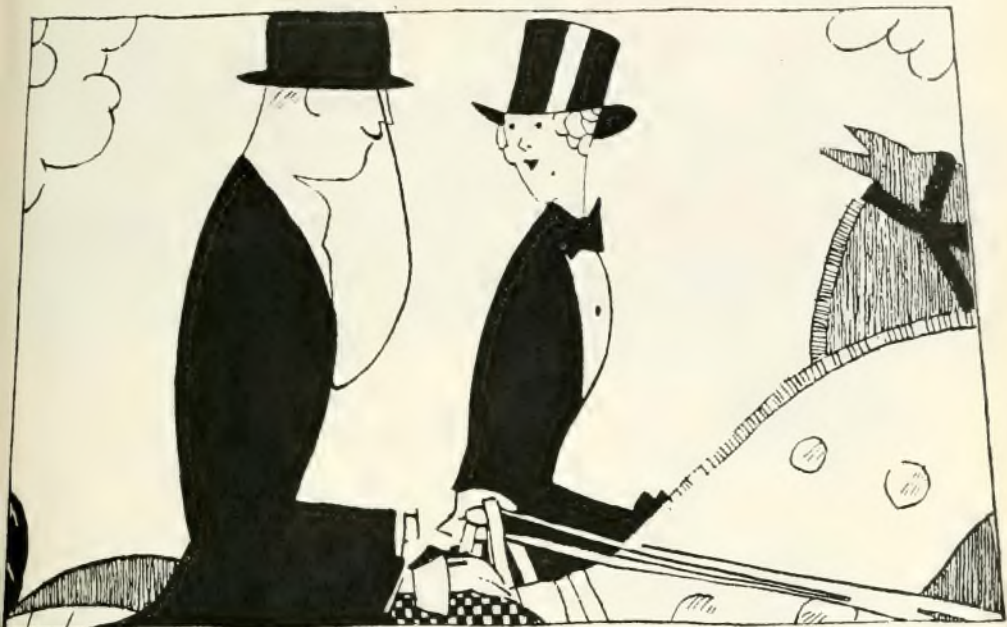
Therefore, the cutting down of this hazard of advertising is an identical interest of both advertiser and publisher, and it is the most *vital* interest that each has in relation to the whole subject.

If, then, the advertising agent does not serve this common interest, his *total elimination* rather than the method of his remuneration is the question of greatest moment to both advertiser and publisher, for he represents a cost of approximately fifteen per cent to the advertiser and to the publisher.

The modern agency is a group of specialists who bring to bear on

[CONTINUED ON PAGE 82]

"The TALK OF THE TOWN."



HE: "I am sending your sister 'The White Box' for her birthday."

SHE: "Good idea! And don't forget that we are twins!"

The line of Park & Tilford Candies is extensive and elaborate. The simplest package of all was chosen as a value-demonstrating leader, named "*The White Box*", and advertised with an Interrupting Idea.

The result is steadily increasing sales, not only of "*The White Box*", but of all Park & Tilford Candies.

The Federal Advertising Agency, Inc., of 6 East 39th Street, New York, have here applied their Interrupting Idea principle to the merchandise as well as to the copy and the art.



Courtesy New York Central Lines

What You Can Learn From Freight Tariffs

By *Albert H. Meredith*

IT is but natural to think that a freight rate is a matter of quoting so many cents per 100-pounds to transport the goods. It is not. It is more.

In the market, the price for a bushel of peas is definite. In quoting a freight rate the price (that is, the cost of transporting the goods) hinges on a second element: Are the peas to be used as vegetables or for soil fertilizer? The freight rate in one case will be about four times what it would be in the other.

Is the ordinary dauber, as used by a shoe-black, a toilet appliance or a piece of machinery? The highest court was obliged to decide between two freight rates to determine this dispute. Here is another instance. "Pearline" is advertised as suitable for laundry purposes and also for toilet uses. When shipped by freight, the one purpose yields one rate quotation while the other gives a different one; the lower demanded by the manufacturer and the higher assessed by the railroads. Again the courts had to adjudicate.

A shipper would, without second thought, ship raisins as "dried fruit." If he did so he would be penalizing himself for his thoughtlessness (or lack of expert counsel) because raisins enjoy low freight

rates; a favor originally granted to the California growers in order to permit them to compete in Eastern markets with European raisins, but since extended for all raisin shipments eastbound but not westbound: a concrete illustration of the freight rate being controlled by market competition.

The "rate" for any commodity is a compound of two separate and distinct factors. One has to do with the transportation service; the other with the nature and purpose of the goods. In a few sections of our coal mining States, coal is produced coincidentally from two veins; the one thick and the other thin. The thin-vein coal is more costly to mine. Yet for shipment to the market the railroad tariffs distinguish between "small-vein" and "big-vein" coal, although the two require precisely the same equipment, movement and handling. The wage contracts of the mines define the two grades for purpose of wage adjustment; in the market, the two are commercially different according to the percentage of impurities, but without reference to thickness "in place." For freight-rate making, the railroads have established a third definition.

So complicated is freight-rate making that the "rate" is a sort of

complex of everything. The "classification" of the object to be shipped is quite as essential as the cents per 100-pounds for the transportation. The result is that deliberate mis-classification—always of course with the shipper trying to under-classify and the railroads to over-classify—never ends. A common device for favoritism is for the carrier to encourage under-classification, whereby the shipper obtains a lesser price for the transportation through falsely describing the commodity.

SINCE the freight rate is a complex of two elements, the traffic expert does more than merely contend for the lowest quotation (it being taken for granted that his is also the task of determining routings). He is continually on the alert for more favorable classifications of the company's raw materials and its finished outbound product. The size and shape of a bale of cotton, the number of steel "ties" that bind it, and the density of compression alter the cost of shipment; for ocean carriage, penalties accrue and occasionally liability to the vessel follows for certain careless baling. In domestic shipment, many commodities enjoy a lower rating when

[CONTINUED ON PAGE 88]

It takes
seven
hours



*To prepare for President Forge
the trade news resumé he reads in three minutes*

The head of the Reader Service Department each week goes into "heavy" conference with the Managing Editor, to glean from the galley proofs the news of the week's issue. Story after story is read, appraised, reviewed in the smallest possible number of words which will tell the busy reader whether he wants to read the article.

It is a long and tedious job and must be accurately and concisely done or is worse than worthless. But it is done each week, then printed on an orange bordered insert in the heart of the editorial section so it can be instantly found without consulting page numbers or indices—all to save a few minutes for Mr. Busy Reader.

That's why he reads THE IRON AGE

It's just another source of the reader interest that keeps the renewal percentage high—and makes The Iron Age the choice of 1200 regular advertisers who want their advertising read.



THE IRON AGE ~ *The National Publication
of the Metal Trades*

The Tone of Voice in Copy

By G. W. Freeman

EASY to write, hard to read," was declared by Robert Louis Stevenson to be an axiom of the scrivener's art . . . and advertising writing cannot escape the laws that govern the creation of all effective copy.

Two people utter identical phrases, and one repels by his truculent gruffness, whereas the other with soft and pleasing tones, charms. That is a matter of tone of voice.

The printed word offers few mechanical devices for indicating stress and manner, and so the advertising writer must employ words as tools for modifying stress and tone, and by his literary style develop a pleasing tone of voice in his copy.

The pictorial side gets painful thought so as to make the advertisement *appeal*. And then the one element that can really appeal to the mind and to the imagination is dismissed with "Make it brief," or "Just talk naturally."

"Natural" copy is the hardest to write. It takes most labor, that is, if it *seems* natural. For most copy that is written "just like you talk" reads like nothing under heaven.

Here is a piece of copy written "naturally" by an engineer for a manufacturer of rubber belts:

" . . . the present day farmer will buy only the best, regardless of initial cost, for experience has taught him that low first costs invariably mean higher ultimate costs."

That's natural writing. But does it sound as natural as this:

"Did you ever buy a likely looking scrub cow only to find that she never gave enough milk to pay for her feed? If you have, you've learned that low first cost does not always pay best. There are scrubs among farm belts, and there are pure-breds, and you know which kind will give you satisfaction."

Professional rhetoricians bid us avoid "alliteration's artful aid." And yet there is a valid reason why we, as copy writers, should employ it. Alliteration formed the basis of the early poetry of our race, and that early influence is persistent.

Our forefathers, sitting through long cold evenings in their draughty halls, drank and sang in unison, eagerly beating time to the alliterative syllables of the song. Consider this stanza from the Anglo-Saxon Chronicle (937 A.D.):

Her Aethelstan cynig, eorla drihten beorna beahgifa, and his brother eac Eadmund Aethling, ealdor laugne tir ge slogan aet Saecce, suorda egum.

Vowels alliterated with any other vowels, as in the first and third lines. See how the b's beat through the second line, and the s's through the fourth.

Alliteration is valuable in headlines. "Montreal or Miami, it's all the same to a Marmon," is more effective than "Palm Beach or Quebec, it's all the same to a Marmon." The value of the alliteration is in its swing and tinkle.

But alliteration is attractive and useful only in headlines. In body text it gives an effect of insincerity. Consider this bit of copy which appeared in a booklet issued years ago by an advertising agency:

"We produce copy that causes prospects to pause, ponder and purchase." That not only sounds *strained*, it bears the earmarks of the "smart Alec."

RHYME is always to be avoided in headlines, just as every copywriter shuns accidental rhymes in the body of his text. And yet, while rhymed headlines and rhymed text are anathema, rhymed slogans are worth their weight in platinum because they jingle around in the brain like an unforgettable tune:

"The Wilson Label Protects Your Table."

"Read and Write by Emeraldite."

These belong right along with "Thirty days hath September" and "Punch, brothers, punch with care, punch in the presence of the passenger." And for the same good reason—we can't forget the rhyme.

We all know that words suggest related ideas—connotation. The more pleasing the connotation, the more pleasing the effect of the word. The classic horrible example once quoted by an otherwise intelligent

advertising man was "Make the old home into a new house." And I personally don't believe that any advertising man, not even the boss's younger brother, ever wrote that!

But aside from their connotation, are there any pleasing words—or unpleasing ones? In and of themselves, pleasant or unpleasant?

THUS there is a displeasing sequence: The liquids, "l" and "r," are closely related in sound, and like people that are closely related, they do not get along well together.

Consider this sentence from a recent "Sunmaid Raisin" page advertisement in the *Post*:

"If you like delicious, wholesome, full fruited raisin bread."—

I defy anyone to read that the first time and not say, "delicious, wholesome, full fruited raisin bread," or at least "Full fruited raisin bread."

It's like that classic tongue twister, "The rat ran over the roof with a lump of raw liver in its mouth."

Discordant sounds have their use, however, for the skillful copy writer will employ them when he touches lightly on those conditions which he wishes to appear unpleasant. Thus a Weed Chain advertisement, which described the "smug" content of the foolish driver who left his chains back in the garage.

But on the positive side of the subject. Are there pleasing words?

Who does not roll such words as these under his tongue?

Power	Progress
Purple	Proven
Promise	Providence

And as for "profit"—the greatest of these is Profit.

Closely allied to "v" is "f," and r-p-f is almost as pleasing as r-p-v.

Consider these trade names—

Paramount Pictures
Backard
Peerless
Pierce Arrow
and
Ivory Soap

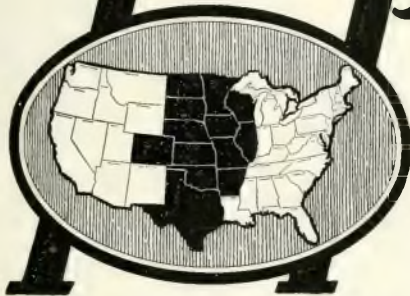
See how they are charged with "r's" and "p's."

Contrast these two pieces of copy—one full of "r's" with one "f" and one "p," and the other a succession of "k" sounds:

[CONTINUED ON PAGE 46]

Portions of an address delivered before the Direct Mail Advertising Association at Detroit.

Preferred position



NOTABLE AMERICANS

whose articles and interviews have appeared recently in Capper's Farmer:

WILLIAM M. JARDINE
ELBERT H. GARY
HERBERT HOOVER
ALEXANDER LEGGE
FRANK O. LOWDEN
THOMAS A. EDISON
FINLEY P. MOUNT
OWEN D. YOUNG
JULIUS H. BARNES
ALFRED P. SLOAN, JR.
JOHN N. WILLYS
WM. COOPER PROCTOR
G. F. SWIFT
GUY E. TRIPP
WILLIAM WRIGLEY, JR.
POWELL CROSLLEY, JR.
L. W. BALDWIN
E. H. H. SIMMONS
SAMUEL M. VAUCLAIN
E. J. BODMAN
AARON SAPIRO
L. F. LOREE
BRIG.-GEN. H. M. LORD
DR. CHAS. M. SHELDON

The experienced advertiser strives to obtain preferred position in the media carrying his advertising. The advantages of certain positions are so well known that they often command a premium.

In its natural sphere of concentration and influence Capper's Farmer has the "preferred position" of the entire farm market. Its thirteen states produce a majority of the major food crops, a half of the cotton and a large proportion of the dairy and poultry products. This produced wealth means great accumulated wealth and buying power.

Distinctive Copy

With his preferred position the advertiser strives for distinctive copy—forceful, interesting copy that will demand attention and command respect

The editorial contents of Capper's Farmer is "distinctive copy,"—terse, interesting material so personally keyed to its territory that it has the respect of hundreds of thousands of ambitious farmers. Agricultural problems as seen by the business world are discussed in Capper's Farmer by many notable Americans. Farmers themselves write 50 per cent of the material, county agents and staff writers contribute much, hack free lances none. It's unlike any other national farm paper.

Capper's Farmer

Published at Topeka, Kansas — by Arthur Capper

NEW YORK

CHICAGO

DETROIT

CLEVELAND

ST. LOUIS

KANSAS CITY

SAN FRANCISCO

The 8 pt. Page

by

Odds Bodkins

ADVERTISING plays too large a part in modern life. That was proved to the satisfaction of the majority of the audience at the International Debate between Cambridge University and Columbia University in New York the other evening.

I couldn't be there myself, but I agree with the decision. Or at least I think commercial advertising has come to play too large a part in our lives. It is insistently demanding, and so influential for selfish purposes. But I believe that advertising is going to play a much larger part in our lives within the next ten years; and to our benefit. It seems as though we are on the verge of discovering how to use advertising for unselfish social purposes.

Within a decade we are going to look back on the advertising of today and marvel that so little of it was anything but commercial. For we shall be using advertising to teach people how to use their money, their bodies, their homes, their communities, their very lives, more efficiently. Yes, advertising will play a much larger part in our lives in the future, but the complexion of advertising will be considerably changed.

—8-pt—

"Recently," says E. W. F., "you commented on advertisements directed to some particular reader, mentioning an advertisement addressed to 'a married man with two children.' I wonder if you have ever run across this story of Dean Swift: One morning the good dean began his sermon, not with 'Dearly beloved brethren,' as was his usual custom, but with 'Dearly beloved Roger,' for Roger, his parish clerk, was the only person present."

To me the interesting thing about this story is that had the dean been full, the sermon would have been listened to with the greater attention by the entire congregation had the dean begun his sermon, "Dearly beloved Roger" just the same. For people do like to listen in on other people's affairs. Few advertisers seem to realize this.

—8-pt—

"The task of an investigator requires for its success the toughness of a soldier, the temper of a saint, and the training of a scholar," says Sir Humphrey Davy.

It seemed to me that this was not quite comprehensive as a specification, but I couldn't think what was lacking. But my Boston friend H. L. S. supplied the missing ingredient. "Sometimes," he observed, "it seems as though it also requires a tremendous amount of luck!"

—8-pt—

At the masthead of the militant Carl Magee's New Mexico paper appears this quotation: "Give light and the people will find the way."

Isn't that a fine thought for all of us who work in advertising or journalism to keep in mind?

—8-pt—

One sometimes wonders if we of today realize just how fast we are going. I was almost startled this afternoon when I ran across this statement in a promotion book just published by the Hartford (Conn.) Times:

"It required ninety-nine years for the Times to reach, in 1916, a circulation of 27,000 copies. Now, ten years later, it reaches 55,000."

Something to ponder, that: ten years to double the record of nearly a hundred! Partly, this can be explained by momentum; but to a considerable extent it represents acceleration.

Two other things in this Times booklet were very interesting to me. One was the statement that the columns and terra cotta which went into the new building just erected by this famous old New England newspaper were from that little architectural gem, the Madison Square Presbyterian Church, which was razed not so long ago to make way for the Metropolitan Life annex. The other was this delightful cut of the birthplace of the Times (the building to the right of the alley) on New Year's Day, 1817.



Bruce Barton sends me a copy of a letter in his father's collection which throws an interesting light on newspaper publishing in Lincoln's time. Nowadays much advertising is foisted onto the newspapers in the guise of news, but in the 1860's it seems that much news was run as advertising.

The letter in Dr. Barton's collection is from W. J. McDonald, secretary of the United States Senate, to the Hon. Solomon Foot, Senator from Vermont, in reply to the Senator's request for information as to the cost of advertising Lincoln's second inaugural in the Washington papers. It reads:

OFFICE OF SECRETARY
OF U. S. SENATE

Washington, Feb. 27th, 1866.

Hon. Solomon Foot,
United States Senator

Dear Sir:

In answer to your inquiry in regard to the charges paid to City Papers for advertising the Programme of the Inauguration ceremonies on the 4th of March last, I have to inform you that there was paid:

To the National Republican	\$107.40
" " Evening Star	75.00
" " Nat. Intelligencer	45.00

The *Chronical* also advertised it but has not yet rendered its bill.

With sincere hopes of your speedy restoration to health and your accustomed seat in the Senate, I am, my dear Sir,

Most truly & sincerely,

Your friend and servant,
W. J. McDONALD.

—8-pt—

Count Leo Tolstoy wrote in an early diary: "The most powerful weapon for the conquest of real happiness in life is to emit from one's self, like a spider, without any restraints, a whole lot of love and to catch into it whomsoever one encounters."

—8-pt—

October 23d marked an interesting milestone in Boston advertising, for it was the 70th birthday of one of Boston's oldest advertising men—Franklin P. Shumway. It was forty-six years ago that Mr. Shumway set up in business as an advertising agent under the name Franklin P. Shumway Co., and in this young profession of advertising forty-six years is almost antiquity! May F. P. S. live many years longer!



Would Your Product Be "At Home" in This House ?

Would it contribute to proper construction, equipment or embellishment? Would it enhance interior decoration or furnishings, or lend beauty to the lawn and grounds? This attractive home with its livable atmosphere and impression of well-being is typical of the 80,000 homes (and more) into which The House Beautiful goes on its twelve monthly visits each year.

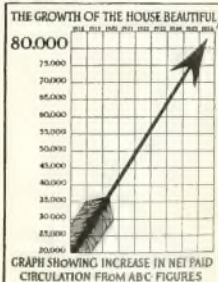
And it is in such homes as this that master and mistress take that interest in plan, construction and ornament which is, in fact, a sustained and alert curiosity in what makes for the best in correctly appointed housing.

With its ever-increasing circulation in homes of character, The House Beautiful not only affords the advertiser a thoroughly sympathetic contact but, in addition, gives an excess circulation above its rebate-backed guarantee of 80,000 (A. B. C. figures).

Shall we submit rate card by mail or personal representative?

THE HOUSE BEAUTIFUL
8 Arlington Street Boston, Massachusetts

A Member of the Class Group



Common-Sense Buying

[CONTINUED FROM PAGE 20]

Often it is possible to show a manufacturer from whom you buy how to reduce his costs and hence his prices. That is a far more effective and safer way to get a low price than to rely upon superior bargaining power.

Henry Ford regularly sends his engineers into the factories of those from whom he buys, to show them how to reduce costs. But when Ford's name is mentioned the tendency is to say: "Oh, well, that's all right for him. He can do a lot of things that others can't afford to do. And, besides, his purchasing power is so large that people will let him do things they wouldn't let another do."

ALL right, I will leave Ford out of it. The Warner Gear Company of Muncie, Ind., which makes transmissions, gears and differentials, has done the same thing. It has aided its suppliers to study their production methods. The Warner Gear Company naturally expects to get the benefit of betterments in a lower price, but the supplier benefits in the assured retention of a big customer on whom selling expenses need no longer be spent. The lessons in efficiency which he learns often make him a better manufacturer all along the line.

It was partly through its ability to get lower prices in this way that the Warner Gear Company was able some few years ago to slash the price of one of its assemblies very nearly in half.

Although price is not all that there is to buying, it is a factor which cannot be ignored.

Insistence on special products to suit a trick design, which could just as well be changed so as to use a standard product, is a cause of great waste. So long as the purchasing agent remains a sort of glorified clerk, taking orders from draftsmen, factory foremen and any one else who can get hold of a requisition blank, he can do little about this. But those who have graduated into the councils of the great, and who are listened to, can show their designers and production men the way to great economies through standardization.

I have just mentioned the fact that the Warner Gear Company was once able to cut the selling price of one of its assemblies about in half. Part of the cut was made possible by common-sense buying. Part was due to teaching customers how to buy.

The company had been making a standard assembly which just as it was could have been used in the cars made by a dozen or so automobile manufacturers. But the designer of each car had his own idea as to how the standard assembly should be changed in some unimportant particular to make

it "distinctive." Sometimes the position of a bolt-hole was ordered to be changed a fraction of an inch; another designer would want some other dimension changed slightly.

The result was that instead of getting the economies of quantity production, the Warner Gear Company was forced to make what should have been truly a standard product almost as a custom tailor makes a suit.

Finally the Gear Company approached a customer with the story. "If you will stop insisting on petty changes," it said, in effect, "we shall be able to achieve economies which will enable us to reduce the price to you materially. Is a special nut, or a shifted bolt-hole worth a half million dollars to you?"

It was not. The automobile manufacturers instructed their engineers to redesign their products so that they could use the Gear Company's standard assembly. As a result the costs of several makes of cars were reduced by millions of dollars.

Designers seem to feel that in order to justify their existence, they must design. They would be worth more to their employers if they would exert themselves to find ways in which standard products could be used in their designs.

A designer too often is under the sway of the sales department. To serve best he should act as an equalizer to balance the usually opposite pulls of the sales and the factory departments. The sales department wants talking points. It too often gets them by adding an unnecessary eighth of an inch to this part, or putting an extra bend in that one, or changing the formula of an alloy slightly from standard. If such parts are made in the factory, labor and overhead go up; if the parts are bought, the price—that is the material cost—goes up.

TAKE a manufacturer of brass plumbing fixtures who was using, at the urgent request of the salesmen, no less than sixteen different alloys. There was no reason for it except to give them an imaginary talking point. An investigation showed that ninety per cent of the sales were of fixtures made with two of the sixteen alloys. When the superfluous fourteen were discontinued, the purchasing agent was able to buy ingot metal at a half cent a pound below the previous price, simply because his requirements were more attractive to the suppliers. There was no sacrifice in quality nor in the ease of machining the product.

Designers who are allowed to make frequent changes in the style of the product make intelligent buying out of

the question. I frequently find that a concern is loaded down with parts which have become obsolete through the redesign of a product. Frequently the inventory must be written down many thousands of dollars merely because some designer began redesigning in order to justify his presence on the payroll.

Really successful manufacturers are conservative in making design changes whose value has not been proved to be worth the cost.

The practice of allowing anyone to specify the type of supply he fancies makes economical buying practically out of the question. Yet in many plants it is still customary to give books of requisitions to foremen, and others, and allow them to specify exactly what they want.

IN one plant nearly every foreman had his own ideas as to what kind of tool steel was best adapted to his work. To keep a moderate supply of each variety in stock, 675,000 pounds of tool steel were required. When the buying of this material was centralized, a much smaller variety was made standard, based on tests. The average inventory is now only 77,500 pounds. In the same way, by applying the principles of simplification, it has been possible to reduce the inventory of machine steel from 604,000 pounds to 73,000 pounds. Aside from the reduction in carrying charges, and in the money unproductively tied up, the business is more attractive to the steel makers.

What applies to the manufacturer often applies with equal force to the retailer where sensible buying is concerned.

Retailers face all of the problems in buying that face manufacturers, and usually the buying is not conducted at all scientifically. An interesting and somewhat revolutionary experiment is now being tried by an organization which operates more than a hundred five and ten cent stores.

It has in its central buying office an exhibit of the hundreds of items which it buys. Each is labelled with the price which the concern is now paying for it, and the quantities in which it is bought.

This exhibit is a constant spur to competition. Naturally some of the sellers do not fancy the idea. They consider it unethical. Yet if it is perfectly ethical for a store to mark the selling price upon its goods, for all to see—and any other policy is nowadays considered not quite ethical—why is it not equally ethical to adopt the same methods in buying? A diplomatic salesman can get nearly any buyer to disclose in private what he is paying. Why is not an open and above board method

[N. B.] This advertisement is one of a series appearing as a full page in *The Enquirer*. Each advertisement personalizes a Cincinnati suburb by describing the type of woman characteristic of that suburb; in each advertisement, too, *The Enquirer's* coverage of the district is shown.



Mrs. Mt. Washington ... "far from the madding crowd"

A BROAD street drowns in the Autumn sun. Giant maples, masses of brilliant foliage, nod gently in the breeze. A big, white house, standing beyond a leaf-strewn lawn, seems to nod, too, quietly, peacefully. . . . You might be a million miles from any city.

But step inside the house. A wood fire crackles in the fireplace. A bridge table stands at one side; a phonograph is playing an opera classic. And over near the window, Mrs. Mt. Washington, modishly gowned, is pouring tea for a trio of guests. . . . Nothing "country" about this scene!

And actually, Mrs. Mt. Washington, despite the faraway atmosphere of her community, is very close to the city. Either the family sedan or a bus will take her to Fountain Square in 40 minutes. The result is that she visits

the theaters, the concerts—and the shops—nearly as often as does Mrs. Avondale or Mrs. Hyde Park.

Mrs. Mt. Washington has learned to shop efficiently, too. Each morning she sandwiches *The Enquirer* between breakfast and housework. She studies its shopping news, notes carefully style hints and store announcements. When she reaches the shops a few hours later, this information is still fresh in her mind.

Mrs. Mt. Washington represents many women—201 *Enquirers* are delivered daily to the 323 residence buildings of her community. But the important fact, Mr. Advertiser, is that her shopping habits are also the shopping habits of a host of women from Madisonville to Westwood. And the morning paper—*The Enquirer*—that influences her likewise influences all the others.

PAUL BLOCK, Incorporated
New York Chicago Detroit
Boston Philadelphia

R. J. BIDWELL CO.
San Francisco Los Angeles

THE CINCINNATI



ENQUIRER

"Goes to the home,

stays in the home"



Preaching and Practicing

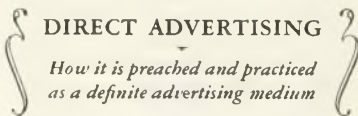
MORE than ten years ago we were convinced that direct advertising is a definite medium, with its own guiding principles, its own technique, its own possibilities.

—that where its use is indicated, nothing else can do the work so well as direct advertising.

—that when it is indicated, it should be executed by an organization specially fitted for the work by experience, practice, and by specialized facilities.

Such convictions prompted the organization of Evans-Winter-Hebb *Inc.*, and such have guided our development and the conduct of our growing business.

And now they have inspired a little book:



A copy of this booklet will be gladly sent free to executives who are determined to use direct advertising on a businesslike basis.

EVANS-WINTER-HEBB *Inc.* Detroit

822 Hancock Avenue West



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

more ethical, and more effective?

The seller looks over the display. If he can beat the price, he has to prove only that he can make deliveries on time, that his quality will be up to standard, and that his concern is stable and apt to stay in business.

This policy promises to be adaptable to many items of commerce. It certainly is a commonsense plan.

The narrow view is that buying policies and methods can affect only the material cost of a product. Actually, sound buying can reduce every element of cost: material, labor, and overhead expense.

Tone of Voice in Copy

[CONTINUED FROM PAGE 40]

"She will be beautiful of course in the glory future pictured by a mother's dream."

"Wash your hair becomingly, always have it beautifully clean and well kept and it will add more than anything else to your attractiveness."

Now examine this from a recent Jordan offering:

Nimble, snug and hammock swung close to the skimming road, this fascinating car glides lightly on its way.

Count the "s's". That's the secret of its speed and action. For "s" is the symbol of the present active verb. It denotes action.

To speed copy use short words. Short sentences. Short paragraphs. Words filled with s's.

But speed isn't always what we are after. Sometimes a client prefers that we obtain results—and that often calls for *emphasis*. To give weight to any point use a few more words.

"Every drill is inspected 50 times" may be just as true as "Every drill is inspected time and again, thoroughly, painstakingly, and must meet no less than 50 separate tests", but it carries less weight than the longer sentence.

Don't be obsessed by the short-word, "mania". If you want weight, and even if you need a long word for beauty, don't balk at a polysyllable.

Short words aren't necessarily "good old Anglo-Saxon". Latin has given us "mob" and "vest" and "togs".

If you want *force*, I suggest that you try out a few words with initial "H". H is a forceful letter. Just open your mouth and let out a "whoop" or a "holler" and you'll see why. The Greeks called the H-sound a "rough breathing". Just listen a moment to this list:

Ha	Hand it
Halt	Here
Hold on	Hack
Hump	Hit
Hey you	Hate
Halt	Hell
Mark	

That gives us a clue to the strength that has been injected into this headline—This Blue Heart guarantees excess rope strength—"The Blue Heart" sounds stronger than the word "strength".



Outdoor Advertising

THE National Outdoor Advertising Bureau, an organization of some 225 advertising agencies, enables advertisers to place their Outdoor Advertising through the agency which handles their advertising in other media, and thus to ensure the most effective coordination of all factors in the campaign.

Any advertising agency which is a member of the National Outdoor Advertising Bureau will gladly furnish complete and up-to-date information regarding Outdoor Advertising.

National Outdoor Advertising Bureau

INCORPORATED

An Organization Providing a Complete Service in Outdoor Advertising through Advertising Agencies

1 Park Avenue, New York

General Motors Building, Detroit

14 East Jackson Boulevard, Chicago

How Advertising Men Keep Posted

NO longer is it necessary to consult many sources for the news of advertising.

READ THE NEWS DIGEST

Changes in Personnel
New Advertising Accounts
Publication Appointments
Changes in Advertising Accounts
Changes in Address
Are all reported in
The News Digest

The News Digest bound as a separate section at the back of this issue will keep you up to date on all changes.

If you are not receiving Advertising and Selling regularly the attached coupon makes it an easy matter for you to get each issue.

One Year's Subscription
(Including the News Digest)
\$3.00

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

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

Check Enclosed Send Bill

Name

Position

Company

Address

City

State

Canada \$3.50

Foreign \$4.00

A-S-11-3

Letters of Frank Trufax

[CONTINUED FROM PAGE 25]

Bayuk brands over in a bigger way in your store—can't we two salesmen, you and I, work a plan to sell more Bayuk brands to your good customers?

"Tell you what let's do. I'll put this poster on your window. For the next five days, when a smoker comes in, will you offer and sell him a Bayuk brand with your own personal recommendation of its goodness? Will you do that to at least two customers a day for the next five days? You said you wanted to sell more Bayuk brands; you said you wanted to do 'all' you can to give bigger orders. Will you just make up your mind to do just what I request? Forget about doing *all* you can; just do what I said."

THERE was a selling talk, I thought. No glittering generalities like "Give my brands a push"; "Get back of them a little harder," but instead a real concrete plan that simply had to pull results unless the dealer was kidding about his friendliness, and I don't think he was.

There's such dealers in *your* territory, my men. Dealers who can benefit themselves and benefit *you* by doing as Sam Goodfellow was taught to do.

Ten smokers in Goodfellow's store will be made acquainted with the superior goodness of Bayuk brands. Suppose five of them stick. That means a minimum increase of 5000 cigars a year for us. Suppose we could line up 1000 dealers to do likewise for us; that would mean a minimum increase of 5,000,000 cigars a year. Discount it by fifty per cent and it would mean a minimum increase of 2,500,000 a year: an increase not to be sneezed at, my boys!

Discount it again by fifty per cent and there's an increase of 1,250,000 cigars obtained by a selling talk that reflects more credit to you than the hackneyed, meaningless harangue to "Give my brands a shove, will you?"

I say the plan *will* increase *business*. What do you say?

Yours, forthedailytwo,
FRANK TRUFAX.

The Will to Win

To My Salesmen:

Did you ever make a wager on a horse race? Did you ever lay a bet on a baseball game? Did you ever put a piece of change on your favorite pug in a prize fight?

Sure, we did sometime or other. Sometimes we won and sometimes we lost. Yet, sitting on the side-lines we hadn't a doggoned thing to do with winning or losing. Maybe, if *we* rode the nag we would have won. Maybe, if *we* were at bat, we'd have socked the ball over the fence. Maybe, if *we* were in the ring, the other guy would

have taken the count, but *we* weren't, and so if we won, we won; if we lost, we lost.

Now listen, boys. Did you ever make a bet when it's clean up to *you* to win or to lose, and even when you lose you *win*? Men, there's a *bet* that you spell with caps.

I mean, men, did you ever lay a wager on yourself? Did you ever back yourself to win? Win what, you say? To win what you *want* to win!

Do you wabbly wish or do you wilfully want to tackle some big idea, but "conditions against you" seem too gigantic? Define your desire! Consider well the cost and consequence of the step forward; on your scale of sound judgment accurately weigh the good and the bad points and then if you deliberately decide to transform the germ of a big idea into a gem of actual accomplishment, start something swiftly!! Define your desire! That's it!! Charge your mind with the concrete thing you want to do, and then lay a bet on your own ability to *do* it!

You're going to get your accounts to pay according to terms; you are going to get so many (specify the number) new accounts weekly; you are going to make your territory give you so many dollars and cents worth of business and, by gad, you are going to *do* it!

Who are you betting against? Old Man Conditions—that's who lays odds against us. And who is he? He lodges in our imagination and scurries to cover when he hears the clarion call of *it can be done!*

I SAID a little while back that "even when you lose, you win." And, men, you do.

Peary bet years of his life he could win the honor of pinning Old Glory to the North Pole—even if he had lost, he would have won greater knowledge, larger experience. Peary didn't get cold feet. He said he wanted to reach the Pole; he defined his job and then he virtually *bet his life* he could do the job.

And so with us. As salesmen, what do we want to do in 1927? Better collections? Bigger sales? Closer distribution? What? Decide on what you want to do in concrete terms and then back your confidence to win against the field!

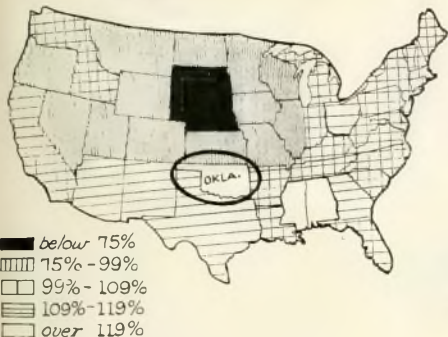
And remember, men, this fact: When you are betting on yourself to win, yours truly is with you till the ship sinks.

Yours, bettingonou.
FRANK TRUFAX.

[In an early issue we shall publish a further installment of Frank Trufax's letters to his salesmen.—EDITOR.]

Prosperous OKLAHOMA

retains its crop leadership



For the third consecutive month Oklahoma leads all states in the condition of all crops, with a showing of 120.9 per cent—20.9 per cent above the average for the last ten years. The figures are those of October 1, 1926, by the U. S. Department of Agriculture.

Diversification assures Oklahoma a great Farm Income despite the low price of Cotton.

Oklahoma's greatest wheat crop, together with bumper crops of secondary importance, assure Oklahoma a prosperous year despite the low price of cotton.

The conservative Wall Street Journal believes that Oklahoma's 1926 income will be fully as large as that of 1925—if not larger. Read the following from this financial journal:

"Though cotton is the greatest of Oklahoma field crops, there is so great a diversification of agriculture that Oklahoma should be able to stand the reduction in price and still make a good showing.

"Aside from cotton, last year was not favorable compared with 1924. Yet, all agricultural products amounted to \$443,768,000. . . .

"Last year Oklahoma had a deficient wheat crop. This year she will have one of the best ever raised. Thus, the wheat in the northwest will offset the decline in cotton in the southern half of the state. As other crops are good, the value of production should not go below last year even with a lower level of prices."

The Oklahoma Farmer-Stockman, Oklahoma's Only Farm Paper, produces farm sales in Oklahoma at lowest cost.

The OKLAHOMA FARMER-STOCKMAN
Oklahoma City

Carl Williams
Editor

Ralph Miller
Adv. Mgr.

E. KATZ SPECIAL ADVERTISING AGENCY



s e e d s

AUTUMN finds at least one of our wild brothers a pretty busy citizen. Hollow trees stored with food, crotches in high trees packed with leafy nests—the shrewd little squirrel makes ample preparation for the next generation, and lives on in many a place where man has exterminated most other wild creatures.

Food for the new generation of business prospects, proper conditions under which to nurse them into full-grown customers—this might be one way of describing that modern adjunct of sales—advertising. And one way of making that advertising easily digestible is by the use of proper photo engravings.

Just as the squirrel does not store bad nuts, the wise advertiser uses only the best—whether it be paper, typography, illustration or photo engraving.

Gatchel & Manning, INC.

C. A. STINSON, *President*

[Member of the American Photo Engravers Association]

Photo Engravers

West Washington Square 230 South 7th St.

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

Higher Rates— Smaller Space Units?

[CONTINUED FROM PAGE 27]

outside the arena, looking on, is that these natural business allies can, with sanity, take no other course than to try to adjust their mutual relationships to economically fit conditions as they arise, in a manner that will secure profit and success for both.

ONE of the most encouraging conditions of this problem would seem to be the fact that the natural adjustment that may be forced in the near future should be a great benefit to the three chief parties in this commercial relation:

1. The decrease of paper supply, either by reason of its increased cost, or its scarcity, will reduce size or quantity, or both, of the units of publication.

Thus the large reduction in space volume will justify increased rates, to repay the proportionate loss of lineage.

2. The increased cost of space would then inevitably cause advertisers to reduce the amount of space used, in order to hold expenditure to a rational percentage. Thus the advertiser's benefit would come from the vastly larger value that his advertising would have when there would be a so much smaller total volume of advertising in the publication to divert, tire and confuse the eyes of readers.

With all advertising reduced to type sizes that are more comfortably read, each piece of advertising would get vastly more attention, and thus have its effectiveness multiplied.

The advertising volume of today is so tremendously beyond the attention and reading possibilities of human eyes and brains that only a small percentage of it now gets even a glance from any individual reader.

If advertising could become reduced to a volume that human eyes could view and grasp, it would mightily increase the value of all advertising.

3. The consuming public today is inundated and weighed down by the burden of paper that must be handled when reading a newspaper or magazine that is well patronized by advertisers.

The popular magazine has become a ponderous, weighty and awkward folio book that no one can read with comfort. The tremendously costly advertising that litters these magazines is little more than a great red and black blur to eyes that grow as tired as the reader's arms when he struggles to follow the mazy wanderings of a story from one page

to another fifty pages away, while jumping the forests of facing pages of advertisements between.

Natural law as well as human nature always fights abnormal conditions, until the normal returns again. The extravagant waste of the world's forests must sometime cease.

The increasing cost of paper and wages must some time cause a decreasing use of paper. The cost of doing business must find an inevitable limitation. The reading public will not forever wear out eyes and arms to permit advertisers to exaggerate and distort their fervid messages to the world in general.

Sanity will come out of all this frenzy that has developed with the mushroom growth of the advertising giant. It will be discovered, at a not too distant date, that type and illustration of a size that comfortably meets the area of normal human vision, will gain widest and surest attention and possess a larger influence on the reader than the ludicrous scarecrow ads that everybody knows to be the successors of the hawkers and "pullers-in" of old mid-Victorian days on the famous Bowery of New York.

THE old-time ballyhoo is getting as much out-of-date as whiskers for men and long dresses and long hair for women. The time is coming when a merchant would no more use the raucous megaphone in his advertising than he would use it in front of his store doors.

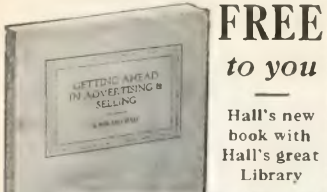
And the manufacturer will soon realize that people of today want to know more about the product that they will buy than is contained in a statement that occupies space costing ten to twenty thousand dollars, expressing the claim: "My goods are the best quality and the biggest sellers, and the proof of it is the fact that I can buy this large and costly space in which to make you think so."

Clever brains can write a headline for a two-column advertisement, alongside reading matter, that will win more interested attention than the blare of big space; and the logic of sound sense in the printed message will be more convincing of the desirable quality of the product than a double page of blatant ballyhoo.

Outdoor Advertising Association Elects Officers

At its thirty-sixth annual convention, the Outdoor Advertising Association of America elected officers for the coming year. All the officers were re-elected with the exception of W. W. Bell, secretary. They are: Kerwin H. Fulton, chairman of the board; Harry F. O'Mealia, president; Clarence U. Phillely, vice-president; Tom Nokes, treasurer; Clarence B. Lovell, secretary and general manager, and E. Allen Frost, general counsel. Atlantic City, N. J., was selected for the 1927 convention.

**we let the
A. B. C. and P. O.
statements tell
our circulation
story—
and then we
copper the bet
by disclaiming
the ability to
cover the greater
Detroit market
exclusively
no one paper
can do that**



What Advertising Has Done for America

[CONTINUED FROM PAGE 21]

Are you breaking into advertising?

Hall's new book—**GETTING AHEAD IN ADVERTISING**—is a book you will want if you are trying to get a foothold in this field; in fact you will be glad to have a copy if you are already engaged in this work, regardless of how, or where, or at what price.

The book is a meaty little volume of how to use advertising and selling ability to your own best advantage; it gives you hundreds of bits of practical experience in making your efforts count. It comes to you **FREE**, with

S. Roland Hall's LIBRARY OF ADVERTISING AND SELLING

4 Vols., 3223 pages 1920 illustration, flexible binding, \$1.50 in 10 days and \$2.00 monthly.

This is the indispensable advertising and selling reference and home study set. Hundreds of men and women are using it to push themselves ahead. Hundreds of experts in all branches of marketing have it handy for reference. Agencies throughout the country have these books in their libraries. Colleges and universities use the books as texts. If you're in advertising, or selling, or any branch of marketing, don't be without the good this set can bring you.

\$20 worth of books for \$17.50
Only 7 cents a day

The big, well-paying job roll for men with all-around knowledge of the entire selling business—advertising, personal salesmanship, planning, managing, etc. Add to your own experience a working command of the principles and methods that have been proved in the experiences of the most successful selling organizations. You get them—hundreds of them—in this great set.

Examine for 10 days FREE
No money down
Small monthly payments

Try the set for yourself. Examine it at our expense. If you like it, keep it; if you don't, send it back. It has helped and is helping others. There's personal wisdom in seeing, at least, what it can do for you.

Prove it for yourself
Mail the coupon now



FREE EXAMINATION COUPON

McGraw-Hill Book Company, Inc.,
370 Seventh Avenue, New York

You may read the **HALL LIBRARY OF ADVERTISING AND SELLING** for ten days' free examination.

If the books are satisfactory, I will send \$17.50 in ten days and \$2 a month until your annual price of \$17.50 has been paid. With \$2.00 I can receive a free copy of Hall's **GETTING AHEAD IN ADVERTISING AND SELLING**. If not wanted, I will write you for shipping instructions.

Name _____
Address _____
City _____
Position _____
Company _____

AF 11-2-26

'90s, being the foundation of one or two large fortunes. In its development it had been a most generous advertiser. A time came when various concerns engaged in this line of manufacturing were merged and consolidated. There being no longer any keen competition, it was felt that it was now no longer necessary to explain to the public the value of this product or the superiority of one make over another. In order to save the large expense that had been made for that purpose, advertising was substantially abandoned.

THE inevitable result followed, which all well-informed trade quarters now know would follow. But the value of advertising was not so well understood twenty-five or thirty years ago. This concern soon became almost a complete failure. As I recall it, it had to be reorganized, entailing great losses. This line of trade was later revived under the direction and counsel of some of its old managers, and with the proper amount of publicity became a successful enterprise.

But let us turn from the unfortunate experience of the loss that occurred through lack of advertising to an example of gain that was made through the shrewd application of this principle. In a somewhat typical American community a concern was engaged in an industrial enterprise. Its employees were not required to be men of great skill. Oftentimes they were new arrivals in this country who had been brought up to be accustomed to the meager scale of living abroad. Their wants were not large, so that under the American rate of wages they found it possible to supply themselves and their families without working anywhere near full time. As a result, production was low compared with the number employed and was out of proportion to the overhead expense of management and capital costs.

Some fertile mind conceived the idea of locating a good milliner in that community. The wares of this shop were generously advertised through window display, newspaper space and circularization. I suppose that every head of a family knows that a new bonnet on the head of one of the women in the neighborhood is contagious. The result in that community almost at once was better wearing apparel for the women, which necessitated more steady employment for the men. The output of the plant was greatly increased, its cost units were reduced, its profits were enlarged, it could sell its product to its customers at a lower figure, and the

whole industry was improved. More wealth was produced.

But the reaction went even further. The whole standard of living in that locality was raised. All the people became better clothed, better fed and better housed. They had aspirations, and the means to satisfy them, for the finer things of life. All of this came from the judicious application of the principle of advertising.

The system which brought about these results is well known to the members of this association. You have seen innumerable instances where concerns have failed through lack of advertising, and innumerable others where they have made a success through the right kind and amount of publicity. Under its stimulation the country has gone from the old hand methods of production, which were so slow and laborious, with high unit costs and low wages, to our present great factory system and its mass production with the astonishing result of low unit costs and high wages. The pre-eminence of America in industry, which has constantly brought about a reduction of costs, has come very largely through mass production. Mass production is only possible where there is mass demand. Mass demand has been created almost entirely through the development of advertising.

In former days goods were expected to sell themselves. Oftentimes they were carried about from door to door. Otherwise they were displayed on the shelves and counters of the merchant. The public were supposed to know of these sources of supply and depend on themselves for their knowledge of what was to be sold. Modern business could neither have been created nor can it be maintained on any such system. It constantly requires publicity. It is not enough that goods are made; a demand for them must also be made. It is on this foundation of enlarging production through the demands created by advertising that very much of the success of the American industrial system rests.

IT is to be seen that advertising is not an economic waste. It ministers to the true development of trade. It is no doubt possible to waste money through wrong methods of advertising, as it can be wasted through wrong methods in any department of industry. But, rightfully applied, it is the method by which the desire is created for better things. When that once exists, new ambition is developed for the creation and use of wealth.

The uncivilized make little progress

Zone Selling *and* Zone Advertising

Newspapers for the cities and towns.

State farm papers for the country.

Agricultural problems of production and marketing differ with local conditions the country over.

National magazines can no more compare in urban sales with Newspapers than can national farm papers compare in rural sales with state farm papers—sales meaning both circulation and influence.

Zone selling and zone advertising is the simple, sure way to largest sales at a profit.

E. Katz Special Advertising Agency

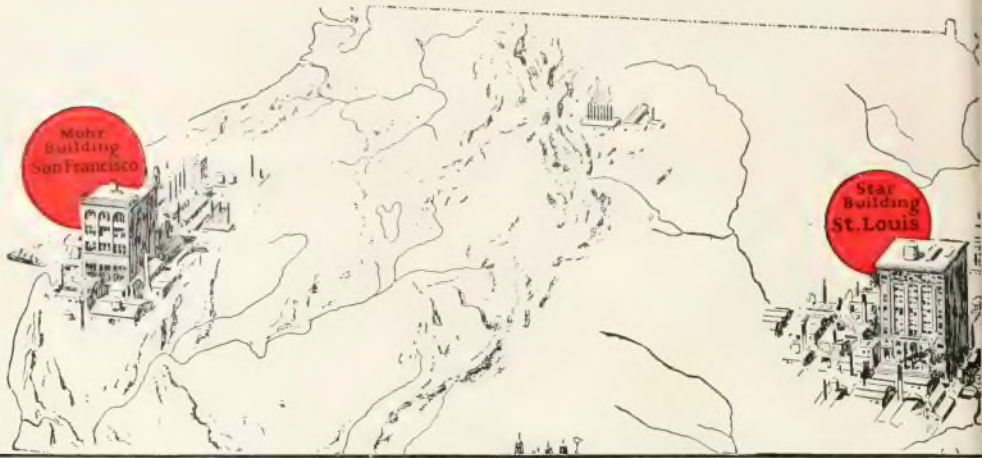
Established 1888

Publishers' Representatives

Detroit
Atlanta

New York
Chicago

Kansas City
San Francisco



Knowledge of Industry

In the heart of the industrial centers of America, the McGraw-Hill Publishing Company has placed its district offices—that manufacturers may have available quickly and conveniently the McGraw-Hill service, data and knowledge of industry.

Every manufacturer who would sell industry more efficiently is now almost in the shadow of a McGraw-Hill office. Right at his elbow is the identical knowledge of industry and industrial marketing which has proved of such value to manufacturers who have availed themselves of it.

Each office is in charge of a district manager, who, through previous experience in industry or long service with McGraw-Hill, is well qualified to counsel with manufacturers on methods of selling to industry. His staff includes Marketing and Advertising men who have been drawn from industry, and whose contacts with industry are kept fresh by constant work on industrial selling problems.

Back of these men, as a reserve force of the district office, are the entire McGraw-Hill editorial, circulation, marketing and advertising staffs. Manufacturers consulting these district offices are thus assured all of the McGraw-Hill resources in applying the McGraw-Hill Four Principles of Industrial Marketing to their own selling.

These Four Principles are fundamental to waste-free selling. Briefly stated they are: (1) Determination of Markets; (2) Their Buying Habits; (3) Their Channels of Approach; (4) Appeals that Influence.

While each manufacturer is best able to apply these Four Principles for himself, the McGraw-Hill Publishing Company can be of material assistance in counseling with manufacturers and in either supplying data or suggesting how it may be obtained. This service is gladly furnished and we welcome the opportunity to serve manufacturers and their advertising agents in the interest of more effective marketing. A conference may be arranged, either in your office or a McGraw-Hill office.



Brought to Industry's Door

McGraw-Hill's District Office Facilities—

105 advertising salesmen, whose first function is to advise on marketing problems, serve industry and trade through McGraw-Hill district offices.

36 seasoned advertising planners and writers and 20 artists, all trained in the appeals and mechanics of industrial advertising, supplement the district offices' marketing staffs.

These men and 108 McGraw-Hill editors have a background of practical experience in selling or production in 58 broad classifications of industry.

All data relating to production, marketing and buying practices developed by any district office will be made available by any other district office.

McGraw-Hill has its own telegraphic facilities in New York headquarters for expediting contact with district offices and industry.

This district office set-up is in conformity with the McGraw-Hill Four Principles of Industrial Marketing which stipulate "selling in terms of the prospect's problems."

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

McGraw-Hill Publications

45,000 Advertising Pages used Annually by 3,000 manufacturers to help Industry buy more effectively.

CONSTRUCTION & CIVIL ENGINEERING

ENGINEERING NEWS-RECORD
SUCCESSFUL METHODS

ELECTRICAL

ELECTRICAL WORLD JOURNAL OF ELECTRICITY
ELECTRICAL MERCHANDISING

INDUSTRIAL

AMERICAN MACHINIST INDUSTRIAL ENGINEER
CHEMICAL & METALLURGICAL ENGINEERING
POWER

MINING

ENGINEERING & MINING JOURNAL
COAL AGE

TRANSPORTATION

ELECTRIC RAILWAY JOURNAL
BUS TRANSPORTATION

OVERSEAS

INGENIERIA INTERNACIONAL
AMERICAN MACHINIST
(European Edition)

RADIO

RADIO RETAILING

CATALOGS & DIRECTORIES

ELECTRICAL TRADE CATALOG
ELECTRICAL ENGINEERING CATALOG
RADIO TRADE CATALOG
KEYSTONE CATALOG KEYSTONE CATALOG
(Coal Edition) (Appl. Goods Edition)
COAL CATALOG CENTRAL STATION DIRECTORY
ELECTRIC RAILWAY DIRECTORY
COAL FIELD DIRECTORY
ANALYSIS OF METALLIC AND NON-METALLIC
MINING, QUARRYING AND CEMENT INDUSTRIES

Planned Advertising

What does business need?

What does your business need?

WE READ, we ponder over cycles—statistics—services—and in so doing often nullify the Action which should be in us.

All around us is business—waiting for somebody to come along and pick it up.

Salesmen follow our example, and swap stories of "poor business" while the prospects and customers sit by and accept the "poor business." These prospects that should be ours are standing by waiting for us to supply ideas and material to help for selling our products.

We all need a boss—a coach—a trainer. The athlete, the athletic team, are better because of a manager. A business organization is better because of a leader, a planner.

Salesmen are 25 per cent responsible for the securing of results while methods are 75 per cent responsible.

Action

THIS agency stands ready to join hands with firms who believe in Action, who believe in doing something all the time even at the risk that some of the things some of the time may be wrong. Constant planning, thinking and Action are the things needed.

We believe in having a plan of marketing and working the plan for all it is worth. We believe in having everybody connected with marketing work to a plan. The salesman should have a planned day; the sales manager should have a planned day. The organization should have a definite plan of marketing and should work that plan all the time.

"Planned Advertising" is the theme of this agency. It designates the sort of product which we have to offer. It stands for plans of marketing which can be read as easily as a balance sheet and which are as definite as the blueprint of an engineer.

"We have a wonderfully interesting story of our methods of working which, without any obligation, we shall be pleased to explain to any interested firm."

CHARLES W. HOYT COMPANY

Incorporated

116 West 32nd St., New York
Boston Springfield, Mass.
Winston-Salem, N. C.

PLANNED ADVERTISING

Dep. U. S. Pat. Off.

because they have few desires. The inhabitants of our country are stimulated to new wants in all directions. In order to satisfy their constantly increasing desires they necessarily expand their productive power. They create more wealth because it is only by that method that they can satisfy their wants. It is this constantly enlarging circle that represents the increasing progress of civilization.

A great power has been placed in the hands of those who direct the advertising policies of our country, and power is always coupled with responsibilities. No occupation is charged with greater obligations than that which partakes of the nature of education. Those engaged in that effort are changing the trend of human thought. They are molding the human mind. Those who write upon that tablet write for all eternity. There can be no permanent basis for advertising except a representation of the exact truth. Whenever deception, falsehood and fraud creep in they undermine the whole structure. They damage the whole art.

The efforts of the Government to secure correct labels, fair trade practices, and equal opportunity for all our inhabitants is fundamentally an effort to get the truth into business. The Government can do much in this direction by setting up correct standards, but all its efforts will fail unless it has the loyal support of the business men of the nation. If our commercial life is to be clean and wholesome and permanent in the last resort, it will be be-

cause those who are engaged in it are determined to make it so.

The ultimate reformers of business must be the business men themselves. My conception of what advertising agencies want is a business world in which the standards are so high that it will only be necessary for them to tell the truth about it. It will never be possible to create a permanent desire for things which do not have a permanent worth. It is my belief that more and more the trade of our country is conforming to these principles.

Our chief warrants for faith in the future of America lie in the character of the American people. It is our belief in what they are going to do rather than our knowledge of what they are going to have that causes us to face the coming years with hope and confidence. The future of our country is not to be determined by the material resources, but by the spiritual life of the people.

So long as our economic activities can be maintained on the standard of competition in service we are safe. If they ever degenerate into a mere selfish scramble for rewards we are lost. Our economic well-being depends on our integrity, our honor, our conscience.

It is through these qualities that your profession makes its special appeal. It is a great power that has been entrusted to your keeping which charges you with the high responsibility of inspiring and emboldening the commercial world. It is all part of the greater work of the regeneration and redemption of mankind.

What Becomes of the Agency's Fifteen Per Cent

[CONTINUED FROM PAGE 32]

the financial and service structure of the modern agency, the more convinced one becomes that in building up and maintaining the agency commission system the publishers have done advertising service a signal benefit. That has made possible the strides in agency skill, in agency organization and in agency facilities which have been made in the last twenty years. There has been little or no price rivalry. Competition has been put on an ability-to-serve basis. The best, not the cheapest, wins. And the whole cause of advertising has been supported. The same organized service has been made available to all advertisers, large and small. The more substantial earnings on the larger appropriations have helped to make good losses sustained by the agency in developing new business and in nursing smaller business through the early and critical stages of growth. The agent has thus been assured of his later reward when volume would re-

pay, and advertising as a whole has been benefited by increased results. When one stops to consider that the great bulk of advertising lineage is made up of relatively small advertisers, the importance of good service is apparent in developing and keeping them alive.

Economically speaking, who pays the agent is a small matter anyway. The main thing is to earn what you get. And earning what you get in the agency field is a much broader question than immediately applies to a particular employer. He can not take a narrow view. He is an inseparable part of a community of interest affecting all business. He is directly dependent upon the welfare of all advertising, how well it is done, how much confidence it inspires, how prosperous are all related factors engaged in it. The old theory of looking out for yourself at the expense of the other fellow no longer applies.

FIRST *in* New York Weekday and Sunday

THE WEEKDAY EDITIONS OF The New York Times are the greatest influence on the purchasing power of the New York metropolitan area on the business days of the week.

The average net paid circulation of The New York Times weekday editions for the six months ended Sept. 30, 1926 was 358,350—a gain of 7,944 over the corresponding period of the previous year.

<i>Six months ended September 30, 1926</i>	<i>358,350 copies</i>
<i>Six months ended September 30, 1925</i>	<i>350,406 copies</i>
<i>Increase</i>	<i>7,944 copies</i>

The present circulation of The New York Times weekday editions is 370,000 copies—larger than that of any other New York morning newspaper of standard size.

The New York Times advertising columns are consulted every morning by men and women purchasers in hundreds of thousands of homes of Greater New York and the surrounding suburbs.

In the ten months of this year The New York Times has published approximately 14,480,000 agate lines of advertising in weekday editions only, about 4,730,000 lines more than the second New York morning newspaper. The Times weekday editions showed a gain of 700,000 lines over the corresponding period of last year.

The quality of The New York Times circulation is not equalled by that of any other newspaper. The Times advertising censorship has established the strongest confidence of its readers.

The average net paid weekday and Sunday circulation of The Times is 391,465 copies.

The New York Times

***The advertising columns of The New York Times are as clean and free and fair as its news columns. The Times stimulates the desire for honest goods.**William Allen White, Emporia, Kansas.*

The Year Book of Industry one year's end

1927		JANUARY				1927	
SUN.	MON.	TUE.	WED.	THU.	FRI.	SAT.	
	2	3	4	5	6		
	9	10	11	12			
	16	17					
23/30							



On the Executive's Five Foot Shelf

IRON TRADE REVIEW

Cleveland

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

is kept for Reference from to the other !

*Throughout America
Iron Trade Review
is Indispensable
to Industry*

1927 DECEMBER 1927						
SUN.	MON.	TUE.	WED.	THU.	FRI.	SAT.
				1	2	3
		6	7	8	9	10
					16	17
						24
						31

January 6, 1927

Forms Close Dec. 2



However storms may interfere with travel, telephone operators are at their posts

An Unfailing Service

AMERICANS rely upon quick communication and prove it by using the telephone seventy million times every twenty-four hours. In each case some one person of a hundred million has been called for by some other person and connected with him by means of telephone wires.

So commonly used is the telephone that it has come to be taken for granted. Like the air they breathe, people do not think of it except when in rare instances they feel the lack of it.

Imagine the seventeen million American telephones dumb, and the wires dead. Many of the every-day activities would be paralyzed. Mails, telegraphs and every means of communication and transportation would be overburdened. The streets and elevators would be crowded with messengers. Newspaper men, doctors, policemen, firemen and business men would find themselves facing conditions more difficult than those of fifty years ago, before the telephone had been invented.

To prevent such a catastrophe is the daily work of three hundred thousand telephone men and women. To maintain an uninterrupted and dependable telephone service is the purpose of the Bell System, and to that purpose all its energy and resources are devoted.

AMERICAN TELEPHONE AND TELEGRAPH COMPANY
AND ASSOCIATED COMPANIES

BELL  SYSTEM

IN ITS SEMI-CENTENNIAL YEAR THE BELL SYSTEM LOOKS FORWARD TO CONTINUED PROGRESS IN TELEPHONE COMMUNICATION

If salesmen really are behind it
it's an
EINSON-FREEMAN WINDOW DISPLAY

511 E. 72d St.
Rhineclander 3960
New York City



Surveys

The largest and most experienced organization in existence for the sole purpose of making market surveys, large or small

The Business Bourse

J. GEORGE FREDRICK, PRES.
15 W. 37th St. (Wisconsin 5067) New York
In London, Business Research Services, Ltd.

Highlights of A. B. C. Convention

MORE than a thousand members, the largest attendance on record, were on hand for the opening of the annual convention of the Audit Bureau of Circulations at the Hotel LaSalle, Chicago, Oct. 21.

The newspaper division discussed at length a motion to discontinue the publication of rate cards on the auditor's report, and the motion was finally passed by a vote of 477 to 137 after some heated debate.

Another resolution which caused much discussion and which was finally passed provided for the increase in the membership of the Board of Directors from 21 to 25. This change affects directly only the newspaper and advertiser divisions which, because of their larger membership in the bureau, have been granted two more members each on the board. This brings their representation to four and eleven respectively. The other divisions continue with two directors apiece.

The newspaper division elected W. B. Bryant, *Paterson* (N. J.), *Press-Guardian* and David E. Town, *Hearst* publications, the two new directors to function together with David B. Blum, *Troy Record* (re-elected), and Walter A. Strong, *Chicago Daily News* (held over).

In the advertiser division, presided over by Fred R. Davis of the General Electric Company, Edward T. Hall, T. F. Driscoll, and Verne E. Burnett were elected for the Board of Directors, while re-elections consisted of the following: Ralph Starr Butler, O. C. Harn, J. Murray Gibbon and L. L. King.

The farm paper division re-elected to the Board of Directors Marco Morrow of the Capper Farm Press, their representative whose term had expired. B. Kirk Rankin of the *Southern Agriculturist* presided.

Walter A. Hine, president of the Frank Seaman Company, presided over the agency division meeting which was the best attended on record. Ernest R. Mitchell of the Mitchell-Faust Advertising Company was re-elected to the Board of Directors.

The business paper division discussed methods of determining renewal percentages and went on record as favoring a standardized method of obtaining such figures. Mason Britton of the McGraw-Hill Publications was re-elected a director.

The magazine division elected F. W. Stone of the *American Review of Reviews* to continue his service in conjunction with Stanley R. Latshaw of the Butterick Publishing Company, whose term does not expire.

O. C. Harn was re-elected president of the bureau, to serve with W. A. Strong, publisher of the *Chicago Daily News*, secretary; E. R. Shaw, publisher of *Power Plant Engineering*, treasurer, and Stanley Clague (re-elected), managing director.

How dumb is Dora?

THE fear of many critics of copy is that words and thoughts perfectly clear to them may not be equally clear to the mythical man in the street. "Over their heads . . . too technical . . . a good thought, but I'm afraid they won't get it." These are a few of the more common admonitions.

Occasionally such comment calls to mind a prominent author's story of his early newspaper days.

Cautioned that his writings were pitched in too lofty a tone, he was advised to address his messages to the farmers in Wisconsin.

"For years," said he, "those farmers were dangled in front of me until it became the ambition of my life to visit Wisconsin and meet some of them. When I finally did get there, I

felt myself distinctly cheated, because they were just the same as farmers in New York or commuters in New Jersey."

Clarity and simplicity are, of course, two prerequisites of good copy. But before you sell American intelligence short, consider that

—the country's educational problem is not to get the children into schools, but to find seats for those already there.

—there are more high-school graduates clamoring for entrance to most colleges than can be admitted.

—the season's best seller in the non-fiction field is "The Story of Philosophy"—scarcely a book for morons.

—the works of Charles Dickens still outsell those of any of the so-called popular authors.

—streams of thought and

fashion, like streams of water, run from higher levels downward. The hat that is worn by the Prince of Wales today will be copied by the Bond Street hatters tomorrow. But a few more days and it will be shown in shops along Fifth Avenue and Michigan Avenue. And what these shopping zones accept, Main Street gladly buys.

—and, finally, simplicity is not the result of pruning a complicated piece of copy, but is a precious quality built into your original copy conception.

* * *

The average American intelligence may be that of a fourteen-year-old child, but that child is very often a prodigy of education. Which is another way of saying that the average man is usually well above the average.

GEORGE BATTEN COMPANY, INC.

Advertising



Growth!

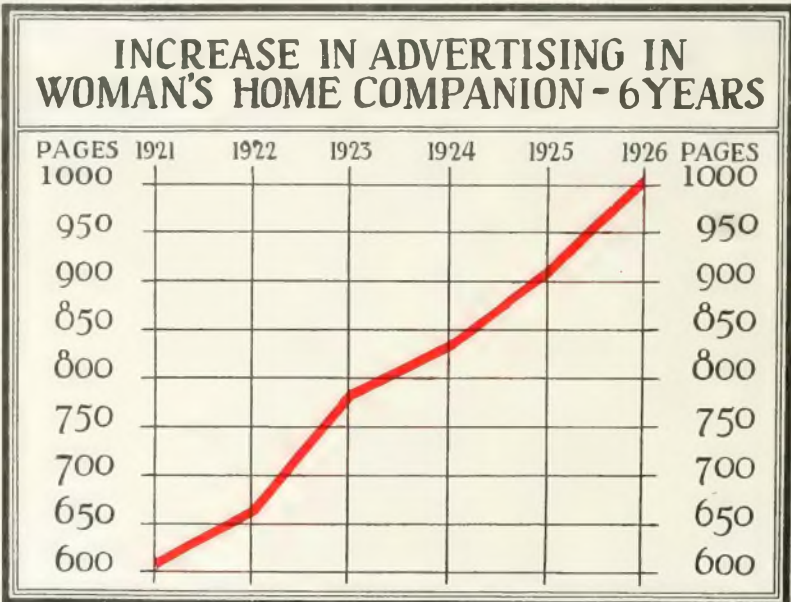
Dictates Endorsement of Companion by America's Most Successful Advertisers

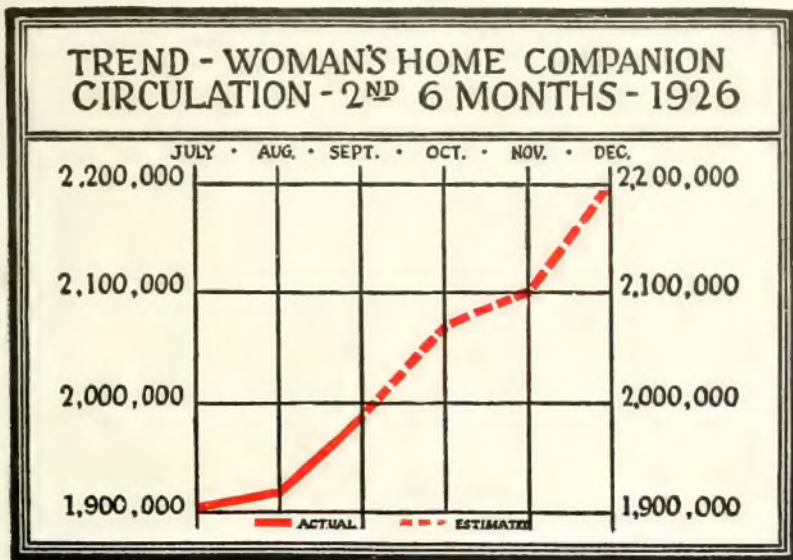
WITH an increase of more than 71 per cent in advertising volume—a gain of over 400 pages in 6 years—the unqualified endorsement of the Woman's Home Companion by advertisers is of compelling significance. And so are the basic facts and figures behind it.

12 Years' Progress

For example—the consistent increase in Woman's Home Companion circulation—from less than 900,000 in 1915 to over 1,900,000 in 1926. A gain of more than one million copies in 12 years—at the average rate of nearly 100,000 copies per year.

And again the progress of the Companion *right now*—a more impressive growth than any preceding one in its history—and which establishes the magazine today at the highest and best point in its career.





In July the Companion carried the announcement of its editorial program for the next 12 months—and its new price of ten cents. What happened? July showed a circulation increase of 81,000 over June.

And 6 Months'!

But that's only part of the story—for September shows a further gain of 85,000 copies over July—with estimates for December indicating a *net paid circulation in excess of 2,195,000 copies!*

And, as every advertiser knows, this striking growth has been largely registered during the so-called "dull season" in magazine selling.

Thus with the Companion at the very height of its recognition as the most important and distinguished publication in its field—and an editorial program the most brilliant in its history—more manufacturers than ever are taking advantage of the tremendous selling force it puts back of their merchandising operations.

WOMAN'S HOME COMPANION

The Crowell Publishing Company - New York

The OPEN FORUM

Individual Views Frankly Expressed

The Farmer in Winter

I HAVE read the article, "Selling the Farm in Winter," in your Oct. 6 issue.

The percentage of farmers who cannot get to their trading point on practically every day throughout the winter, is negligible, at least so far as farmers in the great farming section of the country, the Middle West, are concerned. Furthermore, they not only can, but do, get away from their farms in winter.

Why are all the farmers' institutes, farmers' short agricultural courses, grain shows, farmers' conventions of various kinds, nearly all held in winter, if farm people cannot get away from home? Farm people can and do attend their farmers' meetings, or any other kind of meeting, or anything else they want to attend, in winter.

Having been raised on a farm in eastern Ohio I know that even though my farm home was in the hilly section of Ohio, there was not an average of two days per year during the twenty odd years I lived there, when my own family, or any of our neighbors, could not get to town if they desired, and do so without what we considered unusual difficulty.

For more than six years in Iowa I assisted in holding farmers' institutes, which convened for two or three days in a place, or what we called farmers' short courses, which included a full week of work. The audience at these meetings was made up entirely of farm people. Attendance averaged between two and three hundred. In the six years I only recall one meeting which had to be postponed because it was not possible for people to attend. Even in this case, the thing which prevented farm people attending was the extra care which their live stock needed during a severe cold spell, rather than their inability to get to town.

There are exceedingly few days when rural mail carriers do not make their full routes through the country. All through the Middle West states a large number of traveling salesmen make their territory by automobile just as regularly in winter as they do in summer. Among my personal friends is a man who covers Iowa and Nebraska for Bird's Neponset Roofing and he makes his territory in an automobile all winter. I have another friend who covers a large portion of northwestern Iowa for the Goodrich Tire Company, and he likewise makes his territory all winter in an automobile.

A. H. SNYDER, Editor,
Successful Farming,
Des Moines, Iowa.

Here's One Who Does!

IN Mr. Bonner's article, "Why Cigarette Makers Don't Advise to Women," the statement is made that no cigarette manufacturer has ever advertised directly to women.

The author has evidently overlooked the extensive advertising of Miltiades

AT THE BRIDGE—



"Recommendations are like bridge conventions... most useful if one knows when to ignore them... I guess these hearts... But, really, I advise trying the new cigarette, with the Phoenician name, MILTIADES. They say it is made by the Master of the Egyptian process of blending Turkish tobacco... You go there again, partner? Our contract? Then I shall light another and enjoy being sleepy..."

MILTIADES EGYPTIAN CIGARETTE

On Sale at
The Tea Room

Terr. Tommes,
Fitter, Honolulu

Available at
The Tea Room

Cigarettes, much of which is directed exclusively to women without any attempt to conceal the appeal. I enclose one of the Miltiades advertisements.

JOHN D. LUCAS,
Charles W. Hoyt Co., Inc.,
New York.

Women Smokers!

REGARDING your last issue of ADVERTISING and SELLING, dated Oct. 20, I find a very interesting article, "Why Cigarette Makers Don't Advise to Women."

After reading through same, the writer, still of the "Old Fashioned School," begs to offer you a few suggestions, which you may take for what they are worth.

Tell your cigarette makers not to advertise direct to women, for the reasons as follows:

First—They will get the business without advertising, and save money.

Second—They had better tell well enough alone and not agitate the long-haired men and short-haired women

who are always trying to tell the others how to live. That there is still something new to women in stealing the masculine thunder.

The tendency of the time is for women to be masculine, and they would resent the idea of a cigarette being made especially for them. What they want is to be "one of the boys."

Also there are still enough of the old fashioned school like myself, in the glorious country of ours, to stir up mischief for the manufacturers of cigarettes if they were to advertise direct to the women. The writer does not smoke cigarettes or cigars, and is just writing this in a spirit of fair play. After reading your article I feel that the cigarette makers are going to play with fire if they begin to advertise to women, and I do not believe they would sell 1/10 of 1 per cent additional cigarettes if they did.

ABE MANHEIMER, President,
Abe Manheimer & Co., Inc.,
St. Louis, Mo.

Copy Cats!

PARAPHRASING Mr. Bryan: Is advertising to be crucified on a cross of imitation?

Or, in our own words, are advertising men to be stigmatized with the appellation of "copy cats"?

We still find advertisers who want a slogan like, "Say it with Flowers," or a trick word like "halitosis."

And we still find advertising men who are willing to prostitute their professional integrity to "give the client what he wants."

Most successful advertising campaigns are followed by a wake of imitators who try hard to deserve the same success as the original.

Here is a paradox: If an advertising idea is not a star of the first magnitude, it is not worth copying. On the other hand, if an advertising idea is a star of the first magnitude, it is a work of genius and cannot be copied—successfully!

The public is usually so impressed by the original that any imitation fades into obscurity entirely out of proportion to its individual merit.

True genius cannot be copied. If advertising men can't be original, they should learn better to camouflage their "steals." Or—go out of business.

R. D. MANSFIELD,
The Blackman Co.,
New York.

Announcing

THE APPOINTMENT OF
T. L. BRANTLY
AS ADVERTISING MANAGER

Collier's
THE NATIONAL WEEKLY

THE CROWELL PUBLISHING COMPANY
FRANK BRAUCHER, *Advertising Director*
250 PARK AVENUE NEW YORK



How Squibb Is Fighting

[CONTINUED FROM PAGE 24]

tute a test of strength with the retailers of the country, with the whole sales of the country, and with the manufacturers who have been trying as hard as they legally could to uphold retail profit protection on their goods to see whether or not they can't break down that movement.

"THIS attack seems to consist of two sections: The first apparently consists of the chain's proposal to this manufacturer [Squibb], which in effect was this:

'We want from you the best concessions, the best terms, and the best discounts that you give to anybody. We want better than anybody else gets in the retail trade, or in the chain line or anywhere else. If you don't give it to us, we will start and cut your line in every store in our chain, running from the Pacific Coast to the heart of the United States. This we will do if you decline to give us special concessions, special terms and special discounts.'

That was in substance the first section of the attack. I am not describing all chains, nor even most chains; I am speaking now only of this particular chain.

"The second section of the plan is this: This chain has a private brand of its own, because, like some other chains it not only acts as a retailer, and as a wholesaler, but it also actually acts as a manufacturer, and for several years past has had this private brand, which sells, where it sells at all, in competition with the standard brand of this manufacturer. In respect to this special brand, this chain has been approaching independent competitors, and independent retailers throughout its territory, and inducing them, or trying to induce them, to stock up on that private brand, because, as the chain in effect says to these independent retailers: 'You can be certain that we will not cut the price of that private brand and you can be certain that if you continue to sell a standard brand we are likely at any time to cut the price of that.'

"Here is a perfectly clear proposition that unless competitors will stock the chain's private brand, and push it in preference to standard brands, the chain will try to make it so unprofitable for independent competitors to sell those standard brands that they will have to stock a private brand.

"I ask what is going to happen to the whole retail and wholesale structure of distribution in the country, not only in the drug trade, but in every other industry, if this kind of double attack on the part of an aggressive price-cutting chain, against a standard article, sold as the law permits under a policy of retail profit protection, goes

A Two-fold Service that Reaches Every Local Market

Electrograph service is two-fold—mechanical and professional.

Mechanically, batteries of patented equipment turn out multiple letters and mailing pieces, each perfectly localized and individualized.

Professionally, *Electrograph* service is complete—marketing counsel, layout, copy, art . . . backed by years of practical application.

Direct Mail—to the consumer—through the dealer—for the factory.

THE ELECTROGRAPH COMPANY
Home Office: 725 West Grand Boulevard - Detroit, Michigan



In Illinois: Electrograph Advertising Service Inc., Chicago, is licensed to operate under Electrograph patents.

down inevitably under the assault? "In that situation, there is something far transcending the fate of that manufacturer, something even far transcending the dealer's fate, because if that assault proves to be successful in this instance, then aggressive price-cutting chains in every line of business have in their own hands a weapon by which they can bring down in ruins the whole structure of retail and wholesale distribution in every branch of industry in this country."

ADVERTISING & SELLING, because of the general importance of its implications, will report the final outcome of this struggle.

Installment Selling

[CONTINUED FROM PAGE 32]

sizable lumps of cash does not employ any of the benefits incident to sound extension of credit. Nor does it enjoy the advantages of an even, constant flow of cash. It is "lumpy" and uncertain.

All the present agitation about installment buying and selling means just one thing: the death-knell of that ridiculous system under which a few flimsy references and a small payment can secure possession of an expensive and too readily depreciated piece of merchandise.

It may take time and a few bad shocks to start it, but the writer anticipates a day when nearly every family will have a carefully determined installment credit rating, which will be based upon permanence of employment, stability and amount of income, size of family, general reputation, amount and manner of paying previous obligations as well as the amount of obligations currently existing.

And we must remember this, too. The installment plan, no matter how virtuous it may become, may not enjoy the unrestrained support of the banks. The banker is trained to pessimism and deals in it. He likewise is greatly interested in deposits. Therefore he is likely to discern and magnify potential evils of the plan with an imagination busy over the appetizing vision of \$6,000,000,000 more as floating deposits. But our regard for the banker's attitude toward national questions is a little colored by the many times he has skidded badly. We cannot quite forget the nationwide banking declarations that the automobile was to have ruined the country long ago, nor the bankers' apathy toward the Federal Reserve System.

At any rate, let's see if we can't make the deferred payment plan at least as good as the deferred purchase system.

Let us make sure that if the American home does not go ahead as wonderfully as we might wish, it will not be due to that lamentable stricture upon the younger element in the business world: lack of immediate capital.

"You," said the architect, "are a manufacturer and you ask me how best to tell your story in print to the members of my profession. Very well. The backbone should be advertising in the architect's own journals, selected in accordance with the number of architects they reach. The right choice here is half the battle."

On request—latest A.B.C. Auditor's Report—now enlarged and revised edition of "Selling the Architect" booklet—latest statistics on building activity—and data on the circulation and service of The Architectural Record with sample copy.

(Net Paid 6 months ending December, 1925—11,537)

The ARCHITECTURAL RECORD
119 West Fortieth Street, New York, N. Y.
Member A. B. C. Member A. B. P., Inc.

"LIGHT"

*A Magazine Portraying
Current Progress in the Art, Business
and Science of Lighting—As
Seen From Nela Park*

Read by over 24,000 lighting men, including Central Station men, jobbers, electrical and hardware dealers.

Publishes only the advertisements of lighting accessory manufacturers whose products conform to the standards set by the laboratories at Nela Park. You should have our rate card on file.

May we send you a descriptive booklet and a copy of our November issue? Address "LIGHT," Nela Park, Cleveland

EUREKA!
Baby Raft!
Radian
PROMOTES & BEYOND
**Every Child!
A Booster!**

GET the kids, old and young, boating for you. Every child loves balloons—they bring their parents to your dealer's store to get them.

National advertisers are using millions every month—resulting in their dealers for use in sales promotion campaigns of all kinds.

Write us for list of big national advertisers using "Perfect" balloons. We furnish literature and plans for promoting their sale to your dealers.

PERFECT RUBBER CO.
62 Wayne St., Mansfield, O.

The STANDARD ADVERTISING REGISTER

Gives You This Service:

1. The Standard Advertising Register listing 7,500 national advertisers.
2. The Monthly Supplements which keep it up to date.
3. The Agency Lists Names of 1500 advertising agencies, their personnel and accounts of 600 leading agencies.
4. The Geographical Index. National advertisers arranged by cities and states.
5. Special Bulletins Latest campaign news, etc.
6. Service Bureau. Other information by mail and telegraph.

Write or Phone

National Register Publishing Co. Inc.

R. W. Ferrel, Mgr.

15 Moore St. New York City
Tel. Bowling Green 7966

Program for A. B. P. Annual Meeting

Hotel Astor, New York, Nov. 9th and 10th

Tuesday Morning, Nov. 9

Joint Session with National Conference of B. P. Editors.

Chairman—MALCOLM MUIR, President.

"THE PAST AND THE FUTURE."

Malcolm Muir.

"THE MODERN TREND IN BUSINESS MANAGEMENT."

Fred W. Shibley, Vice-President Bankers Trust Co.

"THE BUSINESS PRESS AS A LEADER AND GUIDE IN MAINTAINING BUSINESS PROSPERITY."

A. W. Shaw, President A. W. Shaw Co.

Tuesday Afternoon, Nov. 9

Joint Session with National Conference of B. P. Editors.

Chairman—PAUL I. ALDRICH.

"BUILDING BUSINESS WITH THE BUSINESS PRESS."

Willard M. Smith, General Manager P. Centemer & Co.

"THE MARKETING SERVICE OF THE BUSINESS PRESS."

A. J. Brosseau, President Mack Trucks.

"LOOKING OUT FROM THE INSIDE."

E. J. Mehren, Vice-President McGraw-Hill Publishing Co.

Wednesday Morning, Nov. 10

Advertising Session

Chairman—EVERET B. TERHUNE, President *Boot and Shoe Recorder*.

"DEVELOPING AN ECONOMIC SENSE IN SALESMEN."

Willard Chevalier, Sales Manager *Engineering News-Record*.

"ANALYZING THE CLIENT'S PROBLEMS."

Karl M. Mann, President Case-Shepherd-Mann Pub. Co.

"WHAT SERVICE SHOULD THE PUBLICATION GIVE THE ADVERTISER?"

George O. Hays, Eastern Manager Penton Publishing Co.

"KEEPING PACE WITH RAPID FIRE CHANGES IN MODERN INDUSTRY."

Harry E. Taylor, Advertising Manager *Dry Goods Economist*.

Circulation Session

Chairman—F. V. COLE, Secretary Penton Publishing Co.

"THE CIRCULATION DEPARTMENT'S PLACE IN MAINTAINING PROSPERITY."

J. C. Aspley, Publisher *Sales Management*.

"GETTING COMPLETE COVERAGE."

Ralph Foss, Director of Circulation McGraw-Hill Publishing Co.

"HELPFUL AND HARMFUL TYPES OF SOLICITATION."

R. R. Rountree, Circulation Manager ADVERTISING AND SELLING.

"HOW THE CIRCULATION DEPARTMENT CAN HELP THE EDITORIAL DEPARTMENT TO HAVE A SOUNDER GRIP ON THE FIELD."

J. F. Wells, Circulation Manager *Boot and Shoe Recorder*.

"WHAT DOES THIS ALL MEAN?"

Warren C. Platt, President *National Petroleum News*.

Editorial—National Conference of Business Paper Editors

Keynote—"HOW THE EDITOR ANSWERS THE CHALLENGE OF BUSINESS PROSPERITY TO THE BUSINESS PRESS."

Responses by:

J. C. ASPLEY, Editor and Publisher *Sales Management*.

MORRIS BUCK, Editor *Railway Journal*.

C. J. STARK, Editor *Iron Trade Review*.

N. C. ROCKWOOD, Editor *Rock Products*.

A. I. FINDLEY, Editor *The Iron Age*.

CHAPIN HOSKINS, Managing Editor *Factory*.

V. E. CARROLL, Editor *Textile World*.

A. R. MACDONALD, Editorial Director *System*.

Question Box

If time does not permit, this feature will be omitted.

What are the ethics of copies material?

Do business papers take themselves too seriously?

How can we get the paper read?

How can editors be impressed with the necessity for economy in the production of the paper?

Luncheon—To visiting editors by the Editorial Conference of the New York Business Publishers Association.

Wednesday Afternoon, Nov. 10

A. B. P. Business Session for Members Only.

National Conference of Business Paper Editors.

President's Address—PAUL I. ALDRICH.

"BUSINESS, TRADE AND TECHNICAL JOURNALISM IN SCHOOLS OF JOURNALISM."

Chaplin Tyler, Assistant Editor *Chemical and Metallurgical Engineering*.

"KEEPING OUR WORKING TOOLS SHARP"

—A study in editorial personnel.

V. B. Guthrie, Editor *National Petroleum News*.

"HOW DO WE PLAN AND SCHEDULE THE PAPER?"

Kenneth Condit, Editor *The American Machinist*.

"THE LEGAL RESPONSIBILITIES OF THE EDITOR."

Kenneth M. Spence, Counsel, A. B. P., Inc.

Committee reports, general business and election.

Wednesday Night, Nov. 10

Annual Banquet at Hotel Astor.

Toastmaster—MALCOLM MUIR, President The A. B. P., Inc.

"THE RESPONSIBILITIES OF MODERN INDUSTRIES."

Gerard Swope, President General Electric Co. and National Electric Manufacturers Association.

"AIMS AND RESPONSIBILITIES OF EDUCATION IN MERCHANDISING."

Donald Kirk David, Assistant Dean Harvard School of Business Administration.

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IODENT

is reaching every dentist every month in

ORAL HYGIENE

which not only reaches *dentists* but reaches their *minds*, too.

ORAL HYGIENE

Every dentist every month

1116 Wolfendale Street, N. S.

PITTSBURGH, PA.

CHICAGO: W. B. Conant, Peoples Gas Bldg., Harrison 8448

NEW YORK: Stuart M. Stanley, 62 West 45th St., Vanderbilt 3758

ST. LOUIS: A. D. McKinney, Syndicate Trust Bldg., Olive 43

SAN FRANCISCO: Roger A. Johnstone, 155 Montgomery St., Kearny 8086



How to Write Copy for "the Fortnightly"

(An Advertisement to Publishers)

THERE is only one reason why a publisher should use the pages of Advertising and Selling—to influence those of its readers (and that's a large number) who control or influence the buying of publication advertising space.

Our subscription files will easily prove that the Fortnightly's pages can present you to that audience—and one friendly to Fortnightly advertisers.

But having presented you, the Fortnightly would whisper a word about copy. There are two ways to

find out how to write copy for the Fortnightly.

First: read the articles appearing in every issue. Note their frankness, their solidity, their freedom from unsupported claims—"applesauce!"

Second: read some of the letters we are receiving every day. They show in unmistakable terms the way in which our readers appreciate "the vigor and freshness of its articles," "its fresh and original viewpoint."

The Fortnightly's is a "live," alert, truth-seeking, tradition-defying and responsive audience.

Write copy that has fire in it!

The Greatest Single Issue



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

Annual Statistical Number

of Any Railway Magazine

SERVICE! the Annual Statistical Number of the *Railway Age* is a service that is recognized and appreciated by railway officers and railway supply companies throughout the world. It is a compilation of statistics that are secured by months of painstaking and costly effort but which when compiled in logical form make a record that is sought and used throughout the railway industry.

It is this extraordinary service that makes the Annual Statistical Number of the *Railway Age* the greatest single issue of any railway magazine. And therefore, it offers to the railway supply companies the greatest single opportunity to reach those railway officers who determine policies and approve expenditures.

Simmons-Boardman Publishing Co.

"The House of Transportation"

30 CHURCH STREET

NEW YORK, N. Y.

Chicago: 608 So. Dearborn St.

Cleveland: 6007 Euclid Ave.

Mandeville, Louisiana

San Francisco: 74 New Montgomery Street

Washington: 17th and H Streets

London: 34, Victoria Street, S. W. 1

Railway Age — January 1, 1927

Repetition

ONCE I attended a drama in which the son of the principal character is made to commit murder. The father is the first to discover his son's crime, a few minutes after its commission. With a natural paternal instinct he immediately moves to protect his son from the consequences. He decides upon the alibi that the victim shot himself.

The son is in a mental panic—his wits are widely distracted.

There is no time to lose; other people may come onto the scene at any moment.

The father forces his son into a chair and with his hands firmly holding the boy's shoulders repeats over and over again, "Paul shot himself."

At first the statement makes no impression but finally the boy gets the thought, overcomes his fright and together they set about trying to perfect his alibi. (That the alibi fails and the son pays the penalty is another story.)

'Twas a very realistic piece of acting.

I have thought of that scene many times because it so clearly reveals the mechanism of the average mind.

An outside thought, no matter how obviously beneficial it may be, will often require much repetition because the mind may already be full or it may be so diverted that it is incapable of receiving an impression at the time when the effort to impress is made.

Thus, in the sale of goods, there arises the need for some inexpensive and wholesale means of causing mental impressions.

Advertising supplies that need.

The most successful advertising is that which effects the greatest number of impressions useful to the advertiser at the least cost.

A. R. Maujer.

for
INDUSTRIAL POWER
608 So. Dearborn Street
Chicago, Ill.

Always the last paragraph of the above text may we modestly remind you that INDUSTRIAL POWER reaches 42,000 of America's best plants at a cost of \$3.58 per page per 1,000 plants reached? A really pre-war value.



tradition believes they should be done—and sees that they are.

A "Side Line"

Business—and friendship—used to bring me into frequent contact with the president of a fairly large manufacturing establishment in a certain western city.

At our monthly conferences the superintendent of the plant would occasionally take part. He was, I should say, a man of about fifty-five; a capable but by no means brilliant executive, whose salary, I fancy, was around \$6,000 a year.

One day, strolling through the factory, I noticed that a new superintendent was in charge. "Where's So-and-So?" I asked. The president smiled. "Oh, he's quit," he said. "Retired?" I asked. "No, no, not exactly," answered the president. "You see," he continued, "he put some money—a few thousand dollars—into a side line a few years ago, and it has turned out pretty well." "Yes?" said I. "Yes," said the president. "Last year his share was about \$145,000."

Good Sports. But—

In recent months I have read more than my fair share of books and essays, written by Britishers, in which they take many a merry crack at the foibles of Americans; our tendency to think and dress and act alike; our inclination to regard bigness as an evidence of excellence; our lack of knowledge of international affairs, etc.

With many of these criticisms and comments I am in full agreement. Yet I cannot rid myself of the belief that the attitude of a great many Britishers toward America and Americans is not as loftily disinterested as they would have us think.

Here is the situation: For a century and a half, Britain was the world's leader in trade, finance and in many another form of endeavor. It is not in that position today. America has passed it. And Germany threatens to do so, too. These things being true, isn't it possible that Britishers are suffering from what may be called the "first-place complex"? That is, isn't the average Britisher a little bit peeved that he is no longer cock of the walk? And these "nawsty" things he says about us—aren't they due to envy as much as to a sincere desire to have us mend our ways?

They are good sports, the Britishers—none better—but, after all, they are only human.
JAMOC.

The Young Lady from Dubuque

The high-hattedness of more than one of the contributors to New York's "sophisticated" periodicals is vastly amusing. These young persons who write so knowingly of various phases of New York's many-sided life are, I am sure, quite convinced that the funny little eating-places and out-of-the-ordinary specialty shops about which they write so enthusiastically are very much worth while. Maybe they are. Maybe they are not. But, somehow or other, the aforesaid young persons give me the impression that they know Dubuque, Iowa, much better than New York.

He Had a Steady Job

After his term of office expired, ex-President Taft, you may recall, was for a time professor of law at Yale. On his frequent visits to New York, he often took breakfast at Mendel's restaurant in the Grand Central Terminal. Usually, he was served by the same waitress, who hadn't the faintest idea who her distinguished guest was.

In 1921, Mr. Taft was made Chief Justice of the Supreme Court, and moved to Washington. A couple of years later, passing through New York, he again breakfasted at Mendel's. He was waited upon by the same young woman who had served him in years gone by. She gave him a smiling welcome. "I ain't seen you in years," she said. "Where you been?" "Oh," said Mr. Taft, "I've got a steady job now." "That's fine," was the waitress's comment.

Experience Teaches?

One of the most important of the Western railroads appointed a new president a few months ago.

The job pays, I imagine, at least \$50,000 a year, and you might think that for it, the directors would have selected an experienced railroad man. No! They offered it to a lawyer. Apparently no out-and-out railroad man was available.

Their action confirms a belief I have held for quite a number of years. It is that for the highest positions in industry, years of experience are not an asset. They are likely to be a liability.

Men who have spent their lives in subordinate positions in an industry "know" that certain things cannot be done. The man who is not wedded to

Will you allow great retailers marketing success

*How they have analyzed the market—
how they concentrate their advertising
on a 12-mile area • •*

TRULY Boston seems to be a fruitful field for national advertising. And it is. The existence in Boston of some of the greatest retail stores in the United States proves this. Their business volume, their lists of charge accounts are additional proof.

Because so many national campaigns felt disappointment with results in Boston, whereas Boston retailers experienced no such difficulty, the Globe decided to investigate the Boston market.

A seeming 30-mile trading radius— really 12 miles

And the Globe found that the chief difference in principle between most national campaigns coming into Boston, and Boston retail advertising, lay in the conception of the Boston market.

The secret lies in separating the real Boston buying population from the population that merely lives near Boston.

The Globe investigated parcel deliveries of great Boston stores. And it learned that 74% of these parcels go to homes *within 12 miles*.

The Globe obtained from a leading department store an analysis of the location of its charge accounts. It learned that 64% of these are *within 12 miles*.

Then the Globe analyzed retail outlets in all leading fields. Numerically these outlets show a majority within the 12-mile area. In actual business volume this strength is greater than it seems because these stores within the 12-mile area are the bellwether stores—biggest in volume—real leaders.

How the Globe parallels this new trading area

Within this newly-defined trading area the Sunday Globe offers the largest circulation of any newspaper in Boston, and its daily circulation is even greater than on Sunday. That is why in 1925 Boston department stores placed the daily Globe first on their list, and in the Sunday Globe used *as much space as in the three other Sunday papers combined*.

The Globe sells Boston—the Key trading area of 12 miles—1,700,000 people whose per capita wealth is nearly \$2000. It commands the liking of these people through editorial merit. It interests women through the oldest woman's page in America. It interests men through its full treatment of sports. It is politically and religiously nonpartisan.

Sell the Key trading area through the Globe

The Globe covers the 12-mile trading area more intensely than any other Boston paper. That 12-mile area is Boston's Key market. Retail sales prove it; density of population and per capita buying power prove it.

Study the map at the right. See how the Globe leads in the key market. Note the figures on distributing outlets. Then buy the Globe *first* in Boston.

TOTAL NET PAID CIRCULATION IS
279,461 Daily 326,532 Sunday

It is pretty generally true in all cities with large suburban population that, *in the metropolitan area*, when the Sunday circulation is practically the same or greater than the daily circulation, there is proof of a real seven-day reader interest with a minimum of casual readers of the commuting type.

to show you the way to in Boston?



In the Area A and B, Boston's 12-mile Trading Area, are

64% of department store charge accounts	60% of all hardware stores
74% of all department store package deliveries	57% of all dry goods stores
61% of all grocery stores	55% of all furniture stores
57% of all drug stores	46% of all automobile dealers and garages

Here the Sunday Globe delivers 34,367 more copies than the next Boston Sunday newspaper. The Globe concentrates—199,392 daily—176,479 Sunday

The Boston Globe

The Globe sells Boston

Your Salesmen

should have as good tools as these—



GEM BINDERS are built right to hold Testimonial Letters, Sales Bulletins, Photographs, Price Sheets and similar material. **GEM BINDERS** aid the Salesman in conveying that Good First Impression.

GEM BINDERS are not just covers, they are expanding loose leaf binders fitted with either our patented flexible staples, binding screw posts or paper fasteners.

They are easily operated, hold their contents neatly and compactly, fit nicely into a traveling man's brief case.

GEM BINDERS in Style "GB" are covered with heavy quality Art Fabrikoid; they can be washed, if necessary, for the removal of hand stains, without affecting the surface color or finish of the material.

May We Submit Specimens for Inspection Purposes?

THE H. R. HUNTTING CO.

Worthington Street
SPRINGFIELD, MASS.

How the Warehouse Fits Direct Distribution

[CONTINUED FROM PAGE 22]

Physical inventories are taken and reported promptly each month. Collections are made when authorized."

The warehouse, furthermore, fits into distribution where consignment selling has crept in. This old evil has emerged more and more of recent years in the competition to market capacity output for our factories. Consignment selling has always been fraught with danger. Its very basis is unsound, because the manufacturer, by a consigned stock, is seeking to move his wares upon wholesalers or dealers who either (1) have not confidence enough to stake their own money by stocking the goods, or (2) have not the capital to purchase on their own account.

In either case, the maker of goods is trying to stretch his sales beyond normal limits. Deliberately, for that purpose, he lets his goods go out in the "hope that they will be sold" before the dealer tires of storing them and ships them back to the factory.

By the consignment contract, the merchandise remains the property of the manufacturer, not that of the dealer. Title, in the law, rests with the manufacturer all of the time. But the pitfall of consignment selling lies in the further requirement of the law (in about thirty of the States) that the contract of consignment must be filed with the country clerk. Unless the contract is so recorded within a stated time of its making, the title of the manufacturer becomes invalid. The goods belonging to the manufacturer, both in fact and by agreement, may yet be sized for debts of the dealer. If he assets; the manufacturer is a general fails the goods become part of his creditor for their value.

IN three States (Mississippi, Virginia and West Virginia) there lies a further pitfall for the consignment stock. In those States it is required that the dealer who is agent for a consigned stock must display "a sign in letters easy to be read, placed conspicuously at the house where such business is transacted," and also publish a notice a certain number of times in a newspaper. These peculiar statutes are too seldom observed by out-of-State manufacturers, probably through ignorance of their existence. Yet where the manufacturer fails to observe this technical requirement his goods may be seized for debts of the dealer; at times the manufacturer has been ruled out by the court even when claiming to be a general creditor, on the ground of failure to comply with the law.

Consignment selling is unsound business. Ever so little delving into the

records of bankrupt dealers and wholesalers will give a sales manager a staggering lot of information, which will make him gun-shy of this method of pushing volume.

HERE, however, have entered warehouses for the protection of the manufacturer. "The greatest contribution of the merchandise warehouse to our commercial life," declares a manufacturer of paint, "is their doing away with consignment sales." In that remark he touched on one of the risks of all paint makers because their business has been one of large consignment practices.

Paint is not, of course, alone in facing this evil. It has crept into the selling of tires to a dangerous extent, or, in the words of one of the most prominent names in that industry:

"We tire makers declare we do not do it, but we all do. I know our company does. We have to, because it's the only way we can market the tires. But we find the dealer who stocks with consigned tires is a reluctant representative, and he seems to be the sort that makes up the Dun reports of business failures. Three-fourths of our company's commercial losses come from the consigned accounts."

But the warehouse makes it possible to escape consignments and yet secure representation by all dealers. Rather than have large "suspense accounts" for consigned goods, the manufacturer ships his goods to a warehouse, with the warehouseman under instructions to deliver to dealers on their own requisition. Such deliveries may be on a credit basis, by use of the accredited list of customers, or it may be on the C. O. D. basis for those of uncertain credit standing. In this manner the dealer is not burdened with stock beyond necessary minimum quantities, until sales are actually in prospect. He then obtains from the manufacturer's warehouse stock such sizes and quantities as he can sell.

The manufacturer, all the time, owns the goods. "Possession is eleven points of the law," and nowhere is this more true than when bankruptcy overtakes the dealer.

To demand cash-with-order or cash-on-delivery is needlessly ruthless when shipment is made from the factory to the dealer for stock. Much sales effort is sheer waste when terms of this sort must be named. The result frequently is that the dealer whose credit is tottering will overbuy from any manufacturer who is incautious enough to grant a credit rating.

Under the sales law of this country,

BRITISH ADVERTISING'S GREATEST REFERENCE WORK



100,000 QUERIES CONCERNING BRITISH ADVERTISING ANSWERED IN ONE BIG VOLUME

November 30th, 1925, was the date of publication of the first Great Reference Work covering every branch of British Advertising—the **BRITISH ADVERTISERS' ANNUAL AND CONVENTION YEAR BOOK 1925-26**.

This volume gives for the first time information and data needed by all advertising interests concerning British advertising, British markets and British Empire Trade. You can turn to its pages with your thousand and one advertising questions concerning any phase of British advertising, media and methods—and know that you will find accurate and up-to-date answers.

You will see from the brief outline of contents adjoining that this ANNUAL is really *four books in one*. It contains: a Series of Directories and complete Reference Data covering every section of British advertising—a Market Survey and Research Tables—a complete Advertising Textbook covering the latest developments in British advertising—and the Official and Full Report of the First All-British Advertising Convention held this year at Harrogate.

The 12 Directory Sections and the many pages of Market Data and Research Tables will alone be worth many times the cost of the book to those American Advertising Agents, international advertisers, newspapers and magazines, who are interested in advertising in Great Britain, in British and Colonial markets, or in securing advertising from Great Britain.

For instance, here are given the 1,100 leading newspapers, magazines and periodicals in Great Britain and the Empire—with not only their addresses and the names of their advertising managers, but with a *complete schedule of all advertising rates*, page and column sizes, publishing and closing dates, circulation, etc. Nothing so complete, comprehensive and exhaustive as this has ever before been produced in any country. In the Market Survey Section likewise there are thousands of facts, figures and statistics given in the various Tables and Analyses.

The working tools of any American advertising man who is in any way interested in British markets or in British advertising cannot be complete without this great work of reference. It answers any one of 100,000 specific advertising queries at a moment's notice; it gives to advertisers and advertising men a book of service that they can use and profit by every day of the year. Nearly 500 pages—59 separate features—more than 3,600 entries in the directory section alone, each entry containing between 5 and 25 facts—1,700 individual pieces of market data—full reports of all events and official resolutions and addresses at the Harrogate Convention—and finally, altogether 100 articles and papers, each by a recognized advertising and selling expert, giving a complete picture of British advertising methods, media and men up to the minute. A year's labor on the part of a staff of able editors—the result of more than 14,000 separate and individually prepared questionnaires—the combined efforts of a score of experts—the help of more than 3,000 advertising men in collecting the data—all these have brought together in this volume every item of information you can need.

And withal, the price of this work is a mere trifle compared with its utility value. To secure the volume by return, postpaid, ready for your immediate use, you need merely fill in the coupon alongside, attach your cheque or money order for \$4.00 and the British Advertiser's Annual and Convention Year Book 1925-26, will be in your hands by return.

CONTENTS—In Brief

Nearly 500 pages, large size, crammed with data, facts, ideas.

First—A Complete Advertising Text-Book on the Advertising Developments of the Year: Methods, Media, Men, Events. 22 chapters, 25,000 words—a complete Business Book in itself.

Second—Market Survey and Data and Research Tables—as complete a presentation as has yet been given in Great Britain of how to analyse your market, how to conduct research, how to find the facts you want, how and where to launch your campaign and push your goods—together with actual detailed facts and statistics on markets, districts, population, occupation, etc., etc.

Third—The Official, Full and Authoritative Report of the First All-British Advertising Convention at Harrogate. Another complete book in itself—60,000 words, 76 Addresses and Papers—constituting the most elaborate survey of the best and latest advertising methods, selling plans and policies, and distribution schemes, ever issued in this country, touching on every phase of publicity and selling work.

Fourth—A Complete List and Data-Reference and Series of Directories, covering every section of British Advertising: Fourteen Sections, 5,600 Separate Entries with all relevant facts about each, more than 250,000 words, embracing distinct Sections with complete Lists and Data on British Publications, Advertising Agents, Overseas Publications, Overseas Agents, Billposters, Outdoor Publicity, Bus, Van, Tram and Railway Advertising, Signs, Window Dressing, Display-Publicity, Novelty Advertising, Aerial Publicity, Containers, Commercial Art, Postal Publicity Printing, Engraving, Catalogue and Fancy Papers, etc., and a complete Section on British Advertising Clubs.

Really Four Works in One—A Hundred Thousand Facts—The All-in Advertising Compendium.

Sign this Coupon and Post it To-day—

To The Publishers of British Advertiser's Annual and Convention Year Book, 1925-26,
Bangor House, 66 & 67 Shoe Lane,
London, E. C. 4

Please send me one copy of the "BRITISH ADVERTISER'S ANNUAL AND CONVENTION YEAR BOOK 1925-26" postpaid by return. I enclose here-with \$4.00 in full payment.

Name

Address

\$ 7,500,000,000



Automotive Market—



AUTOMOBILE
TRADE JOURNAL
Chestnut and 56th Sts.
Philadelphia

100,000 COMPLETE COVERAGE

Consider the following figures in connection with automotive merchandising possibilities:

3,300,000 cars in 1926 not "factory equipped" with—front bumpers
 3,500,000 cars in 1926 not "factory equipped" with—rear bumpers
 3,150,000 cars in 1926 not "factory equipped" with—shock absorbers
 1,720,000 cars in 1926 not "factory equipped" with—rear view mirrors
 2,450,000 closed cars not "factory equipped" with—heaters
 2,900,000 cars in 1926 not "factory equipped" with—engine heat indicators
 2,450,000 cars in 1926 not "factory equipped" with—traffic signals
 3,500,000 cars in 1926 not "factory equipped" with—cigar lighters
 3,400,000 cars in 1926 not "factory equipped" with—clocks
 3,420,000 cars in 1926 not "factory equipped" with—spare tire lock
 Extremely small percentage of open models equipped with—windshield wings.

[[Chilton Class Journa

and— 100,000

Dealer Outlets



MOTOR AGE
5 So. Wabash Avenue
Chicago

100,000 TRADE COVERAGE

Megaphone your message to the multitude and a shockingly small percentage of those within ear range will know what it is all about—and will care less.

Tell the same story to an exclusive audience of dealers, garage owners and service men and you have 100 per cent interest.

Your advertising in the National Shows issues of *Automobile Trade Journal* and *Motor Age*, with combined circulation of over 100,000 copies, will reach and cover the Trade—the whole Trade—and nothing but the Trade.

Company Publications }

*Can Advertising Volume
Be Increased by More
Efficient Circulation
Data?*

and

We Take the Affirmative!

IT is a vital part of the service we render to our publisher clients to analyze for them the exact points of distribution and sale of their magazines—to keep them posted on the stand—locations where sales are forging ahead—and where they are falling off. Our clients' advertising solicitors are fortified with facts and figures of newsstand distribution that just can't take "no" for an answer. Some of our clients have recently informed us that they can sell more space by using the circulation data we supply than they ever could without it.

If you would listen to our story—we guarantee that it will at least prove interesting. Either write, telephone or call at our office and we shall be pleased to explain in detail the connection between our distributing service and the building of advertising revenue.

EASTERN

DISTRIBUTING CORPORATION

45 West 45th Street, New York

Bryant 1444

when the dealer fails the manufacturer has a lien on the goods and the right to retain possession of them or demand re-possession so long as they have not passed from his hands or his agents. A common carrier being an agent, in this sense, the manufacturer has the right to stop his goods in transit if he is able to overtake them before delivery. Too often, however, this lien is lost, because the goods have passed into the hands of the bankrupt concern. They forthwith are merged in the general assets to be administered by the trustee in bankruptcy.

How much easier to deliver through a warehouse!

IF the credit is questionable the manufacturer can solicit the business, but without making delivery of a large stock of the goods. The salesman can make plan that warehouse stocks are available within a few hours' delivery. When, moreover, demand for the goods knocks at the retailer's door, he will seldom feel aggrieved if met by a demand for cash when he applies to the warehouse for stock. For the cash payment, in this case, is not to be tied up for an indefinite time in slow-moving stock-in-trade. The goods will move to a customer the same day. The dealer, therefore, "lays his money down on the barrel," as they say in some parts of the country, with the warehouseman for the same goods that he would refuse to accept from a salesman on a C. O. D. basis.

During the years 1921-1923, this use of warehouses grew quite noticeably west of the Mississippi. Those were the years of agricultural depression with banks closing every day and credit conditions always doubtful. Distant manufacturers did not want to lose their market and yet they feared to risk large open accounts with dealers who were already woefully slow to pay because of their own frozen credits. The manufacturers simply warehoused their goods, authorized the warehouseman to deliver by invoicing and collecting from the dealer as he needed the goods. The warehouseman charged his usual fee for collecting accounts.

To the manufacturer the risk was nothing. The goods did not leave the warehouse until the dealer was prepared to make payment. So long as lodged with the warehouseman the merchandise was the property of the manufacturer under his sole control. Should the warehouse itself fall into financial difficulties the goods in store were not involved because the warehouseman at no time acquires title to the goods, but always holds them in trust as bailee.

So successful was this plan during those three years of trying times that warehouse selling has largely displaced consignment selling beyond the Mississippi.

(This is the fourth of a series of articles by Mr. Haring. The first appeared in the issue of September 8—EDITOR.)



HOTEL ST. JAMES

109-111 West 43rd St., New York City
Midway between Fifth Avenue and Broadway
An hotel of quiet dignity, having the atmosphere
and appointments of a well-appointed home.
Much favored by women traveling without escort.
3 minutes' walk to 48 theatre and all best shops.
Rates and booklet on application.
W. JOHNSON QUINN

To
Reach

Lumber Manufacturers,
Woodworking Plants,
and Building Material
Dealers use the

American Lumberman

A. B. C. Est. 1873 CHICAGO, ILL.

Jewish Daily Forward, New York

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

YOUR TRUE ROMANTIC IS THE AMERICAN

We do not always admit it, but there is probably no nation so romantic as ours. In our veins still courses the blood of the pioneers. We are still an adventuring people.

That accounts for the eager interest shown in the sixteen magazines of the All-Fiction Field. The demand for the sort of good fiction carried in these magazines is so spontaneous and sincere because it comes from the warmest of human instincts—the love of romance.

When you tell your sales story in the advertising pages of All-Fiction Field, you are appearing before an audience of whose friendly interest you may be assured at the start.

2,780,000.

Members Audit Bureau of Circulations

All-Fiction Field

Magazines of Clean Fiction

New York

Boston

Chicago

San Francisco



A New Detroit Hotel With A Definite Purpose!

Equipped in the finest and most modern manner—designed by a firm of world-famous hotel architects—directed by a man thoroughly versed in every phase of hotel management, the function of the new Savoy in Detroit will be to supply first-class hotel accommodation at moderate rates.

The Savoy has 750 rooms with baths, and is situated just six short blocks north of Grand Circus Park, on Woodward Avenue at Adelaide Street.

It was designed by Louis and Paul L. Kamper (architects of the Detroit Book-Cadillac Hotel) and has as its managing director, A. B. Riley, formerly manager of the Bancroft Hotel, Saginaw, Mich. The Savoy's rates are \$2.50, \$3.00 and \$3.50, with suites and sample rooms ranging in price from \$5.00 to \$12.00.

The cuisine of the Savoy is unsurpassed. Outstanding features of the Hotel are the Bohemian Room, the Coffee Shop and the Food Shop—the walled-in Garden Court—the International Suites (each decorated in the national style of some foreign country)—the 20-chair barber-shop and the 18-booth beauty parlor—the Emergency Hospital, with a nurse in constant attendance—the Valet and Checking service—the Florist's Shop—the Humidor—and the Gift Shop.

The Savoy opens for business on September 15.

A. B. Riley, *Managing Director*



The Agency's Position in Business Economics

[CONTINUED FROM PAGE 36]

each client's problems not only the services of experts on marketing, on copy writing and copy psychology on art (both pictorial and mechanical), and on every other detail of the multitudinous technique of advertising, but also a general experience built from constant association with other advertising and merchandising problems.

Largely through the increasing experience of the professional advertising man and the efficiency of the advertising organizations with which he has surrounded himself, the percentage of waste and failure of advertising expenditures is being steadily lowered and the *hazard of advertising steadily reduced.*

IN spite of this, one of the chief points of argument has always been that the agent under the present system is in the impossible position of "serving two masters." It is well, therefore, at this point to see just what the agent's functions are, to determine whether or not his apparently double responsibility is "impossible" either in theory or in fact.

To the *publisher*, the agent is the principal factor in the tremendous increase in the demand for his medium and in the safeguarding of his market's permanence, because he has organized and developed a business through which that medium can be turned into successful advertising.

His neutral position as the agent of all publishers has allowed him to approach the advertiser from a ground of impartiality impossible to the publisher himself. To a great extent he has earned the confidence of the advertiser in the integrity of his purpose, in spite of the fact that his financial interest seems entirely dependent upon the volume of space that he sells; and the publisher finds in that confidence, which with his more limited interests he could hardly expect for himself, an added insurance against a shrinkage of his market. The agent is of further use to the publisher, both in the book-keeping and credit sides of his business, and in its mechanical handling.

To the *advertiser*, he has been the pioneer in the development of an advertising practice that each year has grown more and more effective in making advertising pay the advertiser. He has brought advertising experience, specialized technical knowledge and high-caliber creative ability within the reach of every business, irrespective of size. He has been responsible in large measure for the standardizing of the *price of the medium of communication*, so that today every advertiser can

know practically what every other advertiser is paying. He has cut down in many ways the necessity on the part of advertisers for clerical detail, the cost of which would have been out of all proportion to the advertiser's appropriation.

In none of these functions to publisher or to advertiser do we find any conflict of interest, for in every function the agent is very apparently serving, not two masters, but the *common* interests of two masters; and the argument that this is impossible, anomalous, or iniquitous, falls in the face of the *fact* that it has worked to the advantage of both interests involved and is continuing to do so.

The interest of advertiser and of publisher may be in conflict over the question of agency recognition.

This question divides itself as follows:

First: It is to the best interest of both advertiser and publisher that the agent should operate under *some form* of franchise or control through which his qualifications to serve both interests can be measured?

Society protects itself against the quack in medicine and the shyster in law by hedging those professions with certain initial requirements of education and experience that safeguard to a large extent the public interest. No such *legal* safeguards have been placed around the vocation of the advertising man.

THE critics of the present system say that it would be perfectly safe to leave judgment as to these qualifications in the hands of the individual advertiser; but, although this might be true if applied only to a group of larger and more experienced advertisers, it obviously is dangerous if applied to the vast majority of small advertisers and to the ever-increasing number of new advertisers continually entering the field.

Certainly, since the publisher is admittedly depending upon the agent to develop and protect his market, it is to his interest that some standard of qualification be upheld, and, just as certainly, since the advertiser by his very need and dependence on specialized counsel and creative service admits his lack of knowledge of the subject, it is to his interest also that the right to offer such service be dependent upon certain prescribed qualifications.

Second: Is it to the best interests of advertiser and of publisher that this necessary control be vested with the publisher?

The critics of the present system



REAPERS and GLEANERS

When a business boasts that it is successful without advertising, it is proper to ask "Is zat so?" The facts sometimes reveal that its success is really due to advertising—competitors' advertising. Other houses have created a market so active that it absorbs some of the unadvertised brands.

Even a well-reaped field leaves something for the gleaner. But the gleaner never gets as much as the reaper. And he depends for his business on something outside himself. He is there on sufferance. The advertised brand pays fare, and occupies a cabin. The unadvertised brand is a stow-away. Sometimes it reaches the port, rumped and undignified, and not altogether honestly, and sometimes it is discovered and thrown out.

A good article will always have some sale. A good article's sale will always be helped by a competitor's advertising. But a good article with adequate advertising can always secure a larger share of sales than the same article with no other advertising than that of competitors.

CALKINS & HOLDEN, INC.

247 PARK AVENUE · NEW YORK CITY



Three Dollars-

What does it represent? Dinner at "Twin Oaks"; a ticket for a show (one); a lavender necktie, or:

A year's subscription to Advertising & Selling, the magazine of the new tempo in business. Three dollars will bring it to your desk—twenty-six times a year—replete with the mature judgments and ripe opinions of the recognized authorities in the advertising and selling world.

Spend three dollars to advantage. Clip the attached coupon now and mail it to us with your check.

ADVERTISING AND SELLING
9 East 38th Street, New York City

Canadian, \$3.50
Foreign, \$4.00

Enter my subscription for one year.

Check for \$3.00 is enclosed.

Send bill and I will remit promptly.

Name..... Position.....

Address..... Company.....

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

A. S. 113

claim that for the publisher to say who shall and who shall not serve the advertiser as an advertising counselor, is as iniquitous as it would be for the druggists of the country to control the right of the physician to practice medicine.

The facts of the case, however, would seem to indicate, since there is no conflict of interest between publisher and advertiser in either the functions or character of agency practice, since agency control is desirable to both interests, and since the advertiser himself can obviously never be in a position collectively to exercise such control, that control exercised by the publisher is the *only* possible way of having *any* control at all and can be of no practical disadvantage to the advertiser.

THE interest of advertiser and publisher may be in conflict over the *method* by which the agent receives his remuneration through a publisher's commission.

It is a common error to consider this commission solely as a remuneration to agents for services performed for the advertiser.

As a matter of fact, since it has been shown that the agent is of real service to the publisher in ways that not only do not conflict but are in perfect accord with the interest of the advertiser, the commission should be considered as a common obligation between publisher and advertiser, paid collectively rather than individually for services rendered collectively rather than individually.

Some critics of the present system suggest the total elimination of the commission and the payment of the tax for agency service by a fee arrived at individually between each advertiser and his agent.

It would seem that there are some serious drawbacks to such a solution.

Even though it did not disregard the fact that the publisher as well as the advertiser has an obligation to the agent, primarily it would create a conflicting interest between agent and advertiser by making the agency remuneration a matter of barter rather than of accepted and standardized practice.

Granting that both parties would attempt to approach the matter fairly-mindedly, it is difficult to see how any advertiser can appraise the value of an agent's service to him individually. And on the part of the agent, one thing is certain—if the *cost* of his service to the advertiser becomes a prime factor in the gaining of clients, competition will gradually force that cost down and just as gradually, but just as surely, the character of that service will deteriorate.

Such an effect would necessarily react against the interest of the publisher, and he could protect himself only by increased direct expenditure in business development, which in turn would, by adding to his costs, increase his price to the advertiser.

Eventually, it is practically certain,



GIVE HEALTH

The most valuable and least expensive holiday gift that you can make

GIVE health as a Christmas present—to yourself, to every member of your family, and everybody in your community. You can! Buy Christmas Seals.

The work done by these tiny, mighty little seals has helped to cut the tuberculosis death rate by more than half.

Seal every parcel, letter and holiday greeting with Christmas Seals. Give health—and feel the joy that comes with the giving of man's greatest gift to his fellow man—healthy happiness now and for years to come.



CHARACTER

The Indispensable Foundation

Now we maintain that newspaper advertising is something more than a degree of pressure applied to an area of paper.

We maintain that the value of a newspaper's advertising space is in direct ratio to the value of its other printed matter.

That if its reading-col-

umns are cheaply filled its reader-value and resultfulness are lowered; but if the high character of its contents is earnestly and jealously upheld its advertisers reap redoubled harvests.

That to be a great effective advertising medium means, first of all, to be a great newspaper.

And so The News builds, from deep foundations upward, a publication that shall stand the tests of strength, integrity and completeness; surpassing all others in its field in the substance of its offerings to its readers; accepting every opportunity to attain a still broader and richer usefulness.

The Dallas Morning News

Texas Old Distinguished Newspaper

the result of the withdrawal of the commission from the agent would be to increase the cost of *efficient* advertising service to the average advertiser in a far greater measure than it would decrease the cost of space to him.

If, then, the withdrawal of the commission as a proposed alternative to the present system cannot prove itself as of any real benefit to either advertiser or publisher in either decreasing the service tax on advertising as a whole or improving the character of advertising service, it certainly does not warrant serious consideration from any but those who are looking at it from the angle of individual situations rather than from that of the good of advertiser and publisher as a whole.

The greater question, apparently, is not as to the *method* by which advertiser and publisher shall pay this tax on their common interest, but as to the basis on which it shall be computed.

IS it to the common interest of both advertiser and publisher that the agent should receive remuneration in ratio to the expenditures that pass through his hands?

From the publisher's standpoint the present basis would seem to be perfectly logical. The service rendered by agent to publisher is in sales, credit and bookkeeping. He does not render this service in any exact measure to any individual publisher, but he does render it in an exact measure to all publishers collectively and to each publisher individually in exact relation to his billings from that publisher.

The agent is valuable to the individual publisher in exact ratio to the size of the market in dollars and cents that he creates for that publisher.

If the agent is worthy of a remuneration from the advertiser, it is primarily because he has lessened for him the hazard of advertising. The measure by which he has lessened this hazard is in relation to the advertiser's increased success in the profitable sale of merchandise. This success is usually accompanied by a sustained or increased expenditure for the medium of communication offered by the publisher.

The best proof and the only measure, therefore, of the value of the agent's service to the advertiser is the value of the amount of that medium which the advertiser feels justified in buying.

To the advertiser, then, as well as to the publisher, basing the agent's remuneration on a percentage of the advertiser's appropriation is logical and, as a *basic method*, should be retained.

St. Louis Club Elects

The Advertising Club of St. Louis has elected Harry T. Bussmann president. The other officers are: Fred W. Winsor, first vice-president; W. J. Johnson, second vice-president; R. M. Wright, third vice-president; H. J. Echele, secretary and Frank Fuchs, treasurer.

HOTEL EMPIRE

New York's newest and most
beautifully furnished hotel—
accommodating 1034 guests
Broadway at 63rd Street.

ROOM WITH PRIVATE TOILET
\$250

ROOM WITH PRIVATE BATH
\$350

\$124,342.25 Worth of Merchandise Sold by Letters
At a Cost of Only \$2,552.24 A copy of the letter sent you free with a 212-page copy of POSTAGE MAGAZINE for 50c.

POSTAGE is devoted to selling by Letters, Folders, Booklets, Cards, etc. If you have anything to do with selling, you can get profitable ideas from POSTAGE. Published monthly. \$2.00 a year increases your sales and reduces selling cost by Direct-Mail. Back up your salesmen and make it easier for them to get orders. There is nothing you can say about what you sell that cannot be written. POSTAGE tells how. Send this ad and 50c.

POSTAGE, 18 E. 18th St., New York, N. Y.

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

THE JOHN IGLSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

CAPACITY OUTPUT FOR TEXTILE MILLS PREDICTED BY BUTLER

Support of Coolidge, Tariff and Prosperity, He Outlines as Campaign Issues

SAYS COTTON INDUSTRY IS NOW IMPROVING

Declares Plants Shortly Will Be Running on Full Time and Finds Employment Better

WASHINGTON, Sept. 25.—The cotton textile mills of Mississippi in full time production in the next few months, according to Senator William M. Butler of that State, chairman of the National Cotton Producers Committee. The Senator made his statement in a newspaper interview in part to refute the charge made by opponents of the bill for the extension of the tariff on raw cotton.

Butler said that the cotton textile industry is now improving and that the mills are running on full time. He said that the tariff on raw cotton is necessary to protect the industry from foreign competition. He also mentioned the need for better government support and the importance of the tariff in maintaining the industry's prosperity.

Cotton Yarns—Cont'd Spot Yarn Demand Up

Manufacturers Surprised by Increase in Orders Received

PHILADELPHIA, Sept. 25.—Cotton yarn manufacturers here are surprised by the increase in orders received for spot yarn. The increase is attributed to a combination of factors, including a rise in demand for certain grades of yarn and a shift in consumer preferences.

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Nearly Demanded for History Still Feature

VIGOROUS RALLY IN TEXTILE SHARES

From One to Three Points—Rest of List Steady

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The Pendulum Swings

The delayed turn in the textile situation has come.

At last America's second largest manufacturing industry has joined the prosperity parade.

Industrial advertisers, hook on to this major up-swing!

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.

Firm Outlook Ahead of Wool Market

Recovery Will Probably Be Maintained for Several Months but May Not Go So Far, Nor So Long as Optimists Expect—Wool Still Relatively Highest of Textile Raw Materials—Caution Advised—Further Yarn Recovery Foreseen—Cloth Stability Probable—Need for Better Manufacturing Margins

AS the outlook for wool continues and the recovery of the wool market continues in history, there is something to be noted in the wool trade. While there has been some improvement of late and wool prices are showing the first tentative signs of recovery, the outlook is still uncertain. Probably the wool is that the wool market will continue for a few

Textile World Analyst

ANALYST AND EDITOR, Dr. Ernest H. Hansen, Editor, New York University, Bureau of Economic Research, which conducts research in the wool market.

Rayon Is Aided by Lower Cotton

Increased Operations in Cotton Mills Will Mean More Rayon Used This Season

Increased operations in cotton mills will mean more rayon used this season. The decrease in cotton prices has led to an increase in rayon production, as manufacturers seek to reduce costs and maintain profitability.

TEXTILES AGAIN FEATURE AUCTIONS

Mill Shares Advance from 1 1/2 to 3 Points—Utilities Firm

The normal strength in the market for textiles was again reflected in the auction. There is a general feeling of confidence among investors, and the market is showing signs of recovery.

THINKS SILK INDUSTRY HAS TURNED CORNER

Confidently, Hollinger, Head Says One Cotton Campaign

Confidently, Hollinger, Head Says One Cotton Campaign. The silk industry is showing signs of recovery, and the market is becoming more stable.

VERMONT ELECTRIC CO.

Coming
January 1927



The Year Book of the Lighting and Lamp Trades

Over 12,000 listings; 900 classifications in Directory Section—2200 Patents, issued during the past three years, in Patent Section—Condensed Catalogs of all leading manufacturers of lamps, lighting fixtures, lamp shades, lighting glassware, appliances, fixture and lamp parts, accessories, wiring devices and metal occasional furniture.

Reaches electrical and lighting fixture stores, lighting companies, department and furniture stores, lamp and gift departments, jobbers, dealers and manufacturers.

Full details on request.

Krieger Publications
215 Fourth Avenue
New York, N. Y.

Monthly Publications

LAMPS

The monthly magazine for the lamp and shade trade. Reaches lamp departments, furniture stores, gift shops, light and power companies, merchandising departments, electrical jobbers and lighting dealers. Contains special Wrought Metal Furniture Section.

LIGHTING FIXTURES AND LIGHTING

"The Trade Journal of the Lighting Industry" reaches lighting fixture studios, electrical contractors, dealers, jobbers, central stations. Contains information for retailers, jobbers, designers, lighting engineers, architects and manufacturers.

Exhibition of Artistic Lighting Equipment Association, Hollenden Hotel, Cleveland, Ohio, Jan. 31 to Feb. 5.

Freight Tariffs

[CONTINUED FROM PAGE 38]

crated according to certain standards. Hence it follows that an alert traffic manager dove-tails his work rather intimately with the engineering department when it designs material for crating, thickness of that material, method of "knock-down" packing, weight of single units, etc. One of the early economies of the Ford Motor Co. was thus oriented.

NO factory should be without a copy of the "Consolidated Freight Classification" (price fifteen cents), which covers "Official," "Southern" and "Western" groupings. In addition to classifying commodities this publication gives approved regulations for loading, bracing and buffing shipments. Only too often, the single copy of this publication is held in the traffic manager's office, with the result that other departments have no access to the help it contains. It is more than likely that they have no knowledge that a railroad tariff is anything but columns of figures. All the experience of all the railroads, thus pooled into a single publication, are lost to the very shippers for whom it was intended.

The "shipping container specifications," covering fifty-two pages of this publication, are an admirable guide to any purchasing department. They ought to be reprinted in the form of a handbook for every shipping clerk in the land. Of specifications, forty sets are given, covering every conceivable need of the shipping department for every imaginable commodity. Details are altogether too many to be listed.

Possibly the following suggestions, from the sub-heads, may lead readers to expend the small sum of fifteen cents. Copies can be obtained from F. W. Smith, 143 Liberty St., New York; E. H. Dulaney, 215 Transportation Bldg., Atlanta; R. C. Fyfe, 1830 Transportation Bldg., Chicago.

Inside Containers, Outside Containers, Thickness of Material, Cleats and Nailing, Wire-bound Boxes, Tests for Completed Packages, Marking, Re-using Containers, Cushion Supports, Veneer, Flattening Tests, Physical Tests, Hydrostatic Tests, Crushing Tests, Pressure Tests, Explosive Tests, Rupture Tests, Fiberboard, Pulplboard and Strawboard.

Another ten pages show how to load cars properly, five of them being diagrams of freight-car interiors properly laden. One's admiration is aroused by the simplicity of rightly tiering goods in a car, as well as the thoroughness with which the matter is presented. After once looking over these ten pages, no business executive will permit careless loading of his freight. The effect is the same, whether the commodity be eggs in cases or a thing so unbreakable as pig iron.

These pages make clear the sensible

Sweater News
and
Knitted Outerwear
May 1926

The Underwear & Hosiery Review
Vol. 6, No. 1
May, 1926

Tie-up

Your Consumer Campaign
with Trade Publicity

for Sample Copies address:
KNIT GOODS PUBLISHING CORP.
93 Worth Street New York City

BAKERS' HELPER A.B.P. and A.B.C.
Published Twice-a-month
CHICAGO

Bakers' Helper has been of practical service to bakery owners for nearly 40 years. Over 75% of its readers renew their subscriptions by mail.

New York Office 431 S. DEARBORN ST.,
17 E. 42nd St. CHICAGO, ILL.

PROVE IT! SHOW THE LETTER

If your salesman could show skeptical prospects the testimonial letters and orders received from satisfied customers, it would remove doubt and get the order. Don't leave testimonial letters lying idle in your files—give them to your men and increase your sales thru their use.

Write for samples and prices

AJAX PHOTO PRINT CO., 31 W. Adams Street, Chicago

Bakers Weekly A.B.C. - A.B.P.
New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.

Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

TESTIMONIALS

Speaking of testimonials, here's one we appreciate: "I don't see how you do it. Our photostats are back almost before we realize the letters have been turned over to you. Real service."

Let us prove that for you. You want photostats when you want 'em. We get them to you.

Commerce Photo-Print Corporation
80 Maiden Lane New York City

SELLING AID

Send 10c for proofs 500 cuts and plans for making your ads pay better.

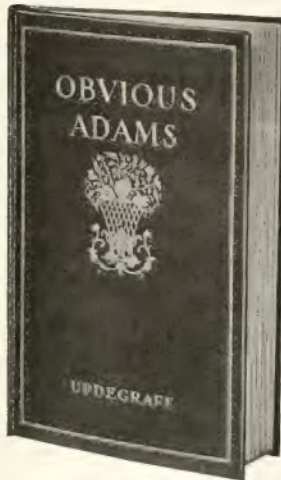
SELLING AID
616 N. Michigan Ave., Chicago

AJD The Only Denne in Canadian Advertising

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

A.J. DENNE & Company Ltd.
Reford Bldg. TORONTO.

When E. M. Statler Read "Obvious Adams"



—He immediately ordered copies sent to the Managers of all his Hotels

LIKE many another high-calibre business man he recognized in the story of **Obvious Adams**, the sound philosophy that makes for business success, whether the business be writing advertisements, managing a department or running a great metropolitan hotel.

An "obvious" man himself Statler wanted his managers and their assistants to see clearly just what it is that keeps a business on the ground and makes profits. So he sent each of them a copy of this little book, written several years ago by Robert R. Updegraff as a story for the Saturday Evening Post, because he saw that it would crystallize one of the biggest and most important of business principles and make it graphic and unforgettable—give it to them as a working tool.

For this same reason advertising agencies, newspaper publishers, bankers and business men in many other lines are purchasing **Obvious Adams** in quantities at the new wholesale prices to distribute broadly through their organizations, to executives, department heads, salesmen, and office workers.

Have **your** people read it? Wouldn't it be a good business investment?

Quantity Price List

500 copies or more,	40c per copy
100 copies or more,	44c per copy
50 copies or more,	46c per copy
25 copies or more,	48c per copy
10 copies or more,	50c per copy
Single copies, 55c postpaid	

KELLOGG PUBLISHING COMPANY
30 Lyman St. Springfield, Mass.

A Lusty Baby

The new combination of the Fort Worth Star Telegram and Fort Worth Record grows by leaps and bounds.

APRIL 1, 1926

115,000 Daily; 120,000 Sunday

SUNDAY, OCTOBER 3, 1926

129,407

WEDNESDAY, OCTOBER 6, 1926

132,422

AND THE SAME RATE PREVAILS

Another proof of

DOMINANCE

in the Great West Texas Trade Territory

Greater than any three other papers combined in this territory.

The market and the medium for YOUR proposition.

FORT WORTH STAR TELEGRAM
(EVENING)

Fort Worth Record-Telegram
(MORNING)

FORT WORTH STAR TELEGRAM
and Fort Worth Record
(SUNDAY)

AMON C. CARTER
Pres. and Publisher

Charter Member
Audit Bureau of Circulation

A. L. SHUMAN,
Vice-President and Adv. Dir.

and reasonable manner of placing cases and barrels or any container in cars; how best to arrange the rows and stacks and layers; how to "step joint" or "straight joint"; how to fill up excess spaces; how to prevent the shifting of contents by "buffing" or using center frames and struts. It is shown how simple a matter intelligent loading makes of the task; arranging a load so that it is tight and is a solid unit which will not shift; so that it makes no confusion in the middle of the car; so that it shall be solid at the doorway and cannot be tampered with without tell-tale evidence.

ONE finds, rather unexpectedly except for those in the particular industries, complete regulations for the transportation of explosives. In this respect, this tariff has become the Bible for those industries. Seldom do others read those pages. If, however, you want an hour's reading in the other fellow's business that will forever add interest to passing freight cars with their "explosives label," look over those eighteen pages of directions and diagrams. For pure information about a little-known subject, they are hard to better.

Publications of the principal railroads are almost encyclopedic in extent. As another example, may be named a certain road's "East-Bound Rate Bases and Billing Instructions," a bound volume of 480 pages, plus about 100 pages of effective supplements. Not only does this give full information of every conceivable nature as relates to each station on its own rails, but similar facts in exhaustive manner for scores of eastern connecting railroads, coastwise and river service, inconspicuous and almost unknown small railroads of the Atlantic States from Maine to Georgia, trolley lines that handle freight, interior New England points, etc. For each of these is given: needed instructions for routing, rates and allowances, restrictions and prohibitions, storage and warehouse facilities, firms owning private sidings, road clearances and bridge strength, rules governing floatage and lighterage and wharfage for each port, grain and hay and flour regulations for the port cities, with full-page maps of the principal cities to show transportation lines and their terminals.

Similar publications are available for west-bound shipments, from which may be gleaned like information for Mid-West and Western, as well as Pacific States and cities.

Cartage tariffs give regulations and charges for trucking and terminal deliveries in all cities. For the ports, full detail is given for handling goods between vessel and railroad. Lighterage and "free" switching have their appropriate tariffs.

The railroad tariffs for the port cities are likely to be the most accurate for lists of shipping lines and piers. By promptly amalgamating the supplements with the original tariff, the in-

WHAT'S cheap is dear and by the same token what's dear is cheap. Diamant Typography is neither cheap nor dear

—it costs no more!

Write for booklet

E. M.
Diamant
Typographic Service
195 Lex. Ave. CALedonia 6741



House Organs

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

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

Ten Million Telephones!

THESE are in the United States 9,809,063 homes with telephones. These are the wide-awake, progressive families of the country. They have broken down the barrier of their own four walls by installing a telephone—for quick communication with their neighbors, with the doctor, with the grocer and with all of the many outside points of contact made possible by the telephone.

The Literary Digest *has among its regular readers a larger group of telephone subscribers than any other magazine.* A test recently conducted among telephone subscribers in every state shows The Digest in first place as an Indispensable and Necessary publication.

No magazine can, however, reach all of the telephone subscribers, because no magazine has a sufficiently large circulation.

The 50 largest and most successful magazine advertisers insert their advertisements in 17 magazines and buy an average of 16,000,000 circulation.

Not all of this 16,000,000 circulation is among telephone subscribers, but you may be sure that the largest and most responsive part of it is.

The Digest, with a circulation of 1,400,000 copies, emphasizes its claim to advertising power among telephone homes because the million it does reach are the best million.

They are the best million because, by the very act of demanding the weekly visits of The Literary Digest, they disclose the fact that they belong to that great cross-section of our population—the mentally keen, thinking citizens whose judgments are respected and whose opinions are sought.

When the kind of people who read The Digest have come to think favorably of a food, a radio, an automobile, a railroad, or any other product or service, that product or service is established in *the most responsive and progressive market in the United States—the telephone market.*

The Literary Digest

Advertising Offices: NEW YORK · BOSTON · DETROIT · CLEVELAND · CHICAGO



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge \$1.80. Forms close Saturday noon before date of issue.

Position Wanted

WOMAN WRITER Seeks position on publication specializing on subjects of interest to women; has edited woman's page for prominent metropolitan newspaper has served as feature writer for newspapers and magazines has been fashion editor for well known fashion magazine. (Whole or part time.) Box No. 413, Advertising and Selling, 9 E. 38th St., New York City.

Willing worker with grit and originality, wants position with advertising agency or advertising, production or sales department of mercantile concern. American, 29, college and advance courses on Advertising. Six years' experience in letter writing and selling (not space). Am the kind that would rather do work in which I am interested than to be continually starting. Will stick with right concern. Low starting salary. Address Box No. 423, Advertising and Selling, 9 East 38th St., New York City.

COPY WRITER AVAILABLE

Fifteen years advertising experience. (Nine years with an agency—six years in advertising departments of large industrial companies)—including five years copy writing for a variety of products. Age 17. Address Box No. 429, Advertising and Selling, 9 East 38th St., New York City.

A TRADE PAPER SALES EXECUTIVE AVAILABLE

A managing sales executive of an established and highly successful group of Trade Papers is available January 1st. This man has been a successful advertising manager, sales manager and advertising agent—for the last four years he has built up an enviable reputation as a salesman of Business Paper Space. Broad gauged, enthusiastic, experienced, he is looking for a big job, bigger than he has now. Address Box No. 428, Advertising and Selling, 9 East 38th St., New York City.

Help Wanted

ORGANIZATION EXPERIENCE ABILITY

We will negotiate exclusive representation locally or nationally for small specialties of merit for quantity distribution. Articles possessing features for GOOD WILL, and advertising purposes of which we are largest unit distributors particularly desired. LITCHFIELD CORP., 25 Church St., New York City.

Business Opportunities

New Bulletin of Publishing Properties for Sale just out. Send for your copy. Harris-Dibble Company, 345 Madison Avenue, New York City.

Representatives

SOME MAGAZINE PUBLISHER NEEDS OUR SERVICE

Systematic and intensive work combined with a large acquaintance among advertisers and agencies is required to secure business for the best magazines. We are prepared to do such work for a good growing publication. Address Box No. 419, Advertising and Selling, 9 East 38th St., New York City.

Publishers' representatives in eastern industrial centers wanted for California industrial weekly. Box No. 426, Advertising and Selling, 9 East 38th St., New York City.

Multigraphing

Quality and Quantity Multigraphing, Addressing, Filling In, Folding Etc.

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

Miscellaneous

BOUND VOLUMES

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land manufacturer will here have at hand the most reliable steamship data that anyone can have except those living in the individual port cities.

There is, too, the whole matter of storing freight in transit. Wheat, in its progress from Montana to New York, may be stopped over at interior cities for milling or grading or for more storing, not to exceed twelve months, with protection of the through freight rate from source to final destination. Cotton, similarly, enjoys the same privilege from plantation to mill; wool may be scoured, steel fabricated, lumber manufactured, wire redrawn or galvanized, sheet steel converted into garages of the knock-down type, all the grains converted into almost anything that will go as a grain product, peanuts made into cake or meal, refined sugar purified, ore sampled, lumber creosoted, tobacco graded, fruit stored, salmon recanned, flaxseed ground into linseed oil, onions and potatoes graded—the variety is seemingly endless. All may be graded, bought and sold, stored or fabricated during that year's "arrested transportation," and when the owner wishes to ship forward he may either ship the article itself or the new products manufactured from it.

Lake-and-water routes permit similar storing in transit for even a wider range of goods at the points where rail and water meet, in order to permit full use of the water routes during the months of navigation.

For this whole subject, with details of absorbing interest even to the casual reader, turn to the railroad tariffs.

One who has to do with railroad tariffs quickly understands why they are so little read. Their appearance is uninteresting, even forbidding. Perhaps the more fundamental reason is that they are hard to read. One must master the "how."

IN one respect the tariff is like the text of a law. It contains a bewildering succession of synonymous expressions, with an equally confusing number of provisos and exceptions. The intention is to cover every possibility, inclusively as well as exclusively. Probably, it would otherwise be impossible to issue them at all. There are, after all this, repeated parentheses. The reader encounters parentheses within parentheses or brackets within parentheses.

The simplest method is to read with a pencil; not sharp, but with a blunt point. If the reader will, on first perusal, blur out of the printed lines all parentheses, all "Exceptions" and all "Notes" which do not apply to his purpose, he will ever thereafter find that tariff easy and simple to read.

The formidable character of tariffs may also be easily overcome.

The first pages, as they are issued, are devoted to a hieroglyphic system of numbers and symbols, explanation and reference marks, an imposing list of abbreviations for filing reference before the Interstate Commerce Commis-

"GIBBONS knows CANADA"

TORONTO MONTREAL WINNIPEG

L. J. Gibbons Limited, Advertising Agents

The 8 Booth Newspapers in Michigan's Market—Offer Concentrated Circulation

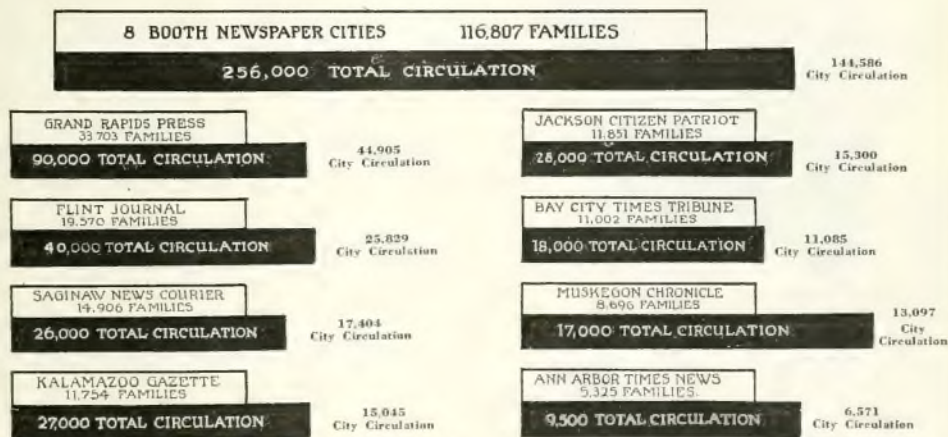
THE eight Booth Newspapers of Michigan are all evening papers and every one offers a highly concentrated coverage. The charts on this page show a comparison of the city circulations of these newspapers as compared with the number of families in each city. These Booth Newspapers carry no waste circulation. They cover their shop-

ping radius in a most complete way, distributing practically their entire circulation within this territory.

The eight Booth Newspapers in Michigan are read daily by more than a million people.

The eight Booth Newspapers have actually more paid circulation in each city than there are families, as shown on the chart below.


Michigan is dynamic in industry and offers in comparison with population the best market in the United States



THE BOOTH PUBLISHING CO.

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

J. E. LUTZ, Western Representative
Tower Building, Chicago



NOTICE the manufacturers in your town who are turning to gas for fuel. When you realize that one industrial consumer uses more gas than hundreds of domestic customers, you can see what a tremendous growth the gas industry is undergoing with the active development with this type of business. Of course the demand for all types of equipment and supplies is growing correspondingly.

Let us tell you of the application of your product in the gas industry. No cost or obligation to you.



Gas Age-Record

9 East 38th Street
New York

A. B. C.

A. B. P.

We also publish Brown's Directory of American Gas Companies and the Gas Engineering and Appliance Catalogue.

sion and the State Commission, followed by an equally unintelligible (or meaningless) list of individual railroads which participate in the tariff, each with its hieroglyphic tariff reference number and previous tariff cancellation notation, all followed by several pages of closely set text to give the full legal name of the participating carriers, each with its power-of-attorney reference, expressed in a meaningless column headed:

I. C. C.
FX 1, No. —
(Except as Noted.)

These, and other foot-notes and parentheses in large number, serve their purpose—for those who require them. The ordinary reader does not. He may, without effort at comprehension, turn beyond them to the heart of the tariff, discarding, as it were, all the husks for the lesser kernel for which he seeks.

Take the tariffs for storage and demurrage. Although this is a printed book of sixteen pages, 11 x 13 in., it may be grasped at a single reading. That reading need not be a lengthy one.

Of the sixteen pages, two are blank. Another nine are devoted to hieroglyphics, symbols, authorities and the like. Only four pages remain for the rules. These four, in fact, boil down to about two pages, net, to be read.

Direct Mail Advertising Association Holds Election

At the ninth annual convention of the Direct Mail Advertising Association, held in Detroit, Oct. 20-22, the following officers were elected: Charles R. Wiers, Boston, president; Percy G. Cherry, Might Directories, Ltd., Toronto, vice-president, and Edward A. Collins, National Surety Company, New York, vice-president. Three new members were elected to the board of governors. They are: W. R. Ewald, Campbell-Ewald Co., Detroit; Tim Thrift, American Sales Book Co., Elmira, N. Y., and George W. Ward, D. L. Ward Paper Company, Philadelphia.

The following trophies were awarded for the most noteworthy achievements in the various fields of direct by mail advertising during the past year:

A cup, donated by the Mail Bag Publishing Co., to the Langley Cleaning & Dyeing Co. of Toronto; a plaque, donated by the Cleveland Folding Machine Co., to the Sunstrand Adding Machine Co., Rockford, Ill.; a cup, donated by the American Multigraph Sales Co., to the Campbell-Ewald Co.; a cup, donated by the publishers of *Printed Salesmanship*, was awarded to Miss Alice Roche. Louis F. Paret Agency, Camden, N. J.

The J. L. Hudson Company trophy was awarded to Abraham & Straus, Brooklyn, N. Y.

A bronze cup, donated by *The Masonic News*, Detroit, was awarded to the Addressograph Company, Chicago.

Gas Age-Record

"The Spokesman of the Gas Industry"



Don't blame *the Gun*

Hunting elephants with a shotgun loaded with bird shot would be an amusing but futile performance. Even a good marksman must use the weapon and the ammunition best adapted to the game.

When you go gunning for business through advertising, the same principle should apply. If you are after the tremendous buying power of Industry, use the industrial papers; if you want the interest and cooperation of the retail trade, use the publications that the merchants rely upon for counsel and information; if it is professional men you want to influence, put your ammunition in the technical papers—the papers that one engineer said have been "a thirty year post graduate course for him."

These are the elephant guns that, in the hands of good advertising marksmen, are producing real business at minimum cost.

In all the chief fields of trade and industry you will find A.B.P. publications that enjoy the dominant positions. The advertising sections of these papers are the market places of their fields, and because of the high editorial standards, you will have the advantage of the largest degree of reader interest and respect.

We have several booklets that may assist you in the effective use of business papers—tell us what you want—perhaps we have the answer. No obligation, of course.

THE ASSOCIATED BUSINESS PAPERS, Inc.
Executive Offices: 220 West 42nd St., New York, N. Y.



A. B. P.

An association of none but qualified publications reaching the principal fields of trade and industry

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A Bond House Breaks a Tradition

[CONTINUED FROM PAGE 34]

company's in particular. He charted the entire campaign into five sections: (1) Attention; (2) Interest; (3) Conviction; (4) Desire; (5) Action. The first four demonstrated how the advertising aided the salesman, outlined the benefits, and gave specific examples.

THE fifth section—Action or the Closing, the most vital of all five—was reserved exclusively for the salesman. In short, the advertising secured the prospect, held his interest, urged him to buy, convinced him that he should buy, *but* only the salesman could make the actual sale.

Any salesmen which the salesman may previously have had that advertising would take away his job were cleared by these charts. After reading them the salesman lost his prejudices and realized that advertising was making his way easier, and actually providing him with five prospects where before there was only one. No longer was it necessary to do the laborious missionary work of interesting possible customers. Advertising did that for him. His job was to sell, to close—the most important of all tasks.

Further, the Seven Basics Merchandising Plan caught the interest of the salesman and encouraged his support because it raised him above the class of the order-taker, the ordinary bond-peddler. The plan made each and every bond salesman a bond account executive, a position similar to that of an account executive in an advertising agency. Through it, the salesman had at his command the immediate services of:

1. The head of the buying department, who could give him the latest advice on the best purchases.

2. The head of the trading department, who would furnish him the best current bond prices.

3. The head statistician, who knows the bond trends.

In fact, the entire organization co-operated in enabling the salesman to maintain his rôle of an expert, confidential adviser to his customer—an authority to be trusted and consulted, and one always available for service. This cooperation of the other departments gave the salesman more time for selling, because he was able to continue on the job during the period that he would be otherwise engaged looking up desired information for his customers.

Not only has this A. B. Leach & Co., Inc., advertising and merchandising plan aided in marking a new era in financial advertising circles, but it has rendered a further service to the advertising field as a whole. It clearly proves the soundness of selling the advertising to the salesman before selling it to the public.

*An actual incident at the
Cantine paper coating plant*

The two & & dinner pails

*"One's for pop and the other's for
grandpop—they both work here."*

THAT old trade custom of the son following in the steps of the father had a marked influence on the quality of things produced in days gone by. Despite the hurly-burly pace of modern production, it still persists in some few localities such as Saugerties, N. Y., the home of The Martin Cantine Company of paper coaters.

Like the working of fine silver and the making of oriental rugs, the coating of paper will always depend for perfection on the experience of craftsmen who see in their work ample incentive for making it a life calling.

Every one of the foremen in the Cantine plant has been with the company at least twenty years and many of them well over thirty. The present superintendent has three sons and a grandson working under him. Such records of long service and experience are typical, rather than exceptional, and account in part for the noted printing qualities of Cantine papers.



The actual test of printing tells the story of Cantine specialization—since 1888—more eloquently than words could ever tell it.

The added impressiveness of expensive art work and engravings printed on a Cantine quality paper has a vital effect on the sales value of your completed job.

For sharply detailed color and halftone work specify—Ashokan. For the richness of soft-focus reproduction on a dull coated stock—Velvetone. For an extraordinary printing and folding job—Canfold.

A handsome steel-engraved certificate is awarded each quarter to the producers of the most meritorious job of printing on a Cantine paper. Write for details, book of sample Cantine papers and name of nearest distributor. The Martin Cantine Company, Dept. 366, Saugerties, N. Y.

Cantine's

COATED PAPERS

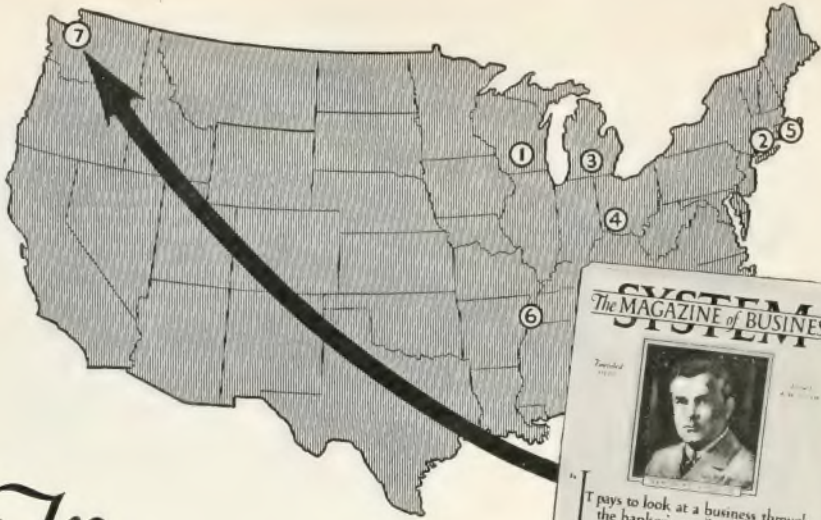
CANFOLD
SUPERFINE FINISHING
AND PRINTING QUALITY

ASHOKAN
NO. 1 ENAMEL BOOK

ESOPUS
NO. 2 BUCKLEUP
NO. 3 FRAMER BOOK

VELVETONE
SEMI-DULL—Easy to Print

LITHO C.I.S.
COATED ONE SIDE



In SEATTLE

—business executives direct 55,000 workers in 1500 factories, representing almost one-third of the entire industrial activities of a state which leads the world in the manufacture of shingles, packs 288,000,000 cans of salmon a year, and saws 6,239,000,000 board feet of lumber annually. They control the production of \$340,000,000 worth of goods annually—*an increase of 980% in 15 years.*

And here 80.1% of the circulation of **THE MAGAZINE of BUSINESS** is among the three groups of men who buy for Seattle business and industries.

PROPRIETARY		Advertising and Sales Managers	50
Owners	170	Professional Men	24
Partners	71	Comptrollers, Auditors and Accountancy Executives	22
CORPORATE OFFICIALS		Office Managers	22
Presidents	239	Financial Executives	20
Vice-Presidents	57	Purchasing Agents	16
Treasurers	62	Credit Managers	13
Secretaries of Corporations	47	Traffic Managers	8
Bank Cashiers	10	Sub-total (80.1%)	1119
OPERATIVE EXECUTIVES		OPERATING AND MISCELLANEOUS	
General Managers and Assistant General Managers	181	Salesmen	190
Superintendents and General Foreman	107	Office Employees	68
		Miscellaneous	20
		Total (100%)	1397

Wherever business is transacted **THE MAGAZINE of BUSINESS** has a definite place on the desks of the executives who control policies and purchases.

CHICAGO **The MAGAZINE of BUSINESS** NEW YORK

This is the seventh of a series of analyses of circulation in typical cities. If you missed the first six analyses, write for copies today!

The NEWS DIGEST

A complete digest of the news of advertising and selling is here compiled for quick and convenient reference. The Editor will be glad to receive items of news for inclusion in this department. Address ADVERTISING AND SELLING, Number Nine East Thirty-eight Street, New York City

CHANGES IN PERSONNEL

Name	Former Company and Position	Now Associated With	Position
W. A. Jensen	Wendell P. Colton Co., New York <i>Media</i>	Evans, Kip & Hackett, Inc., New York	Space Buyer
B. Hagen	G. Washington Coffee Refining Co., New York, <i>Ass't Sales Mgr.</i>	Same Company	Sales Mgr.
Joseph H. Williams	Lord & Thomas and Logan, Chicago	The Glen Buck Co., Chicago	Chairman of the Board
James B. Graham	Lycoming Motors Corp., Williamsport, Pa. <i>Pres.</i>	Same Company	Vice-Pres.
John H. McCormick	Lycoming Motors Corp., Williamsport, Pa. <i>Gen. Mgr.</i>	Same Company	Pres.
Horace L. Hudson	The Pennzoil Co., Oil City, Pa. <i>Adv. Mgr.</i>	Barron G. Collier Co., Inc., Cincinnati	Acc't Executive
O. W. Bennett	The Pennzoil Co., Oil City, Pa. <i>Branch Sales Mgr.</i>	Same Company	Adv. Mgr.
P. R. Moore	Klearflax Linen Looms, Inc., Duluth, Minn. <i>Prod. Mgr.</i>	Same Company	Gen. Mgr.
Wesley W. Winans	E. Sterling Adv. Co., Toronto	Guaranty Trust Co., Detroit, Mich.	Dir. of Adv.
Aubrey B. De Lacy	"Popular Radio," New York	The Experimenter Pub. Co., New York	Adv. Rep. for "Radio News"
C. W. Gaskell	The Intertype Corp., New York <i>Vice-Pres. in Charge of Prod.</i>	Resigned	
Arthur H. Deute	The Borden Sales Co., New York <i>Gen. Sales Mgr.</i>	Resigned	
Clark C. Stockford	C. C. Stockford Co., Toledo, Ohio, <i>Owner</i>	Lucile Buhl, Inc., New York	Sales Mgr.
O. R. French	Emerson B. Knight, Inc., Indianapolis	The Sando Adv. Co., Indianapolis	Acc't Executive
L. C. MacGlashan	Zenith-Detroit Corp., Detroit <i>Adv. Mgr.</i>	Copeland Sales Co., Detroit	Ass't Mgr. of Adv. & Sales Pro.
S. Carter	Continental Adv. Co., Denver, Colo. <i>Owner</i>	Rice-Stix, St. Louis	Adv. Mgr.
E. N. Beisheim	The Bock Bearing Co., Toledo, Ohio	The Timken Roller Bearing Service & Sales Co., Canton, Ohio	Ass't to Gen. Mgr.
R. H. Croos	The Timken Roller Bearing Service & Sales Co., Canton, Ohio, <i>Seattle Branch Mgr.</i>	Same Company	Ass't to District Sales Mgr.
Norman P. Grant	Holford Bottomley Adv. Service, Ltd., London, Eng.	The S. M. Masse Co., Cleveland, Ohio	Copy
Ray Winger	The American Multigraph & Sales Co., Cleveland, Ohio, <i>Ass't Sales Mgr.</i>	Same Company	Adv. Mgr.
Perry T. Blaine	The Perfection Stove Co., Cleveland, Ohio <i>Sales Pro. Mgr.</i>	The American Multigraph & Sales Co., Cleveland	Sales Pro. Mgr.
Paul W. Sampson	The American Multigraph & Sales Co., Cleveland, Ohio, <i>Editor of Publications</i>	Same Company	Ass't to Adv. Mgr.
C. S. DeFord	Grand Rapids Show Case Co., Chicago <i>Western Sales Mgr.</i>	The Lamson Co., Inc., Syracuse, N. Y.	Sales Mgr. of Store Div.
John McKnight	"Times," Seattle, Wash.	"Miner-Echo," Cle. Elum, Wash.	Adv. Mgr.
J. R. MacMillan	Chas. F. W. Nirols Co., Inc., Chicago	Ronaldis Adv. Agency, Montreal	Acc't Executive
E. C. Harrington	George Batten Co., New York, <i>Adv. Rep.</i>	The Grey Adv. Service, Inc., New York	Acc't Executive
Paul M. Walker	"Chronicle," Dallas, Texas	"Oregonian," Portland	Adv. Staff
J. W. Read	Kling-Gibson Co., Chicago	Collins-Kirk, Inc., Chicago	Acc't Executive
A. J. Stahmer	Western Engraving Co., Seattle, Wash.	Clent W. Lee Co., Seattle	Art. Dir.
Harry A. Johnston	Conde Nast Publications, New York	The Sacks Co., Inc., New York	Vice-Pres.
James Stack	"The American Weekly Magazine," New York	"The American Legion Monthly," New York	Eastern Staff
Thomas T. Richards	Wagner Electric Corp., St. Louis <i>Vice-Pres. & Sales Mgr.</i>	Arthur B. Shepard Corp., New York	Sales Mgr.
Neal D. Ivy	N. W. Ayer & Son, Philadelphia <i>Mgr., Phila. Terriory</i>	Eastman, Scott & Co., Atlanta, Ga.	Vice-Pres.
J. R. Busk	Pantasote Co., New York, <i>Adv. Mgr.</i>	Frank Seaman, Inc., New York	Acc't Executive

Make easy your entrance
into Small Town Homes by
associating your products
with the helpful service
material of this Editorial
Staff—



Katharine Clayberger, Editor

Mary B. Charlton, Managing Editor

Marion M. Mayer, Service Editor

Josephine Nelson, Art Editor

Frederic W. Howe, Director of the School of Household Science & Arts of Pratt Institute

Emma F. Holloway, Supervisor of Institutional Courses, School of Household Science & Arts of Pratt Institute

Elizabeth C. Condit, Supervisor of Home Making Courses, School of Household Science & Arts of Pratt Institute

Marjorie Kinney, Supervisor of Clothing Courses, School of Household Science & Arts of Pratt Institute

Eve Kittleson—in charge of the Fashion and Dressmaking Dept. of the Home-Makers' Bureau of People's Home Journal

Helen Hathaway—in charge of the Etiquette Dept. of the Home-Makers' Bureau of People's Home Journal

Marianna Wheeler—in charge of the Baby Service of the Home-Makers' Bureau of People's Home Journal

Katharine Lee—in charge of the Beauty Service of the Home-Makers' Bureau of People's Home Journal

Roger B. Whitman—in charge of "Old Homes Made New" Dept. of the Home-Makers' Bureau of People's Home Journal

Dorothy Haldane—in charge of the Needlework Dept. of the Home-Makers' Bureau of People's Home Journal

Thornton W. Burgess—author of the Green Meadow Club Nature Study Stories for children

Irene H. Burnham—Chairman of the Division of Home Making, in the Department of the American Home, General Federation of Women's Clubs

Favorite authors: Norma Patterson, Chart Pitt, Agnes Louise Provost, Nelia Gardner White.

[A Magazine Devoted to the Interests of the
Younger Women Living in Small Towns
and Rural Communities]

PEOPLE'S HOME JOURNAL

Advertising
& Selling• **The NEWS DIGEST** •Issue of
Nov. 3, 1926**CHANGES IN PERSONNEL (Continued)**

<i>Name</i>	<i>Former Company and Position</i>	<i>Now Associated With</i>	<i>Position</i>
Louis L. Menne.....	Milwaukee Motor School, Milwaukee.....	Markus-Campbell Co.....	Adv. & Sales Mgr.
Jeanne Stevens.....	J. Walter Thompson Co., New York, Copy.....	Chicago Lydden & Hanford Co.....	Copy
Edward T. Bailey.....	"The Ford Dealers News," New York.....	New York Resigned	
A. S. Van Deusen.....	Automotive Supply Co., Chicago.....	"The Ford Dealers News," Chicago.....	Western Mgr.
H. J. Nagl.....	The Erickson Co., New York.....	Street & Finney.....	Space Buyer
W. J. Effler.....	Wm. R. Robinson Co., Inc., New York.....	New York Street & Finney.....	Ass't Prod. Mgr.
Yale D. Hills.....	The Timken Roller Bearing Service & Sales Co. Portland Branch Mgr.....	Same Company.....	Seattle Branch Mgr.
C. R. Winters.....	Central Advertisers Agcy., Wichita, Kan.....	Resigned	
L. P. Lessard.....	Goder Incinerator Corp., Secy.....	Same Company.....	Pres.
D. T. Stanton.....	Dodge Bros., Inc., Detroit.....	Same Company.....	Dir. of Export Sales
E. E. Bates.....	Northwestern Paper Goods Co., St. Paul.....	McGill Paper Products Co.....	Gen. Mgr.
James T. Cambridge.....	McKennee & Taylor, Inc., New York.....	Same Company.....	Vice-Pres.
D. S. Saqui.....	"Jean Val Jean" Cigars, Manufacturer.....	Peck Adv. Agcy. New York	Acc't Executive
Kenneth L. Snedecor.....	Staple-Tied Brush Co., Toledo, Ohio.....	Charles F. Dowd, Inc.....	Acc't Executive
J. MacIntyre.....	"Ledger," Newark, N. J.....	Toledo McKennee & Taylor, Inc.....	Acc't Executive
M. C. Gaveka.....	Rock Island & Pacific Railway Co., Chicago.....	New York Albert Frank & Co.....	Member of Staff
Robert P. Page, Jr.....	The Autocar Co., Ardmore, Pa.....	Chicago Same Company.....	Gen. Sales Mgr.
I. W. Maier.....	"Journal," Milwaukee, Adv. Dept.....	New England District Mgr. Same Company.....	City Adv. Mgr.
Theodore L. Brantly.....	"Collier's," New York, Western Mgr.....	Same Company.....	Adv. Mgr.
John E. Williams.....	"Collier's," New York, Adv. Mgr.....	United States Adv. Corp., Toledo, Ohio	Executive Vice-Pres.
Henry C. Keifer.....	John D. Boyle, Inc., New York, Art.....	Same Company.....	In Charge of Art Dept.
Evan J. Parker.....	Morgan Engineering Works, Alliance, Ohio.....	Northern Engineering Works, Detroit	Sales Pro. Mgr.
F. H. Peters.....	Phil Gorden Agency, Chicago.....	The Conover Co., Chicago	Sales Pro. Mgr.
Richard C. Hay.....	Rice & Hutchins, Inc., Boston.....	Resigned	
R. A. Kelly.....	Co-Operative Foundry Co., Rochester, N. Y.....	Gen. Sales Mgr. Same Company.....	Sales Mgr.
George H. Riddell.....	Domestic Sewing Machine Co., New York.....	Acting Sales Mgr. Gorham Decalomania Co. Treas. Inc., New York	
T. B. Stedman.....	Butler Bros., Chicago.....	The Liberty Sales.....	Pres.
C. A. Rose.....	Dir. of the Sales Plan Dept. Liberty Poster Co., Minneapolis.....	McCORD Radiator &..... The Liberty Sales.....	Vice-Pres.
C. C. Humburg.....	Prod. Mgr. Southwestern Bell Telephone Co., St. Louis.....	Service, Inc., Minneapolis The Kalon Co., St. Louis	Partner
Rex Maxon.....	Adv. Dept. The Ethridge Co., New York, Art.....	Morgan & Bierwirth, Inc., New York	Art
Ben Rogert.....	Frank Seaman, Inc., New York, Art.....	Morgan & Bierwirth, Inc., New York	Art
F. R. Jackson.....	Zenith-Detroit Corp., Detroit, Service Mgr.....	Same Company.....	Adv. & Service Mgr.
A. A. Kuecken.....	Printers, Inc., Detroit, Copy.....	McCORD Radiator &..... Mfg. Co., Detroit	Copy
W. K. Greenbaum.....	Gotto, Garrettson & Mathias.....	Perfection Cooler Co., Michigan City, Ind.	Vice-Pres. & Sales Mgr.
E. D. Hallock.....	Charles Greene Adv. Agcy., New York.....	Morse International, Agency, New York	Member of Staff

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

<i>Name</i>	<i>Address</i>	<i>Product</i>	<i>Now Advertising Through</i>
M. C. D. Borden & Sons.....	New York.....	Dry Goods.....	The Frank Presbrey Co., New York
The Pizo Co.....	Warren, Pa.....	"Piso's" Cough.....	Charles W. Hoyt Co., Inc., New York
California Co-Operative Canneries.....	San Francisco, Cal.....	Syrup Canned Goods.....	Lord & Thomas and Logan, San Francisco Inc.

1

st in Buffalo

The Sunday Courier-Express

CIRCULATION OF BUFFALO NEWSPAPERS

SUNDAY COURIER-EXPRESS . .	154,046
DAILY COURIER-EXPRESS . .	118,588
EVENING NEWS	145,648
SUNDAY TIMES	127,232
EVENING TIMES	107,017

The figures are taken from publishers' statements to the Government for the period ending September 30, 1926. The Courier-Express figures are from June 14, the date of the merger, while the others are six month's figures. The figures for the Courier-Express correspond to those which this newspaper will report to the Audit Bureau of Circulation and should be checked against this bureau's audit reports.

And Buffalo's Only Morning Paper is Second in Daily Circulation

The figures above show that with an unduplicated circulation of 118,588 copies, the Morning Courier-Express is a logical buy for any advertiser. It enables him to cover the Buffalo market through one medium, at one rate, and with no waste circulation

Courier  **EXPRESS**

Lorenson & Thompson, Incorporated

Publishers' Direct Representatives

CHICAGO

NEW YORK

SAN FRANCISCO

SEATTLE

Advertising
& Selling

The NEWS DIGEST

Issue of
Nov. 3, 1926

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (Continued)

Name	Address	Product	Now Advertising Through
The New York Lubricating Oil Co.	New York	"Monogram" Oil	Charles W. Hoyt Co., Inc., New York
Rinehimer Bros. Mfg. Co.	Elgin, Ill.	"Elgin" Sanitary School Table	Hurja-Johnson-Huwen, Inc., Chicago
The Art Metal Construction Co.	Jamestown, N. Y.	Steel Office Equipment	George Batten Co., Inc., New York
The Perfectite Co.	Cleveland	Industrial Lighting Fixtures	The Bayless-Kerr Co., Cleveland
L. Sonneborn Sons, Inc.	New York	Building Construction Materials and Paints and Varnishes	Street & Finney, New York
Westingale Electric Co.	Chicago	"Westingale" Radio Receivers	Wade Adv. Agcy., Chicago
Hammond Typewriter Co.	New York	Typewriters	Winsten & Sullivan, Inc., New York
Jersey Silk Mills	New York	"Iruhu" Silks	Williams & Saylor, Inc., New York
Pullman Couch Co.	Chicago	"Pullman" Beds	Vanderhoof & Co., Chicago
National Toilet Co.	Paris, Tenn.	Toilet Preparations	Roche Advertising Co., Chicago
Chr. Hansen's Laboratory, Inc.	Little Falls, N. Y.	"Junket"	Mitchell-Faust Co., Chicago
Purity Dairy Co.	New Haven, Conn.	Dairy Products	United Adv. Agcy., New York
A. F. Gallun & Sons	Milwaukee	Leather	Olson & Enzinger, Inc., Milwaukee
Happiness Candy Stores, Inc.	Long Island City, N. Y.	"Happiness" Candy Stores	Wales Adv. Agcy., New York
Daniel Reeves, Inc.	New York	Chain Grocery Stores	Federal Adv. Agcy., New York
The Lamson & Sessions Co.	Cleveland, Ohio	Bolts	The Powers-House Co., Cleveland
C. & E. I. Railway	Chicago	Transportation	Albert Frank & Co., Chicago
I. Leon Co.	New York	Oil Pads	Arthur Rosenberg Co., New York
International Bedding Co.	Baltimore	Bedding	The Green & Van Sant Co., Baltimore
Star Realty Organization	Chicago	Real Estate	Hurja-Johnson-Huwen, Inc., Chicago
New York Laboratories	New York	"Snow-i-White" Teeth Whitening	The Evander Co., New York
The Wear Proof Mat Co.	Chicago	Floor Mats	Wade Adv. Agcy., Chicago
The American Specialty Co.	Bridgeport, Conn.	Radio Accessories & Automobile Parts	Albert Frank & Co., New York
Esso Mfg. Co.	Peoria, Ill.	Traffic Signal Lights	The Irwin L. Rosenberg Co., Chicago
The Wilkening Mfg. Co.	Chicago, Ill.	Piston Rings	Behel & Harvey, Inc., Chicago
Grover C. Winn	Seattle, Wash.	Finance	Hall & Emory, Inc., Seattle
De Vion, Inc.	New York	Perfumes & Soaps	C. P. McDonald Co., Inc., New York
Mme. Yale	New York	Beauty Culture	C. P. McDonald Co., Inc., New York
The Jaywoolf Mfg. Co.	New York	Knife Sharpeners	Thomas M. Bowers Adv. Agcy., Chicago
The Germo Mfg. Co.	St. Louis	Live Stock Remedies	John Ring Jr., Adv. Co., St. Louis
American Fruit Growers, Inc.	Pittsburgh, Pa.	"Blue Goose" Fruits	George Batten Co., Inc., New York
Ambassador Sales Co.	New York	Radio Accessories	Albert Frank & Co., New York
The Duesenberg Motors Co.	Indianapolis	Automobiles	P. P. Willis, Inc., Toledo
Horton Mfg. Co.	Ft. Wayne, Ind.	"Horton" Electric Washers & Ironers	Lampont-McDonald Co., South Bend, Ind.
The McCullough & Tumbach Fur Co.	St. Louis	Furs	The Porter-Eastman-Byrne Co., Chicago
The Trimm Radio Mfg. Co.	Chicago	Radio Accessories	Collins-Kirk, Inc., Chicago
The American Injector Co.	Detroit	Car Heaters	Taylor-Eby, Detroit
Warrenton Clam Co.	Portland, Ore.	Clams	Crossley & Failing, Inc., Portland, Ore.
The Stanley Insulating Co.	Great Barrington, Mass.	"Stanley" Vacuum Bottles	J. Walter Thompson, Inc., New York
McBee Binder Co.	Athens, Ohio	Loose Leaf Binders & Office Equipment	Wm. B. Hall Co., Detroit
Inecto, Inc.	New York	"Inecto" Hair Coloring	Laurence C. Gumbinner Adv. Agcy., N. Y.
The MacWhyte Co.	Kenosha, Wis.	Wire Rope	Maurice H. Needham Co., Chicago
The Trainor National Spring Co.	New Castle, Ind.	Auto Springs	The Irwin L. Rosenberg Co., Chicago
The Kirstin Mfg. Co.	Escanaba, Mich.	Auto. Gasoline Gauges	Klau-Van Pietersom-Dunlap-Younggreen, Inc., Milwaukee
Decorative Arts Guild	Ft. Wayne, Ind.	Art	Klau-Van Pietersom-Dunlap-Younggreen, Inc., Milwaukee
Copeland Products, Inc.	Detroit	Electrical Refrigerators	Campbell-Ewald Co., Detroit
The Sealy Corp.	Houston, Texas	"Sealy" Tuftless Mattress	Dudley Davis Adv. Agcy., Inc., Memphis, Tenn.
The Means Weave Shop	Lowell, Mass.	Handwoven Products	Wells Adv. Agcy., Inc., Boston Mass.
The Cunneyway Electric Laboratories	Hoboken, N. J.	Radio Tubes	Whitman Adv. Service, Inc., New York
The Merchants and Miners Transportation Co.	Baltimore	Transportation	Baumgartner Adv. Pub. Co., Baltimore
The Lay & Way Co.	New York	"Double Ve" Corsets	Lyddon & Hanford Co., New York
The Miller Rubber Co.	Akron, Ohio	Tires and Rubber Sundries	Lord & Thomas and Logan, Chicago
Columbian Iron Works	Chattanooga, Tenn.	Water Hydrants & Valves	Nelson Chesman & Co., Chattanooga



PERFECTION

Perfection is beyond the small power of man to achieve. It is something he can approach, but never reach. Our engravings do not, in the strict sense of the word, attain perfection, but they are as close an approximation of it as it is humanly possible for the most skillful artisans in the engraver's craft to make them.


Perfectly equipped, employing only the finest craftsmen, and maintaining a complete night service, we offer you the ultimate in photo-engraving satisfaction.

The GOTHAM PHOTO-ENGRAVING CO., Inc.

229 West 28th St.

New York City

Telephone: Longacre 3595


Advertising & Selling • **The NEWS DIGEST** • Issue of Nov. 3, 1926


NEW ADVERTISING AGENCIES AND SERVICES, ETC.

<p>The Taylor Advertising.....489 Fifth Ave., New York.....</p> <p>The Coon Window Display Co.....Chicago.....</p> <p>P. P. Willis, Inc.....Toledo, Ohio.....</p>	<p>Advertising</p> <p>Window Display Service</p> <p>Advertising</p>	<p>James I. Taylor, Pres.;</p> <p>James J. McCambridge, Vice-Pres.;</p> <p>Werner Stenzel, Vice-Pres., and</p> <p>Miss L. McKennee Treas.</p> <p>Lloyd L. Coon</p> <p>P. P. Willis, Pres., Benjamin Batch, Vice-Pres., and C. M. Werning, Sec'y-Treas.</p>
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PUBLICATION CHANGES AND APPOINTMENTS

<p>"City Record," Glen Cove, N. Y.,</p> <p>"Ledge" Fairfield, Iowa, and the "Sun,"</p> <p>"The American Thresherman," Madison, Wis.,</p> <p>"The Carolina Retailer," Winston Salem, N. C.,</p> <p>"La Razon," Buenos Aires, Argentina.....</p> <p>"North American Review," New York.....</p> <p>"Enquirer," Cincinnati.....</p> <p>The Simmons-Boardman Publishing Co.....</p> <p>"Leader Tribune," Marion, Ind., and the "News," Parkersburg, W. Va.</p> <p>"Times," Pekin, Ill.....</p> <p>"Supplemento Semanal Ilustrado," Brazil.....</p> <p>"Register," Richmond, Va.....</p> <p>"Budget," Brookfield, Mo.....</p> <p>"Oil Age," Los Angeles, Cal.....</p> <p>"Poultry Success," Springfield, Ohio.....</p> <p>"Oil Age," Los Angeles.....</p> <p>"Hawk-Eye," Burlington, Iowa.....</p> <p>"Times," Orlean, N. Y.....</p>	<p>.....Have been sold to Frank M. Dunbaugh, formerly associate editor of the "Review," Bronxville, N. Y.</p> <p>.....Appoint the G. Logan Payne Co., Chicago, as their National Advertising Representatives.</p> <p>.....Appoints J. C. Billingslea, Inc., Chicago, as its Chicago Advertising Representative.</p> <p>.....Has been sold by the Carolina Retail Publishing Company to the North Carolina Merchants' Association</p> <p>.....Has appointed Joshua B. Powers, New York, as its Advertising Representative in the United States.</p> <p>.....Has been sold by George Harvey to Walter Butler Mahony, New York.</p> <p>.....Appoints Paul Block, Inc., as its National Advertising Representative.</p> <p>.....Has purchased the "Railway Review," Chicago.</p> <p>.....Appoint the G. Logan Payne Co., Chicago, as their National Advertising Representatives.</p> <p>.....Appoints Allen-Knapp Co. as its National Advertising Representative.</p> <p>.....Appoints A. R. Keator, Chicago, as its National Advertising Representative.</p> <p>.....Appoints Joshua B. Powers, New York, as its National Advertising Representative in the United States.</p> <p>.....Appoints Frost, Landis & Kohn, as its National Advertising Representative.</p> <p>.....Has suspended publication as a daily newspaper and will be issued as a tri-weekly.</p> <p>.....Appoints Robert E. Powell, New York, and Alexander Rattray, San Francisco, as its Eastern and Northern California Managers, respectively.</p> <p>.....Appoints L. H. Mitchell as its National Advertising Representative.</p> <p>.....Appoints Jones & Sale, Chicago, as its Representatives in the North Central States.</p> <p>.....Appoints Cone, Hunton & Woodman, Inc., New York, as its National Advertising Representatives.</p> <p>.....Appoints George B. David Co., New York, and A. R. Keator Co., Chicago, as its National Advertising Representatives.</p>
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MISCELLANEOUS

<p>"Draperies," New York.....</p> <p>Hobart Mfg. Co., Troy, N. Y.....</p> <p>Rodney E. Boone.....</p> <p>"Automotive Merchandising," New York.....</p> <p>New York Advertising Agency, New York.....</p> <p>The American Newspaper Publishers' Association</p> <p>The G. Logan Payne Co., Chicago.....</p> <p>A. A. Butterworth.....</p> <p>The Associated Business Papers, Inc., New York</p>	<p>.....Name changed to "Draperies & Decorative Fabrics."</p> <p>.....Has acquired the Crescent Washing Machine Co., New Rochelle, N. Y. This business will operate as a separate unit of the Hobart Mfg. Co.</p> <p>.....Publishers' representative, will open a San Francisco office. F. M. Van Giesen will be in charge.</p> <p>.....Has opened a Detroit office. Ray Miller is in charge.</p> <p>.....Name changed to Small, Lowell, Inc.</p> <p>.....Announces that the "Post," Morgantown, W. Va., and the "Daily Courier" of the Oranges and Maplewood, N. J., have been elected to membership.</p> <p>.....Has purchased and reorganized the firm of Payne, Burns & Smith, Inc., New York. The new name will be The G. Logan Payne Co. (Effective Nov. 1).</p> <p>.....Has assumed control of the Keystone Publishing Co., Inc., Los Angeles.</p> <p>.....Announces that "Motor Trade," and the "Canadian Drygoods and Women's Wear," both of Toronto, Canada, have been admitted to membership.</p>
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CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

Name	Business	From	To
Cecil Barreto & Cecil (Main Office)	Advertising Agency	Richmond, Va.	247 Park Ave., New York
W. L. Brann, Inc.	Advertising Agency	125 Park Ave., New York	270 Madison Ave., New York
Acorn Agency, Inc.	Advertising Agency	56 West 45th St., New York	67 West 44th St., New York
Sando Advertising Co.	Advertising Agency	Bobbs-Merrill Bldg., Indianapolis	960 No. Meridian St., Indianapolis
Charles Austin Bates	Advertising Service	33 West 42d St., New York	67 West 44th St., New York City

DEATHS

Name	Position	Company	Date
George Merck	Director & Founder	Merck & Co., Rahway, N. J.	Oct. 21, 1926
John G. Shedd	Chairman of the Board	Marshall Field & Co., Chicago	Oct. 22, 1926

..... The Business Survey of The Chicago Tribune offers here a miscellany of fact and comment on zone marketing, the Chicago Territory and The Chicago Tribune.

From the

For the first nine months of 1926 The Chicago Tribune carried

- 277% more total display advertising
- 49% " national display "
- 195% " local display "
- 49% " classified "

than any other newspaper in Chicago

FRED W. SHIBLEY, vice-president of The Bankers' Trust Company, at New York, was asked by a reporter for Advertising and Selling what steps were taken by the bank in putting a sick business back on its feet. His reply was in part as follows:

"We first take a map of the United States, blank except for outlines of the states and their names, and in each state enter the present sales in each state. Next we study the potential sales in each state, based on population, and later enter these figures on the map. Then we study the cost of getting those goods to those states, and the various factors as represented by the various maladjustments of marketing. Frequently we find that sales are very spotty and that certain states that present a large potential market have received scarcely any attention; or, on the other hand, we discover sometimes that the biggest distribution is in remote states which represent sales and shipping expense which could be avoided by the simple expedient of cultivating territory closer home."

NATIONALITIS

(pernicious)

"For example, in another territory a loss was registered by all dealers who bought less than \$1,000 yearly. Thus 57 accounts out of 60 were a dead loss. In one territory 74 per cent of the dealers accounted for only 26 per cent of the sales, yet 40 per cent of the total selling expense was spent on them. In another territory 81 per cent of the sales came from 25 per cent of the customers and in another 70 per cent of the sales were made to 24 per cent of the retailers."

William R. Basset
in Advertising and Selling

Business is particularly good in the Central States. Pessimists find gloom hard to sell. Building and industry are setting new levels. Merchandise is moving in a steady stream in the Chicago territory. Dealers' shelves are emptying regularly. State Street alone is selling retail goods at the rate of \$190,000 an hour—\$450,000,000 a year.

28,701 furnaces, refrigerators, bathtubs, roofs, dormants, just for new Chicago homes. That was the number of building permits issued the first nine months of this year. Growth demands it. Federal estimates show that Chicago is growing faster even than New York. Greatest is the demand for small homes with two and three bedrooms



Position of a photograph of Tribune Tower by Raymond Troubridge. Awarded first prize at the Chicago Art Institute as the best commercial photograph of the year.

—five and six rooms in all. This is the type for designs of which The Tribune is offering \$7,500 in twenty cash awards.

More than 2,400 architects have responded to the announcement of the award. Civic leaders, large employers, homebuilders applaud. The A. I. A. approve. A new era of domestic architecture is begun.

Personalia

Friday, September 25, the circulation of The Daily Tribune rose to 905,000. This was the highest figure in our history..... Next door to Tribune Tower the temporary roof of the new press room is being laid. With it The Tribune will have 80 press units, each capable of printing 16 page sections. The capacity will be 432,000 copies of a 42 page paper per hour..... Walter Eckersall, greatest quarterback of all time and one of the Tribune's greatest sport writers will referee the social event of the season, the Army-Navy game in Grant Park Stadium..... Thomas Sullivan, composer, this month completed sixty-two consecutive years in The Tribune's employ..... James O'Donnell Bennett, when last heard from, was in Indiana collecting new impressions for his history-making Chicagoland series.



SIDNEY SMITH, creator of Andy Gump, impresario come to the nation. 280 newspapers use his Tribune feature. That's leadership!

.....

Runaway..... Specific..... Nationalists.....
Small homes..... Personalia.....
..... Fistful..... Anachronism

TOWER



A Single Market, Size One-fifth of America

The scope of our trading centers, the radius of our market zones, have no counterpart. The lead editorial in a late issue of Advertising and Selling voices the usual surprise. To picture a single market as comprising five states is a wrench for the vertical mind. Yet every day manufacturers are selling profitable volume in one market, Zone 7, which is Illinois, Indiana, Iowa, Wisconsin and Michigan. Through one newspaper they are reaching 60 per cent of the families in 1,151 towns in the Chicago territory. Through The Chicago Tribune alone they are reaching one-fifth of the buying power of the nation.

Anachronism

"West?" "Middle West?" Why?

CENTURIES ago, before Clark and Kit Carson brought the states beyond the Rockies into the geography books, the Atlantic coast settlements were the point of contact between the Old World and the American frontiers. The Mississippi Valley was the country's West. But floods of pioneering gave economic and political recognition to the Pacific States. The West moved to the new seaboard.

With the movement the umbilical importance of the Eastern coastal towns diminished. As is often the case the tides of life swept by them. Yet esteemed dignitaries play as in a dream with old images and dead words. To them all beyond the Hudson is "West, Middle West, Western States."

There is a quaint air of provincialism about it, characteristic of Manhattan. Sacrosanct island! Imagine it—East and West! Nothing in between!

Where the national idea is a factor, the Central States are truly central. Geographically, in population, manufacturing, in the production of important minerals, in food production, in transportation and distributive facilities, in buying power and desire and activity, the Central States are the nucleus of the nation.

Pop Toop



Stone gargoyles, Tribune Tower decoration

D E T R O I T L A N D



\$92,000,000
in 9 Months
for Homes!

Out of the \$142,618,734 invested in buildings in Detroit during the first nine months of this year, \$92,000,000 was put into homes alone—just for places where folks can live. 8,945 single homes were built at a cost of \$41,615,000. All of these figures represent a decided gain over the 1925 totals and clearly place Detroit as the Third City in building operations.



business activity in Detroitland that assists so directly in making advertising here more productive.

In this market The Detroit Free Press provides *adequate coverage*. This does not imply that *every* home is available for your selling message through this newspaper, but you do secure a *selective circulation* that enables you to concentrate upon the best of all types of homes in Metropolitan Detroit, making every agate line used produce best—cost less.

This is only indicative of the huge market daily existent in Detroit for merchandise of every conceivable sort—of the

In Detroitland!

In addition to the vast number of dwelling places built in Detroit during the first 9 months of 1926, 11 hotels, 672 stores, 14 office buildings, 12 banks, 115 shops and factories, 28 schools, etc., were banked up against Detroit's skyline.

The Detroit Free Press

"Starts the Day in Detroit"

VERREE & CONKLIN, INC., NATIONAL REPRESENTATIVES

New York

Chicago

Detroit

San Francisco



There's a reason for its reader interest!

The annual editorial cost of National Petroleum News is greater than the total advertising and subscription revenue of many publications in its field. Its telegraph bills alone would pay the editorial salaries of many a lesser business paper.

Published
Weekly
from
812 Huron
Road,
Cleveland,
Ohio

Branch
Offices:
TULSA
CHICAGO
NEW YORK
HOUSTON

MEMBER: A. B. C.

MEMBER: A. B. P.

NATIONAL PETROLEUM NEWS