

Advertising & Selling

PUBLISHED FORTNIGHTLY



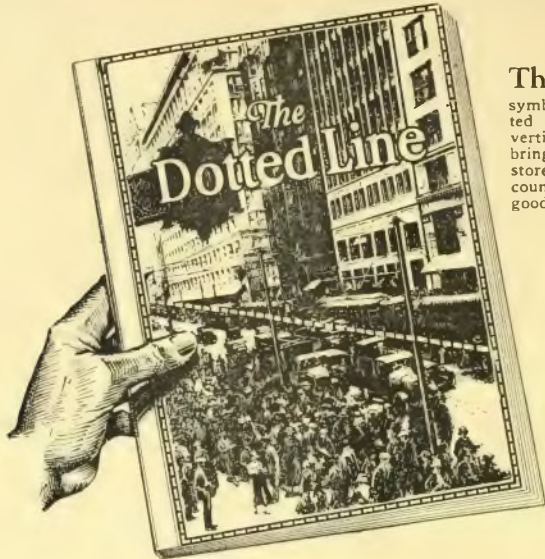
From "A Son of the Bowery", George H. Doran Company.

DECEMBER 29, 1926

15 CENTS A COPY

In this issue:

"Now for Next Christmas" By KENNETH M. GOODE; "Mistakes You Manufacturers Make in Expanding Markets"; "This Matter of the Cash Discount"; "America Takes to the Road" By JAMES M. CAMPBELL; "Art versus Advertising" By E. T. GUNDLACH; "The Architect Says O. K." By N. KRICHBAUM



The Dotted Line

symbolizes the sale. Dotted line results from advertising are those that bring customers into the store and up to the counter to ask for your goods.

The tips in this book will aid the advertiser to win the Chicago Market

No matter what you are selling you can be well advised by Chicago's retail space buyers. They are interested in "dotted line" results . . . in cash sales from every line of advertising.

CHICAGO'S "Loop" is the greatest retail market in the world . . . nowhere else can be found concentration of such volume . . . \$275,000,000 yearly.

If there are any short-cuts to success in a market, certainly the retail merchants know them.

It is most significant that department stores in Chicago, whether in the "Loop" or in outlying districts, depend more on The Daily News than on any other Chicago paper to move merchandise.

In the first eleven months of 1926 more than 40% of all the department store line-age used in Chicago papers, *daily and Sunday*, appeared in The Daily News . . .

MORE THAN TWICE the volume any other daily or Sunday paper carried.

Why is The Daily News so important a factor in selling goods in Chicago? What conditions exist to justify this overwhelming preference of retail merchants?

Write Today for the Answer

This significant book, "The Dotted Line," gives a dramatic and timely picture of the advertising and merchandising situation in Chicago. If you are selling or plan to sell goods in Chicago, you can benefit by knowing the methods used by those who are already successful. A copy will be sent free to business executives who write for it on their business stationery. Address The Daily News, 15 North Wells St., Chicago, Ill.

THE CHICAGO DAILY NEWS

First in Chicago

Member of The 100,000 Group of American Cities

Advertising Representatives:

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

CHICAGO
Woodward & Kelly
360 N. Michigan Ave.

DETROIT
Woodward & Kelly
Fine Arts Building

SAN FRANCISCO
C. Geo. Krogness
253 First National Bank Bldg.

Average Daily Net Paid Circulation for November, 421,507

Two RUTHLESS ASSASSINS



—that lurk in your *MOTOR*
... HEAT and FRICTION ...

AVICIOUS pair, these two assassins? No motor is safe from them. These it is no victim they prefer to an intricate, mangle-old motor—unless it be an elderly motor on the shady side of fifty thousand miles. Pumped lubricants, mud-freckled washers, gear teeth—all are fair prey for these two. And they work so quietly, so slyly, car-owners are often lulled into a false sense of security.

Every minute you drive, Heat and Friction lurk there in your motor, waiting anxiously for a chance to ruin a cylinder, cripple a bearing, or hamper your motor to an untimely end. And only your motor oil prevents these two assassins from doing damage.

Why many oils fail

When a motor-oil goes into action it is no longer hot, cooling liquid that you see poured into your crank case. Only a thin film of the oil actually holds the lighting heat. This film covers all the vital parts of the motor and comes between all the wheeling, flying metal surfaces. As long as this protective film remains

unbroken, the motor is safeguarded from destructive heat and friction.

But the oil film itself is subjected to terrific punishment. It must withstand scraping, scorching heat—and tearing, grinding friction.

For you drive, ordinary motor oil fails. The film, under that two-fold punishment, breaks and burns, leaving vital motor parts exposed. Hot, unprotected surfaces chafe against each other. With-

ing heat attacks the raw metal. Incidents become serious as work of destruction.

Then, before you even know your motor's hot face, you have a scored piston, a scored cylinder or a burned out bearing. And you pay big repair bills.

The "film of protection" that does not fail

Tide Water technicians agree years in studying oils and their heat and oil films. Finally they perfected, on Veedol, an oil that offers the superior resistance to deadly heat and friction. An oil which gives the "film of protection," the oil that lasts, stands up with, laughs at heat.

In fact increasing thousands, car owners are learning that the Veedol "film of protection" is a motor's most valuable defender. Stop today at the first garage and buy Veedol, and have your crankcase drained and filled with the correct Veedol oil for your particular motor.

Tide Water Oil Sales Corporation, 11 Broadway, New York. Branches in warehouses in all principal cities.



The FILM of
PROTECTION

An advertisement prepared for the Tide Water Oil Sales Corporation

Advertising's best sellers

The man in the street doesn't get excited about philosophy, But call it "The Story of Philosophy," people it with human, lively characters 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 popular 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.

To interested executives we will gladly send notable examples of advertising that has succeeded in lifting difficult subjects out of the welter of mediocrity, and has turned them into—best sellers.

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

RICHARDS

FACTS FIRST . . . THEN ADVERTISING



Like JANUS, who could look before and after, we, of The Indianapolis News, look back with pride at 57 years of conspicuous achievement—and forward, humble before the challenge of our past. And it is a challenge, to have been for half a century, in the twenty-first city, one of the first newspapers in the brilliant company of America's great journals.

THE INDIANAPOLIS NEWS

Everybody's Business

By Floyd W. Parsons

THE old year is passing out in a blaze of glory. It has brought us some trials and tribulations, but no major calamity. Leading economists and business advisers who charge stiff prices for their opinions warned us at the beginning of 1926 that we were entering a period of readjustment. There was to be a slowing down of activity.

Much to the surprise of many, and to none more than to myself, production in most lines has been maintained at a high level. The reviews of the year, soon to appear, will be unanimous in the declaration that it was a time of record industrial achievement. People are less fearful of the future now than they were eight or nine months ago. We are told that money is plentiful, interest rates are relatively low and the inventory position is sound. Bank savings continue to grow and wages are high. This means good purchasing power. Labor difficulties are at the lowest point in years, and living costs are slowly returning to a normal plane.

Things that are scheduled to happen and then fail to occur soon lose their terrors. When the stock market took a tumble last spring, confidence quickly disappeared and the atmosphere assumed a bluish tinge. Underlying conditions were as good then as they are now. When we get another slump in the stock market, the same flood of pessimism will be let loose. It has always been so and nothing has happened to change the situation.

We are not through with business cycles. No one is going to ring a bell to notify us when the crest of prosperity has been reached. Each setback that has come in our industrial life has started when nearly everyone was optimistic. In the beginning of the downward slide we are always informed that we are witnessing a purely temporary recession that will strengthen the situation. After a few months have passed the people who could see no clouds in the sky are ready to declare that the sun will never shine again.

There is nothing new in all of this. It is a condition that is founded in human nature, and discloses two predominant traits: First is the ease with which we forget the lessons of yesterday; and second is the speed with which we can descend from the heights of hope to the depths of despair. Some day this may be corrected, but it will be through education, not legislation. We may have succeeded somewhat in flattening out the business curve, but we will still find it has its peaks and valleys.

In our country today are two great forces fighting for control. One earnestly suggests caution. The other urges that we "let 'er go." The first force de-



Courtesy Illinois Steel Co.

pends on the profits of production; the second lives on speculation. Number one praises a policy of hand-to-mouth buying. Number two says, "Let's have an old-fashioned boom. We are the richest nation on earth and there's millions to be made. Build up inventories, pack the warehouses and load the shelves. Stocks will soar. Why be content with six dollar dividends when you can make sixty point profits?"

The conservatives have held the reins recently, and 1927 starts with this element still in the saddle. If they continue to exercise a guiding hand, the country can carry through necessary readjustments without causing much distress to business. But no one should be deceived into believing

that industry has a clear road ahead with no obstacles to surmount. Presidents of great corporations and leaders in all lines of activity are predicting another year of record production. The Harvard Economic Service says, "Indeed—so far as one can now see—a rapid tightening of money rates, such as would cause a major decline in either security or commodity markets, is improbable during the whole of next year." It is conservative to say that ninety per cent of our big men, including those of influence in the banking field, are now optimistic. Precisely this kind of a condition has existed many times in the past just prior to a business slump.

And from this I do not want anyone to infer that I am heralding a coming depression. My idea is that the only way we can perpetuate prosperity, as the situation stands today, is to keep stressing the importance of exercising caution. We are lost the moment we come to believe that no dangers threaten. There are many things we cannot control or stabilize.

Agricultural prices are entirely out of line with industrial prices. There is more than a normal seasonal reduction of output in the automobile industry. Building construction continues to slow down, and very little improvement is being evidenced in the textile business. We are not near the end of the decline in commodity prices. Any attempt to effect a downward revision of wage rates will bring us innumerable strikes. Even a slight reduction in the incomes of people would quickly disclose the serious side of the current practice of installment selling. Mr. Ford may stage a contest for the markets that powerful automobile interests are now seeking to control.

We have an opportunity to climb slowly and surely to the highest plane of living that civilization has ever reached. But we will not get there by entirely disregarding the danger signals that demand that we proceed with caution.



The Surprise Attack

STONEWALL JACKSON won many an engagement over armies much larger than his own—with the surprise attack. Taken unaware, the bigger army was first confused, then panic stricken, then routed.

More than one maker of women's shoes has seen his business move into other hands because he had eyes that saw not. He clung to the idea of generations that shoes for women were merely footcover-

ing and nothing else. He was not prepared for the surprise attack of manufacturers who saw that women's shoes are like millinery, that women want to buy not leather alone, but design, color, style. He was routed.

Nation's Business, a monthly magazine for business men, is the interpreter of this New Control. It warns of surprise attacks. It helps 250,000 business men look ahead.

NATION'S BUSINESS

MERLE THORPE, *Editor*

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

1926 Building Passes Record Year of 1925

Figures For First 11 Months \$1,539,000 In
Excess of Same Period Last Year

Building activities in Birmingham for the past eleven months of 1926 were \$1,539,247 in advance of the same period of 1925.—November figures this year were \$567,171 ahead of November last year.

October this year was in excess of the same month in 1925 over \$475,000. Birmingham was one of the sixteen cities shown in the monthly report of F. W. Dodge Corporation for October where construction projects contracted for was in excess of \$2,000,000 and whose increase over October 1925 was 20 per cent or more.

\$20,000,000 Development Program For 1927. New Plants—Factory Extensions—Municipal Work

FAIRFIELD STEEL MILLS INCREASING OUTPUT

The Tennessee Coal, Iron & Railroad Company started fires December 1 in three of the four open hearth furnaces at the Fairfield Steel Mills, on which work was begun the first of the year, and the fourth furnace will be fired January 1, 1927.

This makes seven open hearth furnaces at this mill in operation and eight in all will be firing by January 1.

This addition of four ovens to the mill is a part of the \$10,000,000 building program announced last December. Today activity seems to be the program for some time to come, full time with full working force.

As Birmingham is not dependent upon cotton for her prosperity there has been no appreciable depression felt here—industrial activities, new buildings both in factory extensions, apartments, new hotels, office buildings, and new homes attest the prosperity in the Birmingham District.

Choose Your Market Where Active Business Conditions Lower Sales Resistance.
Industrial Weekly Payroll Over \$4,300,000

NET PAID CIRCULATION NOW IN EXCESS OF

DAILY

81,000

SUNDAY

97,000

The Birmingham News

The South's Greatest Newspaper

NATIONAL REPRESENTATIVES
KELLY-SMITH CO.

New York


Chicago

Boston


Philadelphia

J. C. HARRIS, JR., Atlanta

Now in Memphis!

 *great newspapers*

in 

 **HERE'S** a whale of an evening paper in Memphis now—two great newspapers in one—a consolidation—that of The News Scimitar and The Memphis Press on November 16th, 1926.

Now you can cover Memphis and the Memphis territory with one paper at one low rate. Concentrated evening circulation—**more city circulation, more suburban circulation** than ever before attained by any Memphis newspaper.

A family newspaper that appeals to all the family. A newspaper with four U. P. wires. Greatest features. Greatest sport pages. Complete market reports. A truly great advertising medium, because a truly great newspaper—one of the great newspapers of the advancing South.

*—of Particular Interest
To
Space Buyers!*

Previous to the consolidation of The Press and The Scimitar you had to use two evening papers to cover this rich Memphis territory. On a 10,000 line issue they cost you 25 cents per line. Today you can reach the same people, in a greater newspaper, at the low line rate of

18c
FLAT

Your "best buy" in Memphis is

The Press Scimitar

A Scripps-Howard Newspaper

MEMPHIS, TENN.

National Representatives: Allied Newspapers, Inc., 250 Park Ave., New York

Chicago Cleveland Detroit San Francisco Seattle Los Angeles

POWER

Fred R. Low

Editor in Chief. Past President A.S.M.E., Past Member American Engineering Council, Chairman A.S.M.E., Boiler Code Committee, Chairman A.S.M.E., Power Test Code Committee, Author of several Engineering works, Member Nat. Assoc. Stationary Engineers—an outstanding figure in the industry. Editor of POWER for 37 years.

A. D. Blake

Associate Editor of POWER for 15 years. Graduate Mechanical Engineer, 8 years power plant construction experience—Member A.S.M.E., N.A.S.E., Member A.S.M.E., Sub-committee on Industrial Power.

C. H. Berry

Associate Editor. Formerly Assistant Professor Steam Engineering at Cornell, then Technical Engineer of Power Plants, Detroit Edison Company, Member A.S.M.E., Power Test Codes Committee, Chairman A.S.M.E. Sub-committee on Steam Turbines, Member American Refractories Institute.

F. A. Annett

Electrical Editor. Five years instructor in Electrical Engineering, five years in the design, construction and operation of electrical machinery, and eleven years on POWER Editorial staff. Member A.I.E.E., N.A.S.E. and Association Iron and Steel Elec. Engineers.

L. H. Morrison

Oil Engine Editor. Graduate Mechanical Engineer, 15 years experience in design, erection and operation of oil engines. Sec. Gas Power Section of A.S.M.E. Member N.A.S.E. Author authoritative works on oil engines.

P. W. Swain

Associate Editor. Graduate of both Yale and Syracuse, Instructor in Power Engineering at Yale for two years, Chairman Papers Committee of American Welding Society, Chairman Sub-committee on bibliography of feed water investigation, A.S.M.E. and N.E.I.A. Member N.A.S.E.

A. L. Cole

Three years of design experience, 8 years as chief engineer of a 15,000 kw. station. Specializes on boilers and powdered fuel. Member A.S.M.E.

Thomas Wilson

Western Editor. Graduate engineer, 20 years practical experience. Member A.S.M.E. and Western Soc. of Engineers. Member Executive Committee of Chicago Section A.S.M.E. Member N.A.S.E.

F. L. Beers

Copy Editor. Member of POWER Staff for 25 years to whose hands all copy must go for final check and approval.

These Men Make
POWER

Devoted to the Power Problems
of All Industries

Feb. 8, 1927

is the date of
the issue which
will represent
Power and its
advertisers at
the Chicago
Power Show

—advise us early
please what space
to reserve for you.

A.B.P.

A.B.C.



APPRECIATION

Approaching our first New Year, we of Gotham gratefully extend our appreciation and thanks to those whose encouraging goodwill and generous recognition of work well done have made our success a certainty from the day of our opening, five months ago.

The GOTHAM PHOTO-ENGRAVING CO., Inc.

229 West 28th St.

New York City

Telephone: Longacre 3595

Buffalo the Wonder City of America

Business Is Good In Buffalo

Due to its diversified industries and the consequent steady employment Buffalo is having a satisfactory year in practically all lines. The Buffalo Evening News is actively participating in Buffalo's business growth.

*In the first eleven months of 1926
the Buffalo Evening News carried*

14,349,737 Lines
Of Paid Advertising

A gain of 876,068 lines over the same period in 1925

The net paid circulation of the Buffalo Evening News
for November was

148,088

A gain of 12,320 over November, 1925

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.



New York Sunday News
ROTOGRAVURE

EVERY smart space buyer knows that Roto-
 gravure with 1,400,000 plus circulation, at

\$2.50 per agate line, one time rate

\$2.40 on a 5,000 line or 13 insertion contract

is a bargain counter buy! If you want a year of Roto-
 gravure advertising at the usual black-and-white space
 cost in the most read section of the Sunday newspaper
 with the largest circulation in America—*send in that
 contract now!*

THE NEWS
New York's Picture Newspaper

Tribune Tower, Chicago

25 PARK PLACE, NEW YORK

Looking back on 1927

(twelve months from now)

Fine some progress cleaned up tough sledding our best year poor charge it off to experience paid eleven cents on the dollar if we had it to do over just held our own

As sure as the sun's rising itself, certain sales and advertising programs are going to succeed in 1927. And, just as surely, certain others are going to fail entirely or fall short of their full possibilities.

Intensive selling to the *consumer* as well as to the trade will call for more and better sales literature, brochures, catalogs, leaflets and broadsides.

No job of printing you have done is too small, or too large, to deserve the splendid, impressive foundation a Cantine coated paper can give it.

Specialization since 1888 in the one art of paper coating has made possible the remarkable uniformity of Cantine printing surfaces. If your next piece of sales matter contains sharply detailed halftone



work, specify Ashokan for it. If the richness of soft-focus reproduction is desired, use Velvetone. For the most difficult of printing and folding jobs, Canfold will prove its merit—eloquently!

More impressive papers for more impressive printing you'll need it *this* year Cantine's coated papers.

A handsome steel-engraved certificate is awarded each quarter to the producers of the most meritorious job of printing on any Cantine paper. Write for details, book of sample Cantine papers and name of nearest distributor. The Martin Cantine Company, Dept. 000, Saugerties, N. Y.

Cantine's

COATED PAPERS

CANFOLD
SURFACE FINISH
AND PRINTING QUALITY

ASHOKAN
REGULAR
NO. 2 ENAMEL BOOK

ESOPUS
REGULAR
NO. 2 ENAMEL BOOK

VELVETONE
REGULAR
2541 Dots - Each 10 Pmt

LITHO C I S
COATED ONE SIDE

Reading matter seeks its own level

*I*F you would know *what kind of* people read a magazine, examine the reading matter it contains.

¶ For reading matter seeks and finds its own level—both in *number* and *kind* of readers.

¶ It is possible, by fast pouring, to fill a barrel to the top, even when the bung is open. But let it stand, and the excess drains off steadily until the water is level with the bung.

¶ It is possible, by widespread and forceful circulation effort, by catching the attention of different groups of people through novelty and variety, to drag in temporarily an excess of readers. But any established periodical which is developing at a normal pace will have as the vast majority of its readers only those whose interests and intellectual capacity are level with the standards of its reading contents.

¶ Whether men and women subscribe to The Literary Digest as a result of advertisements in newspapers, or in response to a letter mailed directly to them by The Digest, in sending in their subscription they demonstrate their responsiveness to the printed word.

¶ The Digest has for thirty-six years followed the same plan of circulation promotion. It employs no direct rep-

resentatives. It spends \$1,000,000 a year for advertisements in newspapers. It send circulars several times a year to every residence telephone subscriber and to other large lists—often mailing 20,000,000 circulars at one time.

¶ The Digest has thus drawn unto itself 1,400,000 families in the United States who know that they want the kind of paper that they know The Digest to be. There can be no misconception in their minds. They take The Digest because they need it.

¶ They need it because of their active interest in world affairs. From the intrigues of diplomacy to the news of the sporting world, through every activity in science, exploration, art, religion, humor and politics, The Digest reports the intelligent opinion of the world press, opinion of both sides, gathered from more than 5,000 newspapers and periodicals. There can be no excuse for reading it save the keen desire to keep abreast of the times—the moral obligation to be well-informed.

¶ As the 4,751,987 readers in 1,400,000 families in every city and in every hamlet quietly turn the pages of The Digest, they demonstrate the truth of the statement that *reading matter seeks and finds its level*.

The Literary Digest

Advertising Offices: NEW YORK . BOSTON . DETROIT . CLEVELAND . CHICAGO



THE TWO-WAY FLOW of BUSINESS CURRENTS

Dividends of any company are not paid in commodities made by that company. They are paid in dollars that can come from only one place—the pocket of the consumer. He opens his pocket and pays his dollars for only one conceivable reason—he has made up his mind that he would rather have the service of these certain commodities than the continued possession of his money.

That is all a very obvious way of stating the transaction of buying and selling. But when it is put that way it helps to make clear a point that is sometimes forgotten: a business is really made up of two currents, or streams, flowing in opposite directions. The first is a stream of products flowing out from the factory through distributors to users. The second is a current of users' dollars flowing back to the company with which to pay its operating costs, material bills, and dividends.

The speed at which these currents flow, and their volume, determine the success of a business. The question of the rate of these two currents and their volume is not decided, however, by the company (although it can do a great deal to help decide it) and it cannot be decided by any of the factors who distribute the goods. After everything else has been said the fellow that really counts is the man out of whose pocket the ultimate dollar comes. If you can cause him and millions more like him to make up his mind for a product, good business results. This again is just another way of saying that the central problem of the sales job is to get the consumer to make up his mind.

CALKINS & HOLDEN, INC.
247 Park Avenue, New York



"An attractive French banquette is used here in happy contrast to an early American desk."—From January Delineator

The Quest of the Perfect Interior

IT IS amazing how many hundreds of thousands of American women are now embarking upon that quest.

Delineator Interiors is planned to help them on their way. In the January Delineator there are four pages devoted to harmonious backgrounds and skillful arrangements.

And for future editorial use, Delineator Interiors has almost completed its own model small house on the 15th floor of the Butterick Building. [Manufacturers who are interested are cordially invited to call and see it.]

All part of Delineator's constant purpose, you'll note—

to further
the Art of Gracious Living

Delineator

Established 1868

THE BUTTERICK PUBLISHING COMPANY

S. R. LATSHAW, President

Advertising & Selling

VOLUME EIGHT—NUMBER FIVE

December 29, 1926

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© Ewing Gallowsay

AT a moment when our country is the most prosperous in the world it is up to us to see that our luck does not befuddle our senses. There is always a day after. With our factories expanding, with machinery growing more efficient, we are making our production ever larger. What will become of it? Who will consume it? As machinery is developed less men are needed to run it, and less men issue forth from the factory gates with payroll in hand to purchase what they have produced. Can our days of plenty continue unless we cut out waste and non-essentials, develop "natural" markets, and see that employees have not only the means but also the time and inclination to become the necessary consumers of our produce? The problem is not an academic one. In "Now for NEXT Christmas," Kenneth M. Goode carefully considers the possible solutions.

M. C. ROBBINS, PRESIDENT

J. H. MOORE, General Manager

OFFICES: 9 EAST 38TH STREET, NEW YORK

Telephone: Caledonia 9770

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

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

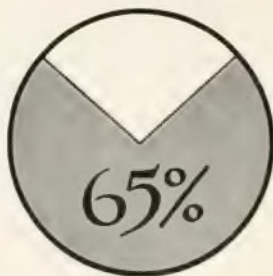
NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

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

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

Subscription Prices: U. S. A. \$3.00 a year. Canada \$3.50 a year. Foreign \$4.00 a year. 15 cents a copy
Through purchase of *Advertising and Selling*, this publication absorbed *Profitable Advertising*, *Advertising News*, *Selling Magazine*, *The Business World*, *Trade Journal Advertiser* and *The Publishers Guide*. *Industrial Selling* absorbed 1925.

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Originating accounts

Of our total business, 65% is with clients who have used our service from the very start of their advertising activities.

Some of these are old clients now; some are more recent connections. But old or new, we take pride in this record.

THE H. K. McCANN COMPANY
Advertising

NEW YORK
CHICAGO

CLEVELAND
LOS ANGELES



SAN FRANCISCO
MONTREAL

DENVER
TORONTO

Advertising & Selling

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 N. S. GREENSFELDER JAMES M. CAMPBELL FRANK HOUGH, *Associate Editor*

Now for NEXT Christmas

What Are We Going to Do with All Our Production in 1927?

By *Kenneth M. Goode*

"IT'S only a week from Christmas to New Year's," runs the old Russian proverb, "but it's a year from New Year's to Christmas!" Nineteen hundred twenty-six is tucked safely between the covers of history. Its bulging Christmas stocking, silken sleek, glints high-lights over December's golden embers. Now for 1927!

To win a championship in any sport is

"The cumulation of these forces," says Herbert Hoover, "has increased our national efficiency to a degree which I hesitate to express statistically lest we appear to exaggerate. But I might observe that, by and large, while we have increased our population 17 or 18 per cent in a dozen years, we have swelled productivity of the nation by something like 30 or 35 per cent. Our farmers produce 13 per cent more, with the same number of farms as 12 years ago; our railroads carry 22 per cent more traffic with about the same number of men. We have tamed the kilowatt to be the friend of man. We have now domesticated some 63,000,000,000 kilowatt hours annually where we used 23,000,000,000 kilowatt hours 12 years ago. They increase output and decrease sweat. Even such old industries as flour milling and boot and shoe manufacturing have advanced handsomely, while newer industries, such as the automobile and rubber, have gained more than 300 per cent." —From *The Magazine of Wall Street*, December 13, 1926.

easier than to get rich is easier than to stay rich. That is why some of our keenest business men are far from comfortable, as we sit luxuriously digesting the most prosperous Christmas known in the history of any nation.

Here, on one hand, is ample money. The United States today holds two-

thirds of the world's gold. Skillful handling releases vast sums formerly tied up in raw material. Better railroading releases millions of capital formerly tied up in transit. Intelligent buying releases huge funds formerly tied up in slow merchandise. Life insurance premiums on 100,000,000 policies are being rein-

vested. Installment selling adds six or eight billion dollars to personal credit, while the perfected Federal Reserve offers unlimited resources for commercial credit. On top of all this, Europe pours in an extra \$200,000,000 every year.

Here, too, is ample spending. We live more than prosperously. The whole nation lives prodigally. Anybody can buy anything. For a tea set or a taxicab, a \$5 book or a \$50,000 house, only a nominal cash payment and a reasonable reputation is required.

Nevertheless, on the other hand, here are too many goods.* Factories have grown far

Why does one now build



as many

in a year



as five

used to build?



From an advertisement of General Electric Company

MACHINERY can make those four extra cars. It can run them. But it cannot drive them. Neither can machinery consume its other products. The world's greatest money inflation we find overwhelmed by a greater goods inflation. Factories have outgrown population. Where will the output go?

faster than population. Machinery has grown even faster. Too much production is already running on the ragged edge. Worse yet, mighty mountains of potential production are piling up in the background.

The world's greatest money inflation we find overwhelmed by an even greater goods inflation. So prices continue downward. The best gift this Christmas brings is, perhaps, the fact that our present prosperity is based, not on bidding prices up, but on allowing them their normal course.

Six years ago it took \$2.28 to buy what \$1 would buy in 1913. Today it takes only \$1.48. In another six years our dollar may work back to its prewar par. For, barring catastrophes, temporary setbacks and

minor variations, prices seem bound to continue their steady slide. In the meantime, however, we still pay nearly twice as much for most things as we did fifteen years ago. This is not because of industrial conditions—it is in spite of them.

Some of us elders can remember when a "hill-horse" used to be hooked on a street car to help the regular team up a particularly steep grade. Today, every American factory worker has four such hill-horses always at his service. Electric motors furnish each man his individual four-horses, indefatigable and ingeniously hitched up, to help on jobs his grandfather had to tackle single handed. J. E. Davidson calculated last May that this electrical power alone does the work of 170,000,000

people. Combined with more brains in the office and less indifference in the shop, it has wrought a miracle. One textile mill, for example, after cutting a payroll of 1150 workers down to 775, reports, nevertheless, a greatly increased production. The United States Department of Labor figures show the automobile output per man up 210 per cent since 1914. Steel's output per man is up about fifty per cent.

Were this new efficiency absent, were our increased output merely the result of increased employment at higher wages, as in the prosperous days of President McKinley, everything would be serene. My extra workmen making rush order radios would be earning more money to buy

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"See It Big—Keep It Simple"

By F. J. Ross

President, F. J. Ross Company

AN industry had asked how it could advertise. Any advertising man could have given a ready answer—he tends, it may be, to give answers too readily. And, no doubt, a ready answer to this industry might have pacified it.

The stiff part of the problem was that the industry presented a variety of outstanding factors, several of them tempting one to pin one's answer to them. Yet the industry had asked for the right answer and wanted it quickly. The reasons were pressing.

After much wrestling with the problem, during which little gain seemed to have been made in crystallizing it, the man in charge of the task wrote some words on a pad and stood them on his desk. The words were these: "See it big—keep it simple." Proposed solutions to the problem were subjected to the test of the little rule on the pad. If the solution did not meet the problem in the large, it was obviously not the one, right solution. If it did, but was complicated in the administering, it still could hardly prove to be the right solution.

In that problem, "See it big—keep it simple," was something like a lighthouse guiding the navigator.

The rule proved so helpful that it became a form of standard practice to apply it to other new problems as they came up. It was offered occasionally in conversation to workers in other advertising problems, and to workers in fields other than advertising, and it frequently won for itself a later acknowledgment of the genuine help it gave.

This advertising agency business in which so

many of us are finding not only our living but also our life's work, and finding it with a zest, is so largely a mental business. The new client puts his cards on the table, opens up his whole business to you and asks for the answer to his question: "What do you recommend that I do?" Perhaps his new season is not far away; the salesmen are meeting at a convention next month. What new policies shall he adopt? Where shall he revise his old ones? If one proposes to give a well-thought-out answer, one is purporting to do in a few weeks, or in a month or two, what the client has been wrestling with for years. If, in meeting such tests as these, one is to avoid superficial answers, one must develop thinking methods which embody shortcuts to the center of things, so that the answers may have that quality of soundness which reveals true diagnosis and serene judgment.

Each new task that confronts the advertising counsel seems like a mountain. The very thought of tackling it often brings a temporary wave of exhaustion. Lawyers must feel this when preparing a baffling case. Doctors must feel it. Statesmen not only feel it but break down under it.

This little sentence: "See it big—keep it simple," which has had only a small amount of private circulation, has given a lift to quite a number of men who have applied it in their day's work. It enables one quickly to reject tempting lines of thought that are off the main line; it becomes a shortcut in getting on the main line. It is a gauge. It keeps the tracks we are laying in alignment.



© Brown Bros.

The Architect Says O. K.

Seven "Morals" Which Will Improve the Chances
of Your Product's Acceptance

By Norman Krichbaum

THERE are in this country some 15,000 individual architects, located in something over 8000 architectural offices.

Since these gentlemen of the triangle and the thumbtack control the selection of materials and equipment in a substantial percentage of new buildings of all classes, and in the vast majority of buildings which represent high expenditure, the problem of converting the architect to the use of any advertiser's product deserves, perhaps, a little more selective study than it receives.

And, indeed, aside from the mere question of the volume of business which he controls or deeply influences, the peculiar characteristics of the architect himself, as an advertising target, can still be perennially and profitably emphasized.

In the face of the architect's strategic position as the dark-horse arbiter of sales figures for countless producers of building necessities, very few classes of "technical" advertising are so crudely shaped toward their logical ends as that which reaches (perhaps I had rather say "falls short of") the typical American architect. Far too many concerns are still aiming at the architect with stuff which is calculated neither in its physical make-up nor in its selling psychology to appeal to him or to convince him.

Did you ever consider that pos-

sibly one reason why the architect is often considered weatherstripped against any gales of advertising may be that most advertising is so poorly designed to meet his scheme of things?

Let us first take the psychological side of "selling" the architect through paper and ink. It is a widely accepted, though little pondered fact, that the average successful, or even worth-while, architect receives so much printed matter that he has to sweep it down the elevator shaft in order to avoid spending half his income for waste baskets. The obvious corollary of this is that he is a sophisticated person, "advertisingly" speaking. He sees a lot of it. This condition, coupled with the fact that the architect is a man of more than usual education, would imply the necessity for taste, good appearance, avoidance of cheapness in your mail and journal advertising. Don't save pennies on your printing, your paper, your plates. Moral: Send him fewer pieces, and better ones.

THEN, too, keep in mind that your proposition does not reach the architect always at the exact moment when he can apply it in his business. The work "on the boards" may not involve any chance for your product. Your possible sale may be projected into the future. Even broaching the subject of incinerators

when his chief concern is the selection of appropriate wrought iron railings may be a disturbing factor distinctly in your disfavor. How shall you hurdle that obstacle—how shall you sell a man door hardware when he is thinking about acoustics? Well, you very likely can't. But you can go a long way toward inducing him to file your material away against future need. And the first step toward that is the use of the proper A. I. A. file number on the margin of your printed piece.* Not that that device insures his doing it. One recent investigation deduced the fact that the average architect actually does file about five per cent of the mail matter he gets. Let us hope that is not a fact. Nobody knows.

*One of the leading publishers in the architectural field in discussing this point, said:

"Our own recommendation is that the file number be placed on all matter which legitimately should find a place in the architect's file because of its helpful and informative nature. However, we just as strongly recommend the omission of this file number on direct literature which is intended solely for the purpose of attracting temporary attention. If the architect's confidence is abused in this matter of the use of the file number it is apt to have at least some unfavorable reaction in his mind.

"In connection with the filing system recommended by the American Institute of Architects their plan reduces the labor of filing to the minimum while retaining classifications which makes reference easy. The use of this filing system has been of slow and natural growth and it is estimated that at the present time between 2500 and 3000 offices are using it.

"In recent conversation with an architect he made the estimate that approximately seventy per cent of all literature coming to his office from manufacturers carried this A. I. A. classification."

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Shall Newspapers Give Cash Discounts to Advertisers?

A Review of Opinions Representing the Three Major Factors Involved and Some Suggestions for Improving the Present Situation

SINCE the Dec. 15 issue of **ADVERTISING & SELLING** went to press, we have received forty-three additional letters commenting upon the apparently growing tendency on the part of newspapers to discontinue the two per cent cash discount to advertisers. These, together with the ones received and published in the previous issue, bring the total of letters received to fifty-five. On top of these figures it would seem superfluous to remark that the subject under discussion is truly a "live" one in every sense of that term; that this publication has, not inadvertently, brought into the open light of public discussion a trend that threatens (we use the term with a mental question mark) the *status quo* of the entire business of advertising.

It has been no part of our intention to editorialize upon this matter at any length, and we hope that in the summing up which is to follow we shall be able to maintain an eminently fair perspective. This may be rendered somewhat difficult inasmuch as of the fifty-five letters received, the great majority of them expressing strong feeling on the matter, only fourteen come from newspapers, and several of the more outspoken of these writers ask that their names be omitted from the discussion. However, from all this mass of correspondence have emerged several very definite ideas, and the entire situation has resolved itself into very well-defined phases which we shall endeavor to discuss in more or less detail.

Before we commence, we wish to impress upon the minds of our readers one point of paramount importance. This is, that the opinions which go to make up this symposium, if it may be so called, are not the vaporings of small-caliber men nor the half-baked ideas of theorists; they are the well-thought-out opinions of men of the highest standing

and greatest integrity in this business of advertising. In short, the contributors to this discussion are well up among the leaders of the advertising world, and what they have to say is balanced by keen insight, forward-looking aggressiveness and a thorough grounding in fundamentals based upon years of experience. A glance at their names, appended to this article, will convince the reader of their caliber, and he may accept our assurances that the names which we were obliged to omit at request of the writers, measure up to the others in every way.

WHICH of the three elements which make up the advertising world will be the most affected in the long run by the elimination of the cash discount is a matter for speculation. The volume of letters received, however, gives a very fair index to the order in which the groups are most directly affected. Here are the figures: Advertising agencies, twenty-four letters received; advertisers, seventeen letters (including official expression from the A. N. A.); newspapers, fourteen letters.

The opinions expressed cover a wide range of views, but these show a marked tendency to localize themselves to the individual groups. That is to say, the letters from members of individual groups, no matter what else may be said, almost invariably stress one particular contention. Thus, the agencies emphasize the cash discount as a means of assuring prompt payment of bills and as an index to their clients' credit standing, while the advertisers are nearly unanimous in hailing the discontinuance of the discount as a left-handed raise in the publishers' space rates.

The attitude of the newspapers, quite naturally, is altogether different. This refers, of course, to those papers which are abolishing the dis-

count, although these are in the minority among our correspondents. About their side of the case would seem to center the entire crux of the situation as involves the matter of proposed adjustment, and as what we have to say on this subject is of the most vital importance we think it wise to lead up to it by stating the cases of the agents and advertisers first.

Stanley Resor, president of the J. Walter Thompson Co., states the agency side of the case tersely in the following extract from his letter: "The cash discount gives the best available check on the credit status of a business. Failure to take advantage of this discount is a clear indication either of financial embarrassment or of a defect of management which may be expected to lead to financial difficulties."

This is a telling point which is touched upon by most of the agency men and many of the manufacturers as well. Too many agents have been caught in the past by the failure of their clients with large bills owing, and others, reading a lesson from the past, see nothing but danger ahead. An advertiser, it is pointed out, will be able to start a campaign well beyond his means and to depend upon the advertising tail to wag the manufacturing dog, while the agent will have no indication of the rough water approaching, because slow payment of bills will be the rule among advertisers generally.

THIS leads up to the second and probably most vital point of the agency contention, i.e., that it will quickly devolve upon the agent to pay the publisher the advertiser's bill, for his own profit is dependent upon the publisher's fifteen per cent commission. He (the agent) as a rule is operating upon limited capital, and he cannot wait indefinitely for his payment. In short, he will eventually be obliged to borrow money himself and to assume all

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America Takes to the Road

By James M. Campbell

THE happiest years of my business life were spent in the employ of a certain western railroad.

My chief called me "our advertising man"; but I was more than that. I was the eyes, the ears and, to a considerable extent, the voice of that railroad. As such—to see and hear what was going on—I traveled tens of thousands of miles every year; and I wasn't a bit particular what kind of conveyance I traveled in—or on. I rode in engine-cabs; I slept in tourist cars. More than once I sat on the floor of an empty box-car and wondered how the devil it stayed on the rails, so rough was the track. More than once, too, I paid my fare like a gentleman and rode on the crack train of a hated competitor—to see if the service it offered was as good as it was said to be. As a rule, it wasn't. Whereat I was jubilant. Them was the days.

There were no automobiles, then. *None!* Henry Ford hadn't been heard of. He was, I believe, inspecting the gas-meters of Detroit's homes, and we of the railroad world hadn't the faintest glimmering of an idea that, in the course of the next few years, he would perfect a transportation machine which would make more than half the people of the United States relatively independent of us.

Railroad earnings are greater today than ever before, but the percentage of total revenue which comes from the transportation of passengers is smaller, proportionately—and in many cases, actually—than it was five, ten or fifteen years ago. Through travel shows gratifying increases, year after year, but local travel, which used to be the backbone of the passenger departments of the railroads, is only a fraction of what it was. One of the most important of the western railroads, in its annual report for 1925, admitted that its "intra-state" traffic was only about half as large as it was in 1917. And many another railroad is in the same fix. H. F. has done a first-class job. He has done more to reduce the passenger department earnings of the railroad than

all the legislatures in the country.

Does all this mean that Americans are not moving about as freely as they did? No! They are traveling more than ever before, but not by rail. They have their own transportation machines and they are using them—using them so generously that, nowadays, most men travel more miles in a month than they used to in a year. The railroad is not the only industry which has been affected. Many of the resort-hotels have been hit, and hit hard. Others have been benefited. Some trading centers have been helped. Others have been hurt. A tremendously important change in the habits of the American people has occurred; for everybody, or almost everybody, has taken to the road.

You will have a better understanding of what has taken place if you know something of the work of the passenger department of the majority of railroads in pre-automobile days. Let me outline it. There were two "tourist seasons": summer and winter. The western roads—those which served the territory west of Chicago and St. Louis—tried to induce the traveling public to spend the summer in the West. The eastern roads endeavored to get people to go east. The southern roads were in a neutral position; they did not care very much whether people



WITHIN the last few years American restlessness has found a new outlet: the automobile. Thousands of once stable people have taken up a nomadic life. The railroads, losers in this movement, have not coped with the advertising which forms these new gypsies



went east, west or north, just so they went somewhere. To encourage travel, the railroads offered reduced rates, advertised the resorts in which they were interested, and published handbooks which, really, weren't at all bad. The point I am trying to make is that at that time practically the entire burden of encouraging people to travel rested on the shoulders of the railroads. With the tools they had to work with, they made a fairly good job of it. To use a 1926 phrase, they "sold" the idea of taking an annual vacation to the people of the United States—sold it so thoroughly that the vast majority of the well-to-do packed their trunks in July or August and went somewhere. They did not stay long. Two weeks was about the limit. And they stuck to one place. The hotel they registered at, when they got off the train, was the hotel they stayed at until it was time to start for home. They strolled around for an hour or two every morning and afternoon, played golf (maybe),

danced (perhaps), sat in rocking-chairs on the hotel verandah, and in other ways took things easy until the day of their departure for their respective domiciles. From start to finish the whole thing was stereotyped—static, and rather stupid.

Along came the automobile; and the vacation habits of the nation were changed. What follows is intended to give you an idea of the extent to which they have been changed.

Two summers ago, at Hagerstown, Md. I got in conversation with a young couple who were traveling in what the man called a Ford "coop." Their home, they told me, was in Minneapolis. Roughly dressed, uneducated and with very little money, they had started out to see the country. They had no notion where they were headed for or when they would get there. Nor did they care, apparently. As long as they could keep going they were content. They slept in their car and ate at the cheapest restaurants. The man told

me that, occasionally, he worked at his trade for two or three days at a time; and he intimated that if "the right thing" came along he might settle down "somewheres." But, to all intents and purposes he and his wife were tramps. En route from San Diego to San Francisco in June, 1921, I "met up with" half a dozen young couples who were doing exactly the same thing.

In the spring of 1924, one of the railroads whose general offices are in St. Paul, used space in a fairly long list of southern newspapers to advertise the resorts of Minnesota. In response to this advertising, they received hundreds of requests for booklets descriptive of the lakes and rivers of Minnesota. What is more, Minnesota's resorts were filled that summer as never before. But inquiry disclosed the sad fact that the people who crowded Minnesota's summer hotels had not come by rail, but in their own automobiles. The advertising which that railroad had

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Lo! The Poor Statistic

By Emil Hofsoos

Director of Research, MacManus, Inc., Detroit

THE one thing in business which most nearly approaches absolute zero is the useless statistic.

Distinction must, of course, be made between statistics which are inherently useless and those which are merely unused. Many a good statistic is born to blush unseen, and to waste its beauty and value in the accumulating dust of office files—not through any real fault of its own, but because no one with vision and proper statistical knowledge comes forward to make use of it. One of the greatest wastes in business today is the accumulation of statistical data which never reaches executives' desks for decision and action. Another is the compilation of statistical data which reaches executives but which, through lack of proper interpretation and analysis, is neither understood nor acted upon.

Practically every business organization today has in its own files statistical data of most vital importance; data which, if properly segregated, analyzed, interpreted and acted upon, can be made the basis

of substantially increased efficiency in nearly all departments. Unfortunately, in too many businesses the executives are not statisticians, and the statisticians are not business men.

Many a concern has found in its own prosaic day-to-day records of business transacted a veritable gold mine of useful data. Many more, unfortunately, have left untouched this valuable information which is theirs for the taking.

True, much of the regularly compiled statistical data from the ordinary records of the business is not in the most usable form. They are the common sales records, expense reports, salesmen's daily reports, stock records, shipping records, etc.—many of which are prepared almost entirely for accounting purposes. But such records, since they picture the basic and fundamental transactions of the company, are potentially very important. They need only proper analysis, correlation and interpretation to become vital instruments or tools of management.

Such statistical studies are not

made more frequently because so few executives—sales managers in particular—are equipped with sufficient statistical training and knowledge. Without this specialized knowledge they are often unable to see the managerial value of a particular statistical tabulation, and hence neglect the very facts which might help most to bring them success.

Nor is it sufficient to have a statistician do the specialized analytical work—unless the statistician be first of all a practical business man with a background of practical business experience. Too many so-called statisticians are excellent as far as theoretical statistics go, yet lack the fundamental requisite of a business statistician which is a business background. If there must be a choice between a superlative statistician who is without business background, and a practical business man who has only a relatively limited knowledge of statistics, by all means choose the latter.

In no other way can the poor statistic come in for its properly important place in business.

The Newspaper's Dilemma

By *Earnest Elmo Calkins*

WHEN Lord Leverhulme died the newspapers decided that his obituary was worthy of considerable space, and quite rightly, too. Lord Leverhulme was a picturesque personality with many activities and interests outside his business. He had a knack of securing that kind of free publicity which newspapers accord those who do the unusual and unexpected thing. He built the model village of Port Sunlight for his workmen to live in. He presented Stafford House to the nation as a sort of British Carnavalet Museum. He cut the head out of the portrait Augustus Johns painted of him. He was always good newspaper copy. But in a long account, which in some cases ran to a column, no mention was made of one fact about him that would have identified him instantly to the greater number of Americans—especially housewives—and that was the fact that he was the manufacturer of Sunlight, Lux, Lifebuoy, Rinso, and other humble products used in millions of American and British homes. To do so would be contrary to newspaper ethics. One can imagine with what virtuous satisfaction the copy reader drew his blue pencil through the forbidden words.

A little later the legal gentlemen in charge of Lord Leverhulme's estate decided to send his collections of books, pictures and furniture to this country to be broken up, because auction prices were higher here than in London. The collections were brought over, placed on exhibition at the Anderson Galleries, and the newspapers devoted considerable space to descriptions of the hobbies and interests upon which Lord Leverhulme had spent his money. As a result of the publicity given to these sales the Galleries were thronged for weeks before the auctions, and high prices were realized.

This brings up the legitimate query, why must some articles of sale be confined to paid advertisements, and others be given free publicity? Why should Lord Leverhulme's soaps, sold for profit in this country, be omitted from a news



story where the context demanded them, while his pictures, books and furniture, sold for profit in this country, are given columns of free advertising space? Is it that articles which are advertised in paid space are utterly different in the newspaper mind from those not so advertised? Is it that soaps and sealing waxes come under the head of business, while collections of beds, tables, stools and candlesticks are classified as art? Or is it merely that it is easy for a copy reader to cross out a name and substitute a harmless generality, but difficult for an editor to determine where legitimate news ends and free advertising begins? As the customs inspector said: "Frogs is toads, and toads is insects, which pays duty, but cats is poultry, which comes in free."

ANEWSPAPER is a business conducted for profit. It may have ideals, but so may brick-making. It has only one product that sells at a profit, and that is space. Actually it sells two products—newspapers to readers, and space to advertisers. Originally the real source of profit for a newspaper was its readers. Advertising was a by-product. But as advertising increased in volume and the demands upon the newspapers became greater,

the time passed long ago when a newspaper could support itself on subscriptions. Today a copy of a newspaper, whether sold for two, three or five cents, costs more to produce than the sum the reader pays for it. The deficit is made up by advertising, and the profits all come from advertising. This has led to securing circulation primarily for the purpose of selling it to the advertiser, which, of course, has a profound influence on circulation methods, and has induced most newspapers to step outside of their legitimate field of presenting the world's news according to its relative importance, and to add feature after feature solely for the purpose of securing additional circulation—circulation, mind you, which is sold at a loss. Particularly has it led to playing up those aspects of the news in which the public is supposed, rightly or wrongly, to be profoundly interested.

At the moment I write, the columns of the newspapers are still reverberating with echoes of the great prize fight at Philadelphia, a stupendous spectacle from any angle, but especially illuminating as an example of what can be done by liberal advertising. As far as I know, the promoter and chief beneficiary of the fight did not spend one cent for publicity. He was advertised by his loving friends, the newspapers. Nearly 150,000 people paid \$2,000,000 for admission, besides additional sums for railroad fares. Some traveled thousands of miles and endured great discomforts to witness from remote seats a spectacle which lasted about half an hour. What made them do it? Interest in the fight accounts for a certain number of them; the rest were sent there by the irresistible influence of the newspaper drives that went on day after day, from the time the arrangements had been concluded until the moment of the fight, and most of these newspapers have already started on their campaign to make the next meet, a few months or even a few years hence, an even bigger spectacle, and still more profitable to Mr. Rickard and his principals. Every metropolitan newspaper kept on duty at the training quarters of the two combatants a corps of reporters, feature

Portions extracted from an article reprinted with permission from the January number of the *Atlantic Monthly*.



ENGLAND is about to "sell" the Empire. And yet in what must be an idea of horror to the oldsters in the Pall Mall clubs there exist for them a few possible ameliorations. These posters, crammed with the feel of the mist-wrapped North Sea, with the fragrant sunlight of the South Coast are but two of many exhibited recently at the Royal Academy in London. It is understood that the pictures shown were not necessarily complete as advertisements. The lettering is still to be added, and in some cases the design to be altered. Among the artists were: E. McKnight Kauffer, E. A. Cox, G. Spencer Pryse, F. Taylor, and F. C. Herrick

Art versus Advertising

Does "Art" Improve the Pulling Power of an Advertisement?

By E. T. Gundlach

ART, as I understand it, is an expression in one form or another of a man's inner soul.

The true artist expresses the feeling that is within him in his own way—you take it as you like.

But the advertising man? He must base all his work on the closest possible study of the public. He prides himself upon his ability to discover the public's needs, desires and whims, and to cater thereto. Thus advertising becomes, as it were, the very essence of the "art" of pandering. Copy and pictures that are not intentionally meretricious forget the one and only purpose of advertising.

So it is a case of Art *versus* Advertising!

And where are we at when we talk about art—true art—in advertising? Are we prostituting art or are we defrauding the advertiser?

Every advertiser of merchandise pays for his space in periodicals and on billboards to sell something.

In other words, the advertiser is after the reader's money. And every reader knows this; the child reading a candy ad knows its nickel is wanted by the candy-man. Everybody keeps that purpose in mind; everybody, except the advertising "expert" who has become brain-fogged by study of abstract "merchandising plans," of "mass psychology" and of "atmosphere" and "art."

In the reader's mind, Mr. Advertiser—no "connotation" talk, no "atmosphere" bunk, no five thousand dollar oil painting, and no one thousand dollar a day ad stylist can hide the commercial snout. The effort to hide that snout, the scheme to clothe the fat, appetizing goose (worth 50c a pound on my table) with the tail of a useless peacock—can bring but one result: Your prospect forgets, more or less or entirely, your fat goose, while he is enjoying the peacock's tail.

The literary stuff in an ad about a fat goose should be approximately the kind of a talk an intelligent butcher hands out when he is trying to sell a goose—shouldn't it? We might be permitted to use the

language of a college educated butcher; but surely it must be the language of a butcher trying to sell a goose—what *else* from any common sense point of view could it possibly be?

While talking, the butcher will, no doubt, point to the goose, showing its fat sides, its supple bones. He will not distract our attention by showing us the tail feathers of a peacock and the latest decorations for a table cloth. No, he is busy showing us the goose. Hence, if he were to make an advertisement, he would probably get the best possible artist to draw a corpse of a fat goose in appetizing fashion. And the artist might possibly add a small outline drawing of a happy family eating a goose. And then a stenographer would listen to the butcher and write some copy telling the public what that butcher had said.

THIS, approximately, is the kind of advertising (if it were conceivable that it were used at all) that an ordinary butcher who knows how to sell geese would order.

But let the butcher go to an advertising expert for advice; and then what may happen? After an elaborate "market survey" during which it was "discovered" that people buy geese to eat, and especially for winter holidays*; the expert may show the butcher a finished literary production about the geese that saved the Roman Capitol, etc., etc., together with the picture of a beautiful maiden attending geese in Holland, etc., etc. And the butcher, the *bourgeois gentilhomme*, who never knew he had talked "prose," pays \$100,000 for this "publicity"!

He has bought art—pseudo-literary art and pseudo-pictorial art—prostituted for a pseudo-ad.

I do not deny the very high value of a skillful use of English in addressing a prospective purchaser, more particularly a mass of different

types of prospective purchasers. How you phrase your message is, of course, important. But (aside from the essential fact that *what* you say is incomparably more important than the *how* of saying it) this *how* consists, I dare say, exclusively in the clearness of the message; clearness, however, in its broadest rhetorical sense. Such clearness includes force—not the artificial force of Carlyle, but the power of a perfect lucidity of thought, lucidity conveyed, as by a Goethe or an Abraham Lincoln. Clearness also has due regard for repetition, unity of thought and other rhetorical so-called "devices," and particularly for "connotation."

Beyond this, however, literary style is written only to please the advertiser, and not to reach the public. It is written because of the idea that the advertising writer must do something wonderful which has grown up in our alleged profession.

The advertiser's own sales talk will probably require editing, "from the outside view" (to quote a Lord & Thomas argument). But, on the whole, an advertiser who knows why he makes his goods in a certain way, and why people buy them is, for all practical purposes, the best man in the world to state the "what" and to a large degree the "how" of the advertisement.*

I DO not deny but strongly affirm the value of excellent illustrations. They are more important than headlines. But how much an advertiser can afford to pay, depends partly upon the character of the merchandise, and partly upon the amount of circulation he is buying for his art work. It is an arithmetical and not merely a vague psychological question. Glib generalization to the effect that "it always pays to get the best art work" will not do.

*I have often been amused at my own ad-writing when I have followed this simple process: I let a new advertiser talk, generally at lunch time, without notes or formalities; then I wrote out in condensed form, or possibly in different order of thought, almost exactly what this man had said. When he saw the copy, he liked it—naturally so, because it was his own child even though he didn't recognize it as such.

*Do you call this silly sarcasm? Well—send for and glance at the lengthy market investigation report on the sale of cranberries in some Eastern city (Philadelphia, I believe) published last year by the United States Department of Agriculture.

Mistakes You Manufacturers Make in Expanding Markets

An Industrial Banker Warns of Unwise Merchandising Policies

By N. W. H.

MANY people fail to realize that a banker who handles industrial issues must develop, to be successful, a very keen understanding of modern merchandising policy. As a matter of fact, I was recruited from the merchandising field by my firm, solely to provide still better staff judgment on matters of markets, merchandising policy and basic sales health. I have been a salesmanager for several very large national advertisers. My own firm and other bankers discovered that in order to judge between companies whose securities they are thinking of underwriting, it is far from enough merely to know their earning record, their plant and equipment. Many times firms which, judged from older banking standards, are not desirable are, nevertheless, the finest kind of securities when considered from a more fundamental point of view. More than that, there are some "gilt-edge" firms desiring re-financing in order to do things which are unsound from a basic merchandising standpoint.

The tendency I desire to discuss here is that of expanding in order to perform two functions instead of one. For instance, a department store trying to be a manufacturer as well, and a manufacturer trying to go into the chain store field, let us say. I discuss this because an increasing number of manufacturers are restive about their distribution conditions and are considering basic changes. The department store, let us say, is casting about, thinking of manufacturing certain of its goods, spurred on by the example, for instance, of Marshall Field & Co., who does nearly \$100,000,000 at retail and several hundred million at wholesale, and also is a very extensive manufacturer. The chain store, as another instance, is lured by the same temptation and desires to manufacture some of the goods it sells. Then there is the manufacturer who is tempted by the very

striking successes which have been made in the chain store field and has



(© Herbert Photos, Inc.)

an idea that he should like to have his own outlets for his own goods.

ALL of these, and others besides. Come to industrial bankers to get their projects underwritten. As it happens, there is a great deal more capital available for investment than there are sound opportunities in which to invest. Moreover, banking houses are vying with each other to do the underwriting and actually besiege, in salesmanlike fashion, such concerns as are substantially healthy

to induce them to re-finance. This makes a particularly delicate situation in judging such projects wisely. It is, perhaps, because of this general condition that the banking field has had such a tremendous influx of new concerns in recent years. It is worth while to stop for a moment to examine it. There was an increase of 25,000 companies in the general finance field in 1924, as contrasted with 1920, and over half of these failed to show a profit. In fact, the finance field in 1924 lost over half a billion dollars in deficits, which was one-half as much deficit as the entire manufacturing field showed. This will give some measure of the hazards of the finance field.

But now to return to the matter of the concerns which desire to step over into another field. Considerable unfortunate experience and developing judgment has shown to those who interest themselves in merchandising policy from the banker's point of view that the homely old truth, urging the shoemaker to stick to his last, is still true. A manufacturer came to see us not long ago, saying that he desired re-financing in order to develop a chain of retail stores as outlets for his factories. He had spent a lot of time working out the details, and he was sure he would make a lot of money.

"Just let us understand you thoroughly," we said to him. "Do you mean that you desire to go into the chain store field as a chain store operator, or do you mean that you desire to be financed in a plan to establish stores in order to keep your factories busy?"

The manufacturer blinked, and for a moment he was unable to reply. He had not thought of the matter in just this fundamental way; in fact, he did not attach much weight to the question. It seemed to him as silly as asking what you should call eggs—six or a half a dozen.

"Well, I suppose," he hesitatingly

[CONTINUED ON PAGE 51]

THE · EDITORIAL · PAGE

Furniture for the Future

THE Art Alliance of America has announced a very interesting competition involving \$5,000 in prizes offered by S. Karpén & Bros. for designs in living-room furniture. What gives interest to this competition is that its aim is to encourage the creation of types of furniture in line with modern needs rather than with historic formulae.

America has remade its kitchens and its bathrooms; why should it not now proceed to remake its living rooms and dining rooms and bedrooms to conform to modern needs and possibilities? It may be that this \$5,000 will buy for all America some living comfort or convenience that we have never before enjoyed, or perhaps even imagined.

Here is a thought for other industries. They need not necessarily offer prizes, but why don't they start out some morning with a recognition of the fact that their furniture and facilities are built to serve past needs and customs? And let them realize that it is in the present and future that we must live and work, and that perhaps the furniture and facilities need to be redesigned without reference to the past.



Report Consistency

MONTHLY NEWS BULLETIN NO. 21 of the Division of Simplified Practice of the Department of Commerce is an interesting and highly significant document. It is a report of progress—or perhaps we should say of consistency—in connection with simplification.

Briefly, this report develops that in nineteen lines the average adherence to the simplified practice recommendations is seventy-nine per cent.

Expressed another way, an average of approximately four-fifths of last year's production in the lines made by the manufacturers in these nineteen industries stuck to the sizes, dimensions, etc., previously adopted at conferences made up of the manufacturers, distributors and consumers in these lines.

To have adopted such regulations was an important step in increasing production efficiency and reducing production costs; but to have maintained a 79 per cent consistency is far more important. It means that simplification is a practical, workable philosophy, in the first place; and it means that the consumer is being well served with these simplified lines, or else more manufacturers would have broken over in an attempt to cash in on some unsatisfied demand.



Canned Goods Strike a New High

"THE American woman," fumed a critic not long ago, "is no longer a cook, she's a can-opener." There would seem to be something in it, for the American public now has reached the dizzy total of 5,000,000,000 cans a year, or about 185 cans per family per year, or about 3½ cans per week per family.

What of it, if the American woman is a "can-opener"? She isn't eating any less *fresh* vegetables or foods, that's a certainty. What she is doing is to provide her

family with fruits and vegetables all the year around, and a more varied diet generally, *via* the tin can. A generation ago few people had fruits and vegetables during the long winter and spring. The advertising campaigns of the pineapple and California fruit growers particularly have changed radically the winter diets of American families, and all for the better.

The rest of the world is eager for American canned goods—refusing in many countries to consider cans from anywhere but America.

The canned goods field has been held back by the narrow vision of many canned goods packers, notably vegetables; and recently an enlightened one of their number very vehemently denounced them for their backwardness. He was right. Where are the pea or tomato or corn advertisers comparable in the slightest degree to the Del Monte or Hawaiian pineapple growers and packers? When they set similar high standards they will develop courage to advertise, for that is the way to set themselves apart from commonplace goods.



Pictures That Lie

THE Federal Trade Commission has issued a desist order against the Lafayette Institute, Inc., of Philadelphia to restrain it from featuring the entire Lafayette Building in Philadelphia in such a way as to convey the impression that it occupies their entire structure, whereas its office is confined to a room.

It is to be hoped that this will serve as a warning to the numerous other one-horse businesses which seek to deceive the public into thinking them something they are not by much this same method.



The "Big Three" in Department Store Sales

THE three divergent tactics in present-day department store strategy are thrown sharply into the foreground when one lists the three leaders in volume of sales among department stores in the United States.

Marshall Field, Chicago, comes first, with a ninety million dollar volume; operated on a three-way policy of combining manufacturing, wholesaling and retailing. Next comes R. H. Macy & Co., New York, with a sixty-six million dollar volume, expected to reach seventy-five million in 1926. It is operated on a cash and cut-price basis. Next is Hudson's, Detroit, which will reach fifty millions in 1926. It is operated on a very high grade basis, only one store-wide sale per year, and resting wholly on general prestige.

There is evidence in this "big three's" differing tactics that the department store is in a state of change. It is said that the department store has seen the peak of its development. The great growth in volume of these stores indicates that various basic policies are being tested, and that the three policies represented by these three stores are demonstrating success by three different paths. The Hudson policy appears to be growing at the most rapid rate; and this coincides with general merchandising opinion, which is against store-wide sales and for greater stress upon the store's general prestige and high standards—when it has any.

Meet the Wife

She Can Be the Power Behind the Advertiser's Throne

By Ralph McKinley

THE seven men selected chairs around the big table and set fire to their cigars. The manufacturer began:

"Gentlemen, I want to compliment you on your work. The advertising you have prepared for next year is very good—excellent, in fact. I have gone over all of it very carefully during this last week and I want to say that it is a bully good job. However, there are a few little changes which I would like for you to make. I think they will improve somewhat the good work you have done.

"As I understand it, you recommend what you call 'wash drawings' for all the illustrations. I'm sure you won't mind if I ask you to change to oil paintings for our pictures. Our product is absolutely the best on the market and I want our pictures to be the best, too. As my wife remarked to me the other day, oil paintings certainly do have quality.

"While we are talking of the art, I might make another little suggestion about this sketch here for the February advertisement. You won't mind, I know, changing the color of this little lady's dress to blue. I would like it a kind of sky blue. You know what I mean. I was noticing the other night how attractive women are in sort of sky blue dresses. You know, it is my wife's favorite color. Come to think of it, I believe I'll ask you to have at least one of the ladies in each of the illustrations in a blue dress. As my wife remarked to me the other day, blue is certainly a lovely color."

"Have another cigar, Mr. Garfinkle."

"Now, then, I have another little suggestion that I am sure you will all agree with. It is about headlines. You know, gentlemen, this is a busy age. There are so many things we all want to do and haven't time for. Now in these ads of ours we have a fine illustration, some good strong copy, a picture of the product and a signature and all, and I am



just wondering if you would mind leaving out the headings. You know, when you come right down to it, the picture itself is a sort of headline to catch the eye, and besides a big headline detracts from our logotype. (I'll tell you something about the logotype in a minute.) Most all ads have headlines. Why not make ours a little different? I am sure you won't mind if I ask you to leave out the headlines. I think the ads are even stronger without them. You sort of make them read the copy to find out what it's about. As my wife said to me the other day, people don't read headlines much any more."

"Have another cigar, Mr. Garfinkle."

"ANOTHER thing I wanted to speak about is the size of our logotype. You know, ha, ha, I'm pretty proud of that name. It's a good old name, if I do say so myself. Now, in all the ads you have placed it in the center of the space at the bottom with a lot of white space all around it. I would like to see it a little bigger. In fact, if you don't mind, I'd like to see it clear across the bottom of the page. I'm sure you will agree with me that it will be much more prominent that way. Suppose we consider that settled. As my wife said to me the other night, one of these pages cost a lot of money and you might just as well have your name good and big so

everybody can see it easily."

"Won't you have another cigar, Mr. Garfinkle?"

"Now, gentlemen, just one more thing and I'm through. I want to ask your honest opinion of *The Monday Morning Gazette*. Did it ever occur to you how thick a magazine this is? Here is an issue of 240 pages that I brought along to show you. Think of it, gentlemen, there are more than 100 advertisers in this one issue. Now I ask you, what chance has one advertiser got with all these others? Certainly, he hasn't more than one in a hundred. You know, I think I

am going to ask you to change over to a magazine that is not so crowded. There's *Fraternity*, for instance. That's a good magazine. I read it myself. I think, if you don't mind, we'll just change from the *Gazette* to *Fraternity*. If there is any difference in rates and we have some money left over, why we'll add it to the newspaper campaign. I wouldn't want you gentlemen to lose any billing, ha, ha. So we'll just make the change from the *Gazette* to *Fraternity*. It isn't nearly so crowded, and, as my wife said to me the other day, you know *Fraternity* is a magazine that has some real pep and snap to it.

"Oh, yes, one more little thing that I almost forgot."

"Do have another cigar, Mr. Garfinkle."

"Yes, just one more thing I wanted to mention and that is coupons. Now, I notice that you have made no arrangements for putting a coupon in our ads. Gentlemen, I think we ought to have a coupon. I feel strongly about this, I do. In fact, I'm afraid I'll have to insist on a coupon. You know, we have a lot of those 'May Time' booklets left over and I think we ought to use a coupon and send them out. Just as well use them, since we have them. At least, that's my opinion. Suppose we just slip in an offer and a coupon right in here somewhere between the copy and the logotype. That won't

[CONTINUED ON PAGE 65]

BRUCE BARTON

ROY S. DURSTINE

ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

*A*N advertising agency of about two hundred 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 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

Feiker Succeeds Neal as A. B. P. Executive

A DEVELOPMENT which promises to be of far-reaching importance in the business paper field has its inception in the recently announced resignation of Jesse H. Neal as executive secretary of the Associated Business Papers, Inc., effective Jan. 1. The same bulletin which bears this news contains the announcement of the appointment of Fred M. Feiker as managing director of the Association. This is a new office specially

created for Mr. Feiker and will include many of the functions formerly performed by the executive secretary, together with a widened sphere of activity, the scope of which will be announced later. Mr. Harris, who has served for some time as Mr. Neal's assistant, will continue at his post to handle routine matters and take over certain of the duties of his former chief.

Mr. Feiker comes to the A. B. P. with a variegated and impressive record of achievement behind him. Upon graduation from Worcester Polytechnic Institute as an electrical engineer in 1904, he became a "technical journalist" in the employ of the General Electric Co., Schenectady, N. Y. His experience here convinced him of the need for a comprehensive industrial publication which would reach no one particular industry, but would deal with the matters of concern to executives of all industries. The pursuit of this idea brought him into the employ of the A. W. Shaw Co. of Chicago, where he saw established the magazine *Factory*, which he served as technical editor, later being appointed chairman of the editorial board for both *System* and *Factory*.

He was influential in the organization of the Harvard Business School, and later went with the McGraw-Hill Co., where he served in an edi-



Jesse H. Neal



Fred M. Feiker

© Underwood & Underwood

torial capacity on *Electrical World* and *Electrical Merchandising*. Here again his sphere of activity was widened, and he soon became editorial director for the entire organization.

IN 1921 Herbert Hoover called him to the Government service as assistant to the Secretary of Commerce, where he accomplished much distinguished and constructive work. This included the establishment of the Division of Simplified Practice in the Bureau of Standards, the revamping of the Bureau of Foreign and Domestic Commerce, the establishment of the publication *Commerce Reports*, and considerable constructive work for the Bureau of Census. It was during this period that he arranged the monthly meetings with Mr. Hoover of the National Conference of Business Paper Editors, in the interests of coordinating diverse industries, educational institutions and the press in their relationships with the Government.

Completing this work in 1923, Mr. Feiker became operating vice-president of The Society for Electrical Development, where his work has been of the highest character. It is this position which he leaves to take up his work with the Associated Business Papers.

Jesse H. Neal, the retiring execu-

tive secretary, leaves behind him an impressive record of fruitful effort and hard-earned accomplishment. The ten years and five months which have seen his incumbency have been marked by a steady, healthy growth of his association and the widening of its activities. When he undertook his task in 1916, the A. B. P. was a fragmentary idea. As its first executive officer, Mr. Neal was obliged to take this idea and nurture it, until it

has flowered into the far-reaching, powerful organization of today.

Like his successor, Jesse Neal brought to his post a colorful and diversified experience, although in his case it tended more toward the advertising and publishing side than toward editorial work. Various activities in different cities led him into an active part in the Associated Advertising Clubs of the World, where he has done more than his share over a period of years for the furthering of world-wide commercial understanding. Advertising men probably know him best as chairman of the transportation committee which took the American delegates to the London Convention of the Associated Clubs in 1924, and as the leader of the delegations that went out from London to Glasgow and Paris, at which last place the French Government decorated him with the Legion of Honor. In addition, he was secretary-treasurer of the A. A. C. of W. for four years, and has been a director of the New York Advertising Club and the Technical Publicity Association.

Mr. Neal has made no announcement of his future plans. On Jan. 26 he will sail for a Mediterranean cruise, accompanied by Mrs. Neal, probably to return in April, at which time he expects to have formulated a new plan of action.



Steam Railway Industry Has Prosperous Year

THERE has never been a time when prosperity in the railway industry was so well defined—high earnings, record traffic and an industrial situation which gives every indication of the continuation of prosperity.

In reaching this important market effectively the five departmental railway publications that comprise the *Railway Service Unit* can aid you materially. They select the railway men you want to reach—for each publication is devoted exclusively to the interests of one of the five branches of railway service. Our Research Department will gladly cooperate with you in determining your railway market and the particular railway officers who specify and influence the purchases of your products.

Simmons-Boardman Publishing Company

"The House of Transportation"

30 Church Street

New York, N. Y.

608 So. Dearborn St., Chicago
Mandeville, La.

6007 Euclid Avenue, Cleveland
Washington, D. C. London

The Railway Service Unit

Five Departmental Publications serving each of the departments in the railway industry individually, effectively, and without waste

Shall Newspapers Give Cash Discount to Advertisers?

[CONTINUED FROM PAGE 22]

manner of obligations in order to pay his client's bills that he himself may continue to exist.

Ernest I. Mitchell, president of the Mitchell-Faust Advertising Co., Chicago, has the matter in a nutshell: "With the cash discount removed the agency business would change from one of a professional nature to one of a more capitalistic or commercial business."

"**A**BOLITION of the cash discount," says Carl P. Johnson, president of Johnson, Read & Co., also of Chicago, "would necessitate the employment of a very large amount of new capital in agency operation. In other words, agencies would be forced into the banking business, which is entirely foreign to their experience and certainly outside their logical field of effort."

B. E. Chappelow, president of the Chappelow Advertising Co., St. Louis, estimates this increased capital necessary as roughly three or four times what is now required. "Such an increase," he continues, "would require an additional earning opportunity for the agents which the present fifteen per cent differential would not take care of."

This supposition of slower payment of advertising bills, with its nearly fatal effect upon the agencies, is shared quite generally. Naturally, its deadly effects, if such they would be, would be felt first by the smaller agencies, many of which would most certainly go under. But under the existing system, no agency, no matter how powerful, is prepared to meet such an emergency as this would appear to be. The very nature of their service precludes it from the beginning. As Mr. Mitchell so aptly puts it, the quasi-professional status would be entirely lost by the necessity for financing slow-paying accounts. Indeed, it would not be greatly stretching a simile to liken the threatened condition to one where the doctor is expected to pay his patient's hospital bills pending the latter's leisure.

That this slow payment by advertisers would inevitably result from the abolishment of the discount is stoutly maintained by the agency men. Mr. Johnson cites business precedent in other lines where this result has closely followed the institution of "net" billings; lines in which, of course, there was no third party left holding the bag, as would be the case with the advertising agency. It is further pointed out that the entire training of persons in

accounting and credit departments of concerns, large and small, stresses the desirability of paying promptly only those bills which have a discount and of holding on to all other money from which no such benefit accrues, as long as practicable. Thus, should the discount be abandoned by publishers generally, it would follow that the last bill paid by the manufacturer would be his advertising bill.

That this condition is not common to small companies or companies which are weak financially, is attested to by Charles W. Hoyt, president of the agency which bears his name. "It is a fact," he declares, "that the large firms whose expenditures mount into many thousands of dollars per month are the very ones who, under the training and precedence within the minds of office people, do pass these bills up while the agent pays the bill to the publishers."

K. L. Hamman, president of three affiliated agencies on the West Coast, deals tersely with this phase of the subject in one bald statement: "No manufacturer, no matter how large or how great his cash reserve, pays his non-discount invoices until the items are past due."

Frank Presbrey, president of the Frank Presbrey Co., New York, declares that, while it is of minor importance what the publisher does with his local accounts with regard to the cash discount, in the case of advertising placed by a third party, he should "give all agents the benefit of the cash discount and refuse to do business with men who refused to take advantage of it."

HERE are a few random comments on the situation, showing which way the wind seems to be blowing, and bringing out the fact that, in the long run, the publisher is going to suffer as well as the agent:

"Perhaps the publishers, at the start, would be able to force agencies to pay on specified dates, even though their advertisers did not pay the agencies. But eventually these arbitrary dates would break down and agency payments to publishers would simply reflect advertisers' payments to the agencies. . . . Over a period of time the average payment dates would become later and later."—B. E. Chappelow, president, Chappelow Advertising Co.

"The fact that the agency neglects to press collections will eventually mean that publishers will likewise wait for their money, and it will mean that publishers will have an increased collection

expense which will undoubtedly offset the savings made on cash discounts."—K. L. Hamman.

"Agencies cannot afford to wait sixty days for their money, and neither can the publishers."—John B. Bissell, president, Bissell & Land, Inc.

A FEW extracts which indicate that friction is being generated:

"The effort to abandon the cash discount is not conducted with foresight. It seems to me a pure piece of opportunism."—F. J. Ross, president, F. J. Ross Co., Inc.

"I have learned to have much faith in the belief that any change in standard practices is attended by more or less danger, if all parties affected by the changes are not benefited. Here it is obvious that the advertiser does not benefit. . . . In no way can I see a benefit to the advertising agency."—David G. Evans, president, Evans, Kip & Hackett, Inc.

"There is always some ingenué trying to stick a monkey wrench into any well-regulated machinery, but I think of no one piece of the great machine of advertising which would so quickly wreck the whole industry as the loss of this little nut known as the cash discount."—Mac Martin, president, Mac Martin Advertising Agency.

Two interesting letters deal with the matter from the historical point of view and aim to justify the cash discount for what it has already accomplished. Mac Martin describes its origin back in the dark ages of advertising and tells of how it became a recognized part of the advertising business simply because it oiled the wheels of progress and kept money on the move. Allen Collier, president of Proctor & Collier Company, Cincinnati, describes the situation in the middle eighteen nineties when a large agency in Boston failed with a loss of a million and a half dollars, bringing home to all concerned the huge credit risk under which the agencies of that time were laboring.

Now comes up for discussion another phase of the agency situation which is certainly no less vital than those which have already been discussed, and is further one which threatens to demoralize advertising internally by hitting agency morale and efficiency and throwing the existing system into chaos. Listen again to Ernest I. Mitchell from whose excellent letter we have already quoted.

"To eliminate the cash discount," he declares, "would mean that advertising agencies would undoubtedly have to

A Page from The Christian Science Monitor

THE CHRISTIAN SCIENCE MONITOR, BOSTON, SATURDAY, NOVEMBER 6, 1926

GREECE DIVIDED INTO TWO CAMPS

Electon Will Weigh in Favor Between the Venizelists and Royalists

As Public from Athens Bureau by THE CHRISTIAN SCIENCE MONITOR. A major election will decide the Greek situation in the near future. The Venizelists, who have long been the dominant force in Greek politics, are expected to win a decisive victory. This will likely result in the continuation of their policies, which have been characterized by a strong commitment to democracy and international cooperation.

QUEEN MARIE STAYS EAST

Leaves Paris for Afternoon to Vancouver, K.C. and Blair Park

QUEEN MARIE TRAVELING TO BRITAIN. The Queen of Rumania is expected to visit the United States and Canada during her stay in the West. Her itinerary includes stops in Vancouver, Kansas City, and Blair Park, where she will be received with great honor.

FAVORS BITLER TO LEAD PARTY

President Sees an Outlook for Senator to Design as National Chairman

WASHINGTON, Nov. 6.—The President is expected to favor the nomination of Senator Bitler as the national chairman of the Progressive Party. Bitler is a prominent politician and has a strong record of public service.

COAL SOLLUTION BEFORE CABINET

British Miners' Proposal for Settlement Studied—Quarry Classified

The British Government is studying the proposal for a settlement of the coal miners' dispute. The proposal includes a classification of the coal mines and a plan for the distribution of coal during the winter months.

ALTA, SAYS BISHOP

Breaks President, Thinker the Rev. Dr. Nichols

ALTA, SAYS BISHOP. The Bishop of the Diocese of California has made a statement regarding the political and social situation in the United States. He expresses his concerns about the current state of affairs and offers his perspective on the challenges facing the nation.

WET AND DRY ISSUE

THE BEE, DELIBERATED

THE BEE, DELIBERATED. The issue of Prohibition is being debated in the House of Representatives. The debate is expected to be a lengthy one, as both sides present strong arguments for their respective positions.

NEW AVENUES OF CO-OPERATION

Seen by Australian Envoy

British Dominions Expect Missions to Build Firm Trade Friendship with United States. The Australian Government is planning to send a mission to the United States to explore new avenues of trade and cooperation between the two nations.

A Good Paper for Food Accounts

Malt Breakfast Food and Pappy's Guava Jelly are two of the many food products which are regularly advertised in The Christian Science Monitor.

One reason why they get good results is that 90% of the Monitor's circulation is delivered through the mails, directly into the homes of the readers.

REDUCTION IN CABLE RES EXPECTED

WASHINGTON, Nov. 6.—The Federal Reserve Board is expected to announce a reduction in the reserve requirements for banks. This move is seen as a step towards easing the money market and stimulating economic activity.

STAIN TIPS TO MARKER IS CALLED "INFOLDABLE"

A new type of marker is being introduced in the market. It is called "infoldable" and is designed to be used in a variety of applications. The marker is made of a special material that allows it to be folded and unfolded without losing its effectiveness.

SYDNEY ROYAL MINT TO BE DISCONTINUED

The Sydney Royal Mint is expected to be discontinued. The decision was made by the British Government, and it is believed that the mint will be closed in the near future. This move is part of a larger effort to streamline the government's operations and reduce costs.

WALSHOWN'S Defeat Called

WASHINGTON, Nov. 6.—The defeat of Walshown in the recent election is being analyzed by political observers. Many believe that his loss was due to a combination of factors, including a strong opponent and a shift in public opinion.

MEMORIAL SERVICE FOR W. M. C. A. FOUNDER

A memorial service will be held for the founder of the W. M. C. A. The service is being organized by the organization's members and will take place in a large hall in the city. It is expected to be a significant event for the community.

ANNAPOLIS BROUGHT NEARER TO CAPITAL

The city of Annapolis is being brought closer to the capital. This is being achieved through a series of transportation improvements, including the construction of new roads and bridges. These changes are expected to make travel between the two cities much easier.

CHANGES IN LEADERSHIP

There have been several changes in leadership within various organizations. These changes are being made in response to the needs of the organizations and the changing political landscape.

MEMORIAL SERVICE FOR W. M. C. A. FOUNDER

A memorial service will be held for the founder of the W. M. C. A. The service is being organized by the organization's members and will take place in a large hall in the city. It is expected to be a significant event for the community.

ANNAPOLIS BROUGHT NEARER TO CAPITAL

The city of Annapolis is being brought closer to the capital. This is being achieved through a series of transportation improvements, including the construction of new roads and bridges. These changes are expected to make travel between the two cities much easier.

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TOTAL ABSTINENCE URGED IN BRITAIN

The British Government is urging total abstinence from alcohol. This is being done as part of a campaign to reduce the social and economic problems associated with alcohol consumption.

BAND SHOP

A new band shop has opened in the city. The shop offers a wide variety of musical instruments and accessories at competitive prices. It is a great place for musicians to find everything they need for their bands.

For a change ~ tu



MALT BREAKFAST FOOD

It has a different flavor

Costs less than a cent a dish

Florida Southern Resorts

Take the Double Track—Sea Level Route

THE EVERGLADES

Through The Heart of Florida

7 Trains Daily

Atlantic Coast Line

The Standard Railroad of the South

They Speed the World's Business



Nearly 3,000,000 UNDERWOOD

typewriters now in use

make larger investments in their businesses to care for the increasing period of time which advertisers would make their agencies wait for their money which the agencies had paid to the publishers. This naturally would reduce the agency profits and very likely result in a *lessened service to advertisers*. At any rate, a lessening of the agency profit which is almost sure to follow the elimination of the cash discount, would discourage men of brains, vision and progress from entering the agency business which would indirectly affect the creation of advertising for publishers."

PURSUING the same line of thought is Charles Lansdown, treasurer of the H. E. Lesan Advertising Agency. "We agree," he says, "that this is a serious situation, so far as the agencies are concerned, because in effect it will probably work out as a reduction in the commission. Practically all of the publishers who are eliminating the cash discount are protecting themselves on prompt payment by also eliminating the commission, if payment is not made on a certain date. If the practice becomes general, probably the only solution for the agencies, to enable them to receive prompt payment from the clients, will be to allow a cash discount, regardless of whether the publisher does or not, thus reducing the amount of their commission. As it is the experience of agencies that the present commission is none too great, any reduction in the net commission will ultimately have to mean a lessening of their service to advertisers and a consequent slowing up of the development of additional advertising."

Mr. Lansdown's point is well made. In an address before the Four A's in Washington recently, John Benson brought out the fact that the actual net profit of the agency averages only two to three per cent of its total billings. Certainly at this rate, as pointed out by Mr. Chappelow, the agent cannot offer the advertiser any such cash discount such as is discussed by Mr. Lansdown, for such a step would lop off his profit at one neat stroke, and his fifteen per cent would turn to ashes in his mouth. Yet aside from this suicidal move, his only alternative, as has been brought out before, would be to borrow money at five or six per cent to carry over the advertiser until he was good and ready to pay his own bill. Even aside from the credit risk that he would thus be automatically assuming, the interest rate, as may easily be seen, would gnaw deeply into the vitals of that slim two or three per cent profit, even if the period of each such loan was only a week or so—which might be far from the case.

All the foregoing is based, of course, on the assumption that the elimination of the cash discount became a general practice, rather than the experimental and rather tentative step which it is at the present time. With only a comparatively few of the newspapers in the

ranks of the eliminators, it is possible for the agencies to balance up their affairs so as to overcome to a large extent the inconveniences to which they are put.

However, assuming that the practice did become general, the advertising business would be faced with the problems already outlined, plus another problem which has been a bone of contention for so many years that it has become the proverbial chestnut of the business. Although this point has not been brought out directly in any of the letters received, it has been approached very closely by Mr. Lansdown as quoted above, and but little stretch of the imagination is required to make it very real to anyone vitally enough interested in the problem to follow it closely and to think it through to the logical conclusions which all these letters seem to preface.

Here is this other problem in a nutshell: Should the elimination of the discount become general with the subsequent results which the agency writers are unanimous in predicting, it would become absolutely imperative for the agencies to seek a different means of remuneration in order to maintain the present standard of excellence of their work. In other words, the general abandonment of the cash discount, as viewed by our correspondents, *would sound the doom of the fifteen per cent agency commission system.*

ESPECIALLY would this seem true in view of the fact, as cited by Mr. Lansdown, that many of the newspapers which have eliminated the discount are holding the fifteen per cent as a club over the agent's head in order to keep the cash moving at its wonted pace. That something of this sort is already stirring in the minds of some of those involved in the present matter may be attested to by the following anonymous note received at our office pinned to a clipping of our editorial which started all this discussion: "Why," the writer asks simply, "strain at the gnat of two per cent cash discount and swallow the camel of fifteen per cent agency commission?"

The alleged woes and tribulations of the existing fifteen per cent "differential" system are too many and too varied to warrant discussion here. The point is merely brought out in order that the agency's place may be made more clear. The advertising agency is in a position analogous to nothing else in the present-day business world. In a development such as the one under discussion it is caught, so to speak, between the devil and the deep blue sea. It makes its profit on the money paid the publisher by the advertiser, and when this money is not promptly forthcoming the agency is placed in the untenable position of either waiting indefinitely for the money which it has earned, or, where the newspaper uses the fifteen per cent as a club, of being absolutely obliged to assume the advertiser's obligation, trusting to the Fates that nothing will go wrong.

We now come to the advertiser's side of the discussion, and here our say may be brief. This group is affected directly by the elimination of the discount; more directly, it would appear at first glance, than any other group. The taking away from him of two per cent of his space bill amounts literally to removing that precise sum from his pocket. No man likes to see the money going out, so it is quite natural that all the advertisers who have written us are distinctly antagonistic toward the elimination of the cash discount.

While this does affect them directly in the pocketbook, as already described, still it affects them in a comparatively small way. It is not in their case, as with the agents, a threat at their very existence. Hence, their views center very decidedly about one point. That point may be brought out simply and clearly by means of a short quotation from the letter of C. E. Beatty, advertising manager of the New Jersey Zinc Company.

"Abolition of the cash discount," this gentleman declares, "on the part of any publication, with no adjustment in rates, seems to me to mean but one thing—an increase in rate, hidden, perhaps, and not justified by increasing values."

This, in a nutshell, is the opinion of practically every advertiser who wrote us. What Mr. Beatty describes as a "hidden" raise in rate is variously characterized by other writers as: "Left-handed," "painless," "by way of the back door," "unjustified," "unsanctioned," and "detrimental." Little sympathy is expressed for the publisher, although several of the writers are at pains to declare that the cash discount, as such, does not mean a great deal to them, so long as its elimination is accompanied by a corresponding reduction in space rates.

A GOOD deal of sympathy is expressed for the agency, however. Many of the writers, looking beyond the immediate effect of the change upon them, visualize only too clearly how the agency will be affected. Inasmuch as their lines of reasoning follow very closely those of the agency men themselves as previously discussed, there is no necessity for repeating them here.

Other advertisers quote quite simply the fairly obvious fact that, should this move which they characterize as a rate increase become the rule, the appropriations will remain the same while the space units will become increasingly smaller. The move is viewed, if not with alarm, at least with more than a little hostility.

Unfortunately, we are placed at a disadvantage in handling the manufacturers' angle, inasmuch as several of the most prominent men who have written us specially request that they be not quoted.

Enough, then, for the agencies and advertisers. Let us now consider the angle of the newspapers, for here appears to lie the crux of the whole situation. As previously stated, we are



Here is "Barking Dog"—interrupting symbol of the cigarette which won New York in a walk and a week-end.

Package, windows, store displays and newspaper advertising were linked together by an *Interrupting Idea*.

This notably-successful campaign was prepared for the Continental Tobacco Company, Inc., by the Federal Advertising Agency, Inc., of 6 East 39th Street, New York.

Now for NEXT Christmas

[CONTINUED FROM PAGE 20]

your washing machines; and your washing machine overtime would, by way of reciprocity, flow back into my radios. But, says the United States Department of Commerce, between 1914 and 1923, the number of wage earners in our factories has increased only about twenty-seven per cent, while the amount of factory output has increased at least sixty per cent—more than twice as fast!

SO, instead of each turning out about enough to barter against his own needs—with, of course, a fair share for non-producers—our mechanized factory hands are able to pile up a vast surplus. The General Electric Company advertises, very cleverly, that an automobile workman today, backed by his 19-horse power auxiliary, makes five times as many cars as he used to. That is an achievement: a source of pride and prosperity. The fact remains, nevertheless, that one workman can still drive only one car.

Machinery can make those four extra cars. It can run them. But it cannot drive them. Neither can machinery consume its other products. Great masses of people must come into the picture. And people, in the mass, change very slowly.

Moreover, almost every article we turn out nowadays, from pins to shoes, is built to last longer. The average life of an automobile has crept up to seven years. As many pins as ever are probably lost, but in spite of three years' growth in population we were, in the first half of 1926, turning out some 200,000 pairs of shoes a day fewer than in 1923.

If Mr. Coolidge's estimate of advertising as a cause of large scale production were only half as exact as complimentary, the solution of our problem would be apparent. As befis a delightful host, however, the President's speech to the A. A. A. was more tactful than scientific, with more, perhaps, of political effectiveness than political economy. At least a score among his audience could have demonstrated that our present mass advertising is itself an effect, rather than a cause, of our present production difficulties. At any rate, no man connected with advertising can safely forget that advertising as an industry has extended itself companionably along with all the others. Vast circulations and huge presses must be maintained, expensive selling forces must increase their pressure all along the line.

Already distribution has become the narrow neck of the bottle. The train begins to crowd the engine. As selling spurts to catch up with production, advertising must catch up with selling. Now is our opportunity to prove the

classic claim that—by making possible large scale production—advertising is a prime cause of low prices. On the other hand, unless it can, immediately and definitely, shoulder its share of the large scale production already upon us, advertising may have to concede itself merely the silk hat of commerce.

Not advertising alone; all selling of the good old school owes itself a careful overhauling for the new competition of 1927. More than a year ago Mr. Rayburn pointed out that the local merchant can no longer be counted a manufacturer's selling agent. Increased buying skill in millions of women has forced the retailer to become his customer's buying agent.

Nor have advertising and selling alone got to face the music. Responsible executives, who have been pretending to themselves that higher prices would soon bring back the easy wartime prosperity, might as well roll up their sleeves and work for lower prices.

The whole foundation of the gorgeous Christmas just passed was more people having more things. Christmas 1927 will depend on still more people having still more things. That can be done only by lowering prices. Much of this price lowering will come out of new synthetic materials, new processes and new machinery; much will come from the new efficiency of a more civilized and more responsible class of labor. But most of the saving—and nearly all the profits—will, we venture to predict, come from avoiding waste. And most of that avoidance will come from the rapid abandonment—voluntary or involuntary—of essential things.

MAGNIFICENT mergers, like General Motors, can well afford to force universal distribution, regardless of marginal profits. But the average manufacturer is going, more and more, to find comfort and safety in his natural market. This division is not necessarily geographic. Each man's "natural" market is the field which will make him the most money with the least work. Whether his particular field be defined by price, service, method of sale, highly specialized article or mere locality, will depend in each case on the man himself and his nearest competitor.

A natural corollary of the natural market is an ever increasing fight against waste. The manufacturer who goes after universal market must force his prices low to meet the special competition of the man to whom each added unit naturally belongs. On the other hand, the manufacturer who can't afford a bigger market must make himself a better market. If he can't have easy profits from a larger sale he can

at least try for larger profits from an easy sale.

Therefore, the apologetic waiter who discovered that the overcharge in the dinner check came from his having carelessly added the date into his total is, during 1927, going to find a surprising following among our best businesses. The process of squeezing costs will, we suspect, bring to the surface a lot of misplaced dates and expensive flyspecks. Moreover, with lower materials and increased efficiency, the factory manager is likely soon to protest he has done his share of cost cutting, and look to the front office to carry on.

NO Fifth Avenue visitor who has strolled into the magnificent Childs' cafeteria in the old Holland House, or into Mr. Woolworth's equally impressive 5-and-10 emporium at Fortieth Street, will have any doubt as to the form this carrying on will take. Everything absolutely necessary will be done extra well. And nothing not absolutely necessary will be done at all. Every card file, every ledger entry, every letter mailed, will be examined to see if it is essential to the flow of goods into the hands of the customer. Any element that doesn't contribute directly and exactly in proportion to its cost will be marked for elimination. Everything absolutely essential will, of course, remain. But some way will be found to make them more productive.

This revision will aim itself not so much at men as at things. It will affect the payroll less than the salary list. In the good old days, when only lawyers, teachers, doctors, could afford luxuries, wages had to be low enough to keep prices within the range of the limited professional income. Today, when the wage-earner is his employer's best customer, costs must be cut without too much affecting the purchasing power of the payroll.

This slack cannot, of course, go on forever. Sooner or later—probably a good deal later—society will find it cheaper to support the inefficient producer or distributor than to allow him to try to support himself. Any system that takes as many profits in the handling as our present method of merchandising can ill afford to compound its losses on inefficiency.

Let us hark back, for example, to the waiter who added the date into the dinner check. His was the last step in distribution, so the error was comparatively simple. But suppose the same mistake had been at the first stages of raw material. Let us assume, for instance, some manufacturing lapse has added an unnecessary ten cents to something selling around a dollar. If the manufacturer takes only a ten per cent gross profit on his costs, he will pass this waste on to the wholesaler at eleven cents. If the wholesaler's cost of doing business and profit amount to thirty per cent, he will pass the waste on to the retailer at 14.3 cents. If the retailer, in turn, must get thirty per cent on his costs, he will have to add 4.29 cents to cover this useless item.

[CONTINUED ON PAGE 46]



A Machine Tool Man of Wide Experience

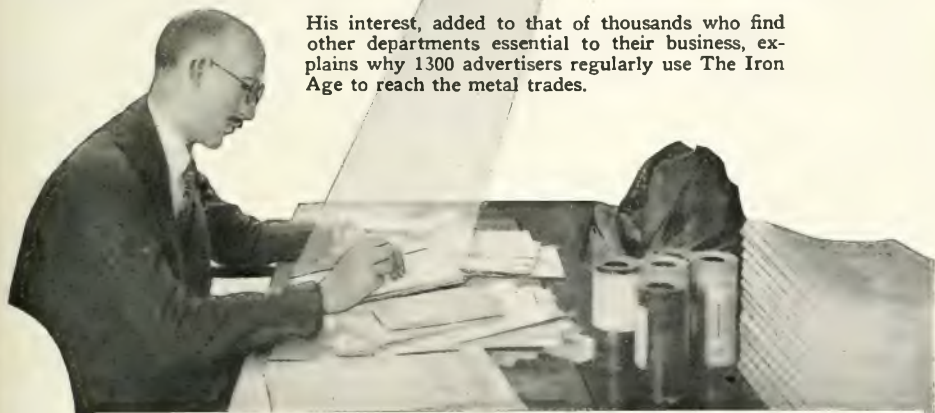
condenses the News of new equipment for Production Manager Spry

First essential is that it be real news—for what busy Plant Manager will twice be tricked into reading something he has already gone through, weeks, maybe a year before? Thus the machine tool man must be a good eliminator, separating the chaff from the genuine new developments of the trade.

Secondly, he must be a good collector, present thoroughly and correctly and promptly all the news of new equipment that would be of interest to tool users and manufacturers in all lines of the field. The Iron Age takes particular pride in the completeness and correctness of its new equipment items it lays before Mr. Plant Manager.

That's why he reads THE IRON AGE

His interest, added to that of thousands who find other departments essential to their business, explains why 1300 advertisers regularly use The Iron Age to reach the metal trades.



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

What Advertising Can Do in the Distribution of Securities

By A. E. Bryson

Vice-President, Halsey, Stuart & Company

IT is not uncommon to find the investment banker quite willing to concede the important place of advertising in the general scheme of things, though he may be indifferent, perhaps skeptical, about its application to his own field. The same person whose food, apparel, and whole mode of living is influenced by advertising, maintains a lukewarm attitude, perhaps even an adverse one, to the whole-hearted application of the same sales agency to his own business.

"The bond business is different," it is very commonly said. "The only way to sell bonds is to go out and sell them," comments another. "The bond business is a profession, and as such does not lend itself to advertising," comments a third. "I have tried it and it doesn't work," adds another with considerable finality. These comments are made in good faith. Those responsible for them believe them. Are they well founded? Is it true that a medium that has proved its effectiveness in almost every other line is not applicable to the problems of securities distribution?

To answer that question there must be some agreement as to just what the problems are. Most of us, I believe, would agree that they are primarily problems of distribution. For the moment some dealers may say that the problem of distributing bonds is not so difficult as the problem of obtaining them. That, if true, is of course only a temporary situation. By and large, there can be no question but that the securities distributing machinery of the country is primarily concerned with selling more bonds, and selling them more economically. With the margin of profit smaller, as is always the case in a period of active demand, distributors to maintain their accustomed profits must do one or both of two things: increase volume or decrease selling costs.

Portions of an address delivered before the Financial Advertisers' Association, Chicago.



BONDS TO FIT THE INVESTOR

Get Structure into Your Investments
Let a good Bond House be your Adviser

CHICAGO, ILL. (Continued from page 39)

There are of course other problems: the problem of obtaining good securities with which to meet the demand, the problem of personnel, the problem of keeping customers in the face of the keen competition that now exists. Can advertising assist in their solution?

LET us consider the major problem first: that of selling more bonds and selling them more economically. I suppose the sales job in our field (in fact in any field) may be reduced to this: (1) Finding the buyer, (2) Selling him, (3) Keeping him sold. All of these steps can, of course, be accomplished without the aid of advertising. But while it can, and is being done, it is time consuming and costly. It means substantially that the salesman has the whole sales job on his own shoulders. He must, in effect, ring doorbells and depend on the law of averages to locate his prospects; he must assume the laborious job, having found his prospect, of selling him from the ground up—on the advantages of investing, on the merits of bonds in contrast to other forms of investment. He must

sell his house, his own type of bonds himself, and his own individual of ferings—and then he must keep them sold.

What does the salesman do under these circumstances—in fact, what is he instructed to do? Does he go out in the highways and byways to locate new buyers?

No. He goes to the Social Register, the Directory of Directors, the lists of big stockholders, in short, to consistent big buyers; the same field probably the same names, that every body else in the business is already working on.

It is easier, he figures, to win away the other fellow's customers than to locate and develop new ones. The result of this, which is standard procedure with most bond houses, is that a certain small sector of our population is overwhelmed with sale solicitations, while in other sectors the bond salesman is still something of a rarity.

But, you may say, with all the duplicated effort in this field, it is no more costly, considering the large unit of sale, than the development of the "fringe" market where the selling job is admittedly hardly less difficult. In the sophisticated group we merely have to sell ourselves and our goods in competition with other dealers. In the other field, we have to undertake a tedious educational job, and in addition meet the equally difficult competition of the general merchandising market. The surplus of this class is not so large but that its members must sometimes decide between the desires of the moment in the form of alluring and well advertised things—automobiles, trip abroad, country club memberships—and the desires of the future which at best, are somewhat ephemeral and hard to grasp. The prospect in this field is admittedly harder to locate and the selling problem is perhaps more involved. By and large, however, it is probably no more difficult or costly than in the other class, and it has this great advantage: once you have sold your prospect you have

HALSEY, STUART & CO.
100 N. WABASH ST. CHICAGO, ILL.

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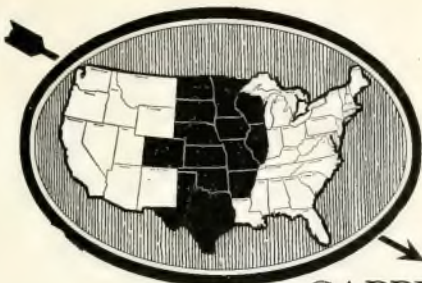
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[CONTINUED ON PAGE 60]

SELL THIS TERRITORY



THRU— CAPPER'S FARMER

HOKUM-POKUM

Could it be that tasting might not be the proof of the pudding?

The stage is set. The convention is over. The market analyst has spoken. The salesmen full of pep and portfolios are marshalled for action. This year we crack the west. Advertising. Distribution. Sales. Profits. Ready! Lights! Camera!

Ah there! It's Mrs. Banker. She lives in the biggest house in Countyseatville. And reads Fastidious Magazine. She sets the pace (so the handbook says). The soup she serves tonight will grace a thousand pantry shelves tomorrow. Of course, we're selling Beige Hosiery. But it makes no difference. The handbook covers everything—soap, beefsteak and flying machines.

Action!

Mrs. Banker reads of Beige in Fastidious. She asks her dealer—who stocks. And the Beige clad ankles of Mrs. Banker tread Main Street. Tomorrow Countyseatville goes Beige. Ho Hum.

A year passes.

"Beige selling in Countyseatville?"

"Oh yes. Yes, two accounts—the main department store and a shoe store."

"Selling quite a little stuff?"

"Well-er—well, maybe not what we expected. But then, these little towns are tough. Beige is a \$1.98 seller, you know. I was just saying the other day, I believe we ought to have a cheaper line for that western country. Meet competition, or something."

"Well, who is buying Beige in Countyseatville? Mrs. Banker a good customer?"

"Yes. Yes, she bought a couple of pair all right. Of course, she had to set the pace for Nu-Nude too, you know."

"Well, who is buying Beige?"

"Oh, women. Women and girls and people who live around Countyseatville. I don't know exactly. Of course, old man Jones who owns the big department store, tells me 75% of his business is with farmers."

Women. Farmers' wives. They ride around in Oldsmobiles and Willys-Knights. And send their kids off to college. They read farm papers—like the stories or recipes or patterns or something.

A couple thousand of these women trade in Countyseatville. Beige customers—a few of them. Of course, they don't set the pace like Mrs. Banker. Still, even so, it might be worth while to advertise to them. Might. After all they are the customers—or should be.

Supposing when Beige got to rural America (Capper's Farmer territory) the story of beauty, durability, trim ankles, etc., had been told to the 2,000 in the paper they read—Capper's Farmer.

Supposing instead of Mrs. Banker a hundred women had asked for Beige!

Advertising. Distribution. Sales. Infiltration. Pace setters. Leaders. Hokum-Pokum. And what not.

Could it possibly be that some of the orthodox principles are just a little fallacious?

—M. L. P. for C. F.

Capper's Farmer

Published at Topeka, Kansas, by Arthur Capper

M. L. Crowther, Adv. Mgr.,
120 W. 42nd St., New York City

815,000 Circulation

The 8-pt. Page

by

Odds Bodkins

THIS issue of the 8-Point page reaches you in the midst of the holiday season when merriment fills the evening hours, as per illustration, which I snatched from *The Three Circles*, published by Evans-Winter-Hebb. It is too late by a day or two to wish you a Merry Christmas, but that can be taken for granted now. The important thing is that a new year is just around the corner, and everybody around our offices, from the copy hound who stands outside my door to M. C. R. in the carpeted office at the end of the hall, wishes me to say that they hope it will be a fine year for everybody on the reading end of this journal's fortnightly journey. And I— I hope it will be a year of progress for you, and of satisfaction in accomplishment.

—8-pt.—

The hardships of the early days of a business are always interesting—in the later days! At the McGraw dinner at the Astor the other evening I observed that one of the stories that amused Mr. McGraw most was one told on him by Edward J. Mehren.

It seems that in the early days of his publishing business Mr. McGraw had to take a trip up through New York State. There wasn't enough money in the treasury to finance the complete trip, but it was agreed that Mr. McGraw was to go ahead, and that later in the week a check for additional funds would be mailed to reach him at Rochester.

Arriving at Rochester, Mr. McGraw found that there was no mail. So he wired his partner: "No check here."

A few hours later he received a wire from New York: "No check here either."

Mr. Mehren didn't tell the sequel. Probably too sad.

He did tell something else on his boss, though, and something that helps to explain the high standing of Mr. McGraw's publications. Said E. J. M.: "He has the most remarkable collection of standards of dissatisfaction!"

That's a good New Year's thought: to start building up a set of standards of dissatisfaction in order to show ourselves how much better we might be.

—8-pt.—

I am just returned from luncheon at the Tavern and before plunging into the work of the afternoon I steal a moment to dip into Harcourt, Brace and Company's new book of Carl Sand-

burg's poetry which has been on my desk teasing to be read this past fortnight. And it opens with a word picture of Chicago that I must pass along:

CHICAGO

Hog Butcher for the World
Tool Maker, Stacker of Wheat,
Player with Railroads and the Nation's
Freight Handler;
Stormy, husky, brawling,
City of the Big Shoulders.

Isn't this a picturesque, sympathetic, honest picture of the metropolis of the Middle West?

—8-pt.—

It is perhaps the conventional "far cry" from Fords to Forhans, but everybody seemed to "get" the bulletin chalked on the side of a flier in New York:

"Extra! The fifth one got it!"

—8-pt.—



The Bank of Manhattan Company, New York, has issued a series of four little booklets, forming "The Manhattan Library," which set forth in simple form some of the economic facts of our American life. One of the little books is on Wheat, another is on Insurance, a third is on Railroads, and the one I have just been reading is on Newspapers.

One paragraph from this newspaper book expresses the American newspaper and shows its relation to human life, better than anything I have ever run across:

There are communities abroad where the lack of a newspaper may be merely a vexation. Not so with America, for America, in a unique sense, is the land of voluntary cooperation; this is the basic principle of its wonderful development. Machines can operate in the dark, but not men. When judgment and volition are demanded, people must be keenly aware of one another. The newspaper is a happy instrument for satisfying human curiosity, but its real function



is to bring about that awareness so that people, however widely separated, may work together intelligently and effectively.

Is not this idea of the newspaper as an aid to voluntary cooperation an interesting one, and fundamentally American?

—8-pt.—

From St. Louis comes news of Roy B. Simpson's appointment to the chairmanship of the Civic Problems Committee of the St. Louis Chamber of Commerce. R. B. S., as you doubtless know, is head of the Simpson Advertising Company. An advertising viewpoint should be very helpful in the direction of this important committee.

—8-pt.—

Interesting figures, these — and rather startling — from a form letter sent out from *Hoard's Dairyman*:

The milk produced in 1925 would fill a canal, extending from New York to San Francisco, 3170 miles long, 16 feet wide, and as deep as the Erie Canal.

The same volume of milk, if put in tank cars, would make a train 34,462 miles long or eleven trains reaching across the continent.

The value of milk produced in this country last year was greater than the value of all the gold and silver mined in the United States in the last twenty years.

B. W. Magee, of R. Wallace & Sons Mfg. Co., sends me the letter, with the comment: "I am as far removed as the moon from some of the subjects these people write about, but they *make* me read about them."

The "making" seems to be in the application of imagination. Few facts or figures are interesting, and fewer still are startling, until they have been dramatized. Take some of your own form letters and sit down with them and try dramatizing them with picturesque similes or snatches of conventional dialogue, or by turning them into stories, and see how much more effective they will be.

—8-pt.—

For the numerous Christmas cards I have received, many, many thanks. It is good to receive these friendly expressions from men I never see, yet meet once every fortnight at the threshold of my humble page and ramble down the columns with them.

ODDS BODKINS.



Spring Building Is Just Ahead

Plan now to get your product into the Plans of
80,000 HOME LOVERS

Who will build, decorate, furnish, remodel, redecorate and Orient their homes during 1927.

DIRECT CONTACT

RESPONSIVE INTEREST

Through

THE HOUSE BEAUTIFUL

Only publication in the class field devoted exclusively to the home and what makes it beautiful. Only class publication that hits the Bull's Eye (Home making exclusively) twelve times each year.

Circulation 80,000 Guaranteed Net Paid (A B C). Rebate-backed. Liberal excess at current rates. Interesting facts on request—Write now!

THE HOUSE BEAUTIFUL PUBLISHING COMPANY, INC.
 8 Arlington Street

Boston, Mass.

A Member of the Class Group

Shall Newspapers Give Cash Discounts to Advertisers?

[CONTINUED FROM PAGE 36]

handicapped here by the fact that we received only fourteen letters from newspaper men and by the urgent desire of some of the most outspoken of these writers to remain anonymous. Further, a large number of these letters stated flatly that the newspapers represented by their writers still retained the cash discount and planned to continue to do so indefinitely; that they were keenly aware of the angles of the agencies and advertisers and consequently were unalterably opposed to any change in the present policy. These only go to show that as yet the move to eliminate the discount has not gained any very great headway. What concerns us more immediately are the newspapers which have abolished the discount and which feel themselves entirely justified in so doing. These men have a case to state and, in spite of the seemingly one-sided discussion which has preceded this, their case is justified in many respects and deserves the utmost attention if any solution to this apparently pressing problem is to be found.

The business manager of a large Mid-western paper (name withheld by request) states the following, after announcing flatly that his paper has abolished the discount:

"The largest single items of expense entering into the publication of a daily newspaper are paper and labor. No news print manufacturer soliciting business in this territory to our knowledge allows a cash discount. Of course, there is no discount on payroll. . . . In many industries cash discount seems to be a thing of the past."

THIS man goes on to state that his paper operated under a policy similar to that of the *Chicago Tribune* and several other newspapers; withholding the agent's fifteen per cent commission if the check for the advertising bill is not mailed by the twentieth of the month following. "The amount of delinquent outstanding accounts with advertising agencies on our books," he adds, "is only about fifty per cent as large as when we allowed the two per cent cash discount."

Naturally such a policy will bring results. The agency has the matter put squarely up to it and must hold the bag in any case. This can be done when a comparatively few newspapers hold the club, even if it is done at the expense of delaying payments to other newspapers. But what would be the result were every publication to adopt this policy?

Another Mid-western publisher takes

exception to our editorial statement that the cash discount is almost as old as commerce, maintaining that his paper has only used it for about fifteen years. The writer further calls attention to the fact that in these days of voluminous advertising a large newspaper will pay from \$25,000 to \$100,000 a year for the privilege of "receiving cash remittances two weeks earlier than they would otherwise arrive." "Surely," he adds, "it behooves the publisher to eliminate any wastage possible."

Still another anonymous (by request) publisher calls attention to the fact that newspapers depend for their greatest revenue upon local advertising, most of which is placed direct, and that few offer a cash discount on advertising of this nature.

"It costs the average publisher," he goes on, "a much larger proportion of expense in the national field than in the local. This forces a difference in rates. Cash discount in the case of many publishers has been the largest single expense item in the national field aside from the agency commission. Only a small proportion of our bills payable are subject to cash discount."

NONE of these men appear to have the agency angle very clearly in mind. The fact that the cash discount may have shown a tendency to fall into disuse in many lines of business should not be considered an adequate reason for its elimination in the national advertising field without the publishers first giving careful consideration to the unique situation which is here supplied by the presence in the composite picture of the advertising agent and his curious situation in regard to his remuneration. Nor should the situation of the local advertiser who places direct be used as a precedent for regulating the billing of national advertising where the agency plays so important a part.

Now comes the point of contact in the whole matter where the rub appears to generate the greatest amount of friction between the parties involved. May we quote again the excellent letter of Frank Carroll, director of advertising of the *Indianapolis News*, which appeared in our issue of December 15?

After stating that his paper favors retention of the cash discount for reasons similar to those already described here by others, he makes this statement, significant when one considers the most pointed factors which have led up to the discount elimination: "I have heard complaints to the effect that the time period indicated on newspaper bills has

meant nothing to advertising agencies which have insisted on taking cash discounts, even though their checks left the agency office from three to ten days late. This habit, even though confined to relatively few agencies, has no doubt encouraged newspapers to abolish the cash discount and at the same time get rid of the irritation caused by checks arriving late with the cash discount deducted."

FOLLOWING the same line of reasoning is one of the unnamed publishers already quoted: "When we formerly allowed the two per cent cash discount," this man declares, "it was with a provision that the account be paid on or before the twentieth of the month. Many advertising agencies, particularly the smaller ones, and some of the larger ones as well, would remit on the twenty-fifth or even the fore part of the following month, and would invariably deduct two per cent. We had two alternatives—we could either not allow the cash discount and then engage in a controversy with our customer over a period of months, or we could shut our eyes and allow the unwarranted discount."

Stuart S. Schuyler, president of Allied Newspapers, Inc., declares that the Scripps-Howard papers suffered from the same complaint until it got to the point where the iron hand was required. The Frank Carroll letter published in our previous issue describes the *Indianapolis News'* method of handling such delinquents, and Mr. Schuyler's organization follows similar lines.

"If the bills are not paid on time," he says, "we do not allow the cash discount. We either return the check for correction or accept it as applying 'on account' and bill again for any discount unjustly deducted."

"If checking copies are not received on time by the advertiser, or if any other adjustments are claimed, the bills should be paid on time, even though adjustments are made later."

"By living up to these rules rigidly, we have prevented any possible abuse of the discount privilege. If any papers permit the discount to be deducted when payment is made after the stipulated period, they have only themselves to blame for not enforcing their regulations as set forth on their rate cards."

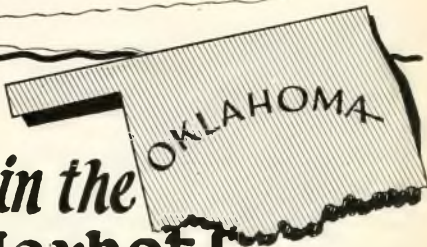
Right here would seem to be the point where practical adjustment might be made. Up to a certain point the cash discount is an instrument of commerce for the furtherance of the interests of all parties concerned. When it is gross-

[CONTINUED ON PAGE 65]

The First Light of 1927

1927

-reveals unusual sales opportunities in the **OKLAHOMA Farm Market!**



1927 dawns on prosperous rural Oklahoma, revealing a giant market, growing in wealth with the years, affording greater selling opportunities for aggressive manufacturers.

In 1926 Oklahoma farmers produced crops valued at more than \$316,000,000 — a figure great enough to insure tremendous buying power.

The 1926 crop was more than \$27,000,000 greater than that of the previous year, which itself was regarded as one of Oklahoma's most favorable years.

Only one crop year in the past seven, that of 1924, was as large as the crop of 1926, and in 1924 farmers used the greater part of their income to pay off debts contracted in the lean years of 1921, 1922 and 1923.

The value of Oklahoma's 1926 crop was more than \$31,000,000 larger than the average annual value of all crop years since 1920.

1927 finds the ground well prepared, the seed properly sown, every condition favorable for a bumper crop of Oklahoma farm dollars.

Those firms who wish to insure their participation in Oklahoma's 1927 prosperity will include on their advertising schedules the Oklahoma Farmer-Stockman, Oklahoma's *only* farm paper.

Carl Williams
Editor

**The OKLAHOMA
FARMER-STOCKMAN**
Oklahoma City

Ralph Miller
Adv. Mgr

E. KATZ SPECIAL ADVERTISING AGENCY

NEW YORK

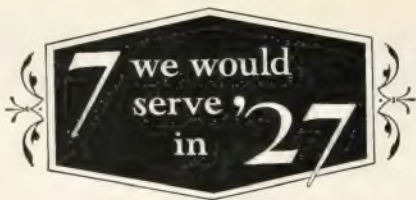
CHICAGO

DETROIT

KANSAS CITY

ATLANTA

SAN FRANCISCO



FOLLOWING our advice to clients, our own 1927 sales program is planned to give more intensive attention to our most promising prospects.

This program is designed to establish relations with seven companies, whose marketing problems require the type of service we are especially qualified, by experience and facilities, to provide. They are:

- 1 One whose product is too large for salesmen to carry and who, therefore, has the problem of giving prospects a clear understanding of its features and performance.
- 2 One whose market is geographically localized by the weight, by installation and service requirements or by other restrictions.
- 3 One who must develop dealers' interest in a line already on their shelves and who must aid them in applying sound merchandising methods to increase the turnover.
- 4 One with a product whose marketing involves securing the influence of architects, physicians or other professional groups.
- 5 One with a product the purchase of which calls for a considerable capital investment, therefore, requiring an effective presentation of financial or economic considerations.
- 6 One whose product must be presented to the different executives of an industrial organization, with a clear perception of their buying habits and functional relations.
- 7 One whose product must have a specialized presentation for each of the various industries that comprise its market.

Such are seven companies we can help during 1927. If you are confronted with one of these problems, we will bring to the discussion, at your request, a breadth of experience and a specialized knowledge.

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

[CONTINUED FROM PAGE 38]

So the consumer pays nearly nineteen cents extra for ten-cent waste!

Where this loss comes from overexpensive or unnecessary practices competition will take care of it. Where it comes from wasteful or unnecessary employees, society will some day effect a compromise. By gradually turning ineffective producers and distributors into inexpensive consumers it will materially lower prices to everybody.

Fantastic as this project sounds, we are, in fact, rapidly approaching it from three different directions: *First*, the question of what funds these simple consumers will have to live on. *Second*, how they will be able to live on so little. *Third*, what will they do?

FIRST, nearly \$500,000,000 insurance a month is already being written for wage-earners. This, together with huge investments workers are making in stock of their own concerns, will sooner or later help bring about disability retirement. Furthermore, from group life insurance to group efficiency insurance will be but a short step for colossal insurance organizers. *Second*, the more successful we are in bringing prices down, the easier we shall find it to pension our professional consumers to bring prices still lower.

Third, with the magnificent future of radio, motion pictures, with the popularization of knowledge and of outdoor sports, there will be plenty to occupy the minds of those whom business can best afford to do without. In a significant statement, published only a few days ago, Mr. Schwab said:

It is my hope that our spiritual and cultural prosperity will now show similar development. We have conquered poverty. Let us conquer disease. We have abolished illiteracy. Let us develop finer methods of education. We have saved time and increased production by making machines do our work. Let us make worth while the additional leisure now on our hands.

And Mr. Ford says apropos of his apparently successful five-day week:

It is good business to give workers more leisure for the simple reason they have more to use more of what they produce, thus automatically creating a larger general market. All industry is stimulated, with a resultant lessening of unemployment.

With two of our great industrial leaders looking so earnestly toward cultural wages and economic leisure, times have surely changed enough to prepare us for almost anything.

Is it not possible, then, that when America's first frenzy of prosperity is over, we shall develop an ever increasing class of pure consumers who, with little wealth, will be content leisurely to be, to know, to enjoy?

And might we not, spreading Christmas throughout our industrial year, find means to place gently among these, not only the aged and crippled, but—as befits a true democracy—all the weak and inefficient? Next Christmas will hardly see us far on the way. Nevertheless, every step toward elimination of waste effort and unnecessary costs will help, not only toward a very immediate and keenly competitive present, but also toward that dim Utopian future.

increased use of cosmetics has developed endless new traps and annoyances for the indiscreet male. Which brings us belatedly to our point. A. S. Hinds & Co. have made a new orchestration of an old theme. It is intelligent; it is original; and consequently it should appeal to the woman who is too blasé to pay attention to the ordinary advertisements.

Clipped from Advertising & Selling

“Bill Can’t Sell Me Anything!”

“BILL can't sell me anything. I know him too well.” Buyers often say that. Firms sometimes change a salesman's territory because he knows his customers too well.

Advertisers, too, make changes in an effort to break the monotony of products advertised year after year in the same publications. With new copy appeal, art work, typography and layout they try to overcome lack of interest, to batter down reader inertia, to counteract indifference bred by familiarity.

A fast growing number of advertisers, rather than fight reader inertia, find it easy to sell SMART SET'S half-million readers who possess youthful, acquisitive, unjaded buying habits. This may be traced to the fact that many of these buyers, becoming for the first time habitual magazine-readers, discover through SMART SET an entirely new world of advertised products.

And SMART SET will produce new business for you just as economically as it does for other advertisers, many of whom write that this magazine brings inquiries at the lowest cost.



SMART SET

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

The Newspaper's Dilemma

[CONTINUED FROM PAGE 25]

writers, and camera men, which turned in something like a page a day of stuff, some of it forced to the limit in the endeavor to keep alive the interest. This constant and stimulating advertising transformed into fans thousands who would never have gone on the simple announcement that such a fight was to be held. They were sold the fight, as millions of customers have been sold other commodities, by newspaper advertising.

THERE is no implication in all this that newspapers should be more complaisant to *bona fide* commercial advertisers. On the contrary. A newspaper's value as an advertising medium is directly in proportion to the conscientiousness with which it discriminates between news and advertising. Its righteousness at a mere casual mention of an advertised article is contrasted with its liberality toward other classes of business enterprises which are just as commercial as soaps and cigarettes, though going under the name of sports or amusements.

But, at the best, that accidental publicity is at least the newspaper's own work. It has not been promoted by the beneficiaries. It is to them a gift of the gods. But there is another far too large volume of free publicity not so unattended. Its presence in newspaper columns snatches the last vestige of sincerity from an otherwise admirable newspaper ethic. This is the releases run at the request of business houses, corporations, public utilities, benevolent societies, theatrical managers, and many publicity-seeking individuals. The motive here is different. There is no circulation-building power in this stuff. It is the result of various forms of pressure brought to bear on the newspapers, ranging from the obvious tricks of the press agent to the more dignified and skillful technique of the public relations counsel.

Newspapers deserve a certain amount of sympathy in their complex problem of paid advertising and free publicity. Many new factors enter into it as a result of our peculiar civilization, so that it is no longer a simple matter to draw the hard and fast line.

One such factor is the devices for duplication, which add enormously to the power of advertising and furnish the machinery for capitalizing it. Two of these devices are the syndicate and the movie, which confer, among other things, the privilege of being in two places at the same time.

The venerable ex-president of Harvard and a popular moving-picture star died the same day. Dr. Eliot received a decent tribute from the newspapers, but Rudolph Valentino's passing was chronicled with a blazon of

headlines and a fullness of detail once reserved for an assassinated President. This publicity had the logical result of stirring the herd mind, and the crowds descended on the funeral in droves. It used to be argued whether advertising created a demand or supplied one. It does both. The voluminous publicity produced a great outpouring of morbid curiosity, and the newspaper acuity of the manifestation of this curiosity added others to the mobs. The newspapers created the interest and then made news of the interest they created. Some of them showed editorial uneasiness at the disparity between the space accorded Dr. Eliot and the orgy of publicity spread out for Valentino. The uneasiness was confirmed by protesting letters from readers asking if this discrepancy was a measure of the respective values of the two men to our civilization, or even a just measure of the popular interest.

Dr. Eliot was the focus of a similar comparison some years ago—that time in comparison with a comic-strip artist.

DR. ELIOT lost out in salary against the comic-strip artist and in réclame against the celluloid knight, not because "Mutt and Jeff" and "The Son of the Sheik" are greater services to mankind than turning freshmen into useful citizens, but because Dr. Eliot is denied the rubber-stamp publicity machine.

Henry Ford owes, not his success, but the size of his success, largely to the newspapers. He has received the largest free advertising campaign of any one business man. He was in a position to realize on it.

It is not suggested that the newspapers could or should have handled such things differently. It is hard to determine what is news and what is not, and if the news makes a few people rich beyond calculation with the priceless gift of free publicity, that does not mean that the newspapers should confine themselves to dull topics. Yet one can think of other fields of endeavor which have equal interest, importance, and economic value to us, which receive scant consideration. One might ask why newspapers should give a page daily to organized baseball, from two to four pages to radio, as much to the motor car, at least a column daily to books and the theater, and not have a page or two devoted, say, to electric utilities.

The American home is going to be transformed into an electrically motored, labor-saving housekeeping device by groups of men who are no more selfish in seeking their own profit than fight promoters or movie magnates. Their product is full of interest to us all, concerns our welfare deeply, and

will have as far-reaching effect on the way we live as the Dempsey-Tunney slugging match or the Ford tractor. Is it not a subject of importance? Is it not full of human interest? Could it not be featured? True, it would not sell papers, as do the details of Babe Ruth's life, or the fact that Ford pays a week's wages for five days' work. But that is poor consolation for those who live by selling electric utilities instead of baseball or fivers. Why are not the newspapers moved with one accord to exploit such fields of gainful endeavor on their inherent interest? For one reason, lack of a personality around which to build up their features. Henry Ford, Thomas Edison, Charlie Chaplin, Tex Rickard, Edward Bok, Red Grange, Suzanne Lenglen, Babe Ruth, Irving Berlin, Queen Marie, are all good copy. It is incidental, as far as the newspaper is concerned, that using them for copy presents advertising to the gainful industries with which they are associated.

The newspaper believes that men are not born with an interest in electric utilities. Neither are they born with an interest in baseball. The public concern with certain phases of life has been developed by exhaustive treatment in the news columns. That interest was put there by the newspapers, the same powerful force that has sold so many things to us in paid space. But the paying advertiser is greatly handicapped by the high cost of the space he buys. He cannot do things on the Tex Rickard scale.

GIVEN enough advertising, the public can be interested in anything—especially the American public, already so standardized, so herd-minded, that it is timid about doing or wearing or liking anything that is not endorsed by the crowd. How many of the 60,000 at the World Series, or the 150,000 at Tex Rickard's show, or the hordes that are packing the college stadia, care that much for baseball, or prize fights, or football, and how many go only because they learn from the newspapers that they are supposed or expected to care? It is a hundred years since Edmund Burke christened the newspapers the "Fourth Estate," and Napoleon said that four hostile newspapers were more to be dreaded than an army. The power of the press was puny then compared with the mighty engine of publicity we have today, an engine which is apparently getting out of control. Like the fisherman in the Arab tale, the newspapers have opened the bottle; they are appalled by the djinni that has come out, the djinni of publicity; they do not know how to control it, what to do with it, or even how to coax it back into the bottle.

Half a Million Cans of "Bean Hole Beans" Sold in Iowa in *Three Months!*

Van Camp Introduces New Product Through Des Moines Register and Tribune

Unknown in August . . . today a staple seller with forty-two jobbers and thousands of Iowa grocers.

That's the story of the success of the Van Camp Products Company in introducing "Bean Hole Beans" to Iowa.

Seventeen carloads . . . 14,000 cases . . . a half a million cans of a new food product were sold in Iowa within ninety days. The Des Moines Register and Tribune, single-handed, with its 190,000 daily and 160,000 Sunday circulation, carried the "Bean Hole Bean" advertising over the state.

The circulation of The Des Moines Register and Tribune, over 190,000 copies daily, reaches every third family in the state of Iowa. It has subscribers in every county and practically every postoffice in the state . . . and this circulation is confined to Iowa . . . less than 1% outside the state.

The most efficient way to sell Iowa is to start your sales efforts at Des Moines, the state's commercial center, and then spread out over the state—paralleling the circulation of The Register and Tribune.



What Van Camps Say:

"We expected our 'Bean Hole Beans' campaign in The Register and Tribune to sell 7,000 cases by the end of this year. Our sales up to Dec. 1st are double our quota and we've a month to go. Your wonderful coverage in Iowa, we feel, is in a great part responsible for this gratifying sales record. When you told us of the confidence of the Iowa jobber and grocer in the selling power of your advertising columns, we thought you were overly enthusiastic. Now we feel that you understated your case."

A. L. Fessler
Advertising Manager of
Van Camps Products Company

Des Moines Register and Tribune

Planned Advertising

Six men go to work

WHEN you have this agency build an advertising and marketing plan for you, six men roll up their sleeves and tackle your problems for three months. They promise you nothing but their best efforts. But their brains never yet have failed to produce advertising thought that is worth many times the pre-arranged fee.

Specific!

AFTER studying your organization, from raw material to profits, we submit our recommendations in specific form: finished layouts; copy policy; merchandising counsel; and exact estimates of how much it will cost you to achieve the goal we have set up.

Intelligent!

BEYOND the plan there is no obligation. You are not obliged to retain us to execute the campaign we have laid out. If you *do* retain us, we can tackle your problem quickly but intelligently. We have gone out into the field and studied it. We know what we are talking about.

Reasonable!

WITHOUT charge we would like to send you Mr. Hoyt's address "The Preparation of a Marketing Plan." A few minutes with it will convince you of the reasonableness of "Planned Advertising."

CHARLES W. HOYT COMPANY
Incorporated

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

PLANNED ADVERTISING
Reg. U. S. Pat. Off.

America Takes to the Road

[CONTINUED FROM PAGE 24]

done had created the desire to visit Minnesota, but the railroad had not benefitted when desire was followed by action.

LAST summer Yellowstone Park had nearly, if not entirely, the biggest season in its history; but there was a noticeable falling-off in the number of people who came by rail. The experience of the railroads leading to the Park is that it does not pay to advertise the Park within a radius of 500 miles of it. Not that people will not come in response to the advertising. They will—but not by rail.

It is in California that the change in the vacation-habits of the American people is most evident. Every up-and-coming town in the State has its "tourist camps"; and there was—and is—a good deal of rivalry between these communities in their efforts to make "tourists" feel at home. Some places went so far as to provide accommodations which were, really, better than those offered by many a small-town hotel. Facilities for cooking, bathing and laundering were furnished as a matter of course. Usually, no charge was made for a stay of two or three days; but if visitors remained longer, they had to pay—not very much, to be sure, but something. Life in a tourist camp does not appeal to finicky people or to those who feel that they have to be very careful about their social position. But it has a very strong attraction for men and women who are not finicky and who don't know what the words, "social position", mean. The outdoor life, the utter lack of responsibility, the freedom from the restraints of everyday existence—these make all kinds of a hit with the average middle-class American. They explain why tens—yes, hundreds—of thousands take to the road for months at a time. In certain sections of the United States, at certain times of year, there are so many people on the road that one wonders who is left at home to do the work. And, make no mistake about it, this determination to see the world is growing. More and more, men and women are finding that they can break away from the regular round, the daily grind. To what lengths this spirit of *wanderlust* will go, nobody knows. But that it is part and parcel of the life of today is beyond question.

I have my own theory as to what is back of all this restlessness and I submit it for what it may be worth. When I was "our advertising man" for the best railroad that ever turned a wheel, the railroads had a monopoly of the job of arousing people's desire to travel. Nowadays, they haven't. The automobile manufacturers, the tire manufacturers, the oil refiners—to say nothing of the Chambers of Commerce of a thousand communities—have taken

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. HUNTING CO.
Worthington Street
SPRINGFIELD, MASS.

it away from them. They are doing far more and, I think, better advertising than the railroads ever did. Furthermore, in every tourist camp, in every resort-hotel, at every wayside resting-place, men who have taken to the road exchange experiences and, by so doing, incite one another to extend their wanderings. My guess is that ninety-nine and nine-tenths per cent of the automobilists in the United States are unpaid advertising agents. Night and day, they tell one another, "You just oughtta go there". And they do.

What chance has railroad advertising against that sort of thing?

It isn't only the "roadsters" who live up to the belief that the railroads are no longer a factor in travel. The Chamber of Commerce of many a town and city seems to think so, too. A couple of years ago, for reasons that need not be detailed here, I asked a friend who was then a resident of an important city in the Northwest this question, "How's travel to Puget Sound, this summer?" Because he is that kind of man and really wanted to give me the information I asked for, he referred my letter to the secretary of the local Chamber of Commerce. That gentleman mailed me a bunch of printed matter, including road-maps of several Northwestern states. And he assured me, in a specially-written letter, that I would not have the least trouble in making the trip. "The roads", he said, "are excellent."

Apparently, it never entered his head that I might wish to cross the continent by one of the four railroads which entered his city.

For every column of railroad news in the average daily newspaper, you will find anywhere from one to a dozen pages of automobile news. Motor-trips are described in detail, with maps and illustrations of scenery *en route*. The delights of this, that or the other "Trail" are set forth at length. In other words, the publicity men for the automobile manufacturers and the tire manufacturers and the oil refiners and the thousand and one communities which do their own advertising, these days, have run away with the railroads. Is it any wonder that America has taken to the road? Rich man, poor man, beggar man, thief!

Mistakes Manufacturers Make

[CONTINUED FROM PAGE 28]

answered, "our real object is to make a sure market for our output, instead of being at the mercy of other retailers."

We saw that we were in for a long educative session with this man. It took us a number of days before we could make him comprehend our position.

"A manufacturer who really knows his business," we told him, "must give his attention to manufacturing, which

if you want
to see what we
mean by
progress in the
local field
look at the
latest A. B. C.
statements of
the Detroit Times
and its week day
competitors
and see how we
stand now in
city circulation.



Letters that Sell

Can you write them?
Want to know how?

These days everybody has to write letters and all letters aim to sell something—goods, services, good-will. And letters that sell have to be good letters. "Drool" won't do, nor "pap." Letters today have to be the kind that walk right up to folks and make them say "Yes, indeed!"

S. Roland Hall has a reputation for expertness in writing such letters. In his four meaty volumes he shows you how he has learned to get results. And he has the teaching knack, too. He can teach you a good deal of what he knows. Illustrations: actual experiences. The genuine article by a man who has been through the mill.

S. ROLAND HALL'S

LIBRARY OF

PRACTICAL Business Writing

Four volumes, 1272 pages, 5 x 8, fully illustrated, library binding, \$1.00 in ten days and \$2.00 monthly for five months.

In addition, these helpful books deal with writing business items for newspapers, articles for magazines, the editing of house organs, writing effective advertisements, making surveys, preparing reports, etc.—information that every business and professional man needs.

Examine it free—Send no money

Judge the value of this dollars-and-cents set of books for yourself. The coupon below will put them on your desk.

McGraw-Hill Free Examination Coupon

McGraw-Hill Book Co., Inc.
370 Seventh Ave., N. Y.

You may send me the S. ROLAND HALL PRACTICAL BUSINESS WRITING LIBRARY for ten days' free examination.

If the books are satisfactory, I will send \$1 in ten days and \$2 a month until your special price of \$10 has been paid. If not wanted, I will write you for shipping instructions.

Name
Address
Position
Company

A.F. 12-29-26

is a science and an art all by itself. Being a merchant, and particularly running chain stores, is another and entirely different field of activity. It calls for a different type of mind, a different temperament. The same brains cannot head both of them with the best success. What is more, such a situation is anomalous in itself. It will be but a short time before the question will have to be decided (and will be decided, in practice) as to whether the chain of stores is the dog that wags the tail, or the tail that wags the dog. Such a thing as making a precise balance between two activities of this kind may be possible theoretically, but certainly not practically. Inevitably the store will have to sell merchandise of a kind and at a price it would not stock if it were not operating as a chain store system; and, conversely, the manufacturer would soon be doing things he would not do if he were solely an efficient manufacturer. An inevitable collision of interest would occur, and the enterprise would almost certainly fail to be a success, or as successful as it should be."

Many chain stores, as well as some manufacturers, are toying with this idea of the double function; and a department store sometimes plays with all three.

Is it, then, the ripest merchandising-banking judgment that a chain store organization or a department store should not do any manufacturing at all?

No; it is entirely possible that certain items which are easily manufactured, which have a sufficient volume and are of a type which the consumer does not very specifically want by trade-marked reputation, a distributor can quite logically manufacture. It should also be said that this number of items is every year growing less.

Second, should a manufacturer ever, then, consider expanding into a chain selling plan?

IT is my own belief and that of many other bankers that an unqualified "no" is the answer to this question, unless the manufacturer is ready to make the distributing end his main business. Concentration in manufacture is the modern idea, and it is almost completely impractical for a single manufacturer to handle a chain store system economically. There are scores of manufacturers today who are doing this, particularly in the shoe and hat fields; and, in fact, there are some manufacturers who operate several chains, one for cheap grades and one for high grades. It is no disproof of the principle that a few concerns exist which have made a success of the plan. Judged rightly, however, some of the apparent successes are *not* successes; and others, if properly analyzed, show that they are primarily one thing or another, and are not actually trying to be both.

In these days of continuing expansion, distribution changes, consolidations and mergers, it is well to understand some of the principles.

Bakers Weekly A.B.C.—A.B.P.

NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.

Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

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 undoubted merit. Carries the largest volume of local and national advertising. Renders effective merchandising service. Rates on request.

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

THE JOHN IJELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

TESTIMONIALS

Speaking of testimonials, here's one we appreciate: "I don't see how you do it! Our photographs are back almost before we realize the letters have been turned over to you. Real service!"
Let us prove that for you. You want testimonials when you want 'em. We get them to you.

Commerce Photo-Print Corporation
80 Malden 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

FREE Book on A SALES AID

Learn salesmen should show skeptical prospects the economical covers and orders prepared from quality canvases—they supply goods and get the orders. Don't leave seasonal letters lying idle in your salesmen's store in your room and increase sales through their use. "Send for a copy of this book."

AJAX PHOTO PRINT CO., 31 W. Adams Street, Chicago

THE BANKERS' HELPER A.B.P. and A.B.C. Published

Twice-a-month
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.

AJD
The Only Denny in Canadian Advertising
We give "on the spot" Counsel and Service in your Canadian advertising, based on years of practical experience in this field. Ask our advice on methods and media.
A-J DENNE & COMPANY Ltd.
Reford Bldg. TORONTO

Personal Experience with the Trade is the Conclusive Way to Appraise Newspaper Advertising

If national Newspaper advertising is *not* the strongest *sales* medium, you don't need to consider it

—but, if national Newspaper advertising *IS* the strongest sales medium, competition will eventually secure your recognition.

Meanwhile, why not do a little traveling, a little field work? Get acquainted with the trade—whole-sale and retail.

They *know* that practically everybody in their territory reads the local Newspapers every day, every week, every month, year after year.

They *know* that practically everybody does *not* read magazines.

They *know* that the medium reaching the largest number of their customers just naturally sells the most goods.

Invest in Newspaper Advertising

E. Katz Special Advertising Agency

Established 1888

Publishers' Representatives

Detroit
Atlanta

New York
Chicago

Kansas City
San Francisco

The OPEN FORUM

Individual Views Frankly Expressed

Although the discussion of "Who Shall Interview the Publication Representative" was officially closed with Mr. Campbell's summing up in the December 15 issue, letters continue to pour in. Feeling that the following are worthy of our readers' attention, we hereby prolong the discussion even at the risk of being tedious.—Editor.

The Telephone Solicitation

SOLICITATIONS by a host of publication representatives who drop in, nearly every one a good fellow, are not taking all of our time; what remains is consumed in the attempt to stave off appointments over the phone. Mr. Lemperly has my fullest sympathy, but I doubt if circumstances have made him the liar I confess these phone calls have made me. It may not be nice to become a liar, but you will have to admit it has its advantages.

"Pittsburgh is calling," says the Wheeling Steel Corporation operator. "Hold the phone."

"Put them on," I say, but that doesn't mean anything. I say it just to keep busy while I prevent the phone from dropping upon the floor.

Then follows the usual party to party repartee between operators; finally the William Penn comes on to the line, and I hear my girl friend, the operator, tell my operator, "Just a minute." At the expiration of that time I present my credentials and the young lady at the William Penn seems satisfied and tells me also, "Just a minute." By rights, because she knows me, I shouldn't kick at her taking five minutes before coming back on the line, sometimes with the voice of a publication representative but more often to confess that her party is out and she will have to call me later. I have to give her credit. She never fails to call again!

We receive much helpful information from publication representatives, but it is impossible to assimilate all of the facts, or whatever might be described to us, and repeatedly we suggest that all publication data in our interest be presented to our agency. We depend rather largely upon the recommendations of our advertising counsel and make this plain to publication representatives, but in the majority of cases they are insistent that we do listen to them, telling us they have already seen our agents, have them convinced and sold, and must necessarily take the matter up with us in detail.

If careful judgment will not solve

the problem it will at least alleviate the burden of it. Representatives who call have their rights whether their calls be in person or by phone, but such rights should not subject those of others. Experience tells us how to be selective that we may listen to those to whom a reception is obligatory, and courtesy and frankness help a lot in explaining to others that the time may not be convenient. We either have the time or we do not, and that ends the matter. If we have to carry work home it is our own fault; we have not managed our time properly.

J. L. GRIMES, *Advertising Manager*,
Wheeling Steel Corporation,
Wheeling, West Va.

Too Many Follow-Ups

IT seems to me there are two sides to this question. First, the publication representative has a right to be seen. I take this viewpoint because we have representatives traveling throughout the country and we feel that they too have a right to be seen by their prospective customers.

Second, the advertising manager also has a right to arrange his work to the best advantage to his company and himself.

The reason this question has come up, I believe, is because the majority of publication representatives are by no means salesmen. Often they do not know what they are selling.

I believe, however, that every advertising manager should listen to representatives whenever he can. It is impossible for the busy advertising manager to keep in touch with all of the changes that publications, and particularly farm publications, are making these days; therefore, the representative usually has a real story if he will but tell it briefly and quickly and not try to repeat everything his advertising director sends him.

It is my policy never to keep a publication representative waiting if it is possible to see him immediately. If I cannot see him, I usually prefer to get him on the office phone and tell him frankly that I will be "tied up" for several hours, and suggest that he stop in on his next trip, or if possible briefly state what he has in mind over the phone.

In connection with each list we make, I usually tell each representative that I will give him all the time he needs to tell his story to us once, but

after he has told his story completely, we would much prefer that he would not make follow-up trips once or twice a week as most representatives seem to think is necessary.

HENRY J. BARBOUR, *Adv. Man.*,
Fairbanks, Morse & Co.,
Beloit, Wis.

Unintelligent Lost Motion

IT is a fine test of the capabilities of a man who is entrusted with the spending of many thousands of dollars of his firm's money, as to whether or not he can keep in actual contact with the changing circulations, conditions and opportunities which presumably he is supposed to weigh before authorizing expenditures. Surely this is an important part of an advertising manager's or director's job, and it would seem logical, that if he finds himself unable to devote a sufficient amount of time to this work, he has entered another sphere of activity, and should be replaced by someone who has the ability and authority needed.

Most publishers' representatives will agree, I believe, that there is tremendous waste of time and money in this business. Undoubtedly a great deal of it is due to lack of intelligent thought, fear of losing contacts, and unreasonable demands for constant reports from the home office on the part of the publisher's representative.

Probably this lost motion and waste will occur as long as people are sometimes unintelligent. However, there are many bright spots in each territory, where advertising managers and those who buy space have by their own ability, intelligence and strength, made it possible for representatives to do their job quickly and thoroughly and with a feeling that time wasting and fruitless discussion are not to be tolerated; also, with the feeling that they have not been sidetracked.

Publishers have found that cooperation pays, and if discussions such as this result in less waste of time and money, they themselves would benefit tremendously.

As long as there is lack of organization and "rule of thumb" space buying, there will be lack of organization and unintelligent space selling, with consequent loss of time, money and effort to all concerned.

FRED L. B. FOOTE, *Associate Manager*,
"Life,"
New York

AKRON—18½ Million

OVER eighteen million dollars will be spent in 1927 for public buildings and improvements to take care of the steady growth of the Akron Market. This is the largest sum so spent since the abnormal post-war period.

For new buildings \$10,165,000 will be spent as follows:

M. O'Neil Co., Department Store	\$3,000,000
Union Depot	4,000,000
Summit County Schools	1,000,000
St. Thomas Hospital	800,000
New Children's Hospital	500,000
City Hospital Annex	300,000
New Post Office	565,000
	\$10,165,000

For public improvements \$8,365,000 will be spent as follows:

New viaduct	\$2,365,000
Sewage disposal	6,000,000
	\$8,365,000

The total, \$18,530,000, does not include any of the numerous additions to Akron's tire factories or other industrial plants which have been announced recently.

No matter what your product, the growth in the Akron Market which made these millions of dollars worth of improvements necessary, is a growth that will increase the demand for your product.

The Akron Beacon Journal has more than kept up with this growth. Its circulation increased 9,007 net paid in the past year.

The Akron Beacon Journal is far ahead of any other newspaper in completely covering the Akron Market, both in circulation and advertising. Include it in your schedules to carry your message to the market that is spending \$18,000,000 in 1927 on public buildings and improvements alone.

AKRON BEACON JOURNAL

Member of The 100,000 Group of American Cities

[STORY, BROOKS & FINLEY, Representatives]
 New York San Francisco
 Philadelphia Chicago St. Louis Los Angeles

1st in Ohio—8th in U.S. in advertising linage among six-day evening newspapers.

"Business As Usual"

Means Business Running Ahead in Dallas

The period of business achievement that began for Dallas right after the war shows no signs of ending.

1926 will undoubtedly prove to have been Dallas' greatest business year—retail, wholesale and manufacturing.

Bank debits for Dallas to Nov. 1 exceeded those for the same period of 1925 by more than thirty-five million dollars.

Advertising gains in The News and The Journal have brought these papers to another peak.

The News' gains to the end of the year will almost reach a half million lines. The Journal's gains passed that figure on November 30.

These gains are continuing steadily right up to the end of the year. There is every reason to believe that they will continue throughout 1927.

Dallas - - the keystone market of the Southwest

The Dallas Morning News

The Dallas Journal

An optional advertising combination

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

DIAMANT typography is set by hand and head. Usually, the changes are so few that the first proof is the last proof. Here, you get a finished advertisement the first time. Diamant knowledge will serve you well and it costs no more!

Write for booklet

E. M.
Diamant
Typographic Service
195 Lex. Ave. CALedonia 6741

Industry Honors James H. McGraw

MORE than 1000 guests, engineers, publishers, advertising men, educators and industrialists generally, gathered at the Hotel Astor, New York, on the evening of Dec. 17 to honor James H. McGraw, president of the McGraw-Hill Publishing Company. The occasion was a banquet given by Mr. McGraw's associates in honor of



© McGraw-Hill Publications

his sixty-sixth birthday and the completion of his fortieth year in the business paper publishing field.

Five speakers were introduced to the gathering by John W. Lieb, president of the New York Edison Company, acting as toastmaster. These were selected as representatives of the various fields served by the fifteen McGraw-Hill engineering and industrial publications. Each spoke briefly on behalf of his field and detailed the service to that field of Mr. McGraw and the powerful organization which he has built up. Willits H. Sawyer, president of the American Electric Railway Association, opened the program with a testimonial from the members of his organization, to be followed by Gen. Guy E. Tripp, chairman of the board of the Westinghouse Electric & Manufacturing Company. Charles L. Edgar, president of the Edison Illuminating Company of Boston, represented the power industry, and Dean Dexter S. Kimball, of the Cornell School of Engineering, represented the field of engineering in general. Edward J. Mehren, vice-president of the McGraw-Hill Company, concluded the program of testimonial speakers, and Mr. McGraw made a short address. Arthur Williams, New York Edison Co., was chairman of the committee that arranged the dinner.

These books list the members of five exclusive New York Clubs



Yale
Harvard
Racquet
Union
Bankers

To 2,500 of these men, 500 in each club, we wrote simply "Do you read *Judge*?" Of all who replied

68.7% read *Judge*

Several hundred took the trouble to write at greater length how much and why they liked *Judge*.

If your article has the qualities for this kind of an audience it will pay you to advertise it in *Judge*.

Judge

Management of

E. R. Crowe and Company, Inc.

New York Established 1922 Chicago

Marketing

THINK what a raft of things must be done to and for your product after it is manufactured but before it gets into the hands of the well-known ultimate consumer.

To impinge but lightly on but a few of the things that marketing embraces, I would remind you that the design, the style, the efficiency and the finish of your product are factors of its marketability.

The service you render a customer after the sale affects your marketing of future goods to him and his families.

The education, information, courage and cooperation that you give to your salesmen are a part of your marketing.

Anything and everything that you do to make your goods more wanted and more easily obtained come under the head of marketing.

Your advertising is a factor of marketing, surely.

The cost of marketing must be kept within due bounds. And here, indeed, advertising performs yeoman duty.

Before one will purchase of you he must know about you and your goods. Advertising is the cheapest means of telling 'em who, what and where you are. It is station BUSINESS broadcasting buying impulses to the world.

Without advertising's adequate aid the cost of your product would be greatly increased. To illustrate, at 2c letter postage, it would cost \$600 in postage alone to tell 30,000 prospects what a swell house yours is and what dandy machinery or supplies it turns out. Yet, to reach those same 30,000 prospects with a page advertisement costs only \$150, one-fourth the cost of the letter route.

Yes, advertising is one of the main piers in the foundation of successful marketing.

A. R. Maujeu.

for
INDUSTRIAL POWER
608 So. Dearborn Street
Chicago, Ill.

INDUSTRIAL POWER offers a coverage of 42,000 plants; proven reader interest of the right sort, and a good record of tangible results. It being our sole aim and object in life, we would "love" to tell you all about it.



Wells Writes About "Advertising"

H. G. Wells' latest book, "The World of William Clissold," carries on its "jacket" as well as on its title page the words "A Novel at a New Angle." And in a note before the title page, Wells explains why his book "is a work of fiction, purely and simply." To me, it does not make a bit of difference whether the book is or is not a novel for I find it enormously interesting. I go further and say that I am inclined to believe that Wells has produced something which, fifty or a hundred years hence, will be regarded as the most illuminating and self-revealing book of the period in which we live. For, for the first time, an author of the first rank, makes clear the tremendous part that advertising plays in modern life.

Clissold's brother Dickon, you should be told, is what Wells calls an "advertisement agent"; and not once or twice, but a dozen times and more, Wells puts into his mouth words which express his (Dickon's) abiding conviction that advertising could do no more than anything else to make this a heaven on earth. Listen to this: "We (advertisers) and we alone have the ear of the world. We can dictate what shall be known and what shall not be known, what shall exist and what shall not. We can educate the people or degrade the people, exalt right things and humble base things. We can be the guide, philosopher and friend of the common man. Why should we not rise to the full height of our possibilities?"

And this: "Are we never to reach beyond motor-cars and medicines, cigarettes and pickles?"

This, too: "He began to think of advertising less and less as an adventure, and more and more as an integral social function, with obligations and standards of its own."

Another One

Attracted by the sign "Nothing in this store over 10 cents," a Scot entered a Woolworth Store and asked the floor-walker, "Whair, my guid mon, is your overcoat department?"

A Faster Tempo

I went to the opera last night and heard and saw—principally, saw—Mozart's "Magic Flute," which, let me say for your information, was presented for the first time in Vienna in 1791.

I could not help contrasting it with such modern operas as "Madame Butterfly," "Tosca," "Boris Godounoff," "Cavalleria Rusticana" and "Pagliacci," which, though they may be no more melodious, are infinitely more tragic.

One could sit through a dozen "Magic Flutes" without having one's emotions stirred in the slightest; but that is impossible if one attends the operas of Puccini, Leoncavallo or Mascagni. They tear, they thrill, they move. They are, of course, the expression of the age in which we live—an age when life is keyed in a far faster tempo than was the case a hundred years ago.

"Variety"

I doubt if there is another trade journal which so completely dominates its field as *Variety*.

It violates every rule and tradition which the general run of publishers accept as sound. It is badly printed. Its English is awful—awful. Nowhere else, will you find anything like it. Yet if you want the truth, the whole truth and nothing but the truth, regarding practically everything that is taking place in the theatrical world, read *Variety*. It's there, if anywhere.

Many a trade journal publisher would find it to his advantage to read *Variety* occasionally, in the hope that he might discover "what makes it work."

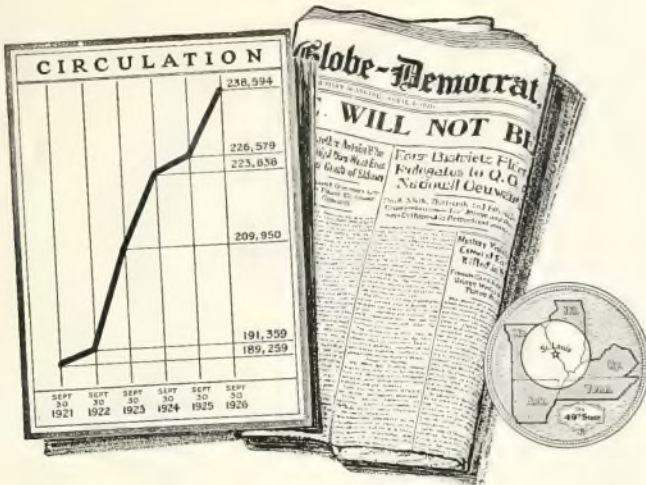
Off Their Beat

Henry Ford, almost everyone admits, has carried the principle of mass-production farther than any other man and by so doing, has built for himself a fortune which makes that of Croesus look like the proverbial nickel with a hole in it. And in their respective fields, Burbank, Edison, Burroughs, Muir and a hundred others who might be listed, have achieved greatly.

But I, for one, am quite unwilling to admit that these men's opinions and beliefs on things outside of their own particular field are entitled to any more consideration than anybody else's.

When Ford talks about mass-production, I listen intently. When he talks about history, economics or government, my inclination is to ask, "What does he know about such things?" And I feel pretty much the same way when Edison talks about religion.

JAMOC.



How Do Your Sales in The 49th State Compare with This Record of Continuous Growth?

*The St. Louis Globe-Democrat is St. Louis' Largest Daily
- - - now by an Even Wider Margin*

The circulation of The St. Louis Globe-Democrat has climbed to a new high peak of advertising value.

238,594 families now look to The Globe-Democrat each day for the news of the world and buying suggestions.

How does your sales increase in The 49th State compare with the gains of The Globe-Democrat?

Are you out to make 1927 a bigger, better year? *The Newspaper of The 49th State* can help to send your sales curve upward.

It covers this responsive, accessible market as no other advertising medium even claims to do. Reaches 27,289 more families than the second St. Louis daily.

It covers St. Louis, *plus* the whole vast area

which this great metropolis serves—radius 150 miles.

This is the real St. Louis market. Nothing less.

In the words of Ralph B. Wilson, vice-president of The Babson Statistical Organization:

"In the case of St. Louis, the city is a real economic center, the focus of countless industrial, commercial and financial forces representing the economic life of a whole vast area. For this reason the situation and outlook in St. Louis has an importance far beyond city boundaries."

In 198 thriving 49th State towns of more than 1,000 population 20 per cent or more of the families read the daily Globe-Democrat.

Here is coverage which no amount of money can buy in any other St. Louis newspaper.

The Service and Promotion Department and the Research Division of The Globe-Democrat have obtained some remarkably helpful selling information for advertisers interested in building business probably in The 49th State. Probably no other newspaper in America has attempted a market trade analysis of comparable scope and value to the advertiser.

St. Louis Globe-Democrat

The Newspaper of The 49th State

Member of The Associated Press

ADVERTISING REPRESENTATIVES

NEW YORK: Room 1200, 41 Park Row; Phone: Cord'd 0504-5, F. St. J. Richards

DETROIT

J. M. Corbett, Myron Welling

Phone: Empire 1832, Box 3, Graham

SAN FRANCISCO

Pho National Bank Building

C. George Krugman

LONDON

London Agency Ltd.

40 Regent Street, S. W. 1

CHICAGO

333 N. La Salle St. Phone: Washb 9774, Charles H. Bawel, Financial Advertising

333 N. La Salle St. Phone: Washb 9774, Charles H. Bawel, Financial Advertising

Not content with its existing lead in professional circulation—nearly two thousand more than its nearest competitor—The ARCHITECTURAL RECORD is showing a steady and substantial monthly gain in a field whose members are not themselves appreciably increasing in number.

On request—latest A.B.C. Auditor's Report—new 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.



Keeping in close touch with the Far West's advertising activities

is possible through reading the 130 to 150 page monthly issues of Western Advertising. Specializing in food and community advertising; general articles on markets, selling technique; reprints of characteristic western advertisements, covers in color; special art features; hundreds of new items, etc., etc. Complete your list of necessary advertising literature by subscribing now—trial subscription six months, \$1.00.

WESTERN ADVERTISING

564 Market Street • San Francisco

[A subscription placed now will include the Annual Review Number (February)—big value in itself.]

Sales Counsel

Without bias; nothing to sell but the facts, and 20 years of experience in many industries. J. George Frederick is probably the best known and most authoritative sales counsellor in the United States today.

The Business Bourse

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

What Advertising Can Do

[CONTINUED FROM PAGE 40]

created a new buyer; you have widened the market for securities and assisted to that extent in reducing further distributing costs.

By this "fringe" market I do not mean the \$100 buyer—that is, the wage earner who, aware of his insecure future, stints and saves, yet in all probability will never be anything other than a \$100 buyer. It is doubtful if he can ever be a profitable customer, and there is a very real question, moreover, whether he ought not, in view of his limited surplus, put his money in the savings bank rather than into bonds. Nor do I mean the man who can buy only a \$500 bond now and then, but who will never buy anything more. Unless he gives promise of developing into a larger buyer, and unless advertising can do practically the whole selling job, even he can hardly be a profitable prospect—at least not under present profit margins. I have in mind, when I refer to this outer market, that considerable section of our population which is earning substantial salaries, which has a surplus over reasonable living requirements, but which, driven by the great American quest of "things," consumes most of its current income without sufficient thought as to how its standard of living is to be maintained in the period of lessened personal income that must some day follow; the family, in short, that is investing nothing at all or perhaps \$1,000 a year when it should be investing \$5,000, or \$5,000 when it should invest \$10,000.

It is in this field that advertising can be most effective. Without advertising support, salesmen find it a difficult market to cultivate profitably. With advertising, it represents our greatest opportunity for widening our market and cutting our selling costs. Much of our present advertising is ineffective in this field. The offering advertisement, for instance, whether the solemn syndicate advertisement, or the stereotyped card offering—leaves the recipient cold if, in fact, he even sees it. Our impressive lists of securities, our prating about how old we are, how honest we have been, and how respectable our ancestors, fail to register. He needs, primarily, to be convinced of the importance of investing, of conserving for future needs a larger part of his present income. Remember, we are in competition for his dollars with the fellow who has something that will satisfy an immediate craving in his heart: the new Rip Roarin' Eight, the Sunset-Club-on-the-Ridge, the De-Luxe-Round-the-Word-Tour. We are in competition with the life insurance agent, with the real estate agent, with the multiplicity of new things which individually may

EUREKA
Indian
Baby Bath

Ever Child A Booster!

GET the kids, old and young, hustling for you. Every child loves balloons — they bring their parents to your dealers for one. In sales promotion campaigns of all kinds.

National advertisers are using millions every month—resulting in their orders for one. 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.

not amount to much but collectively cut deeply into the average income.

If we are to make a real advertising impression on this great market, the potentialities of which are relatively untouched, we must do something more than merely talk in terms of specific offerings, with their first liens, net incomes, legal opinions, and what not; we must dislodge these people from their feeling of false security. Maybe they are earning \$25,000 a year, but what good is it doing them if they are only building up a standard of living, departure from which must inevitably be made without a property accumulation sufficient to replace their personal earnings; when they get sick, get old, or get fired—all not remote possibilities. We must sell them on the necessity of a second income; we must sell them an investment program; we must appeal to their pride, to their love of family; to their plain common sense.

All this can be done without in any way reflecting on the established ethics, dignity or conservatism of the business. The banks have done it, and suffered nothing more alarming than large increases in business. Alert insurance companies are doing it; some of the bond houses are doing it; and it is significant that those who are doing it best are those who are more than maintaining their places in the sun.

The Architect Says O. K.

[CONTINUED FROM PAGE 21]

But common sense tells you you are better off if you make it easy for him to file your advertising. Therefore Moral No. 2: Use this file number.

Consider also the possible choice of magazines reaching the architect. You have available seven journals reaching this field nationally. The immediate answer is: duplication. About 30,000 copies of these magazines, according to their statements, go into less than 4000 separate offices, or an average of slightly over three to an office. But, on closer analysis, you will find some clearly marked divergency of appeal among these media. You will find three main types of editorial approach: (1) the "plate" type of magazine, in which illustrations predominate, especially adapted to clipping and filing; (2) the "text" type, in which reading matter predominates; and (3) the "drafting room" type, which, by reason of sketches, specification details, and "human interest" items, appeals mainly to the drafting and specification work of the profession. Such an analysis leads us to a certain conclusion. If you, as an advertiser, are going to use more than one architectural paper, you cannot, of course, avoid circulation duplication. But you can avoid editorial duplication, at least in part. Gauge your selection of media, if possible, to cover the men interested in each type



picture readers
~ all!

THE day's work over, the little ones tucked safely in bed, the evening before her, *but*—rather fagged out.

You have something to sell her, something she may quite definitely want. Perhaps you can sell it in one sentence, perhaps it will take a thousand words.

But you'll never even have the chance to sell—unless her eye strikes something sufficiently startling to make her mind stop, look and listen—picturize!

For three generations we have helped advertisers, publishers and printers to make their pictures TALK. The best picture in the world is no better than the photo engraving that reproduces it.

Gatchel & Manning, INC.

C. A. STINSON, President

[Member of the American Photo Engravers Association]

Photo Engravers

West Washington Square 230 South 7th St.
PHILADELPHIA

Squibb Doubles O. H. Space for 1927

Twenty-four ORAL HYGIENE pages will carry Squibb copy next year—of which twelve pages will be devoted to Dental Cream as in 1926; the other twelve pages will be devoted to Squibb's Cod-Liver Oil.

Squibb, like so many other advertisers, large and small, has discovered that dentists read ORAL HYGIENE attentively. Direct response proves it. Squibb copy has never run in special position either. It runs anywhere in the book. And the enquiries flow continuously to the Squibb general offices in New York.

ORAL HYGIENE

Every dentist every month

1118 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

of paper. Moral 3: Spread your appeal.

Now we proceed to the actual physical presentation of your story to the architect. The architect stands guard over the quality of the stuff that goes into his clients' buildings. Ever since this architectural Cerberus was a pup we have been told that he lived in a two-dimension world as far as printed matter went: $8\frac{1}{2} \times 11$. His mania for this size was rather reasonably predicated on the fact that it fits his files. Why not conform to his preference? Why not make your material $8\frac{1}{2} \times 11$, or so that it folds to that size? If you do he may file it. If you do not he is pretty certain not to. Nothing that you can do outside the file number will be more potent to encourage filing. And if you think that nearly all advertisers do conform to letter size, or anywhere near it, ask some charitable architect for a truck load of his cast-off mail. Moral No. 4: " $8\frac{1}{2} \times 11$."

Likewise, remember that the architect is not carried away by pretty pictures; he is not responsive to the same stereotyped "art" treatment that appeals to the layman or the executive in other lines. Draftsmanship is the alpha and omega of art with him. Scatter through your stuff a goodly percentage of drawings, scaled drawings done by a draftsman, so that, wherever possible, he can slip that drawing under tracing paper. Give him details—then more details—and don't skimp on the dimensions. He wants to know how big it is, how strong it is, how it is put together, and if it fits his space. The construction of your product is vital to him. Be practical—and you will be persuasive. Moral No. 5: Give him "drafted" details.

Right along this line there is another tangible service many manufacturers can render the architect in connection with their product. Furnish him, in printed form, the specifications covering the product and its installation. This makes it easy and convenient for him to specify your brand by adapting your specifications to his own. And it makes the use of your product preferred to that nameless one—"or equal." Moral No. 6: Furnish architecturally worded specifications.

A VERY significant matter, as affecting both magazine and mail advertising directed to the architect, is the trend away from the accepted standards of display advertising toward "reference" advertising. This trend, by the way, is remarked in certain other trade fields besides the architectural. "Catalog" presentation is often being resorted to: less selling talk, more bare facts and brass tacks. Reference advertising, as it appears both in trade journals and in class catalogs, is differentiated from advertising in the display sense in that it does not intrude or force attention; it tells rather than sells. In its application to your architectural prospect, it possesses one vital advantage: its whole makeup points to

Tie-up
Your Consumer Campaign
with Trade Publicity
for Sample Copies address:
KNIT GOODS PUBLISHING CORP.
93 Worth Street New York City

HOTEL ST. JAMES
109-113 West 45th St., New York City
Midway between Fifth Avenue and Broadway
An hotel of quiet dignity, having the atmosphere and appointments of a well-conditioned home
Blush flattered by woman traveling without escort
3 minutes' walk to 40 theatres and all best shops
Rates and booklets on application.
W. JOHNSON QUINN

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

If it's sound selling
and advertising
it's an
**EINSON-FREEMAN
WINDOW DISPLAY**

Specializing in window store display advertising
511 E. 72d St.
Rhinelander 3960
New York City

LAUNDRIES

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

1927 Power Laundry Directory listing 7600 plants with street addresses and names of owners in most cases, Ready Dec. 15. \$15.

The STARCHROOM LAUNDRY JOURNAL—monthly trade journal—over 200 pages, covers this industry.

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

the purpose for which it is intended—to be laid away as useful information, not thrown away as “another piece of advertising.” Some old-timers will go so far as to tell you that the reference slant is the cornerstone of good architectural advertising. Moral No. 7: Consider the “reference” angle carefully.

And with this bare half dozen adages we bring to a close our homily. Rudimentary stuff, you say? But, dear sir, only the great frequency with which you violate these axiomatic corpses leads me to disinter them.

Art versus Advertising

[CONTINUED FROM PAGE 27]

Art work, when once good enough to be clear and reasonably appetizing, cannot improve the pulling power of the average advertisement more than two or three per cent, or possibly when there is a special value in the illustration as such, the figure has reached eight per cent or ten per cent. So if a total of only a few thousand dollars is to be spent for advertising space on one certain illustration, and a reasonably good cut can be secured for \$50, it becomes, in my judgment, extravagance to order a \$250 drawing. Where the expenditure on a single advertisement runs into \$50,000 or \$100,000, the expense of getting the *very best* artists to make the very best possible drawing is utterly inconsequential.

But the above refers *only* to a drawing of the “*Ding an sich*,” not to extraneous art effects. For it is a fact provable from statistics:

We will gain in results by throwing away much of the illustrative art work appearing in our magazines today; in fact, I believe practically *all* of the extraneous art work.

Consider first of all the decorative border, a *sine qua non* of much magazine publicity. It is supposed to give “class” to an ad. In reality, it is a pure pest; it is a label to set your copy off from the reading matter, to call attention to the fact that it is an advertisement, to block the reader and turn his eyes away (since he does not buy magazines and newspapers to read the advertisements, but to read the editorial matter). The fancy frame is an attention-killer, far more serious than its mere waste of space; and the bigger and more ornate the border is, the worse it is. On that particular point mail order houses can present ample evidence in cold figures, and the figures are in such shape that it follows mathematically that the same principle applies to every other kind of advertising.

A fancy border is usually but the first step in the direction of making hash out of a simple picture of merchandise.

For example, a high grade artist who has specialized on shoes has drawn a beautiful shoe. But to satisfy the advertiser, he must put silk curtains back of the shoes, some Louis XV furniture



This Changing of Agencies Is it Sound Practice?

THE agency that has just lost an account says; “no.” The one that secures it says: “yes.” An agent’s viewpoint is seemingly a bit biased. Therefore, I’ll not venture a view point, but cite an instance.

Two years ago we first called on one of New York’s big building material concerns. Last August the account was finally placed with us. The President, however, took pains to make it plain that he had absolutely no fault to find with his former agent, of long standing. He changed, simply because in the *broadened stage* of their business, we as specialists in the building material field, had a knowledge, an experience and a proven service, that particularly met his Company’s *expanded needs*. Furthermore, he liked the idea of the personal service, which, as a so called “small agency,” he was convinced we could give.

To this instance let us add that a number of our accounts have been with us 14 years. Two for 21 years, which is the number of years we have specialized in the advertising of building materials.

TUTHILL ADVERTISING AGENCY

L. W. C. TUTHILL, President
1133 BROADWAY
NEW YORK

In the
Lumber
Field



It’s the
American Lumberman

Established 1873
Published Weekly CHICAGO, ILL.

WINDOW DISPLAYS

which are designed and built to combine mechanical perfection with attractiveness and selling power. They

ADVERTISE and SELL

the Merchandise of the retailer and the manufacturer.

Write for descriptive circular and traveling display plans for Mfrs.

CHESTER MECHANICAL CO., Inc.
430 West 45th St. New York, N. Y.



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. Minimum

Multigraphing

Quality and Quantity Multigraphing, Addressing, Filing In, Folding, Etc.

DEHAN CIRCULAR LETTER CO., INC.
120 W. 42nd St., New York City
Telephone Wis. 5483

F R SERVICE BUREAU Telephone Barclay 3355
Multigraphing Mimeo-graphing Addressing
19 Park Place, New York City
All Orders Called for and Delivered

Position Wanted

Young Advertising Assistant seeks better connection. Even tempered and thorough. Available January 1st. Address Box No. 431, 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.

New England representative for firm of nationally advertised product, desires to discontinue traveling. Familiar with wholesale drug and department store trade. Experienced sales director and advertising manager. Thirty-nine, married and with especially good references. Address Box No. 435, Advertising and Selling, 9 East 38th St., New York City.

THE THIRST OF YOUTH

Most thirsty of human beings for accomplishment is the youth about to convert learning into dollar.

Having entered advertising only after serious thought, this young man for four years studied methods and absorbed ideas.

His layouts are effective, his choice of typography pleasing. With proper environment he will become a good copywriter.

Christian, 28; married. Now conducting manufacturer's advertising department but seeks more exacting connection.
Address Box No. 436, Advertising and Selling, 9 East 38th St., New York City

Help Wanted

ADVERTISING SOLICITOR wanted by trade paper published in New England. We desire a young man of good personality. Give full details, including age, education, experience and present earnings. All replies treated confidentially. Address: Box 422, Advertising and Selling, 9 East 38th St., New York City.

CHICAGO MANAGER. A publisher of three class papers of national circulation who closed his Chicago office during the War, is ready to re-open the Chicago office because of the growth and the plans now being developed for the extension of the business. The territory has been covered to this point by the home office.

Applicants should please state advertising experience, with age, educational preparation, salary expected, etc. Address Box No. 434, Advertising and Selling, 9 East 38th St., New York City.

Art Service

ADVERTISING ART

Lettering, Line, Figure, Black and White work for Newspapers and Magazines on Free Lance Basis. H. Westphalen, 256 Church St., New York City.

Press Clippings

ASSOCIATED CLIPPING BUREAUS

offers reliable National or regional newspaper reading service—General offices, One Terrace Buffalo, N. Y.

Miscellaneous

BOUND VOLUMES

A bound volume of Advertising and Selling makes a handsome and valuable addition to your library. They are bound in black cloth and die-stamped in gold lettering. Each volume is complete with index, cross-filed under title of article and name of author making it valuable for reference purposes. The cost (which includes postage) is \$5.00 per volume. Send your check to Advertising and Selling, 9 East 38th St., New York City.

BINDERS

Use a binder to preserve your file of Advertising and Selling copies for reference. Stiff cloth covered covers, and die-stamped in gold lettering, each holding approximately 9 issues, \$1.85 including postage. Send your check to Advertising and Selling, 9 East 38th St., New York City.

peeping out between the curtains and a pair of lions above for decorations—that's "atmosphere," you know.*

Now, Mr. Advertiser, if you are running that kind of ad for your shoes, your shirts, your furniture or what not, just have your engraver make you a cut of the merchandise alone, omitting for once the silk curtains, the lions, the ornamental border—then run that advertisement with your shoes, your shirts or your furniture in plain sight, run it once or twice alternately in comparison with the atmospheric shoes—and note the difference in results! (I have positively seen the results doubled and trebled by omitting fancy borders and backgrounds.)

If you are running advertising in *Idylls* for stores, have the stores check up on the calls *accurately* for two weeks; if you are running a magazine advertisement with a little line about sending for a catalog, then see how many *more* replies you get because you are now *displaying your merchandise* instead of displaying your artist.†

When you, Mr. Advertiser, have shown (1) your goods, (2) their use, (3) the result of their use and use, perhaps, (4) the result of the failure to use them (showing thus by the *best art work* you can afford to buy for that purpose) and have *proved* something about these goods (by the best possible message in plain English)—

Then you have shown and proved everything that you set out to show and prove when you invested your money in advertising.

*I do not wish to be understood as denying the value of "atmosphere" or "connotation" in language, pictures and possibly to a very slight degree in typography. The right "approach" and a side reference here or there, a few adjectives or expletives perhaps, and furniture they "connote" something definite, may make a distinct difference in the power of a publicity campaign. But this kind of searching for connotative effects, for the real atmosphere or aura that surrounds—a money-seeking message, is surely something far different from the crude efforts, based on utterly superficial thinking, to secure a "high class" connotation by the device of Addisonian English or by meaningless borders, or by little splashes of the cubistic touch.

†And if some expert tells you that the elimination of your artistic effects "shoos away" the high class customers of shoes, shirts and furniture, then make a check-up of the class of your customers obtained by the simplified common sense illustration of your merchandise—(no fact has been more firmly established by market check-ups than this)—and you will find that you have just exactly the same percentage of Rockefellers, Morgans and Fords buying your shoes as before and therefore a large number of these high-class customers. (By "high class" I assume you mean rich folks, but if you mean the intelligent class, then the principle applies equally and provable from figures that have been gathered, and that you too can gather in the "high" class and the "middle" class and the "low" class, financially or intellectually classified, react to variations in appeal other than variations in the offer. In this instance, for example, rich and poor all want your shoes and not your curtains or lions.)

I believe I could go a step further and claim that a shrieking type effect (even though to the eye trained in typography this recalls "cheap" advertisers) will increase the percentage of "high class" buyers in exactly the same proportion as that of low class buyers. Type effects for quick grasp of the reader's mind are *extremely* important. The great value of attention getting type and the utter nonsense about art in typography for art's sake.

Cash Discount to Advertisers

[CONTINUED FROM PAGE 44]

ly abused, as these and other letters appear to indicate, it ceases to be such an instrument and becomes automatically a rate cutting device and a wholly unbusiness-like institution which quite defeats its own purpose.

Let the newspapers consider carefully the angles of the agency and the advertiser in this matter and, after giving full weight to these viewpoints and the effects which these people predict, let them decide for themselves whether the general abandonment of the discount, under existing conditions, is advisable. And let them remember that, while their own individual action may mean little at the present time, such action, multiplied a few thousand times, would bring about a sweeping readjustment which would threaten the entire advertising structure.

Then, if they decide, upon due reflection, that the discount should be retained, let them make hard and fast rules regarding its operation, and let them enforce those rules right up to the limit. But let them make those rules altogether just to the other parties. Let them remember that the date set for the payment of the cash discount must be so placed as to give the agency every possible opportunity to make good.

The agency does not exist for the sole purpose of paying the bill of one particular publisher; it handles a number of diverse accounts and must act as a clearing house for a great deal of money. The advertiser reads the publisher's rate card, and notices that discount will be allowed on invoices paid by—let us say—the fifteenth of the month. His tendency is to pay at the last possible moment in order to realize the interest on his money as long as possible. Many times he does not realize that it is the agency he pays and that the agency must turn around and pay the publisher. It is comparatively easy for the publisher to enforce this final date with the advertiser, but for the agent to undertake this in the face of the date printed on the rate card, is quite another matter. Why would it not be possible for the publisher to observe two separate dates after which the discount becomes void—one for the advertiser and another for the agency? Thus, assuming the rate card date to be the fifteenth of the month, the agent could be allowed the discount until the twentieth. This would give him ample time to turn around and would remove the last point of possible friction here.

Now, take the case of the agents as a group. Let them remember that the

cash discount is one of the finest instruments which they have in their hands for the facilitating of their business, but that, when grossly abused, as apparently it has been, it loses entirely its effectiveness and defeats its own purpose. Let them, as a group, remember that it has been undoubtedly the delinquency of some of their members which has aggravated this sore point and undoubtedly been most instrumental in leading up to this move on the part of the publishers which threatens such far-reaching consequences. In order to maintain the *status quo*, the cash discount must be retained, but more than this, it *must be enforced*. All possible pressure should be brought to bear toward this end.

And let the agencies remember that one may ride to a fall more swiftly upon delusions of grandeur than on anything else. If hot competition and an excess of high-powered salesmanship has given any of them the idea that newspapers are to be treated lightly in such matters, as certain practices would seem to indicate, let them get over any such idea as quickly as possible. They (the agencies) are but a part of the advertising structure, and should any such crisis as is here predicted come to a pass, they would be the greatest sufferers in the process of readjustment. Every possible means is necessary to eliminate the friction which has been aroused, and the whole-hearted cooperation and understanding of everyone is necessary toward this end.

For the material on which this article is based we are indebted to the following: Charles W. Hoyt, president, Charles W. Hoyt Company, Inc.; Stanley Resor, president, J. Walter Thompson Co.; Herman A. Groth, secretary-treasurer, Wm. H. Rankin Co.; St. Elmo Massengale, president, Massengale Advertising Agency; Carl P. Johnson, president, Johnson, Read & Co.; Ernest Elmo Calkins, president, Calkins & Holden; T. E. Moser, president, Moser & Cotins; S. Roland Hall; James Albert Wales, president, Wales Advertising Agency; Frank Presbrey, president, Frank Presbrey Co.; Allen Collier, president, Proctor & Collier Co.; Mac Martin, president, Mac Martin Advertising Agency; David G. Evans, president, Evans, Chap & Hackel, Inc.; John B. Bissell, president, Bissell & Land; K. L. Hamman, president of three affiliated advertising agencies; Ernest J. Mitchell, president, Mitchell, Faust & Co.; H. S. Gardner, president, Gardner Advertising Co.; John Ring, Jr., president, John Ring, Jr. Advertising Co.; B. E. Chappelou, president, Chappelou Advertising Co.; Charles Lansdown, treasurer, H. E. Lesan Advertising Agency; M. P. Bates, advertising manager, Life Savers, Inc.; C. F. Beatty, advertising manager, New Jersey Zinc Co.; R. K. Leavitt, secretary-treasurer, Association of National Advertisers; E. T. Hall, vice-president, Ralston Purina Co.; Everett R. Smith, advertising manager, Fuller Brush Co.; C. V. Norton, advertising manager, Strathmore Paper Co.; S. E. Conybeare, asst. sales manager, Armstrong Cork Co.; Robert F. Wood, advertising manager, The Autocar Co.; S. E. Jenks,

asst. secretary, James S. Kirk & Co.; F. F. Wiggins, asst. advertising manager, Vacuum Oil Co.; Karl E. Kirby, advertising manager, Coleman Lamp Co.; Martin L. Davey, president, Davey Tree Expert Co.; W. G. Werner, advertising manager, Procter & Gamble Co.; Carl F. Proppson, promotion manager, Bausch & Lomb Optical Co.; A. L. Shuman, vice-president and advertising director, Fort Worth Star-Telegram; J. W. Hay, business manager, Memphis Commercial Appeal; G. J. Palmer, vice-president and business manager, Houston Chronicle; Frank G. Huntress, president, Express Publishing Co.; San Antonio Texas; F. B. Bull, manager national advertising, Birmingham News; Harvey R. Young, Columbus Dispatch; Frank T. Carroll, director of advertising, Indianapolis News; W. H. Bowles, publisher, Springfield Republican; E. M. Swasey, American Weekly.

In addition to those named in this list, communications were received from several men prominent in the advertising field who asked that their names be withheld.

Meet the Wife

[CONTINUED FROM PAGE 30]

change things much. You know, gentlemen, as my wife was saying to me the other day, coupons must be pretty good or so many big advertisers wouldn't be using them.

"Have another cigar, Mr. Garfinkle. "Well, gentlemen, I guess that's all. I'm sure you won't mind making the few little changes I have suggested. You have done some mighty good work and I want to compliment you on it. After you've made these little changes I have suggested, we'll have another good rousing, round table discussion like we have had today. Have another cigar, Mr. Garfinkle. I must run along. Have an appointment. Like to stay and chat with you, but as my wife says, we can't always do what we want to do. Good bye!"

The door slammed. Six men sat still and silent. You could have heard a hair pin drop.

Jenkins Memorial

ON behalf of the Metropolitan Advertising Golf Association, the officers have sent a memorial to the family of Walter Jenkins, to express their feeling of loss. A copy of the text of this memorial is reproduced below:

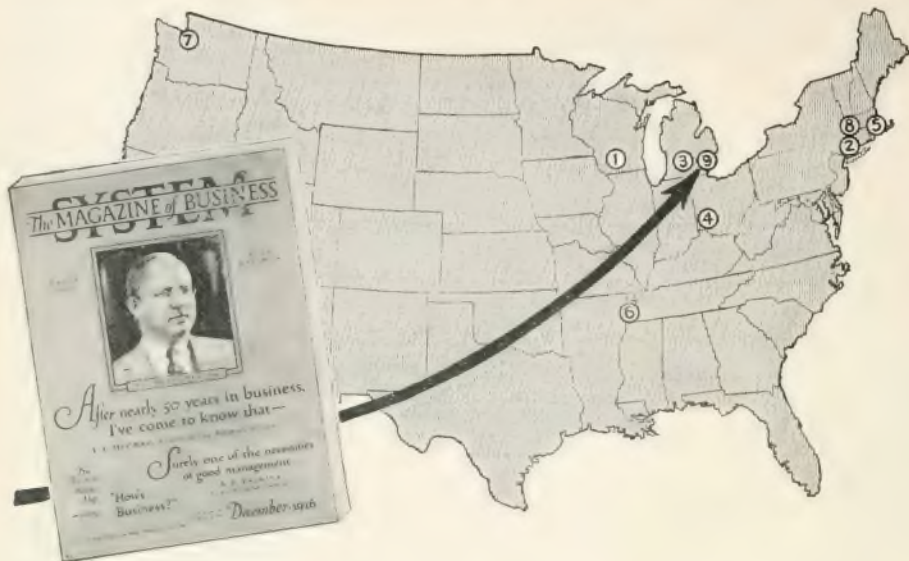
WALTER JENKINS

Beloved as he was by a host of friends, this group yet feels that it shares peculiarly in the heritage of warm memories which he left. To honor him and to cherish that heritage, we bear witness here to the warmth and depth of his personality.

Chosen to be our President for the ensuing year, Walter Jenkins had already officered this Association during three consecutive years, as Secretary, as Treasurer, and as Vice-President. That vote of confidence and affection which we expressed so often while he lived, we now repeat in memory of the man whom we will miss so sadly through the years to come.

THE METROPOLITAN ADVERTISING GOLF ASSOCIATION

(The memorial sent to the family is signed with the names of the 199 members of the Association.)



In DETROIT

—your market is rated fourth best in the United States. In addition to producing 83% of the motor cars manufactured in this country, Detroit leads the nation in 26 other lines of business. Detroit executives are responsible for an annual production of \$1,500,000,000; they control the purchases of material and equipment for 2,500 industrial plants employing 570,000 wage-earners.

In this great Detroit market, 81% of the subscribers to THE MAGAZINE of BUSINESS are in the executive groups responsible for successful operation.

PROPRIETARY		Sales and Advertising Managers	167
Owners	415	Comptrollers, Auditors and	106
Partners	194	Accountancy Executives	92
CORPORATE OFFICIALS		Financial Executives	55
Chairmen of Boards	5	Professional Men	55
Directors	1	Office Managers	50
Presidents	576	Purchasing Agents	47
Vice-Presidents	176	Credit Managers	36
Treasurers	170	Traffic Managers	2
Secretaries of Corporations	74	Personnel Managers	1
Bank Carriers	25	Sub-total 81	2680
OPERATIVE EXECUTIVES		OPERATING AND MISCELLANEOUS	
General Managers and Assistant		Salesmen	294
General Managers	359	Office Employees	192
Superintendents and General Foremen	187	Miscellaneous	142
		Total 100%	3318

Because an average of over 80% of the circulation of THE MAGAZINE of BUSINESS goes to business executives, this magazine offers an economically direct approach to the buying points of business.

CHICAGO

The MAGAZINE of BUSINESS

NEW YORK

The NEWS DIGEST

A complete digest of the news of advertising and selling is here compiled for quick and convenient reference. The Editor will be glad to receive items of news for inclusion in this department. Address ADVERTISING AND SELLING, Number Nine East Thirty-eighth Street, New York City

CHANGES IN PERSONNEL

Name	Former Company and Position	Now Associated With	Position
Stuart Campbell	R. H. Macy & Co., New York, <i>Art Dir.</i>	Ray D. LillibrIDGE, Inc., New York	<i>Art Dir.</i>
Andrew Melvin	Ray D. LillibrIDGE, Inc., New York, <i>Art Dept.</i>	Same Company	<i>Ass't Art Dir.</i>
Charles P. Pulliam	Rollins Hosiery Mills, Des Moines, Ia.	The Everwear Hosiery Co., Milwaukee, Wis.	<i>Vice-Pres. & Dir. of Sales</i>
John A. Cronin	"Mills Supplies," Chicago, <i>Associate Editor</i>	"Packing & Shipping," Chicago Office	<i>Western Mgr.</i>
J. D. Mugford	Various Companies in England	The Corman Co., New York	<i>Copy</i>
Paul C. Hunter	"Film Fun," New York, <i>Adv. Mgr.</i>	"Smart Set" & "McClure's", New York	<i>Adv. Staff</i>
Norman Heffron	Holeproof Hosiery Co., Milwaukee, Wis., <i>Adv. Mgr.</i>	The Geyer Co., Dayton, Ohio	<i>Acc't Executive</i>
James H. Thompson	B. Altman & Co., New York, <i>Vice-Pres.</i>	Resigned	
W. K. Field	Pittsburgh Coal Co., Pittsburgh, Pa., <i>Pres.</i>	Resigned	
J. D. A. Morrow	Pittsburgh Coal Co., Pittsburgh, Pa., <i>Vice-Pres. in Charge of Sales</i>	Same Company	<i>Pres.</i>
Albert Gleiser	Burberry's Ltd., London, England, <i>Representative</i>	Christian Science Monitor, Boston, Mass.	<i>Paris Mgr.</i>
Earl S. Crawford	Lamson Co., Syracuse, N. Y., <i>Sales Dept.</i>	Z. L. Potter Co., Syracuse, N. Y.	<i>Jr. Acc't Executive</i>
Jesse H. Neal	Associated Business Papers, Inc., New York, <i>Executive Sec'y</i>	Resigned	
F. M. Feiker	Society for Electrical Development, Inc., New York, <i>Vice-Pres.</i>	Associated Business Papers, Inc., New York	<i>Managing Dir.</i>
Donald Harris	Associated Business Papers, Inc., New York, <i>Ass't to Executive Sec'y</i>	Associated Business Papers, Inc., New York	<i>Adv. Mgr.</i>
W. G. Schaefer	The Blackman Co., New York	Einson-Freeman Co., Inc., New York	<i>Art Consultant</i>
C. W. Churchill	Buick Motor Co., Flint, Mich., <i>Sales Dir.</i>	Same Company	<i>Gen. Sales Mgr.</i>
G. D. Smith	Payne, Burns & Smith, Inc., New York, <i>Partner</i>	Wm. H. Rankin Co., Inc., New York	<i>Vice-Pres.</i>
T. G. Brennan	American Sugar Refining Co., New York, <i>Adv. Mgr.</i>	Phenix Cheese Corp., New York	<i>Adv. Mgr.</i>
Frank Otte	Eastman Kodak Co., Rochester, N. Y., <i>Adv. Dept.</i>	Sibley Lindsay & Curr., Co., Rochester	<i>Adv. Mgr.</i>
A. M. Taylor	Franklin Automobile Co., Syracuse, N. Y., <i>Adv. Mgr.</i>	Same Company	<i>Sales Pro. Mgr.</i>
C. M. Griffith	William Wharton, Jr., & Co., Easton, Pa., <i>Sales Mgr.</i>	Same Company	<i>Vice-Pres.</i>
R. T. Hodgkins	Rickenbacker Motor Co., Detroit, <i>Sales Mgr.</i>	Federal Motor Truck Co., Detroit	<i>Dir. of Sales</i>
E. E. Sheridan	American Colortype Co. of Illinois, Chicago, <i>Vice-Pres.</i>	Resigned	
A. R. Abelt	Chain Belt Co., Milwaukee, <i>Mgr. of Chain Sales</i>	Same Company	<i>Adv. Mgr.</i>
W. H. Brandt	Chain Belt Co., Milwaukee, <i>Adv. Mgr.</i>	Same Company	<i>Ass't Sec'y</i>
W. H. Brown	Fallis, Inc., Cincinnati, <i>Vice-Pres. & Gen. Mgr.</i>	Resigned	
Constance Eldridge	The Corman Co., Inc., New York	"Children, The Magazine for Parents," New York	<i>Sales Staff</i>
A. H. Walsh	"The Independent," Boston	"Review of Reviews" & "Golden Book," Boston	<i>Adv. Staff</i>
Ross Crauford	The Lay Co., New York	Evans, Kip & Hackett, Inc., New York	<i>Copy</i>
Fred Freeman	Sunset System, San Antonio, Texas, <i>Art Director</i>	Albert Frank & Co., New York	<i>Art Staff</i>
A. M. Carey	"International Studio," New York, <i>Adv. Mgr.</i>	Percival K. Frowert Co., Inc., New York	<i>Vice-Pres.</i>
J. R. Llewellyn	"Cleveland Plain Dealer," Cleveland, <i>Ass't Classified Adv. Mgr.</i>	Same Company	<i>Office Mgr.</i>
C. W. Fuller	"Photoplay Magazine," New York, <i>Adv. Mgr.</i>	"College Humor," New York	<i>Associate Adv. Dir.</i>
W. J. Callahan	"New York Journal of Commerce," New York, <i>Adv. Staff</i>	"New York Evening Telegram"	<i>Promotion Department</i>
Nat C. Wildman	James H. Rothschild, Inc., New York, <i>Vice-Pres. & Business Mgr.</i>	United Adv. Agency, New York	<i>Vice-Pres.</i>

An IMPARTIAL OPINION

From a survey of New York newspapers made by The New Yorker, the recently established and highly successful weekly journal of the metropolis

NO ONE, inside or outside the newspaper business, will challenge the right of THE NEW YORK TIMES to be named first in any consideration of the metropolitan press.

It has not the largest circulation, nor does it lead in volume of advertising in all classifications. It has, however, in thirty years under its present ownership brought together one of the largest homogeneous groups of intelligent, well-to-do and responsive readers ever won by any newspaper.

Its first function, it conceives, is news-giving. Features, opinions, even orders for advertising, must give way before the pressure of the day's events.

No mere parochial or insular standard of news suits THE TIMES. It takes the world for its district. And not only the visible world, but the invisible, for the researches of science into the unknown are reported as thoroughly and competently as are the murders in Mott Street or the mysterious policy of China. Explorer and archaeologist, chemist and astronomer, bacteriologist and engineer, all have learned to rely upon THE TIMES to inform the layman of their discoveries, and to tell them what their fellows are doing—always accurately, with restraint and respect for scholarly truth. THE TIMES is an essential tool to the business man, a public document to the statesman, a contemporary record to the

historian, a reference bulletin to the shipper, the lawyer, the realtor, the financier, an inspiration to the educator, and to all other newspaper men an unflinching source and worthy model.

Foresight, energy and enterprise have enabled it to tap every spring of news in the entire world. Its men range far with assignments which are definite and yet leave play for individual initiative and talent. Skill and decency in training and handling men have equipped it to present the news with clarity and vigor. Courage in the use of space, lavishness, at times, but always governed by a fit sense of proportion, have made it notable for thoroughness and balance, each story being stressed for what it is worth, no more, no less. The human race has never had a newspaper so comprehensive.

Little wonder, then, that THE TIMES has a daily circulation of the highest intellectual quality, rising to 360,000 on week days and 600,000 on Sundays. Little wonder, too, that it enjoys an advertising prestige that is international.

No advertising campaign is properly built in New York unless THE TIMES has at least been given thorough consideration. There are many campaigns in which it is not a primary medium, but if it is not used, the reason for not using it ought to be positive. The burden of proof is not on THE TIMES; it is on the advertiser.

Advertising
& Selling• **The NEWS DIGEST** •Issue of
Dec. 29, 1926**CHANGES IN PERSONNEL (Continued)**

Name	Former Company and Position	Now Associated With	Position
A. J. Cogswell	M. P. Gould Co., Inc., New York <i>Art Director</i>	Wm. H. Rankin Co., New York	<i>Art. Dir., New York Office</i>
Joseph A. Payez	Meredith Publications, Des Moines, Iowa, <i>Eastern Office</i>	Same Company	<i>Eastern Mgr.</i>
James J. Devine	Devine-MacQuoid Co., Inc., New York <i>Sec'y & Treas.</i>	Same Company	<i>Pres.</i>
Dennis L. Regan	"New York Evening Journal," New York <i>Research & Merchandising</i>	The Industrial Group, New York	<i>Adv. Staff</i>
Arthur H. Deute	The Borden Co., New York, <i>Gen. Sales Mgr.</i>	Barton, Durstine & Osborn, Inc., New York	<i>Effective upon Mr. Deute's return from South America</i>
Charles H. Barr	Crocker-McElwain Co., Holyoke, Mass. <i>Sales Pro. and Adv. Mgr.</i>	Resigned	
F. E. Lyon	Lord & Thomas and Logan, New York	Procter & Collier Co., New York	<i>Prod. and Research</i>
Joseph H. Wadsworth	The Sperry Flour Co., San Francisco <i>Sales Pro. Mgr.</i>	Resigned	
R. Lewis	Shartenberg's, Pawtucket, R. I.	Danielson & Son, Providence, R. I.	<i>Copy</i>
Robert W. Allen	Allen A. Co., Kenosha, Wis.	Same Company	<i>Pres.</i>
W. E. Hawkins, Jr.	The R. M. Hollingshead Co., Brooklyn Branch <i>Sales Mgr.</i>	Doyle, Kitchen & McCormick, New York	<i>Merchandising Adviser</i>
J. N. Kirk	Thernoid Rubber Co., Trenton, N. J.	World Bestos Co., Paterson, N. J.	<i>Sales Mgr.</i>
Stephen W. Petacci	Sweet & Phelps, Inc., Chicago <i>Vice-Pres. in Charge of Prod.</i>	South Bend Lathe Works, So. Bend, Ind.	<i>Adv. and Sales Pro. Mgr.</i>
Homer W. Miller	Hunt-Helm-Ferris & Co., Adv. Mgr.	Merrill, Price & Taylor, Inc., Chicago	<i>Acc't Executive</i>
R. G. Johnson	"Times-Union," Albany, N. Y., <i>Business Mgr.</i>	Same Company	<i>Gen. Mgr.</i>
S. J. Levin	Columbia Direct-Mail Advertising Corp., New York, <i>Pres.</i>	Resigned	
H. S. Percy	Gibson-Snow Co., Inc., Albany, N. Y.	G. F. Austin & Co., Norwalk, Conn.	<i>Sales Dir.</i>
N. W. Barton	Olds Motor Works, Lansing, Mich., <i>Sales Mgr.</i>	Peerless Car Co., Cleveland	<i>Factory Sales Dept.</i>
A. Wonfor	The Geyer Co., Dayton, Ohio	Prather-Allen Adv. Co., Cincinnati	<i>Copy</i>
F. A. Neighbors	The F. R. Steel Co., Chicago	Carroll Dean Murphy, Inc., Chicago	<i>Space Buying Dept.</i>

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
John Reid & Co.	Chicago	Leather	Merrill, Price & Taylor, Inc., Chicago
Greene-Brown Mgr. Co.	Chicago	Brown "B" Eliminator	Merrill, Price & Taylor, Inc., Chicago
Gabriel Steel Co.	Detroit	Steel	The Fred M. Randall Co., Detroit
The Delotex Rug Co.	Oshkosh, Wis.	Rugs	Edwards, Ewing & Jones, Inc., New York
The General Excavator Co.	Marion, Ohio	Combination Shovel <i>Dragline & Crane</i>	The Jay H. Maish Co., Marion, Ohio
W. F. McLaughlin	Chicago	Coffee	Turner-Wagener Co., Chicago
Link-Belt Co.	Chicago	"Link Belt" Chains & Conveying Machinery	Campbell-Ewald Co., Chicago
The Lamson Co.	Syracuse, N. Y.	"Ice-Maid" Electric Refrigerators	Joseph Richards Co., Inc., New York
The Pheno-Bromate Chemical Co.	Newark, N. J.	"Pheno-Bromate"	Fred'k A. Spolane Co., New York
The Indian Lake Boat Co.	Lima, Ohio	"Dart" Motor Boats	Charles F. Dowd, Inc., Toledo, Ohio
The Standard Electric Stove Co.	Toledo, Ohio	Electric Ranges	Charles F. Dowd, Inc., Toledo, Ohio
The John O. Gilbert Chocolate Co.	Jackson, Mich.	"Gilbert's" Chocolates	Charles F. Dowd, Inc., Toledo, Ohio
The Kent-Owens Machine Co.	Toledo, Ohio	Milling Machinery	Charles F. Dowd, Inc., Toledo, Ohio
Tokheim Oil Tank & Pump Co.	Ft. Wayne, Ind.	Oil Storage Equipment	Charles F. Dowd, Inc., Toledo, Ohio
The Guaranty Mortgage Co.	Tampa, Fla.	Bonds	The Caples Co., Tampa, Fla.
Holmquist-Swanson Co.	Chicago	Porch Gates & Juvenile Furniture	Hurja-Johnson-Huwen, Inc., Chicago
Henry Tetlow Co.	Philadelphia	"Swan Down" & "Pussy Willow" Face Powders	M. P. Gould Co., New York
The Literary Guild of America, Inc.	New York	Book Publishing and Selling	Reimers & Osborn, New York
Kyograph Photo System	New York	"Kyograph" Photo Paper	The Evander Co., New York
J. C. Woods, Inc.	New York	Automotive Tools	The Evander Co., New York
Mme. Greenfield	New York	Hair Restorer	The Evander Co., New York
The Sugardale Provision Co.	Canton, Ohio	Provisions	The Powers-House Co., Cleveland
The Symphonic Sales Corp.	New York	Phonograph Reproducers	Churchill-Hall, Inc., New York
The Southwestern Engineering Corp.	Los Angeles	Refinery Apparatus	Smith & Ferris, Los Angeles

FRANK A. ARNOLD
joins
NATIONAL BROADCASTING
COMPANY

as

Director of Development

ANNOUNCEMENT is made of the appointment of Frank A. Arnold as Director of Development.

For the last nine years he has been an officer, director and stockholder of the Frank Seaman Advertising Agency, one of the largest organizations of its kind in New York City.

Mr. Arnold has also been one of the lecturers at the Harvard School of Business Administration for six successive years. He has traveled extensively in connection with business investigation and promotion work, making trade and business surveys in Europe, Cuba, Porto Rico and Mexico and also visiting nearly every state and territory of the United States.

Mr. Arnold has been the pioneer among the Advertising Agency Executives in making platform addresses on Radio Broadcasting and has had opportunity of obtaining first hand reactions from the field of unusual value.

Radio Broadcasting, despite its rapid growth, has facing it the need of careful and intensive study in order that its ultimate field may be soundly and constructively developed.

The Director of Development will be concerned not only with existing fields of activity and improved methods of operation as reflected by public opinion, but also in discovering new opportunities for the practical application of Radio based on personal reactions from representative groups.

M. H. AYLESWORTH, *President*

NATIONAL BROADCASTING COMPANY
NEW YORK CITY


 Advertising & Selling • **The NEWS DIGEST** • Issue of Dec. 29, 1926
 

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (Continued)

Name	Address	Product	New Advertising Through
The Home Holders Corp.	Los Angeles	Real Estate	Smith & Ferris, Los Angeles
Gilmore Oil Co.	Los Angeles	Refined Oil	Smith & Ferris, Los Angeles
A. R. Maas Chemical Co.	Los Angeles	Chemical Products	Smith & Ferris, Los Angeles
Anglo-California Trust Co.	San Francisco	Bond Department	Norman F. D'Evelyn, San Francisco
* S. W. Straus & Co., Inc.	New York	Bonds	Doremus & Co., Boston
J. & T. Cousins	Brooklyn, N. Y.	Shoes	Harvey, Zoeller & Co., Inc., New York
Lyngel Freres	New York	Perfumes	Harvey, Zoeller & Co., Inc., New York
Pitkin Laboratories	Newark, N. J.	Food Products & Cosmetics	Z. L. Potter Co., Syracuse, N. Y.
Goulds Mfg. Co.	Seneca Falls, N. Y.	Pumps	Z. L. Potter Co., Syracuse, N. Y.
J. F. Friedel Paper Box Co.	Syracuse, N. Y.	"Protex" Moth Proof Wardrobes	Z. L. Potter Co., Syracuse, N. Y.
The Leadclad Wire Co.	Moundsville, W. Va.	"Leadclad" Farm Fence & Roofing	McAdam-Knapp Corp., Wheeling, W. Va.
Waterbury Cable Service	New York	Cable Service & Accessories	Evans, Kip & Hackett, Inc., New York
The Enoz Chemical Co.	Chicago	"Enoz" Moth Liquid & Fly Spray	The Green, Fulton & Cunningham Co., Chicago
The New England Confectionery Co.	Boston	"Necco" Wafers & Chocolates	J. Walter Thompson Co., New York
The Russel Plan Trust	Chicago	Realty Investment	A. R. Johnson Organization, Chicago
The L. O. Thompson Co.	New York	"Rajah" & "Soiree" Silks	Lyddon & Hanford Co., New York
The Green Bros. Co.	Springfield, Mass.	Candies	Francis M. Waters Adv. Agcy., Inc., Springfield
The Allweather Ventilator Co., Inc.	New York	Ventilators & Humidifiers	Gardiner-Mace Co., New York
Henkle & Best	Chicago	Lighting Fixtures	Hawes-Campbell Adv. Agcy., Chicago
The Wilson-Bradshaw Co.	Montreal	Men's Clothing	The Marx-Flarsheim Co., Cincinnati
The Bloch Bros. Tobacco Co.	Wheeling, W. Va.	Smoking Tobacco	The Joseph Richards Co., Inc., New York
The Beaton & Corbin Mfg. Co.	Southington, Conn.	Floor & Ceiling Plates	The Stedding-Pitt Co., New Haven, Conn.
The Chicago Carton Co.	Chicago	Cartons	Aubrey & Moore, Inc., Chicago
The Ken-Rad Corp., Inc.	Owensboro, Ky.	Radio Tubes	Prather-Allen Adv. Co., Cincinnati
The Salem Rubber Co.	Philadelphia	Tires	Nelson Chesman & Co., Inc., New York
Francis Drake Hotel	Minneapolis, Minn.	Hotel	W. Warren Anderson Adv. Agcy., Minneapolis
The Standard Drug Products Co., Inc.	Cincinnati, Ohio	"Dillingham's Plant Juice"	The Corman Co., New York
Muffets Corp.	Buffalo, N. Y.	"Muffets" Cereal	George Batten Co., Inc., New York
A. J. Bates Shoe Co.	Webster, Mass.	Men's Shoes	The Arthur Hirshon Co., Inc., New York
S. B. & B. W. Fleisher, Inc.	Philadelphia	Yarns	N. W. Ayer & Son, Phila.
The American Tobacco Co., Inc.	New York	"Blue Boar" Smoking Tobacco	Harvey, Zoeller & Co., Inc., New York
The Eaton, Crane & Pike Co.	Pittsfield, Mass.	Writing Papers	Cowan, Dempsey & Dengler, Inc., New York
Simon Millinery Co.	San Francisco	"Meadowbrook" Hats	The Honig-Cooper Co., San Francisco
The Trimont Mfg. Co.	Roxbury, Mass.	"Trimo" Pipe Wrenches	N. W. Ayer & Son
Holmes Electrical Mfg. Co.	Chicago	Radio Equipment	Hurja-Johnson-Huwen, Inc., Chicago
Peruna Co.	Columbus, Ohio	Proprietary Medicines	Pickus-Weiss, Inc., Chicago

*Doremus & Co. will handle the New England advertising. Albert Frank & Co., New York, will continue to handle the account in all other territory.

NEW PUBLICATIONS

Name	Published by	Address	First Issue	Issuance	Page Type Size
"Great Lakes Contractor"	Peters Pub. Co.	431 So. Dearborn St., Chicago	Jan. 5, 1927	Weekly	... 7x10

NEW ADVERTISING AGENCIES AND SERVICES, ETC.

The Advertising Statistics Bureau	126 East 41st St., New York	Statistical Service	G. B. Little, Sec'y
William P. Langreich	114 East 28th St., New York City	Advertising	William P. Langreich
Joseph Batten	25 W. 43rd St., New York City	Advertising	Joseph Batten

PUBLICATION CHANGES AND APPOINTMENTS

Hearst Southern Group of Newspapers, com- prising the "News & American," Baltimore; the "Georgian," Atlanta, and the "Times & Herald," Washington, D. C. Has appointed the S. C. Theis Co., New York and Chicago, as its National Advertising Representative.

Can YOU read it

WE know a man who quit eating meat and went vegetarian with almost fanatic fervor. He was so sure of improved health that it seemed to him only a question of time until all thinking people would follow his example.

He was a kind-hearted man and he never passed a meat store without a sympathetic wonder as to what other work the butcher would have to turn to and what type of business would take over his lease.



ABOUT once a year, or such a matter, we find ourselves strongly confronted by the man who is sure that nobody reads advertisements—or the chap who is positive that advertising in magazines and newspapers has swollen to such a volume that only scant attention can be paid to any advertisement.

Weirdly enough, this person is sometimes an advertiser, frequently a salesman, always an individual of active business life.

Such doubts are never expressed by the cloistered scholar, the secluded philosopher, the educator, or the reformer. These classes are only too sure that advertisements are read.

Yourselves?

No; it is the busy man of affairs who asks, "Do you seriously believe that any number of people will take time enough to read a page of type? Why, this is not a reading age. People are too hurried, too restless—they haven't time to wade through a lot of reading matter. What is the use of writing and printing all this copy? It won't be read."

It is a little hard to realize that the radio, the telephone, the automobile, the movie, the electric light and the hundreds of electrical appliances have not given people *less* time, but have actually given them *more* time for reading.

But ask the book publishers. Look at the newsstands. Consider the gains in magazine and newspaper circulation. Or—most conclusive of all—look at the advertisements.

One does not pass enormous stockyards and say, "But people do not eat meat." One does not see miles of steel mills and remark, "Do you seriously believe

all that steel will ever be used?"

When we see a battery of machines making cigarettes by the million we may not be able to visualize their smoking, but we do not question that they will all be smoked.

Yet there are folks a-plenty who will look at a group of advertisements and solemnly assure you they will never be read.

There is only one sure rule for preventing copy from being read, and that is—"Don't print it." If it's not there, they won't read it; that is certain.

It is possible to cut down the number of readers considerably by being dull. Ten words of dull copy will gain fewer readers than a thousand words of copy that is meant to be read, that is expected to be read, and that deserves to be read.

Advertising of any length is unread only when it is unreadable. But for some strange reason there is plenty of that to be seen. One good test of your copy is, "Can you read it yourself?"

GEORGE BATTEN COMPANY, INC.

Advertising



Advertising
& Selling

The NEWS DIGEST

Issue of
Dec. 29, 1926

PUBLICATION CHANGES AND APPOINTMENTS (Continued)

- Brewster Publications, Inc., New York Has been sold to a corporation headed by George K. Shuler. The publications included in this sale include "Motion Picture Magazine," "Motion Picture Classic." The company also purchased the copyrighted publishing titles to "Shadowland Magazine," "Movie Monthly" and "Beauty Magazine."
- "Post," Denver, Colo. An evening paper, will publish a morning edition.
- "Ceramist," Newark, N. J. Name changed to "The Ceramic Age." (Effective with January issue)
- "Argus," Mt. Vernon, N. Y. and the "Standard-Star," New Rochelle Appoint Ingraham-Powers, Inc., New York, as their National Advertising Representatives.
- "Texas Hardware & Implement Journal," Dallas, Tex. Has been purchased by the R. C. Printing Company, Dallas.
- "Syracuse Journal and Sunday American" and "Albany Times Union" Appoint Rodney E. Boone, New York, General Manager of National Advertising.
- The Associated Business Papers, Inc., New York Announces the election of the following papers to membership: "Electrical West," San Francisco, Cal.; "The Jobber's Salesman," Chicago; and "Restaurant News & Management," New York City.
- "Sun," Scranton, Pa. Appoints Benjamin & Kentnor Co., New York, as its National Advertising Representative.
- "How To Sell," Mount Morris, Ill. Appoints Young & Ward, Chicago, as its Middle Western Advertising Representative, effective with the February issue.
- "Food & Health Education," New York Which has been published as a part of "The American Food Journal," New York, will become a separate publication, effective Jan. 1, 1927.
- "Citizen-Sentinel," Ossining, "Daily Item," Port Chester, "Daily News," Tarrytown, "Statesman," Yonkers, and the "Daily Times," Mamaroneck, N. Y. Have appointed Ingraham-Powers, Inc., New York, as their National Advertising Representatives.

MISCELLANEOUS

- Zonite Products Co., New York Has taken over the management of the Larvex Corp., Brooklyn, N. Y.
- Trademark-Patent-Copyright Bureau, Inc., Washington, Chicago, San Francisco and Los Angeles Name changed to Minier & Fine.
- The Business Letter Co. and Frey, Kenney & Co., Minneapolis, Minn. Have consolidated into Frey, Welsh & Co.
- The Frank G. Morris Co., New York, Advertising Agency Has incorporated and its name is changed to the Frank G. Morris Co., Inc.
- The Caterpillar Tractor Co., Peoria, Ill. Announces the opening of a district sales office and distributing warehouse at Albany, N. Y.
- The Robbins & Pearson Co., Advertising Columbus, Ohio Has opened an office in Dayton, Ohio, at 526 The Dayton Savings Bldg., L. L. Roddy is in charge.
- "The Independent Agent & Salesman," Cincinnati Name changed to "The Independent Salesman."
- "Textile World," New York Has opened a Providence, R. I., office.
- Lindeke, Warner & Sons, St. Paul, Minn. Have merged with Finch, Van Slyck & McConville, St. Paul. Wholesale Dry Goods
- The Hanser-Churchill Agency, Inc., New York Has been consolidated with the H. E. Lesan Advertising Agency, New York.

CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

Name	Business	From	To
Alfred J. Silberstein, Inc.	Advertising	116 West 32nd St., New York	310 Fifth Ave., New York
The Ambro Co.	Advertising	Higley Bldg., Cedar Rapids, Ia.	Merchants Nat'l Bank Bldg., Cedar Rapids
Irwin Jordan Rose Co.	Advertising	116-120 West 32nd St., New York	183 Madison Ave., New York
Associated Business Papers, Inc.	Association	220 West 42nd St., New York	52 Vanderbilt Ave., New York

DEATHS

Name	Position	Company	Date
C. L. Armstrong	Vice-President	The Izzard Co., Seattle, Wash.	Dec. 14, 1926
C. R. Erwin	Chairman of Board	Erwin, Wasey & Co., Chicago	Dec. 14, 1926
Joseph Newburger	President	National Cotton Seed Corp. & Newberger Cotton Co., Memphis, Tenn.	Dec. 17, 1926
George J. French	President	R. T. French Co., Rochester, N. Y.	Dec. 19, 1926
William M. Benesch	President	Isaac Benesch & Sons, Baltimore, Md.	Dec. 20, 1926
J. Henry Haggerty	President	Haggerty Refining Co., New York	Dec. 22, 1926
Joseph Crowell	President	Theodore Cole, Inc., New York	Dec. 23, 1926

“Intensive Use of Newspaper Advertising Pays”

—SAYS W. K. Kellogg



one of the largest food manufacturers, who spends more money in The Chicago Tribune than in any other publication, magazine or newspaper in the world!

ABOUT 14 years ago the Kellogg Company analyzed its business and determined upon the means of increasing its sales without increasing its selling expense.

It learned that The Chicago Territory, a comparatively small area, possessed one-fifth of the population, one-fifth of the wealth, one-fifth of the manufactured products, one-fifth of all automobiles—that the Chicago Territory was virtually one-fifth of America.

And yet the Kellogg Company was not selling one-fifth of its total volume in this territory—as many manufacturers today are not doing. At that time the Kellogg Company began to use The Chicago Tribune and other newspapers. Out of that trial of newspapers came the conviction that newspapers provided the easiest, quickest and least expensive method of selling food products.

*Kellogg Finds That \$1,500,000
Spent Annually in Newspapers PAYS*

Now the Kellogg Company spends more money in newspaper advertising than any other food manufacturer in the world—so far as figures are available. Its bill for newspaper advertising last year was \$1,500,000. And Kellogg spends more for advertising in The Tribune than in any other publication,

magazine or newspaper, in the world! Kellogg's products can be bought anywhere in America. Now one-fifth of the entire volume of Kellogg sales is in the Chicago Territory. But the Kellogg Company does not spend one-fifth of its advertising appropriation to get this volume in Zone 7.

*Survey Shows That Chicago Women
Prefer The Tribune*

The Kellogg Company has recognized The Chicago Tribune's market for food products by using more space in The Tribune than in any other Chicago newspaper. The Tribune's daily circulation in Chicago and suburbs alone is 600,000—a lead of 125,000 over the next newspaper; of 220,000 over the second nearest; and of 300,000 over the third. The total daily circulation of The Tribune is 768,991 (October figures). The Sunday Tribune goes to more than 700,000 families in Chicago and sub-

urbs and to 440,000 outside Chicago—an average coverage of 60% of the families in 1151 towns of the territory. The total circulation of The Sunday Tribune is 1,157,635.

Through years of special effort, The Chicago Tribune has become Chicago's favorite newspaper for women. An impartial survey of the newspaper preferences of Chicago women has proved it.

*Tribune Gains More Food Lineage
Than Combined Gains of Other
Chicago Newspapers*

The Tribune has built up good will with Chicago retailers through many years of square dealing, considerate treatment and systematic assistance. For 13 years The Tribune has published its dealer magazine, *The Co-Operator*, keeping it a real dealer publication without puff or propaganda.

Advertisers of products bought by women have found The Tribune Chicago's most productive newspaper. The Tribune leads all Chicago newspapers in the advertising of women's clothes, household utilities, toilet preparations, drug stores, and children's clothing. During the first nine months of 1926, The Tribune's gain in advertising by food manufacturers over the same period last year was greater than the combined gain of all other newspapers.

If you are not getting your share of sales from this rich territory, put the selling power of The Chicago Tribune to work. Ask a Tribune man to call.

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

This 40-million-foot "gasser" wrecked its track but announced to the oil world the finding of a new oil field.

The illustration below, from a recent issue of National Petroleum News, is characteristic of the type of news illustrations it prints.



Action - Speed - Change

ONE "reading fact" differentiates the Oil Industry from many lines of business. The executive *must* keep pace with all new developments and that means he *must* read. The discovery of a new pool in Texas, a "Production" item, can materially change the plans of a refiner in Illinois and a bulk distributor in northern New York. The entire industry is intimately inter-dependent.

His one problem is to decide *what* to read—that is, *where*

he can get the exact and complete facts with least delay. Fourteen-thousand-five-hundred-plus subscriptions—all paid-in-advance—the largest circulation in oil publishing—is proof of National Petroleum News' right to the slogan "*First in Reader-Interest.*"

The largest dollar-volume of advertising space ever carried by an oil publication is similar proof that advertisers recognize the force of the reader-interest argument.



Published from
812 Huron Road
CLEVELAND

Branch Offices:
TULSA, OKLAHOMA
904 World Building
CHICAGO
160 North Michigan Ave.
NEW YORK
142 Madison Ave.
HOUSTON, TEXAS
608 West Bldg.
LOS ANGELES, CALIF.
628 Petroleum Securities Bldg.

NATIONAL PETROLEUM NEWS

Member: A. B. C.

"First in Reader-Interest"

Member: A. B. P.