

# Advertising & Selling

PUBLISHED FORTNIGHTLY



Drawn by James Preston for Procter & Gamble Co.; The Blackman Co.,  
Medal Winner, Sixth Annual Exhibition of Advertising Art

MAY 18, 1927

15 CENTS A COPY

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Planning Copy for the Radio Advertising Medium" By E. H. FELIX; "What and-to-Mouth Buying Is Doing for the Jobber" By JOHN ALLEN MURPHY; Studying Buying 'Habits'" By E. R. and P. W. SMITH; Medal Winners at xth Annual Exhibit of Art Directors Club; "News Digest" on Page 90

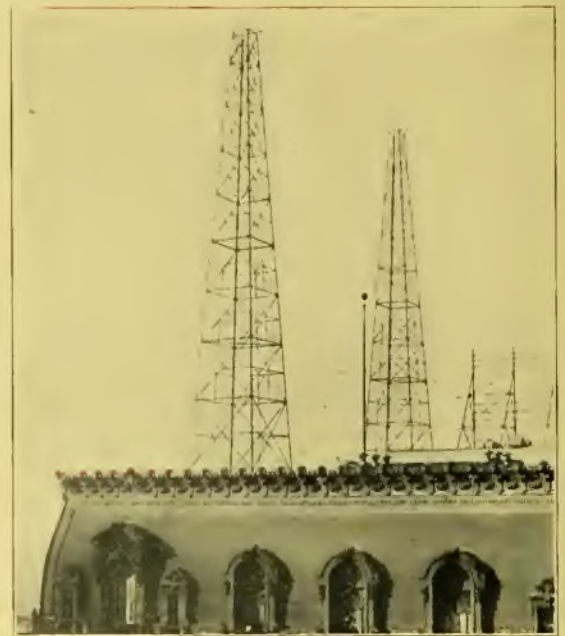
# All-Day Broadcasting—Finer Programs Leadership in National Radio Advertising

**T**HE CHICAGO DAILY NEWS has taken over the complete management of station WQJ, owned by the Calumet Baking Powder Company, and now operates this station in conjunction with The Daily News station WMAQ, with exclusive 24-hour rights to the wave length 447.5 meters.

The operation of two of America's foremost stations with a unified all-day program is welcomed by Chicago people and the radio public generally as another great advance typical of the five-year record of The Daily News in promoting the interests of radio.

WMAQ, the first newspaper-owned radio station in Chicago, equipped now with its *third* sending apparatus, has earned a reputation for fine programs that will be richly enhanced by the added facilities of station WQJ. The two stations are members of the chain of the National Broadcasting Company. The program scheduled throughout will be one of highest quality and interest.

By advancing every interest of radio, on the air and in its columns, The Daily News has attained a popularity



with Chicago fans reflected in its leadership six days a week in national radio advertising—it is the most effective daily medium for radio manufacturers and dealers in reaching the Chicago public.

*Arrangements to participate in the broadcasting schedule of The Chicago Daily News may be made by addressing Director, WMAQ, The Chicago Daily News, 15 North Wells St., Chicago, Ill.*

## THE CHICAGO DAILY NEWS

Member of The 100,000 Group of American Cities

*Advertising  
Representatives:*

NEW YORK  
J. B. Woodward  
110 E. 42nd 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 April, 1927 — 442,577





"There is now a renewed popularity for figured wallpaper... it is one of the most pleasurable and charming decorations for the wall." From an article in Good Housekeeping.

**WITH THE RENAISSANCE OF ARTISTIC HOMES COMES THE VOGUE FOR PAPERED WALLS**

PAPERED walls are undeniably in keeping with today's appreciation of everything artistic. But are they fashionable are they modern? Decidedly! Notice how often interior decorators use paper for their most original wall effects. Notice, too, how often the paper is Thibaut's. This is just another sign of the times—a sign that people are tiring of the commonplace.

Collected by experts here and abroad, Thibaut papers are distinguished by the exclusiveness that appeals to people of good taste.

Do you want a conventional period design—or one that is daintily modern? A pattern of tranquil smartness—or one of impudent sophistication? Whatever your requirements you will find what you want in a Thibaut sample book. Many

fascinating patterns are less than 50¢ the roll. (If you cannot visit one of our stores—more than 13,000 decorators and paperhangers can supply you with Thibaut wallpapers and draperies.)

*Draperies as charming as Thibaut papers*

Select your drapery materials when you select your paper. Then they will harmonize in every detail—coloring, pattern, and artistic feeling. Thibaut drapery materials are just as irresistible as Thibaut papers and just as moderately priced. In plain shades, stripes, patterns. Hand-blocked linens—semiglossed percales—gauzes—tullees—rayons. And think of sunfast chintzes at less than \$1.00 the yard.

*Thibaut*

Correct Style WALL PAPERS and DRAPERIES

24 West 40th Street, Opposite Bryant Park

BROOKLYN • BRONX • NEWARK • NEW HAVEN • BOSTON • UTICA



"Wallpaper can give us modern living gardens... It can produce the effect of tapestried walls, of walls hung with damask." writes Nancy MacClelland in the March Edition.

**THAT ELUSIVE QUALITY CALLED "CHARM" LINGERS ABOUT WALLPAPER**

A DISTINCTIVE home is by no means an indication of wealth. Too often, alas, expensive whimsies destroy that elusive quality called "charm." A general awakening to this truth is witnessed in the renewed popularity of wallpaper. It need not be costly—yet it is imaginative—colorful—and undeniably charming.

Have you a stolid suburban living room that needs a dash of character—a dreary hallway that needs cheering—a dull bedroom that should be gay and friendly? Whatever the problem, the right Thibaut wallpaper is the answer. Thibaut papers include period motifs designs from the best collections here and abroad. And modernized patterns with a bold yet subtle beauty that reveals the work of artists. Many of the most enchanting patterns are less than

50¢ the roll. (If you cannot visit one of our stores—more than 13,000 decorators and paperhangers can supply you with Thibaut wallpapers and draperies.)

*Of course you'll want draperies too!*

If you are determined to have draperies that will be perfect in their setting—select them when you buy your paper. For of course, Thibaut carries drapery materials too—in a variety that will doubtless surprise you. Everything from filmy gauzes to heavy, heavy damasks. With a colorful profusion of chintzes—tullees—and rayons in between. And a second pleasurable surprise is the price. Think of sunfast, hand-blocked linens at less than \$3 the yard... or chintzes at less than \$1.00.

*Thibaut*

Correct Style WALL PAPERS and DRAPERIES

24 West 40th Street, Opposite Bryant Park

BROOKLYN • BRONX • NEWARK • NEW HAVEN • BOSTON • UTICA

**FACTS NEED NEVER BE DULL**

THIS agency was one of the first to adopt the policy of "Facts first—then Advertising."\* And it has earned an unusual reputation for sound work.

Yet this organization does not, nor has it ever, confused "soundness" with "dullness." It accepts the challenge that successful advertising must compete in interest, not only with other advertising, but with the absorbing reading matter which fills our present-day publications.


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

\*Trade Mark Reg.

JOSEPH RICHARDS COMPANY, INC., 255 PARK AVENUE, NEW YORK

**RICHARDS**

**F A C T S F I R S T — T H E N A D V E R T I S I N G**



## The Indianapolis Radius

- Indianapolis and the 70-mile radius it directly influences.
- 2,000,000 population—over 92% native born white.
- annual purchasing power \$750,000,000.
- high standards of living and buying—Indianapolis, the twenty-first city in U.S., is thirteenth in retail sales.

## One newspaper sells this rich market

**H**ERE in the compact area of The Indianapolis Radius are 2,000,000 prosperous people, unified by race, geography, transportation, language and mutual interest . . . Every factor favorable to profitable selling is present here !

Indianapolis is the heart of trade for The Indianapolis Radius. It is the industrial center, the financial center, the jobbing center, the shopping center, the news center.

And fortunately for advertisers, one newspaper dominates the territory. In daily circulation, in advertising volume, in journalistic prestige, **THE INDIANAPOLIS NEWS** is the out-and-out leader—and has been so for years! The NEWS sells The Indianapolis Radius—no other advertising cost is necessary.



## The INDIANAPOLIS NEWS *sells* The Indianapolis Radius

FRANK T. CARROLL, *Advertising Director*

New York: DAN A. CARROLL  
110 East 42nd St.

Chicago: J. E. LUTZ  
The Tower Bldg.



# Everybody's Business

By Floyd W. Parsons

## Making Money

**I**N the windows of many banks are attractive signs extolling the virtues of compound interest. To most people an interest rate of three or four per cent, compounded every month or every quarter, appears to be a very low return on capital in this present day of record prosperity. Where we used to talk in thousands, we now speak in millions. Everything is on a grand scale and our ideas about earning and saving have undergone a radical change. The stories of sudden fortunes have developed in us a desire to "go and do likewise."

An era of prosperity very often is like a ray of the sun that the least shadow can interrupt. It is a time when the fires on many altars go out; when folks let go the bridle; when a minimum of attention is given to the mending of faults; when the curtain is drawn aside disclosing hidden character. Truly it takes strong legs to support prosperous days, for it is so easy to forget that abundance, whether it be gold or knowledge or power, is matched by its responsibilities. In accumulating the things that money can buy, there is always the likelihood of losing the things that money cannot buy.

Money is a universal agent, for it speaks every tongue and is the soul and sinew of world business. As one has said, "The best labor-saving device of all is a good fat bank account." But when earthly goods rise as high as our hearts, they begin to bury us alive. When we let ourselves believe that money can do everything, we have put ourselves in a position where it is easy to do everything for money. When we have accepted the notion that four or five per cent interest is not worth talking about, we have indicated clearly our disbelief in the proved principle that it takes ten times as much wit to keep wealth as was required to accumulate it in the first place.

We turn our eyes to the spectacular achievements and lose sight of the thousands of failures. We forget that the great lesson of history is that the profit on the sum total of the world's capital is very small over a long span of years. The combined wealth of all peoples now amounts to nearly a thousand billion dollars. Of this, gold represents only a small part. In fact, all the gold mined since the commencement of history would only make a solid sphere 50 feet in diameter. A thousand billion dollars in gold would make a globe 170 feet in diameter.

If the world's wealth 4000 years ago had been one dollar and this amount had been compounded annually



© Brown Bros.

at four per cent up to the present time, the calculated amount of money expressed in gold would make a sphere having a diameter more than a billion times the distance from the earth to the sun. Over centuries of time the world's wealth increases at a rate that approximates no more than one-sixth of one per cent annually on a compounding basis. If a Ford or Rockefeller fortune could be kept intact and increased at a rate of four or five per cent interest for a half century, the resulting accumulation of money and property would be stupendous.

It is such romances as that of Mr. Ford which develop in many a contempt for methods that build success surely, but slowly. Henry Ford headed the list of the 13 original Ford stockholders with a subscription of \$25,500, and Miss R. V. Couzens came last with a subscription of only \$100. Alex Malcolmson, who received \$25,000 worth of stock for guaranteeing \$7,000 worth of bills, later sold out to Ford for \$175,000. If he had held on, his shares would now be worth \$250,000,000. James Couzens, who put in \$2,400, took out \$39,500,000, and Miss Couzens, his sister, finally got \$355,000 for the stock that cost her \$100. John Dodge and his brother Horace each put in \$5,000 and took out \$35,000,000, while the attorneys, Rackham and Anderson, got \$17,000,000 for their original stock that cost \$5,000. Albert Strelow sold his \$5,000 worth of stock for \$25,000 and then lost this money in a gold mine in British Columbia. His original investment would now be worth \$50,000,000.

Then there is the fairy-like tale of the development of the chain-store idea here in America. It is an amazing fact that if in 1912 one had put \$10,000 into our ten largest companies operating chain stores, placing \$1,000 in each of the ten, this investment today would be worth \$277,000. In addition, the owner of these shares of stock in Woolworth and the nine other companies would have received more than 15 per cent a year in dividends on the money originally invested. It is no wonder that so many have come to believe that the road to fortune is a crowded highway with an easy footing over all of the steep places.

Of course, there is much to be said for the idea of sitting tight and waiting for large returns when an investment has been well placed. A friend of mine who has been quite successful in his investments and small speculations in the stock market over a period of years told me that his profit in buying and selling stocks last year was \$2,500 on \$30,000 of capital em-

[CONTINUED ON PAGE 48]



Earl Reeves, in an article "New Models in Farmers Seen in Our Smaller Cities," in the magazine, "Business," says: "Regardless of what is your occupation, the vastly increased buying power of the farmer is almost certain to put money in your pocket. . . . For the farm market is a hungry market."

## Two Halves

THE "hungry farm market" is composed of two halves. One half is the Farmer and the other the Small Town Man.

The word "farmer" is merely a label for a man's occupation. It is not a definition of a man's characteristics.

The Farmer is not different from the Small Town Man. In all things, excepting occupation, they resemble each other. Every habit, every preference, every ambition in the Small Town Man has its counterpart in the Farmer. What the people on Main Street buy the farmers on the R.F.D. routes buy.

Through the Home Town Weekly Newspaper you can cash in on this "hungry farm market." The Home Town Weekly Newspaper is subscribed to and read by

the Small Town Man and the Farmer alike. It is the only publication of sincere, intimate interest to them both.

What is more, the Home Town Weekly Newspaper is the most direct approach to the good-will and support of the local dealers.

The Home Town Weekly Newspaper directs your advertising where you have distribution. Every Home Town Weekly Newspaper reaches the right people right where they can buy goods advertised in it.

The facts about this "hungry market" are available to you, if you will write us.

6500 selected Home Town Weekly Newspapers—you can use as many as you want—are represented by

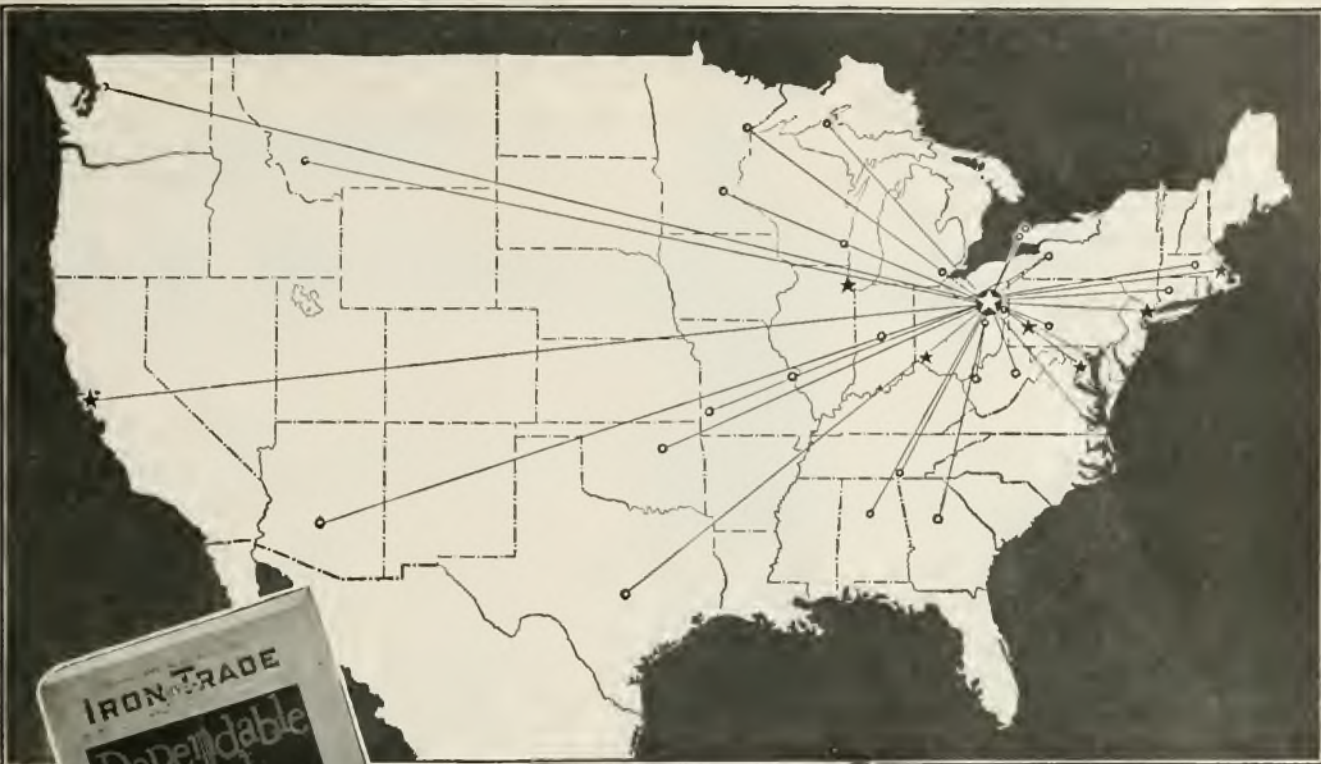
# AMERICAN PRESS ASSOCIATION

225 West 39th Street  
New York City

122 So. Michigan Avenue  
CHICAGO

68 West Adams Avenue  
DETROIT





# Penton Organization Covers the Country

**C**LEVELAND, the home of the Penton Publications, is one of the most strategically located cities in the country from the standpoint of contact with American industry. But to maintain Penton editorial standards, this advantage is not sufficient.

In addition, seven branch offices, each staffed with from one to four trained editors and market reporters, are maintained in New York, Chicago, Pittsburgh, Washington, Boston, Cincinnati and San Francisco. Forty-one staff correspondents are located in other centers. Wherever you find important manufacturing communities representing the metalworking industries of America there too you will find skilled reporters furnishing market reports, accurate quotations and up-to-date engineering information to the thousands of industrial buyers who depend on the Penton Publications for such information.

This band of highly trained branch office and field representatives is directed by home office editors and managers who travel thousands of miles a year constantly seeking to perfect the editorial service which makes Penton Publications the first choice of so many industrial advertisers.



## The Penton Publishing Co

Penton Building

Cleveland, Ohio

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

Member, Audit Bureau of Circulations.

Member, Associated Business Papers.



*They built  
of the Woolworth Building*



E.H. Seward 27



# *the caissons* 125 feet below ground—

*T*HE "Cathedral of Commerce" thrusts its spire into the clouds. Voyagers coming in from the sea discern it with delight.

Far uptown, workers pause at windows to gaze southward; hurrying thousands on the Broadway pavement crane their necks to look up along the clean, sheer lines of it.

Only the rare, searching minds send their thoughts below ground to contemplate with equal amazement the base on which the structure rises. Architecture is not simply the art of building well and usefully. It must comprehend beauty, interest, unity, mass and power.

But first, the *foundation*.

Thus with a magazine. Thus with Good Housekeeping.

The high flung spires of Good Housekeeping are its stories by great authors, its living illustrations, its rich colors, its entertainment and inspiration. Beneath, in the bed-rock, lies the *foundation of practical service*.

Good Housekeeping Institute, which guards your household economies—the Bureau of Foods, Sanitation and Health—the Studio of Interior Decorations and Furnishings—the Fashion Service of International Scope—the Department of Child Training—the guaranty

behind the hundreds of advertisements in the magazine—the countless ways in which Good Housekeeping has, for a quarter of a century, guided and made safer and happier the American Home.

These departments are a foundation on which a circulation may tower to whatever heights.

\* \* \* \* \*

For more than a generation, Good Housekeeping has been the pioneer, the builder in these outstanding spheres of woman's interest. On these foundations a group of experts has reared, and will continue to rear, a magazine of pre-eminent service to the American woman.

Out of their accumulated experience, out of their ideals for conducting the American Home they have perfected a service to the American woman that is unique.

The departments of Good Housekeeping can themselves be duplicated. But one essential thing would still be lacking: The service that is born of experience, the ideals that *are* Good Housekeeping.

These are the result of evolution, the product of—Time.

These are the foundations of Good Housekeeping.

## *An Afterword to Advertisers*

It is a high responsibility for the publisher to meet the requirements of Good Housekeeping readers. But it is also a high privilege to meet that responsibility—and there exists a rich opportunity for the advertiser who can share in that richest of all attributes which a magazine has to lend to the advertiser: *Entrenched Good Will*.

# GOOD HOUSEKEEPING


MAY ISSUE — 1,565,000 Copies

324 Pages

# GLEAMINGS *from* GOTHAM

*I*T is the things  
*additional* we like to  
do for you, not merely  
the things *traditional!*

The GOTHAM  
PHOTO-ENGRAVING CO., Inc.  
229 WEST 28<sup>th</sup> STREET, N. Y.  
Telephone LONGACRE 3595



GO THAM

K.O.C.H





# The BOOTH NEWSPAPER AREA

ONE OF AMERICA'S 15 LEADING MARKETS



A Great Metropolitan Market  
of 1,254,000 Population Con-  
veniently Divided into  
8 Natural Centers

In this great metropolitan market known as "The Booth Newspaper Area" are 1,254,000 people concentrated in 8 important centers.

The close proximity of these eight centers makes it possible to use a small sales crew and still obtain the benefits of a great metropolitan market.

In "The Booth Newspaper Area" is concentrated great retail and wholesale interests as well as the greater part of the industrial and agricultural activities of Michigan.

The Booth Newspapers with more than 260,000 net paid circulation practically cover this prosperous market and offer the most economical way of reaching the buying power in Michigan.

- 3,699 Grocery Stores
- 660 Drug Stores
- 741 Hardware Stores
- 1,122 Dry Goods Stores

LOCATED IN

The Booth Newspaper Area  
Write any Booth newspaper for  
a copy of  
"The Michigan Market"

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

I. A. KLEIN, Eastern Representative,  
50 East 42nd St., NEW YORK.

**THE BOOTH PUBLISHING CO.**

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

## TYPICAL SUBSCRIBERS to The American Printer

Norman T. A. Munder & Co., Baltimore



*The American Printer has a part in the office of the famous Munder Printing Shop at Baltimore*

**Says Norman T. A. Munder:**

“THE AMERICAN PRINTER is a welcome visitor in our office, and, more, it is a permanent guest constantly looked to for inspiration and helps of all kinds. There is not a more uplifting trade journal in existence. One who fails to read it is seriously slighting himself. Not only does it have a part in our office, but it is taken home and thoroughly digested from cover to cover. It is a remarkable publication.”

Advertisers should arrange now to take advantage of the September Printing Exposition and Craftsmen Number of THE AMERICAN PRINTER, to announce new models, devices and papers. Every subscription on THE AMERICAN PRINTER list counts big in its value to advertisers. Much of the circulation is printshop circulation and THE AMERICAN PRINTER is read by those who buy machinery, paper, devices and supplies of all kinds.

**The American Printer, Inc.** Telephone Caledonia 9770 **9 East Thirty-Eighth Street, New York**

**CHICAGO: Peoples Gas Bldg.**  
Telephone Wabash 4000

**CLEVELAND: 405 Sweetland Bldg.**  
Telephone Superior 1817



# Your Cap

the one you use on your containers—can either be just a cap or one of the reasons (and a strong one) why the buyer has decided on *your* product.

The cap is the one part of your container that your customers must handle. If it is not modern—easily removed and replaced—*your product* is condemned—not the cap maker.

That is why

# THE AMERSEAL CAP

REG. U.S. PAT. OFF.

should be thoroughly investigated by you.

$\frac{1}{4}$  turn unseals;  $\frac{1}{4}$  turn reseals the contents.

When sealed, the container is absolutely air tight—can't be otherwise. And it cannot be rattled or shaken off due to the details of its construction.

No raw edges to cut or injure—can be had in many attractive finishes, and with any wording or color desired.

*Do you have our prices?*

*Would you like to have a sample?*

AMERICAN METAL CAP CO.  
Brooklyn, N. Y.

Branch Offices

Chicago	St. Louis	Portland
Cleveland	Los Angeles	Seattle
Detroit	San Francisco	Louisville

AMERICAN  
METAL CAP  
COMPANY,  
Brooklyn, New York

Please send me a sample of your cap for.....

Firm.....

Buyer.....

City.....

State.....





## *Reader Interest and Buying Power*

“**I** NOT only read the advertisements carefully, but I have derived considerable benefit by studying them. I not only have become acquainted with new inventions and appliances that would not otherwise come to my knowledge, but I have bought quite a number of such items for installation in our plant, with great benefit to us.”

*This from the chief engineer of a large New York hotel—typifying the way in which POWER readers use POWER as a Business Tool.*

If you are seeking to cultivate the Buying Power in the power field, let us show you how POWER can help you—to analyze the market—to reach the influential men in that market.

# POWER

*A McGraw-Hill Publication*

*Tenth Avenue at 36th Street, New York*

A.B.C.

A.B.P.





Out of Boston's total trading territory this 12-mile area contains:

- 74% of all department store package deliveries
- 61% of all grocery stores
- 60% of all hardware stores
- 57% of all drug stores
- 57% of all dry goods stores
- 55% of all furniture stores
- 46% of all auto dealers and garages

# TIGHTEN YOUR GRIP on the Boston Market...

**SUCCESSFUL SELLING** in New England depends chiefly upon the degree of concentration in the Boston Key Market. But first you must define that key market.

If your New England sales volume is not showing a normal growth—if competition is beginning to cut into the records of previous years—look at these startling facts.

In the area around Boston—12 miles out from City Hall—the Boston department stores make 74 per cent of all their package deliveries. And the Clearing House Parcel Delivery, employed by all stores, confines *all its deliveries* to this area. Here is a clearly defined market!

In this 12-mile area live 1,567,000 people having a per capita wealth of \$2000, the greatest concentration of people in New England. Here also is the greatest concentration of grocery stores, hardware stores, drug

stores, dry goods stores, furniture stores, auto dealers and garages.

This is the real Boston market, concentrated within 12 miles of City Hall. Here is where you should exert the greatest pressure in sales and advertising.

### The Globe concentrates in this Area

**N**OW let us see how the Globe covers this Key Market. In this 12-mile area the Globe has the largest Sunday circulation of any Boston newspaper. And here its daily circulation exceeds that of Sunday. Uniform seven-day concentration!

Boston's department stores recognize the Globe's dominating position in this market. The Sunday Globe carries as much department store advertising as the other three Boston Sunday newspapers combined. And in the daily Globe the department stores use more space than in any other daily paper.

What are the reasons for this Globe leadership? First—the Globe's complete market coverage. Second—the Globe appeals to *all classes* of Boston people. Its readers represent a complete cross-section of the population, without regard to race, creed, or political affiliation.

The Globe appeals strongly to men because it is free from bias or favoritism in general news, editorials or sports. And its Household Department makes the Globe the daily counsellor and guide of New England women.

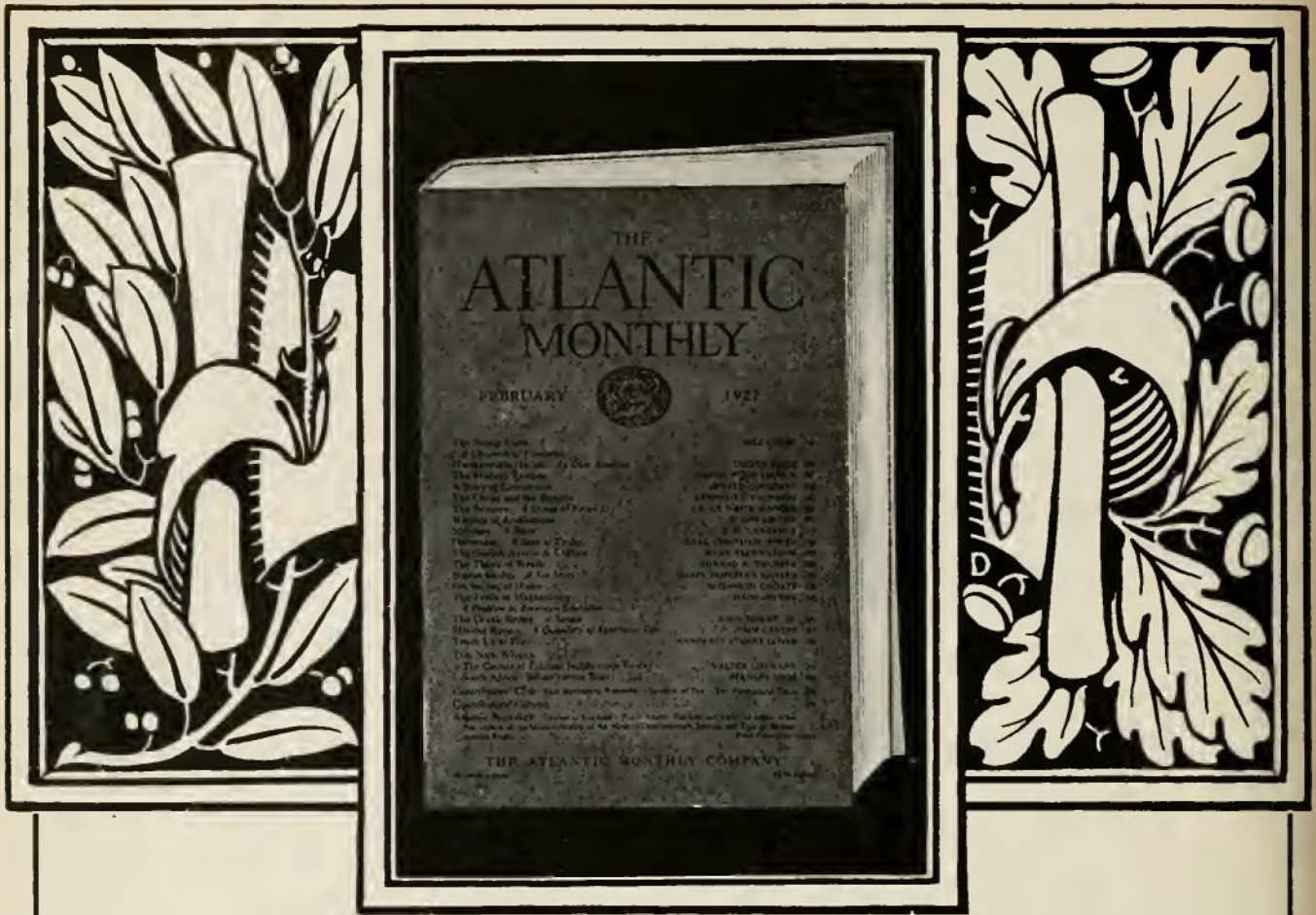
To put your advertising message before the people who make up Boston's Key Market you must use the Globe first.



OUR BOOKLET, "The Individual Home — the best market for any advertiser" — will give you a new viewpoint on the Boston Market. Write for it on your business letterhead.

# The Boston Globe

## The Globe sells Boston



# 12 Points of Distinction in The Atlantic Monthly

## EDITORIAL DOMINANCE!

RIPLEY  
MARSHALL

CALKINS  
SMITH

CIRCULATION,  
MAY, 1927, ISSUE  
**OVER 180,000**

RATES BASED ON 110,000  
(ABC) REBATE BACKED  
GUARANTEED

*Buy on a Rising Tide!*

An open letter to Governor Alfred Smith of New York by Charles C. Marshall, prominent New York Attorney, published in The ATLANTIC MONTHLY for April, 1927—

And Governor Smith's reply appearing in the May number become the subject of immediate national discussion—the greatest feature in magazine history.

Such is the perception of The Atlantic's editorial policy in determining subjects of nation wide and international interest.

Remember, too, that the readers of these articles are also readers of The Atlantic's impressive advertising pages.

# THE ATLANTIC MONTHLY

*A Quality Group Magazine*

8 Arlington Street

Boston, Mass.



# Advertising & Selling

VOLUME NINE—NUMBER TWO

May 18, 1927

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Medal, Photographs.  
The Fostoria Glass Co.,  
N. W. Ayer & Son,  
Grancel Fitz, Artist

THE Sixth Annual Exhibition of Advertising Art opened at the Art Center, New York, on May 4 and will continue there until May 31. Three hundred and thirty-three specimens have been accepted and placed on view. Winners of medals and honorable mention in the various classes were announced on May 3 by jury of award. Owing to space limitations, we are able to reproduce in this issue only the medal winners. Six of these will be found on pages 24-25, the seventh is reproduced on the front cover, and the eighth appears above. A detailed tabulation of all awards will be found on page 76.

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

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## As you turn the pages of the May number

As you turn the leaves of the new Ladies' Home Journal, there are certain pages which present fairly typical examples of the work done by this company for its clients. These pages are indexed as follows:

- Page 59 Nujol
- Page 102 Borden's Eagle Brand Condensed Milk  
(for infant feeding)
- Page 107 Twenty Mule Team Borax
- Page 112 Borden's Evaporated Milk
- Page 123 Hawaiian Crushed and Sliced  
Pineapple
- Page 127 Del Monte Canned Fruits
- Page 166 Perfection Oil Cook Stoves and Ovens
- Page 241 Beech-Nut Peanut Butter

## THE H. K. McCANN COMPANY

*Advertising*

NEW YORK

CLEVELAND

CHICAGO

LOS ANGELES



SAN FRANCISCO

DENVER

MONTREAL

TORONTO



MAY 18, 1927

# Advertising & Selling

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## Planning Copy for the Radio Advertising Medium

*By Edgar H. Felix*

**M**AGAZINE advertisements of twenty years ago never fail to cause a hearty laugh: their tone Age illustrations, the glaring typography in six-point bold face; their copy style, as dignified as a tabloid murder story concentrated in five hundred words to a quarter column, reminds us of the days when the infant, advertising, was an unnecessary luxury, indulged in only by a few spendthrift concerns. Out of such inept beginnings the fine art of advertising has risen to complete dignity and recognized power.

Today we have another new comer, radio broadcasting, reaching out presumptuously for the advertiser's attention and appropriation. The fine art of utilizing the radio, at present, no more advanced than was the art of preparing advertising copy some twenty years ago. Two decades from now we will laugh at recollections of the distasteful, formal and pernicious commercial radio programs of today. Their

colossal crudeness will be apparent only after much progress has been made in discovering how to take ad-

vantage of the microphone's opportunity. And those who attempt to estimate the ultimate value and effectiveness of broadcasting in sales promotion upon the basis of its present status are doomed to many revisions of their opinions. Commercial broadcasting has hardly commenced and it has a long way to go before it will be half started.

Already thousands of concerns are spending money on commercial broadcasting, a handful of them with remarkably satisfying results. Even so, to declare today that radio broadcasting is essential to any complete selling plan is to make a statement no less radical than was John Wanamaker's now famous platitude of twenty years ago: that no merchandising enterprise can succeed without extensive advertising.

Believe it or not, broadcasting will appear in the budget of every national advertiser of consequence within five years, but it will not be broadcasting



© Herbert Photos

**T**HE fitting of a broadcast program to the character of an advertiser or of his product is sometimes a comparatively easy process. But it is one too seldom adhered to intelligently. A product such as an expensive motor car has a relatively limited market and may be advertised best by directing the appeal to a discriminating class by a selected feature such as a high grade string orchestra. On the other hand, a jazz attraction of widely diffused popularity may be used more successfully in the case of a low priced product of universal appeal

as we know it today; it will then be a fine art, pleasing and winning a receptive public, its course directed by conservative and practiced leaders, some of them the very enthusiasts who are trying to sell the hocus pocus commercial broadcasting of today.

Even now, I see some very capable advertising managers scoffing! "No, young man," said one typical grandee of the advertising appropriation to a station solicitor recently; "this firm will never go into the business of radio showmanship. We were advertising before you were born and we have seen a lot of wild selling schemes die a natural death since that time. Commercialized radio clowning and microphone ballyhooing will be a dead issue within two years." And, as he said these words, he laid aside a piece of art work for use in a magazine with a circulation of millions, a sample of eye showmanship far more radical than some of the successful radio

programs that he characterized as samples of ear showmanship.

It is all a matter of showmanship; both advertising and radio. For a show to be staged successfully, it must be held where prospects are likely to see it. With advertising the problem is one of selecting the right printed mediums and, in the case of radio, the right broadcasting stations. To perform a real service, a show must influence its audience with a definite and desirable purpose; that of radio is the building of prestige, goodwill and name familiarity, and of advertising, "getting over" the precise story of the price, material, quality and standard of the product.

**E**VEN assuming a product suitable for an advantageous use of the broadcasting medium and the presentation of a program through stations which actually have a substantial radio audience (both of

these subjects have been discussed previously in this magazine), successful use of the medium is by no means a foregone conclusion. The radio performance must, in addition, please the listener or it accomplishes no goodwill purpose. But, it must do more than merely please.

*The successful commercial broadcasting program must direct favorable attention to the sponsor or his product among the class of persons who buy or ought to buy his product.*

This definition points to three factors: (1) the program itself must win favorable attention; (2) that attention must be directed to the sponsor of the feature or his product; and (3) it must be won among his potential buying class.

Failure to attain any one of these objectives makes commercial broadcasting unsuccessful. For example, a feature winning favorable attention and directing it successfully to

[CONTINUED ON PAGE 40]

# How Good Advertising May Be Written

*By Earnest Elmo Calkins*

**T**HE best advertising is often produced unconsciously by writers who are not composing advertisements. When Bruce Barton was editing *Every Week*, and writing editorials on whatever subjects seemed interesting, he produced some well-nigh perfect advertisements. One was entitled "On lying on my back looking at a seed catalogue," that contained more urge to dig up the earth and plant something than all the words of Peter Henderson and W. Atlee Burpee combined. Another was "Canned Music," which no Edison, Victor or Vocalion advertisement has yet equalled.

The reason why this stuff was good advertising is simple. It was not written for advertising. It was written solely to interest the reader, without any need to flatter the vanity of the advertiser. Until we can write our copy in that spirit and that mood, we are going to produce a lot more dull, inert advertising.

Something of the sort is happening in *The New Yorker*. Among the entertaining departments is a weekly review of the new apartments being put up with such industrious rapidity. It is a real review, sparing nothing of praise or blame, sprightly, informed, entertaining and discriminat-

ing. It is the sort of thing you read for its own sake, not a lot of dreary drivel that you must wade through if you are ever going to find that apartment you want.

Isn't there any research bureau which can check up on this stuff, and let us know how many apartments have been sold or rented because of this *New Yorker* stuff? For it is advertising, if there ever was any. Isn't it strange that our Ellimans do not seize upon it and use it, when it so much better than what they do use? And use it unedited. Its strength lies in its damaging admissions. How much savor is added to an advertisement that admits one little human fault! How dull, how boring, is the story of immaculate perfection that fills our advertising pages! How stupid of theatrical producers and publishers when they reprint the critics to eliminate the adverse comments!

I am waiting for some realtor (abominable word, but they would have it) to recognize the value of this new kind of real estate copy. But even more I am waiting for the advertiser who will say to his copy writer, "Forget me. Just make this thing interesting to the buyers and prospective buyers of my product."



# Can Engineering Principles Be Applied to Advertising?

By *C. F. Kettering*

President General Motors Research Corporation

**R**ESearch work is always concerned with past experience or new facts, and in proportion as it is confined to past experience alone its progress is slow and doubtful. Advertising appears to be in need of new facts. Too much reliance is being placed on past experience. The measuring instruments of advertising have not as yet been perfected. It always takes four years to sell a new idea to the public. All during that time the public mind is most concerned with the negative aspects of a new idea. After four years they will begin to accept the positive aspects. People are afraid of new ideas.

Take Duco finish for automobiles as an example of the successful search for new ideas and the application of them. When it was observed that a large volume of automobile production was running to closed cars, it became apparent that the time taken to finish them by ordinary painting methods was too long. A conference of experts was called to see if it was possible to finish Cadillac cars in less than thirty-four days. The experts finally agreed that it could possibly be reduced by one or two days. I declared that one hour ought to be long enough to finish any automobile. The experts replied that nature herself had fixed the length of time required for the ingredients of paint to dry, and that the time involved was a natural physical fact which could not be altered.

Some time later I happened to notice some small enameled articles in a Fifth Avenue shop window. The finish attracted my attention. I followed it up but was told that this could not possibly be used for finishing automobile bodies because, "It dries too damned fast." Nevertheless, that was the article which now makes it possible for us to apply five coats of paint to an auto-



mobile body in but one hour's time.

In my opinion the advertising men must do some of that kind of research work. They must not be too inclined to accept as established acts of nature anything which prevents them from reducing the present 60 per cent cost of distributing merchandise. In my opinion an advertisement is nothing more than a letter to the public, and it must be written in language that the reader understands. As I see it now, nearly every advertisement that is produced is 180 degrees misunderstood because the advertising writer has not used language which is explicitly familiar to the readers whom he is addressing.

**L**INGO and trade words have no business in advertising. To prove that an immense amount of advertising has little effect, I should like to cite an investigation made at a large manufacturing plant only four years ago which showed that less than 3 per cent of the employees ever used tooth brushes. Obviously, they had not been impressed by the large amount of tooth brush and

tooth paste advertising which all of them must have seen repeatedly. A similar investigation revealed that only 27 per cent of a certain population or group had bath tubs.

The trouble with the bath tub advertising is that it doesn't get low enough; nothing that is written is understood by the man or woman who never was inside a bath tub. Don't get too finessed. I believe that ideas are much more important than lingo, and it is better to leave good white spaces blank than it is to fill them up with a lot of literary stuff, no matter how good it may sound to the literary ear.

There are four classes of people to whom you are addressing your advertisements:

1. Those who already own your product. Some of them are dissatisfied. It is better to make a dissatisfied man more dissatisfied so that he will come out in the open and yell than it is to leave him as a sullen unknown influence working against you. So far as the satisfied customer is concerned, try to make him more satisfied.

2. Those who do not own your product, but who are capable of using it. Those are the ones that you appear to have in mind all the time. The thing to do is to make them want it.

3. Your competitor. He is able to read between the lines. We are often able to tell three months ahead of time when our competitors are going to come out with a new model just by the way they word their advertisements. Keep your competitor in mind and don't give away your undisclosed decisions to him by means of your advertising.

4. The people who make your product. Every advertisement should be posted on the bulletin which will be seen by everyone who has anything to do with making it. If the advertising is soundly prepared and written, it will cause them to want to make the product better and better.

Transcription of portions of an address before the Semi-Annual Convention of the Association of National Advertisers, Detroit.

# Yours of the Umph. Inst. Received

## How We Handle Dealer Correspondence and Follow Up Inquiries

### By Marshall B. Cutler

Advertising Manager, J. P. Smith Shoe Company, Chicago

I AM assuming, first, that all advertisers who work by, for and at the dealer, have as much necessary correspondence to handle as we have.

Dealers may write you to get them the moon; they may ask for a mother goose jingle or a special advertising allowance to buy space in the official dance program of the Local League of Business Men; but whatever they write about—or regardless of how often they do write—it's up to the advertising manager or one of his assistants to reply. In fact, it's really a duty to encourage dealer-customers to pen prosy epistles about their problems (real or imagined); their local advertising (or lack of it); their anniversaries, anxieties, or oyster suppers.

When your dealers will sit down and write you frequent letters about this, that, and nothing at all, you can wager your last yen that they're for you—friends you can clap on the back without getting that halitosis look. And to put your dealers in the friend-class is what you want.

The other day I read a report from the Association of National Advertisers giving the size of various advertising departments in relation to the size of the advertiser's appropriation. The facts astounded me; the administration cost figures even more. Our annual appropriation is not \$12,444,382.14; but it's large enough to fit a six-figure suit—man's size. And strange as it may seem (directors please skip the balance of this sentence) we are not even seven—but four! We all work hard, but despite that, we find an occasional afternoon for golf.

### J. P. Smith Advertising Department INQUIRY NOTIFICATION

3/31/27

for Mr. I. D. Ream

Valuable accounts can be developed from a friendly, systematic follow-up of all live inquiries. You can do your part with personal solicitation; we can do ours with letters and literature to prospects.

#### WE HAVE RECEIVED AN INQUIRY FROM

Name Mr. John Burns,

Address Niagara, Wis.

On our HARDSOLE Shoes  DR REED Shoes  WOMENS Shoes

The prospect writes us as follows: "Please send us your latest Dr. A. Reed Cushion Sole Shoe and Oxford catalogue."

Date of Letter March 29th Bradstreet rating 'High'

Other Niagara Dealers now on our lists are:

Dealer Carey's Shoe Store List S.S.S. Regular

430 TEAR OFF HERE — KEEP UPPER PART FOR REFERENCE  
FILL OUT STUB — RETURN TO ADVERTISING DEPARTMENT

Please check the Inquiry Notification Stub and return it to the Advertising Department in case the prospect is to be added to our mailing list. Follow-up personally as soon as possible. Let's work together on all inquiries and put a bunch of new customers on the books.

430

Form Q

Shall we add this prospect to our mailing list? Yes

Shall we remove any of the other Dealers listed above? No  
(If "Yes" State Dealer or Dealers to be removed)

Will you follow-up this inquiry personally? Yes

Remarks: Will be in Niagara next week and will call on Mr. Burns. Have found his windows full of shoes. Just off the

Signed I. D. Ream

How do we do it? There's only one way we can do it and do it right—and that is to have a system that gives two hour results with one hour effort.

I gained my shoe selling experience in a large retail shoe store whose system of doing business was so perfect that it cost the firm thousands of extra dollars and hours every year to maintain it. Ours is not like that. But it's thorough enough to cover every detail of our work in a time saving way, and the fact that we are conducting our department efficiently, economically and progressively—that we are spending a fair-sized appropriation

to advantage—that we are in constant contact with 4480 regular dealers and 5016 prospective dealers—seems to prove that we are correctly systematized without suffering from over-systematization.

That part of our system which I'd like to describe here has to do with the prompt, facile handling of department correspondence; hence the seemingly irrelevant introduction to this article.

As I said before, it's a feather in your cap when your dealers start writing you about every subject under the sun. When they begin to look to you and your department for advice and assistance on things unrelated—as well as related—to the sale of your merchandise, then, and not until then, can you class yourself the Angakok of the tribe.

Dealers and children have certain characteristics in common. For example a master-seer can't answer many of their questions and you can't satisfy either dealers or children with a

reply that doesn't ring true. To create and hold the confidence of your dealer interrogator (if you want his confidence) requires thought, personal effort, tact, patience, originality, and what have you. I like to write letters, and every dealer who asks me a question or makes a request gets a prompt reply from me, a reply as personal as I can make it.

No form letter system can be successful if you try to adapt it to conditions for which it is unfitted. But a complete form letter system can and does give you the necessary time to answer personal correspondence in a warm-hearted, interested

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# What Hand-to-Mouth Buying Is Doing for the Jobber

Except in Fashion Lines, Jobber Is in Stronger Position Than Ever

By John Allen Murphy

EVER since the old Clafin Company retired from the wholesale dry goods business a few weeks ago, there has been much talk about the significance of this development. At one time Clafin's was one of the largest and best known jobbing houses in the United States. It has been in umbrage in recent years. Just the same, it was, at the time of retirement, still enough of a factor in the dry goods trade to cause speculation as to why it went out of business. And Clafin's is not the only wholesale dry goods house that has recently been obliged to retire.



Underwood & Underwood

ONLY in lines where the fashion influence is paramount does the jobber really suffer under the system of hand-to-mouth buying. Otherwise he is in a stronger position than ever, for with this tendency prevailing there is no longer any reason for the retailer to buy direct from the manufacturer as before

It is true that there have been proportionately more retirements and consolidations in the dry goods field than in other lines; but notwithstanding, jobbers in other fields have been having their difficulties also.

What is the significance of this tendency? Does it mean that the jobber is on a toboggan? Not at all. Were it not for the fashion influence, the jobber would be in stronger position than he ever was before. Hand-to-mouth buying is the best thing that ever happened for the jobber system. For many years retailers had been buying more and more from the manufacturer. They were justified in doing this because they were able to buy quantities. Naturally, direct buying cut in on the jobber's volume.

But now that the practice of buying in dribs-and-drabs has super-

seded the liberal buying policy that formerly prevailed, there is no longer so much excuse for direct buying, except in style lines. The hand-to-mouth operator cannot profitably order from a manufacturer for direct shipment. There is no profit in such an order for either the manufacturer or the retailer. Logically, small orders should go to the local jobber.

The original function of the jobber was to act as a local distributor for manufacturers, but for many years he did not get a chance to perform it to the limit of his capacity. An ever-increasing number of manufacturers began to sell direct. At least, they sold large buyers direct. In self-defense, jobbers began to feature private brands, and in some instances, to manufacture. To a certain degree, jobbers and manufacturers became competitors.

This situation was not satisfactory to either side. The jobber did not find the demand for his own brands that existed for manufacturers' brands. The manufacturer, on the other hand, found it impossible to cover the retail trade thoroughly, without the cooperation of the jobber. Both the jobber and the manufacturer would have been better off if they had worked together instead of at cross purposes.

Of course, I do not mean to imply that the situation which has just been described represents completely the status of jobber-manufac-

turer relations. Many producers and wholesalers worked together to their mutual advantage. In too many instances, though, the situation was as bad as it has been described. Gradually more and more manufacturers had been giving the jobber a decreasingly less important place in their sales plans.

Hand-to-mouth buying has brought this tendency to a sudden halt. Manufacturers, who are not in style lines, are beginning to see the difficulty of getting along without the jobber. As a result, the jobber is sitting pretty; that is, the local jobber. The national jobber (that is what the Clafin Company was) is going to have a hard time bucking the tide, unless he establishes sectional distributing houses or deals in light-weight specialties which can be shipped economically and quickly all over the United States. The

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# The Art Directors Club Holds Its Sixth Annual Exhibit



Medal Award, Black and White Line. N. W. Ayer & Son for Marcus and Company. Rockwell Kent, Artist.



Medal Award, Still Life. Calkins & Holden, Inc., for H. J. Heinz Company. René Clarke, Artist.

THE  
WINNING WEIGH OF  
THE HUMBLE  
PENNY

PEERLESS WEIGHING MACHINE COMPANY



Detroit, Michigan

Medal Award, Decorative Design. Lennen & Mitchell, Inc., for Peerless Weighing Machine Co. Guido and Lawrence Rosa, Artists.

THE accompanying illustrations were awarded Medals in various groups at the Sixth Annual Exhibition of Advertising Art, held under the auspices of the Art Directors Club of New York City. The two Medal winning illustrations not included on this page are reproduced respectively on the cover and on page 17 of this issue. A detailed tabulation of recognitions appears on page 76





Medal Award, Paintings and Drawings in Color (Figures), J. Walter Thompson Company for the Andrew Jergens Co. Etienne Drian, Artist.



## HOMeward BOUND by SOUTH SHORE LINE

TRAINS FROM CHICAGO OPERATED OVER THE ILLINOIS CENTRAL RAILROAD  
from RANDOLPH, VAH BUREN, 12<sup>th</sup>, 43<sup>rd</sup>, 53<sup>rd</sup> AND 63<sup>rd</sup> STREET STATIONS AND KENSINGTON

Medal Award and Barron G. Collier Prize, Posters and Car Cards, Chicago, South Shore and South Bend Railroad. Oscar Rabe Hanson, Artist (Deceased).



Medal Award, Black and White Illustration, J. Walter Thompson Company for Gruen Watchmakers Guild, F. R. Gruger, Artist.



# Studying Buying "Habits" to Control Marketing

By *Everett R. Smith and Philip W. Smith*

**E**LEVEN of the largest national advertisers have devoted three years' work to setting up an accurate index of buying habits. This index has been prepared for use in determining a basis for sales quotas. It is invaluable as a check on advertising investment. Collection of the figures was stretched over a long enough period to show the development of trends and fluctuations. It was also necessary to develop this program over several years so the trends and tendencies could be compared with the circulation of the magazines at any given period. It is interesting to note in this connection that shifts in circulation lag behind shifts in the buying habits of the general public.

There is a variance between buying "habits" and buying "power." The money people spend for commodities is not always measured by the money they have to spend. These amounts vary to a considerable extent in different localities. Buying habits, then, are measured by the amount of money actually spent in any given locality. It must be measured from its actual source, the ultimate consumer.

A difficulty with tabulations of buying power is that they are indices with a more-or-less remote basis. Because these are merely indications, not complete figures of buying power, they have usually been arbitrarily combined or weighted. Bank clearings, income tax returns, automobile ownership and similar factors have been combined. These indicators are not facts of buying power, but are facts which have a relation to it in more-or-less unknown degree.

Our plan, then, does not give a measurement of the total buying habits or of the total amount of advertising expenditure which can be applied over the United States as a whole; but it does show how much of any given fund should be applied

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## Editor's Note

**T**HE companies which cooperated in this far-reaching research include many of the largest and most progressive concerns in the country. Among them may be mentioned Colgate & Company, Chesebrough Manufacturing Company, The Western Manufacturing Company, Eastman Kodak Company and The Fuller Brush Company. Others involved have requested that their names be withheld.

The two compilers of this article are connected with the last named concern. The Fuller Brush Company. Everett R. Smith, advertising manager, has written several articles appearing in the columns of this publication. Philip W. Smith is chief statistician and has done a number of fine pieces of research

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to any one geographical subdivision.

The prime object is to get figures on typical commodities which represent fairly the average sales of all such commodities. These would have to be of different types within the same general group or price range. Obviously, they must be nationally known commodities in the widest possible general use. This method and the plan of grouping together such a list of companies was proposed to a number of companies of this type. Each is a well-established company, the largest in its line, with a complete and thorough distribution. Their sales range from \$10,000,000 to \$100,000,000 a year on commodities in the low-to-medium price range. These commodities in every case are generally bought by all sorts of families in all kinds of circumstances.

**E**LEVEN of the biggest companies in their respective lines were included in this group. These companies recognized at once the value to them of a key of buying habits. They readily agreed to pool their sales figures. Each company contributes periodically its total sales in terms of percentage of business done for each state, with the United

States rated as 100 per cent.

When the sales percentages are received from each company in the group, they are summarized and the arithmetical average is found for the entire group for each state. The use of the average without any allowances whatsoever is possible because these percentages are relative to the total business of each company, regardless of physical volume or dollar volume.

By way of example, let us assume that one product is a tooth brush and another is a tooth paste. The tooth paste is sold at the rate of 25 cents a tube and the tooth brush sells for 50 cents. On the average, one tooth brush will outlast, we will assume, four

tubes of paste. Therefore, the dollar volume of the tooth brush manufacturer would be only one-half the dollar volume of the vendor of tooth paste, although they both cover identically the same customers. By reducing both to terms of percentage with the United States as 100 per cent, they are put on a common basis and are, therefore, comparable. Hence, there is no necessity for any method of empirical weighting in order to obtain accurate results.

This method gives the average percentage of sales from each state. The resulting averages reflect the distribution of sales. They are actual figures because they show where the business is actually coming from within definite boundaries. They show current buying habits for each state in relation to each other state also, to the entire country. With the average for the entire group obtained for each state every quarter the trend can be plotted for any individual state or group of states. The comparison between this curve and a similar curve of sales accomplishment and of advertising expenditure gives any company remarkably clear picture of the results obtained through its advertising investment.

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# What Shall the "Foreign Corporation" Do?

By H. A. Haring

**M**R. FRANCIS LYNDE STETSON once quoted a famous client of his who stated that "I do not so much care what the law is as to know what it is; when I know what it is, I will conform to it."

No law-maker composed that sentence! Just one two-syllable word in twenty-seven; the staccato utterance of a business giant. It is reasonable to believe that this business man looked to his attorney to tell him the law.

Corporation officers can be safe only when they follow the same plan. A man might as well try to be his own physician, or his own father confessor, as to attempt to steer his corporation through the surf of forty-eight sets of foreign corporation laws. They are intricate and complex; the real confusion can be grasped only by one who tries to work himself through the statutes and the decisions.

Available information is limited. The various state tax commissions publish very few rules or regulations. The angles of "foreign" corporation regulation are so numerous that even the statutes, the only source of information, are difficult to search. The requirements and taxes are hidden under voluminous tax measures.

A second difficulty arises through frequent changes in the law. This obstacle is more difficult to surmount. The forty-eight legislatures provide forty-eight possible modifications, most of them biennially, a few annually, and all liable to special sessions. Court decisions, furthermore, yield

their daily grist of confirmations and nullifications of what the law-makers have spread on the statute books. To follow the legislatures and the courts is an onerous undertaking for anyone but a specialist.

The corporation is ever in danger of oversight, unless competent attorneys protect it. Changes occur almost every week. The states assume, however, little worry for the corporation. Every gradation of "notification" is to be found. Some State Departments use the registered mail to advise domesticated corporations, and others have departments that never seem to reply to an inquiry, however urgent. For the latter group—the number approaches a dozen—one who seeks information must use his wits to find dependable facts. Should he, in disgust, give up the task, his corporation is liable to be penalized or fined for failure to comply with the law under the familiar rules (1) that ignorance does not excuse, and (2) that it is

the duty of the citizen to inform himself of the law.

To a large extent the dollar-sign is the yard-stick of business. Requirements to domesticate may be burdensome, and the States' interrogatories inconvenient, without showing debits to the corporations' expense account. Managements, in discussing foreign corporation laws, therefore dwell on the cost more than on the formalities, or, to quote the wrathful words of one president: "The secretary's office can thrash out that jumble of words. That's what we pay all those clerks for. I'm bothered about expenses. Every thousand dollars that State pinches from us will show up in the balance sheet."

The question assumes about this form:

Domesticate in Ohio and pay the fees, or handle our Ohio business from Pittsburgh and from Chicago and watch our step every moment?

Then, one day at a staff meeting, the alibi of the sales department is this:

We can't hold our own in Cleveland. Cleveland dealers won't accept deliveries out of Pittsburgh. Our competitors have Cleveland sales offices and spot stocks there. They're on the ground six days every week to our one; they can deliver in two hours to our two days. The company's saving \$2,000 a year by staying out of Ohio, but it's costing us \$50,000 in business.

Simmered down, for each corporation, the question becomes a very practical one. Does our volume in Ohio warrant the cost of qualifying?

For eleven of the States the initial fees are light and the annual levy nominal, with a maximum of \$25 for each year, re-



©Ewing Galloway

**T**HE states do not recognize ignorance as an excuse, contending that every citizen should keep himself informed concerning the law. Particularly should this maxim be borne in mind by large corporations which do business nationally. They come in daily contact with the varying laws of all the States, and ignorance has been known to cost fabulous sums in such cases

# The Economics of Consumer Advertising

By Paul T. Cherington

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

**T**HE most important single factor underlying the principles of economics is not economic in its nature at all but biological. It is the fact that we all are born individuals, and nobody ever completely merges his individual personality with any other. Society, country, home, family, children, business, faith—all these social institutions are important factors in life, but they do not stir the fighting blood of free men until they are yoked with the singular, first person possessive pronoun. It is for *my* country, *my* wife, *my* children, *my* faith, *my* fireside, *my* toothbrush that I will lay down *my* life. Biological isolation and my consciousness of it, is implied in all these things, and they all imply possession—individual and vibrating ideas of relationship between me and all the other people about me and their possessions.

If we came into the world in schools like fish, and if we fed in herds and went about in flocks and roosted in coveys, and all swarmed together about some vague central impulse, then the force of the possessive pronoun in our lives would be likely to be minimized. People who are herded together soon lose at least a part of their individuality; but the fact remains that they are separate human beings. Even crusaders have split each other's heads over a wife or a bit of land; and good soldiers, enlisted in a noble cause, have done murder over a hairbrush or a blanket. The desire for individual possession may not be as noble a motive as comprehensive altruism, but there it is—an unmistakable influence in human performance, and so generally prevalent that it cannot be dismissed as an abnormality.

Portions of an address before joint luncheon of Advertising Commission and Advertising Club of Baltimore.



Because consumers are individuals they always have had, and doubtless always will have, fussy and troublesome ideas about what they want. These ideas in the aggregate constitute what is called "demand."

Any common soldier may have a secret yearning for purple neckties or dove colored spats, but so far as his army life is concerned, this desire wears itself out as a stifled emotion. It finds no expression in the Service of Supply. That nobly regular organization still fits him out with regulation O.D. just as if he had no more sartorial imagination than a prize hog. The processes of merchandise distribution in an army are standardized. They are problems in supply; demand has no voice in them.

**I**T is only slowly that students of economic problems in their present forms are getting an adequate appreciation of the demand factor of the much discussed "supply and demand" equation. Concerning supply much has been formulated. Produc-

tion is standardized, and quantities and qualities of output are confidently forecast and planned out, primarily as a problem in plant capacity. And then the sales force is summoned, and with much "ginger talk" and with "go-getting" flights of enthusiasm, is told to sell the output or make room for somebody who can. Surprisingly often, no serious attention is given in these sales plans to the nature, or geography, or social stratification, of demand; it is assumed that consumers will respond if enough sales pressure is brought. We are told that, with Fordized production, we need only to Fordize distribution, and our economic salvation will be achieved.

All this sort of reasoning is on the assumption that demand—the expression of the consumers' ability and disposition to buy—is inert, unenlightened, and unimaginative, and capable of being shoved into one groove or another as it may happen to suit the interests of some energetic sales force, working in the interests of one of the many great Fordized producers, or of some persuasive merchant working in his own interest.

Little by little it seems to be penetrating the economic consciousness that this demand factor is not a spineless effect, but a restless and irresistible cause; that instead of an impressionable lump of dough, it is a leavened mass ceaselessly engaged in the task of adjusting itself to some of its own inexplicable changes. This idea that the will of the consumer, combined with his ability to buy, in these new days of fluid distribution of goods, constitutes a ponderable cause and not a nebulous effect, is the starting point for any constructive reasoning on what are called "business problems."

It is difficult to realize, also, that this will-to-buy has, of very recent

[CONTINUED ON PAGE 87]



# THE · EDITORIAL · PAGE

## What Industries Win the 25 Year Pace?

THE Census Department has just made a novel calculation. It has figured out which industrial groups have made the greatest gain in a 25-year period (1899-1925).

The automobile, of course, makes everything else look like a snail. It made 4666 per cent increase. But next to that is chemicals, 365 per cent increase; next to that metals and metal products (not iron or steel), 321 per cent; and next to that paper, printing and related industries, 317 per cent. Lumber is at the bottom, having gained only 6.8 per cent; ship-building next, 22.2 per cent; and leather next, 33.8 per cent.

It is, after all, rather amazing that there should be such huge differences in the "pace" of the great industrial groups. Seemingly there has been a fairly horizontal growth industrially; but actually not so. Textiles gained only 96.5 per cent, food 119.6 per cent, tobacco 168.7 per cent. The average gain for all industries has been 178.4 per cent.

Another important new bit of information is that there has been a particularly marked increase in production per worker in the last several years; ten per cent between 1923 and 1925, 40 per cent between 1919 and 1925. During the decade from 1909 to 1919 the output per worker actually decreased. When worker's output increases it means higher "real" wages; more spending power.



## Dealers Who Die

IT is always a shrewd size up of distributive conditions to note, at the end of a year, what types of retailers have shown the lowest mortality rate.

It is, of course, usually a foregone conclusion that the grocery field will be at the head of the list. There were 3633 grocery failures in 1926, which is a larger number than in five years past. Clothing dealers are next in number in failures (2058), and then in order come general stores (1217), dry goods (1021), restaurants (928), drugs (632), furniture (606), shoes (597), hardware (430), jewelry (406).

The failures, except in the grocery and drug fields, are all fewer in number than in the previous year (1925), although the total retail failures are slightly in excess of 1925. The line of trade that showed the greatest decrease in failures from the high peak of 1922 is shoes, and the line showing the greatest increase is restaurants. Those which show an increase over 1922 are grocery, drug, furniture, paint, books, restaurants.



## An Editorial by Bruce Barton

IN a recent address before the Boston Chamber of Commerce Bruce Barton said:

"There will always be a tremendous element of faith in business; there will always be a tremendous element of faith in advertising. Every outstanding advertising campaign starts with an overwhelming conviction. And advertising is successful for industries, for communities, and for whole sections of the country, just in

proportion as the men in those industries or communities or sections of the country are convinced that they have a great service to render, a great story to tell, and that, through the telling of it, mighty works can and will be done."



## An Agency's Attitude Toward Commissions

BELOW we quote from the letter of an advertising agency to a publication, declining the privilege of billing and collecting for a piece of advertising that represented no activity of that agency. This is the letter, in part:

We are returning herewith your bill for one page . . . . . While we appreciate very much the . . . . . instructing you to bill this direct to us, we regret that we cannot accept the bill as it has been the policy of this agency since its inception not to accept commission on any business where we have not earned it through the usual channels of our production department.

We have written to the . . . . . thanking them and asking them to instruct you to whom this particular page should be billed.

This agency in its attitude has undoubtedly lifted advertising and the agency commission to a higher plane of self-respect. This position probably represents the attitude of most agents. Isn't the general acceptance of this idea by all agencies in keeping with the dignified profession that advertising really is?



## High Hats Laid Away

FOR many years past there has seemed to be what has been termed a sort of "latent hostility" between the A. N. A. and the advertising agencies. Each has been inclined to "high hat" the other.

To us one of the most significant things about the Detroit Convention of the A. N. A. was the complimentary dinner and entertainment given to the delegates by seven Detroit advertising agencies:

Austin F. Bement, Inc.; Brooke, Smith & French, Inc.; Campbell-Ewald Company; MacManus, Inc.; McKinney, Marsh & Cushing; George Harrison Phelps, Inc.; C. C. Winningham, Inc.

This dinner may well be regarded as the beginning of a new era of friendly cooperation between the two groups, with high hats laid away.



## New Advertising Terms

IN his talk before the members of the Association of National Advertisers at Detroit, M. H. Aylesworth, president of the National Broadcasting Company, used two expressions that we believe are destined to take their places in the terminology of advertising.

"Advertising managers," he said, "are in the habit of having campaigns of advertising worked out under their direction and under conditions where values in art, typography and eye appeal are carefully considered. No less care or thoughtful planning goes into the preparation of broadcast copy, which, instead of expressing itself in art and typography, is developed entirely from the standpoint of ear appeal, which immediately suggests a new psychology of approach."

# How Shall Buyers Treat Salesmen?

By S. E. Kiser

AT the nineteenth annual convention of the Amalgamated Association of Buyers and Purchasing Agents, last week, the question, "How shall salesmen be treated by buyers?" came up for an interesting discussion.

When President H. N. Nails had announced that the routine business before the convention had been disposed of, T. M. Ruff, buyer for one of the big f.o.b. factories in the Middle West, created a sensation by demanding the expulsion of a member of the association for having violated one of its cardinal principles by treating salesmen who called on him as fellow human beings.

On being requested by President Nails to present his demand in a formal way, Mr. Ruff said:

"Then I move you, sir, that George Fairways, buyer for the Whiz-Bang Manufacturing Company, of North Bend, be expelled from this association for receiving salesmen cordially when they might have been kept out of his office, and also for buying when he might have found pretexts for compelling salesmen to make extra trips to see him, or when he might have made it necessary for them to submit to delays and inconveniences that could have been avoided as well as not."

The motion was seconded, and when the president was able to restore order he declared the matter open for discussion.

"Mr. Ruff," he said, "you may proceed."

"I don't want to be unfair with this man," said Mr. Ruff, "but I consider it my duty as a loyal member of this association and as chairman of the Committee on Attention Calling to call attention to certain stories that are going around.

"One of these stories, which was told to me only yesterday, was to the



effect that Fairways recently gave up a game of solitaire to listen to a salesman who had traveled three hundred miles to call on him. The salesman, according to the story, was not compelled to wait in the ante-room, was not told that Mr. Fairways was in conference, and was not warned before he had a chance to mention the purpose of his call that there was no possibility of doing any business. All this, as you will agree, was contrary to the ethics of our association, and in violation of its constitution and by-laws. I hope we may hear from others on the subject."

"ARE there any further remarks?" the president asked. "I would like," said Mr. Snagg, "to make a few additions to Mr. Ruff's remarks. Before I proceed I wish to say that I have no personal enmity toward Mr. Fairways, and I am sure the same thing holds true as far as Mr. Ruff is concerned. Our purpose is merely to uphold the traditions of our guild, if I may call it that, and to let it be known that there must be no infractions of the rules by which all good buyers and purchasing agents are supposed to be guided. You have heard the charge made that Mr. Fairways gave

up a game of solitaire in order to see a salesman. Gentlemen, I am informed that it is a common saying among salesmen that they can always be sure of receiving respectful attention when they call on George Fairways, and I have more than hearsay evidence for the truth of the statement that he has made the remark that he considered it a part of his job always to find out what they had to offer."

Five delegates were appealing for recognition when Mr. Snagg sat down. After some confusion, Milligan Piffler, from somewhere in Connecticut, was recognized.

"Mr. Chairman and Fellow Members of the Association," he said, "I just want to say a few words in this connection. More than six months ago rumors of the queer actions of Mr. Fairways came to my ears. I have been told that he makes it a practice to see all salesmen who call on him, that he never tells a salesman there's nothing doing before he has had a chance to make his business known, and that he never sends out word that he is out of town when he isn't. Furthermore, and I hope the seriousness of this statement will not be overlooked, it is a fact which I am prepared to back up with proof that he once remained in his office ten minutes after quitting time to keep an appointment with a salesman who had been delayed by a washout on a railroad. To make the matter worse, he knew the salesman could not have stayed over till the next day, so there was a fine chance for him to avoid seeing the fellow at all. It is all well enough to profess kindly feelings for Mr. Fairways, but I don't see how we can afford to be lenient with a buyer who will deliberately engage in such practices. They constitute a reflection upon the business-like methods by which the

[CONTINUED ON PAGE 66]



BRUCE BARTON

ROY S. DURSTINE



ALEX F. OSBORN

# BARTON, DURSTINE & OSBORN

INCORPORATED

## AN ADVERTISING AGENCY

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

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

*New York:* 383 MADISON AVENUE

*Boston:* 30 NEWBURY STREET



*Buffalo:* 220 DELAWARE AVENUE

*Member American Association of Advertising Agencies*

*Member Audit Bureau of Circulations*

*Member National Outdoor Advertising Bureau*

# The Three Evolutionary Stages of Electrical Advertising

By J. C. McQuiston

Advertising Manager, Westinghouse Electric and Manufacturing Company

ADVERTISING in the electrical manufacturing industry has passed through three stages of evolution in a forty-year period. These stages may be termed the technical, general magazine and newspaper, the last of these three representing the period we are now in.

It has been my privilege to spend almost a quarter of a century analyzing the advertising problems of this great electrical industry as it developed into a business amounting to billions of dollars and having ramifications in nearly every village and hamlet of the world.

About 1886, in the infancy of electrical manufacture, certain technical magazines came into existence due to the development of the industry. These were practically the only media used by electrical advertisers. In those days all electrical apparatus was purchased solely by electrical engineers or electrical specialists. Even the lamps were furnished to customers by the power companies as part of their electrical service.

It was solemnly believed at this time that electrical apparatus was so technical that the general public never would understand its usage; so the general magazines of the period were never considered. There is one exception to this statement, however, which proved the far-seeing mind of George Westinghouse. He was the first, so far as I know, to insert an electrical advertisement in a general magazine, this being concerned with generating apparatus and appearing in *Harper's Weekly* on October 2, 1886. No bulk of advertising, however, appeared in the general magazines until years later.

The industry established itself through the passing years and the design of lamps and other apparatus used by the general public was eventually so perfected that merchants could distribute such articles without impairing the service ren-

dered by the electric light and power companies.

During this same period many electrical appliances were brought out, such as irons, toaster stoves, vacuum cleaners, percolators, ranges, heaters and washing machines. Since these products were bought by the general public directly from merchants, the Westinghouse Company decided that the time had arrived to advertise in the general magazines. This decision was made in order that the public might be educated in the use of these newly created electrical devices and at the same time to build up a distribution organization for the sale and service of such devices. This constituted the second stage in the evolution of electrical advertising. It has been in progress for many years now and today the Westinghouse Company and other companies have built up very complete organizations for the distribution of all electrical products.

Having built up our distribution and sales organization through these years of general magazines, it was believed that the time had come to more intensively reach our market and more intimately service the distribution. In order to do so, after research we decided to utilize the newspaper columns, and on April 1 of this year began our newspaper advertising plan. Electrical advertising thus had reached the third or newspaper stage, which is as far as its evolution has gone.

IN so doing we had taken a forward step and one that was very important to the industry. It is interesting to recall our progress after the original decision had been made.

First came the preliminary "inside" planning and study, analysis of sales figures, of leadings, of markets, by district offices, by apparatus groups and by classes of customers. Then the determination of what products should be featured in the advertising, what markets could best be reached, with this newspaper advertising, and how best these all

could be tied together to give institution value to the whole program. Meetings with department heads and other executives, discussion of fundamental policies, and detailed market conditions followed.

The Chicago district was chosen for preliminary study, as a territory well balanced between industrial and agricultural interests, large cities and smaller towns—as nearly representative of the country as a whole as any one district can be. Many questions were asked and means discussed. From this study we evolved the general plan, one that was truly workable and that could serve as a pattern to guide in making the plans for other districts.

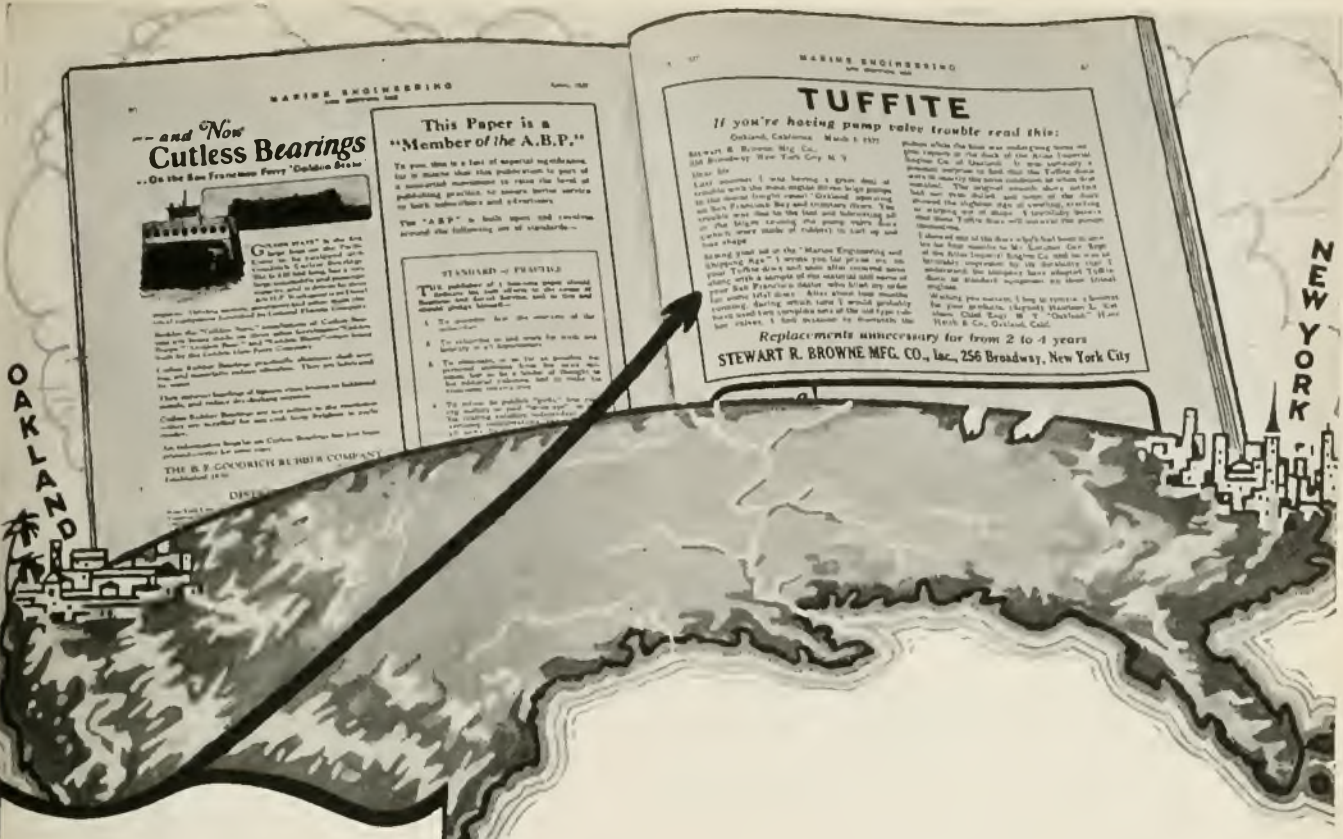
Following came the designing of the general character of the advertisements and with this the preparation of more than 125 preliminary layouts with headings, sketches of illustrations and with sufficient completed copy to indicate how this reservoir would appear in finished shape.

In the meantime, the taking of measurements of other district offices was under way in Atlanta, Cincinnati, Detroit, New York, Boston, Philadelphia and Chicago again, to try out and revise the first plan. Later the Pacific Coast offices were given intensive study in order to fit the plan to their requirements.

Since the newspaper part of our 1927 advertising campaign has been stressed by publicity, I make haste to say by this we are not using newspapers alone to the exclusion of other forms of media. We will continue to use the technical and trade magazines for these are basic to our industry. We will also use direct mail effort; in fact, more so than ever before in our history. Our campaign for this year is a coordination of these three forms of media, using more than 300 newspapers to carry the popular appeal of the Westinghouse Company and its products to the general public; more than 100 trade, technical and semi-technical publications to sell specific Westing

Portions of an address before the Semi-Annual Convention of the Association of National Advertisers, Detroit.





"... Seeing your ad in the *Marine Engineering and Shipping Age*, I wrote you for prices, etc., on your Tuffite discs and soon after received same along with a sample of the material and name of your San Francisco dealer, who filled my order for some trial discs. After about four months' running, during which time I would probably have used two complete sets of the old type rubber valves, I had occasion to dismantle the pumps. . . . It was certainly a pleasant surprise to find that the Tuffite discs were in exactly the same condition as when first installed. . . .

"I showed one of the discs which had been in service for four months to Mr. Lorimer, Gen. Supt. of the Atlas Imperial Engine Co., and he was so favorably impressed by its durability that I understand his company have adopted Tuffite discs as standard equipment on their Diesel engines.

"Wishing you success, I beg to remain, a booster for your products. (Signed) Harrison L. Ketcham, Chief Engr., M. Y. 'Oakland,' Hunt-Hatch & Co., Oakland, Cal."

## A Chief Engineer in California and a Manufacturer in New York

THE data in the adjacent panel appeared in the Stewart R. Browne Mfg. Company's advertisement in the April, 1927, issue of *Marine Engineering and Shipping Age*. It tells of a chief engineer in Oakland, California, who saw the advertisement of this New York manufacturer in *Marine Engineering and Shipping Age* and how he purchased and tried the product—how the product stood up under severe marine conditions—how he passed the good word along to a friend with the result that the product has been adopted as standard equipment on a line of Diesel engines.

Advertising is a great selling force. No one can definitely know its widespread influence. But this we do know—*Marine Engineering and Shipping Age* comes closer to reaching one hundred per cent of the buying power of the marine industry than any other business paper.

Simmons-Boardman Publishing Company  
"The House of Transportation"

30 Church Street New York, N. Y.  
608 So. Dearborn St., Chicago 6007 Euclid Avenue, Cleveland  
Mandeville, La. San Francisco Washington, D. C. London

# Marine Engineering and Shipping Age

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

# How Remington Eliminates Waste In Direct Mail

By Alan C. Reiley

Remington Typewriter Company, New York

NOT long ago I was an interested listener to a discussion between two experienced marketing men on the efficiency of direct mail as compared with other forms of advertising.

One of them argued that direct mail advertising is the only certain method of getting results at a minimum cost.

The other held that of all advertising media direct mail is the most costly, the most wasteful, and the least efficient.

The paradox in that discussion lay in the fact that both views were correct; it all depends on how the medium is used. The purpose of this article is to describe one system, long in use by the Remington Typewriter Company, which eliminates waste effort so far as is possible.

It is, perhaps, unnecessary to remark that the discussion cited assumed the use of some kind of "mailing list," either general or special. Indeed, it is a matter of common knowledge that in nearly all direct mail programs the "mailing list" figures as an essential part of the plan. The outstanding feature, however, of the Remington plan is that it eliminates the "mailing list" entirely.

Our reasons for this policy can be very briefly stated. Whatever the individual differences of opinion among direct mail advertisers concerning the efficiency of "mailing lists" may be, there is one point on which they will all agree: The lists possess their highest efficiency in the cases of thin-market propositions. As the market broadens, this efficiency diminishes, and when the

FIRM NAME _____		1927	
STREET _____		TOWN _____ STATE _____	
MAN TO BE ADDRESSED _____		BUSINESS _____	
SEND ADVERTISING CONCERNING			
<input type="checkbox"/> Remington-Noiseless	<input type="checkbox"/> Supplies—Carbons	<input type="checkbox"/> Checks, Pay Roll, Register	
<input type="checkbox"/> No. 12	<input type="checkbox"/> Supplies—Paper	<input type="checkbox"/> Dept. Stores—Dual Plan	
<input type="checkbox"/> No. 30	<input type="checkbox"/> Remington Books	<input type="checkbox"/> Ledger Posting	
<input type="checkbox"/> No. 50	<input type="checkbox"/> Spool-o-wire	<input type="checkbox"/> Lumber—Retail	
<input type="checkbox"/> No. 20		<input type="checkbox"/> Public Utilities—Ledgerless	
<input type="checkbox"/> Remington Electric	ACCOUNTING MACHINES		
<input type="checkbox"/> Portable—General	<input type="checkbox"/> Model 21—General	<input type="checkbox"/> Real Estate—Rental	
<input type="checkbox"/> Portable—Doctors	<input type="checkbox"/> Model 23—General	<input type="checkbox"/> Stock Records	
<input type="checkbox"/> Portable—Druggists	<input type="checkbox"/> Appropriation Ledg.	<input type="checkbox"/> Statements—Retail	
<input type="checkbox"/> Portable—Home Use	<input type="checkbox"/> Banks—Ledger	<input type="checkbox"/> Twin Cylinder—Retail	
<input type="checkbox"/> Portable—Students	<input type="checkbox"/> Banks—Transit	<input type="checkbox"/> Twin Cylinder—Wholesale	
<input type="checkbox"/> Schools	<input type="checkbox"/> Banks—Savings	<input type="checkbox"/> R.R.—Freight Acct.	
<input type="checkbox"/> Supplies—Ribbons	<input type="checkbox"/> Billing	<input type="checkbox"/> R.R.—Pass. Acct.	
Check only one classification			
SALESMAN _____		OFFICE _____	

A SAMPLE of the salesman's advertising order slips on which the Remington Typewriter Company's direct mail system is based. The slips are arranged in books for the use of the salesman, and are made out by him in triplicate; one copy for the home office, one for the branch office, and one for himself

market becomes practically universal, it is evident that no advertising on general mailing lists can yield returns in any way commensurate with the cost. This, in brief, is the position of the Remington Typewriter Company. The market for the typewriter has become universal, for its potential buyers today include every man, woman and child who writes.

Something of this same advertising problem as it concerns the direct mail method is reflected in the policies of prominent concerns in other divisions of the office appliance industry. At one period more than one of these concerns had enormous general mailing lists, but they scrapped them years ago. The Remington Typewriter Company, on the other hand, has never used mailing lists of any kind for advertising purposes. From the first, our system has been conceived and operated on an entirely different basis.

What, then, is the alternative to the mailing list? The complete answer can be given in one compact sentence: We mail advertising matter only to active "prospects" who

are reported and vouched for as such by the Remington salesman.

The great bulk of the Remington product is sold by the salesman direct to the ultimate consumer, and this method gives the salesman direct contact with nearly every prospective buyer. This fact simplifies the whole plan and purpose of our advertising, which is simply to help the salesman to sell our goods. To this end, however, we make a clear distinction in their aims between the space advertising and the direct mail

advertising of our company.

The purpose of our space advertising is to create buyer acceptance, or, broadly speaking, to create prospects for the salesman.

Direct mail, however, is never used for the purpose of creating prospects. It is concentrated exclusively on those who are already prospects, and its sole purpose is to help the salesman in closing the sale.

This entire plan assumes a limited time within which the advertising must make itself effective. Typewriter prospects are changing daily, and no user of typewriters or book-keeping machines can properly be considered as permanently a prospect. The present prospect usually ceases to be one, for the time at least, as soon as the sale is made. The whole machinery of our system, therefore, is based on the idea of striking while the iron is hot. It consists of a few mailings only, which begin on the very day that the prospect is reported to us.

But how do we identify the active prospects? And how can we keep a reasonably high percentage of them

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# "Clever... that wax feller!"

The wax man—the human automaton—was in Philadelphia last week. I elbowed my way through a crowd which jostled one another six deep in front of the drug store that staged his act. There he—or it—stood, rigid as the plate glass window against which noses were flattened.

His features were as immobile as a manikin's. Eyes that never blinked. Chest so statue-like that respiration seemed impossible. At regularly spaced intervals his arm jerked spasmodically to left and right, moved

apparently by machinery from within.

"Betcha two bits it's mechanical," offered the chap at my left. "Take you," grunted his friend.

Just then the wax man relaxed, smiled, bowed. And the crowd broke up, grinning in sheepish admiration.

"Clever . . . that wax feller," remarked the manufacturer's salesman with whom I was covering the city. "He always gets a crowd pronto. Seen him several times before. I forget what it is he advertises, but he certainly *is* clever!"

"You," said Demosthenes to his great rival orator, Æschines, "make them say, 'How well he speaks.' I make them say, 'Let us march against Philip!'"

GEORGE BATTEN COMPANY, INC.

*Advertising*



# From a Copy-Chief's Diary

**A**PRIL 1—This A. M., Mr. Strawn, president of Continental, came down to the office. Rather embarrassed, he pulled out draft of bitter letter of criticism he feels necessary to send to the local Manufacturers' Association. Someone at Continental office had suggested that the way to get it worded right, without loopholes for comeback, was to get me to rewrite it. I appreciated the compliment without relishing the assignment. S. waited while I worked it out and went away vociferously grateful. I've been called on to draft memorials of condolence, letters proposing club membership, committee motions, magazine articles over the other man's signature, etc., etc., and some day I expect to be asked to indite a proposal of marriage.

\* \* \*

**A**PRIL 2—April issue of De Kalb salesmen's bulletin in today's mail. A new tone unmistakable. Up till now it has been very reserved as to what advertising is accomplishing—evidently keeping fingers crossed and not committing themselves. This month they hurrahd very definitely. Advertising has apparently won its place as a fixed policy.

\* \* \*

**A**PRIL 4—Scribble—scribble—scribble all day—an extravagant consumption of paper but a minimum of stuff to be proud of. Most of it, I fear, will end in the waste basket.

\* \* \*

**A**PRIL 5—After yesterday's fiasco I decided to give myself a day-off from actual writing and see what I could produce in the way of skeleton ideas. Came through with at least the germ of new ideas on four accounts. Guess I'm not ready for the discard, after all.

\* \* \*

**A**PRIL 6—Yost, new sales manager for Acme, has a bigger wishbone than backbone so far as advertising is concerned. He orates to us in between times on his desire for simplicity and white space—then, when copy and layout arrive, he can't resist the impulse to shoot the whole works in each and every

insertion. Today, to a simple page layout, he added two illustrations, one containing five articles, an extra display line, a side panel of copy and an added jigger to the name design. His reply to each successive protest was—"Oh, but this is absolutely necessary." So is his catalog.

\* \* \*

**A**PRIL 7—Idea for a cravat manufacturer. Adopt trade name "BEAU" and the slogan "BEAUTIES ARE BEAUTIES." I'll sell the copyright on that quite reasonably. Sub-slogan, "Bows for beaux."

\* \* \*

**A**PRIL 8—Advertisers furnish incessant variety. To Y-S the relationship with the agency is one of intimate team work and thoroughgoing pull-together-for-results, with an utter disregard as to where the credit belongs on any individual item. With the Acme organization it is more nearly "Well, let's see the animals perform while we sit back and dare them to please us. If we should help them in any way, they wouldn't be earning their pay." What Acme fails to see is that the difference in method shows up in what comes before the public. Neither exhortation nor education has yet made an appreciable dent in their attitude.

\* \* \*

**A**PRIL 9—A half day spent pleasantly on inconsequential matters—including a house cleaning of desk drawers.

\* \* \*

**A**PRIL 11—McQ., advertising manager of Y-S, is hitting on all six these days. He has come through in the past few weeks with five A-1 ideas for us to comment on, always with a half-apologetic letter commanding us to be frank in our comebacks. It used to be that we had to vote against most of his suggestions but lately he's been a steady source of helpfulness and inspiration. Today's idea furnishes the copy theme for the better part of a year in one publication and solves a problem that has had us pretty much stumped. Dealing with McQ. is a continual

lesson in equanimity. He is one of the few men I know who can send in a stiff criticism and a gratifying bouquet all in the same mail—a completely judicial temperament. We scored one of each today—and deserved both.

\* \* \*

**A**PRIL 12—Dorgan behaved today in typically Dorganesque fashion. Just why, I ask (and Echo answers why)—can't the Dorgans in our business world recognize the fairly obvious truth that continuous heckling of their advertising agencies doesn't increase the amount of service they get but insures a minimum of service. There's only so much stretch in a string. If an advertiser consumes the permissible time-allowance on picayune matters and wants to dispute the cost of every electro and get seventeen advance bids on every job that comes up, there is that much less time available for worth-while services. The denouement on the Dorgan account approaches rapidly. Today's dose of pettiness was particularly hard to swallow.

\* \* \*

**A**PRIL 13—Had a grand time today—blew up out at the Dorgan office and orated for three soul-satisfying minutes of concentrated criticism from the heart out. Being usually mild-mannered, the effect was startling—I almost chuckled at the dazed expressions of the Dorganites present. Before they had recovered from the shock, I bowed myself out. I don't know yet whether a letter of dismissal will show up in the A. M. I warned the others at the office not to be surprised if it arrived. Griggs is actively hoping so—say he will be bald or gray in another fortnight.

\* \* \*

**A**PRIL 14—A placid day. No murmur from Dorgan.

\* \* \*

**A**PRIL 15—Poe needs a vacation. H has drifted into that unfortunate frame of mind where every criticism or revision of copy or layout from any of his clients is a rag to him.

[CONTINUED ON PAGE 60]



# MCCALL PRINTED PATTERNS



Here is a clipping from the London *Daily Mail*. It describes the results of one advertisement which appeared in that paper. This advertisement, based upon the Interrupting Idea principle, was the first of a series prepared for the McCall Company by the Federal Advertising Agency, Incorporated, of 6 East 39th Street, New York.



Chantal will show  
her winter collection  
July 30 at 3 o'clock

CHANTAL  
à PARIS

4 rue de Mondovi PLACE DE LA CONCORDE



BERNARD - C.



YVONNE DAVIDSON

Will show her new collection  
of Winter modes on  
Monday July 26th



24 RUE DE MARIIGNAN, CHAMPS-ELYSEES, PARIS

# Paris Couturiers Direct Seasonal Advertising to Foreign Buyers

By Constance Miller

WITH its chief industry, that of creating clothes and all the finery that augments woman's dress, Paris stages a twice-a-year madness that is unequalled in the rush and hubbub that America is reputed to have cornered. Paris outdoes it. Couturiers sit up all night in the week before their openings; little *midinettes* in the *ateliers* are paid overtime for their long hours of night work to get the collection of several hundred models ready for the buyers: British, Belgian, Dutch, German, Swiss, and American—mainly American.

There was a time, and that not so long ago, when the Paris couturiers held but two openings a year, but in recent years four openings are held by some, while others only augment the collection that has been "passed" a few months before. The smaller collections, which come some time in April and again in October, are known as the mid-season collections, obviously intended for the wholesaler in foreign markets, who makes his selections from the new tendencies as a forecast of the definite trend to follow in the big collection that will be shown later to retailers. These mid-season openings are important, for they provide the wholesaler with his ideas for manufacturing in sufficient time for him to

present his winter or summer collection at home, simultaneously with the winter or summer collections shown by the couturiers in Paris.

But the "big" openings, the major ones, are of the most importance to the retail buyer and couturier alike. Not only do the couturiers issue pretentious invitations for the opening morning, afternoon or *soirée*, to the press and to foreign buyers, but they reiterate the date through the medium of advertising in the local English speaking newspapers—the *New York Herald*, the *Chicago Tribune*, the *Paris Times* and the Continental edition of the *Daily Mail*.

EVEN before the American buyers leave for Paris, announcements of the openings appear in advertisement form in the American trade journals such as *Women's Wear*, and in the timely issue of *Fairchild's International Magazine*. Some of these advertisements merely state the opening dates. Others specify that the collection will be shown to American buyers a few days before it is exhibited to European buyers, an indication that the Paris couturiers realize the necessity of meeting delivery dates that require more time than do those nearer the source of production.

Again the advertisement released

exploits a new, general idea of the collection to be seen, or it remarks upon the character of the house which it advertises. During the past openings for winter, the advertising released by the Paris couturiers has been far more dignified than it has been in other seasons. There is not so much "ado about nothing" nor so much mere stringing of words together.

AS a general thing, art is missing from these announcements, display advertisements. The couturier, always fearful of having his models copied, dare not show one from his new collection. Equally, he cannot be too specific as to details, line, new colors, nor any of the things that are of real interest to the buyer. The buyer must come to see, and all the couturier can do is to state the time that the collection will be ready, and then trust to his or her reputation for crowded salons at that telling day and hour.

The opening *soirée* is most thrilling of all. Some of the houses present this for the press only, and others sometimes include buyers, while some of the big houses refrain from showing to the press until after the buyers have seen the collection and chosen their models—even until these models are on the

[CONTINUED ON PAGE 55]



# TRUE TALK

"Every manufacturer who visualizes the retailer as his depot of distribution, who sees in the retail selling force an instrument that will serve his purpose in proportion to the information he furnishes, and who will give all the selling arguments he can furnish, and other information and assistance that will be of value, will find an ever-increasing market for his product. He will also find that he is building good will that will more than repay him for all his effort."—*By the general manager of a mid-Western department store.*

**WE** agree! From that point on, then, your job is to choose for your message the vehicle with greatest retail-store power, the factor whose influence begins with the store executive and extends to the salesperson. And this, beyond all doubt and argument means the

*Economist Group*

DRY GOODS ECONOMIST

DRY GOODS REPORTER

DRYGOODSMAN

"Tell and sell the merchant and he'll tell and sell the millions."

# Planning Copy for the Radio Advertising Medium

[CONTINUED FROM PAGE 20]

the sponsor or his product, but failing to reach his buying class, is a waste of broadcasting expenditure. So also is a feature which wins favorable attention among the desired class, but fails to direct that attention to the sponsor. In this group are many outstanding radio events featuring big names, but failing to capitalize the resulting good-will by concentrating it upon the sponsor's trade name or product. Finally, there is the feature which concentrates upon direct advertising. Although succeeding in directing attention to the sponsor and selecting its audience among the potential buying class, this method lacks the first quality, namely, the winning of favorable attention.

In considering more specifically the nature of the feature and how it is planned and staged in the broadcasting studio, we find seven further qualities necessary to successful commercial broadcasting features if they are to attain our three main objectives. These are taken from "Using Radio in Sales Promotion" (McGraw-Hill, 1927), a book dealing with every phase of commercial radio broadcasting. These seven qualities are: (1) Attention-compelling power; (2) continuity; (3) distinctiveness; (4) fitness in relation to the concern presenting the program; (5) adaptability to the station's general character; (6) degree and manner in which it directs attention to the sponsor; (7) its acceptability to the radio audience.

Attention-compelling power is an obvious necessity which is drilled into the advertising man throughout his entire experience with printed copy. A feature may be pleasing without having attention-compelling power, and, therefore, fail to excite the listener's interest to a degree sufficient to make a lasting impression. The impression of a feature must be sufficiently well implanted in the mind if it is to be called up whenever the sponsor's name, or that of his product, is flashed before the listener's mind when he is actually buying. On the other hand, if the program is planned with only attention-compelling power as its objective, it may fail also because the sponsor's name and good-will are completely overshadowed by the fame and skill of the artists presented.

**C**ONTINUITY is concentration upon a definite form of presentation. Continuity is necessary in order that listeners may become habitual followers of a feature. Continuity does not offer any impediment to program diversity. It only implies the unflinching possession of some one selected factor which gives the feature identity. This may take the form of an outstanding character acting as interlocutor or announcer who contributes the definite and continued personality to the feature. Roxy is a shining ex-

ample of a personality contributing this form of continuity. Continuity may also be attained by using the same group of artists who constitute themselves as a radio stock company. The A. & P. Gypsies and the Happiness Boys have built up definite images in the minds of the audience which make habitual listeners of those who enjoy programs of these types. To capitalize continuity, a feature must be broadcast regularly at a definite hour each week through the same station or stations.

The fitting of a program to the character of the sponsor is sometimes a comparatively easy process, and sometimes one of great difficulty. The Cadillac Motor Car Company used a symphony orchestra of unusually fine broadcasting quality to introduce its LaSalle car. The Radiotrons is a popular vaudeville feature with the broadest possible appeal, and therefore well adapted to promoting a product of broad selling appeal. Atwater Kent Hours, on the other hand, cater principally to the most discriminating tastes, while the product sponsored is a quantity production radio set with the most highly diffused market.

**A** FEATURE must also be adapted to the habitual audience of the station through which it is broadcast, because many listeners tune into their favorite station in preference to all others. The favorite station is the one giving the loudest signal which has acceptable program standards. Occasionally one hears by chance a classical program broadcast by a jazz advertising station. It does not please the habitual audience of such a station, and those not tuning to the station regularly find such a feature only by chance. The definite character of stations will become more and more marked as the art advances, but, as conditions exist today, there are hundreds of programs being sponsored by advertisers through stations totally unfit to reach their particular buying class, and hundreds more totally unsuited to the tastes of that particular station's audience.

The method of directing attention to the sponsor is one of the most important phases of successful commercial broadcasting because it affords a means by which evidence of the value of broadcasting is obtained. The old-fashioned method of begging for letters in order to estimate reaction has so thoroughly sickened the radio audience that its effectiveness is limited to the natural born letter writer and catalogue seeker. Although the effort to obligate the listener to write the sponsor of a feature with comment on his program is naturally resented, listeners, on the other hand, are quite willing to call a feature by its coined name, even though that is also the name of a trade-marked product. The features most successful in winning

attention to the sponsor are those in which the artists themselves are indelibly associated with the product's name. The Happiness Boys, the Gold Dust Twins and the Smith Brothers have become household words in the homes of broadcast listeners. But when artists of such prominence are so used that their names overshadow that of the feature, the penalty of divided good-will return is thereby invited.

**O**NCE the value and usefulness of the medium is established, the necessity for securing direct response from the listening audience by means of letters will disappear and the radio audience will appreciate the fact that it is no longer dunned for mail. In the meanwhile, the most effective method of winning audience response is by the offer of printed material which is of real service to the listener. The Metropolitan Life Insurance Company's setting-up exercises have resulted in 218,600 requests for exercise charts in a period of 21 months. Goodrich's offer of radio logs sent 14,000 persons calling on Goodrich dealers within four days after the first announcement and, within a period of a few months, a total of 600,000 calls were reported. Goodrich also distributed over half a million cross-word puzzle books.

The acceptability of a feature to the listening audience is not only the product of the qualities already discussed, but also a matter of meticulous attention to detail. The radio audience concentrates its attention upon the single sense of hearing. A feature, otherwise pleasing from every standpoint, may have its good-will value annulled because an affected announcer introduces the artists. Although radio showmanship is an almost undeveloped art, certain obvious principles have been laid down which must be observed if a broadcasting feature is to win good-will. The tolerance of interruptions, of attempts at spontaneous conversation between director and artists, and the hundred and one other evidences of crude radio showmanship are often sufficient to dissolve the good-will of a ten-thousand-dollar feature. But the principal cause of inept radio presentation is the tendency of business executives in the sponsoring concern to meddle with the management of the broadcasting feature, and the shortage of imaginative and courageous program directors with sufficient patience and resource to perfect their program ideas by thorough rehearsal.

As soon as other conditions are improved by wholesale reduction of the number of broadcasting stations so that the higher grade stations remaining have much larger audiences, new standards of program presentation will be set which will eventually place broadcasting in its category as an important factor in sales promotion.



# It pays to be a Capper's Farmer Reader

**I**T pays in dollars and cents—in actual cash.

A farmer invests one dollar in a subscription to *Capper's Farmer*. And in return he gets each month a mine of information that may mean hundreds, even thousands, of dollars to him.

Every issue of *Capper's Farmer* is full of money-making ideas—practical suggestions for making a farm more profitable.

This service has grown to such proportions, in fact, that *Capper's Farmer* established a special department called "Cash Contents." This lists all the good things in *Capper's Farmer* that will help the farmer make money.

Run down the list of "Cash Contents" in the May issue and you'll find articles on such varied subjects as beef raising, building, crops, hogs, mechanics, poultry. All written by practical farmers for practical

farmers—designed to save money and make money.

Such service gets ready response from subscribers. One recent article alone—on a new method of feeding baby chicks—brought 29,000 replies.

No other farm paper can equal *Capper's Farmer's* record in the way of financial service. None can show so real a hookup with the pocketbooks of its readers.

Its influence with its readers is enormous. 815,000 Middlewestern farmers turn to *Capper's Farmer* for information on how to spend money wisely.

It pays to be a *Capper's Farmer* reader. What better medium then, could an advertiser pick for his message to these people than *Capper's Farmer*? It covers a section of the country that is predominantly rural and renders a service to the farmers of this rich section based on close, personal contact—a service which cannot be equaled by national farm papers originating in the east.



M. L. CROWTHER

*Advertising Manager*

*Graybar Building, New York City*

Sell  
this  
Territory  
thru

# Capper's Farmer

Circulation 815,000

Published at Topeka, Kansas, by Arthur Capper

**THE MIDRIFF OF THE WORLD IN THE MIDWEST**

# The 8 pt. Page

by

## Odds Bodkins

**A**NENT the item which appeared on this page recently extolling the idea of keeping one's thinking simple and sticking to one's simple conceptions, Corinne Wells writes me a little human interest story about one of the boys who have been featured in the news lately as publishing the newspaper at Tuxedo, New York.

"One of my friends was driving through Tuxedo recently," she writes, "and stopped at a drug store for a soda. While she sat there a good looking little chap came in and asked the soda clerk for half a milk shake. The clerk said he couldn't sell half a milk shake. The boy said he only had money enough for half and that was all he wanted. The clerk said he would give him a full glass and charge the rest. The boy said no, he only wanted half and he wanted to pay cash.

"The clerk said he wasn't allowed to sell half. The boy told him that wasn't true; that it was against the law for a store-keeper to refuse to sell anything a person had money to pay for, and he had money to pay for a half portion of milk shake.

"The clerk said he would charge the rest to his father. The boy said, 'No.' Then the clerk looked out at the curb and saw a big limousine standing there and said he would charge the other half to the chauffeur. But the boy insisted, and the clerk persisted in saying no. Finally the chauffeur came in. After he had heard the argument he suggested that the clerk give them a whole glass and they would each drink half and pay their share—which they did.

"After they had gone the druggist told my friend that the lad was one of the boys who edited the paper and his father was one of the richest men in Tuxedo!"

That boy will get there. He knows what he wants, and sticks to his simple conceptions.

—8-pt.—

The New York Employing Printers Association is sending out to large buyers of printing a book, "How to Buy Printing Profitably," which would seem to be a very worth while text. It is truly argued that because it is made to order, printing is actually bought before it is produced, and that too much of it is bought as a mere commodity consisting of paper and ink, whereas it should be bought more as service. The book relates a number of instances in which buyers have obtained lower costs or better printing for the same cost, through a willingness to let the printer participate in preparing the specifications.

Good common sense. True craftsmanship in printing begins with the planning of the job, and the buyer who calls in the printer when the planning is being done usually gets considerable craftsmanship for nothing, for it costs nothing for consultation, even with the best printers.

—8-pt.—

The letter carrier brings me this morning a letter on the heading of a prominent metropolitan advertising

agency, and signed by one of the principals of the company, which beneath its delightful irony has a certain disturbing pertinency.

DEAR MR. BODKINS:

I am immensely interested in advertising, which I understand from the advertising magazines is really becoming more of a profession than a business.

But I am very puzzled about one of its phases, which perhaps one of your clever readers can explain to me.

Is it true, or rather is it possible that all of those colored shingle advertisements are put out by the same manufacturing company, or by the same advertising agency, or by the same artist?

Is there any difference between the products and the companies, and does the same artists really do them all under different signatures?"

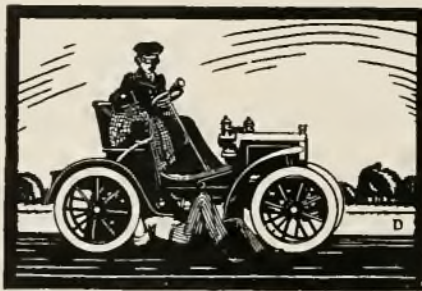
Or is it possible that the magazines keep one standard advertisement set for all petroleum and shingle people and change the name each week to the chosen name of the highest bidder?

—8-pt.—

Having explored Egypt and other sections east of the sun and west of the moon, Jesse Neal is back, looking fit. I shall lure him out to lunch and listen to the tale of his peregrinations.

—8 pt.—

The Boston Insurance Company is to be congratulated on its series of pioneer automobile insurance advertisements, one of which I reproduce in reduced size:



**G**ET out and get under! — a reasonable assurance to the sporting life in the remotest of every-day pages of an automobile. It is a grand moment when the beam of a sun streaks away with his very hair on his forehead and his eyes on the prize that gush before him. The successful completion of a motor trip in the days of a single cylinder, mechanical drive and unimproved roads was phenomenal.

In 1927 when automobiles were in their infancy, the Boston Insurance Company issued a policy covering this class. They were the pioneers in this field, which has now grown to immense proportions.

Long experience in any field is not always the criterion of a company's value to an agent. A company must first be just as progressive; it must be progressive — and aggressive, as well. We believe we are today offering a service to our agents that cannot be equalled in serving them for their own personal and individual best.

Every one of our agents receives each month a copy of our magazine, "The Automobile." This magazine is replete with highly interesting and profitable information on selling and advertising, one copy of a month's issue is worth ten of the many other ones we write.

You cannot afford to miss your copy in this business-building magazine. Write direct to our Advertising Department for it today.

**Boston Insurance Company**  
**Old Colony Insurance Company**  
 87 Kilby Street Boston, Massachusetts

Truth in illustration; a wisely handled caption which gets across the message whether the rest of the advertisement is read or not; perfect balance of tone in text and illustration and signature that is rarely achieved in so black an advertisement.



Sara Birchall must have had another sleepless night, for I found this on her desk when I called on her this morning:

THE PRESIDENT'S CAMPAIGN

Sing a song of advertising  
 Made to please the boss,  
 Four-and-twenty-thousand dollars  
 Thrown for a loss.  
 When the sales were counted,  
 They weren't a hill o' beans,  
 But the boss saw his picture  
 In a lot of magazines!

—8-pt.—

"From its advertisements much may be learned of a nation's characteristics and habits of thought," says Aldous Huxley in "Jesting Pilate." And then goes on to marshal an anthology of advertisements from Indian newspapers, magazines, and medical catalogs, several from the *Cawnpore Congress Guide*, an official publication intended for the use of delegates and interested visitors to India. Here are some samples:

Beget a son and Be Happy by using the SON BIRTH PILLS, my special secret Hindu Shastrick preparation, according to directions. Ladies who have given birth to daughters only WILL SURELY HAVE SONS NEXT, and those who have sons MUST HAVE MALE ISSUES ONCE AGAIN by the Grace of God. Fortunate persons desirous of begetting sons are bringing this marvellous Something into use for brightening their dark homes and making their lives worth their living. It is very efficacious and knows no failure. Self praise is no recommendation. Try and be convinced. But if you apply, mentioning this publication, with full history of your case, along with a consultation fee of Rupees Ten (Foreign one guinea) only giving your "Word of Honour" to give a SUITABLE REWARD (naming the amount) according to your means and position in life, just on the accomplishment of your desire in due course of time, you can have the same Free. ABSOLUTELY FREE. Act immediately, for this FREE OFFER may not remain open indefinitely.

Here are some pleasing Hair-oil advertisements from various sources.

"Dr. ———'s Scented Almond Oil. Best preparation to be used as hair-oil for men who do mental work. The effects of almond oil on brain are known to everybody."

"Jabukusum is a pure vegetable oil, to which medicinal ingredients and the perfume have been added to prevent all affections (sic) of the hair and the brain."

I wonder that some of our own drug specialties haven't been advertised as hair oil for brain workers! Almost everything else seems to have been thought of.



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**MILWAUKEE—First City in Diversity of Industry!**


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*Demonstrating the Merit of Asbestos Shingles to Milwaukee Home Owners*

## Johns-Manville Sales Climb to the Roof in Milwaukee!

**A** SALES coup for Johns-Manville! The company launched a nationwide drive on asbestos shingles in 1924. As always, the rich Milwaukee-Wisconsin market presented a sales opportunity offered by no other great metropolitan area. And like the most successful advertisers in all lines, Johns-Manville decided to concentrate the entire appropriation here in one newspaper alone—The Milwaukee Journal—for a maximum volume of business at one low cost per sale. The effect was immediate; 1924 ended as the biggest asbestos shingle sales year in the history of the Milwaukee branch.

### 167% Sales Increase in Two Years!

Again in 1925 Johns-Manville advertised exclusively in The Journal. Sales for that year were 82 per cent greater than in 1924. With advertising continuing exclusively in

The Journal in 1926, sales continued to climb—exceeding the 1925 record by 85 per cent! And in the first three months of 1927 asbestos shingle sales more than doubled the 1926 record for the same period!

### Sell Your Product Through The Journal

The remarkably stable prosperity of Milwaukee as the first American city in diversity of industry and of Wisconsin as first state in value of dairy products is making unusual sales records for advertisers of all kinds of products from building materials to breakfast foods. And they build business at one low advertising cost per sale because only one newspaper is needed here. The Journal is read regularly by more than four out of every five families in Greater Milwaukee and in the better class homes throughout Wisconsin. Concentrate in The Journal alone for best results.

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# THE MILWAUKEE JOURNAL

**FIRST BY MERIT**

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## WISCONSIN—First State in Value of Dairy Products!

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# What Shall the "Foreign Corporation" Do?

[CONTINUED FROM PAGE 27]

ardless of the size of the corporation or the volume of business done. With seven others, while the annual fee varies with capital or volume of business during the preceding year, the fees are so light as not to become burdensome. With the others, which include most of the States commercially important, the annual exaction mounts higher, rising occasionally to totals that compel the corporation to weigh costs against benefits. Where the levy is solely on net earnings (income tax), decision is easy. No earnings, no tax. The States, however, view foreign corporations as green fields for the tax gatherer, rather than with an idealist's sense of equity.

THE annual excise, therefore, is apt to be graduated upon the corporation's capital stock, or upon such a proportion of the total capital as the individual State bears to that total. For determining this ratio, the States have worked out half a dozen methods. These methods favor the States. Their unfairness to the corporation may be seen in the observation of the comptroller of one of our largest corporations when he states:

There's an old axiom in algebra that the whole is equal to the sum of its parts, but that axiom doesn't hold when the States get after a corporation. Each of them calculates the portion of capital used in its borders; but, for our corporation, the aggregate as figured by thirty-five of the States is over twice the actual amount we have, with nothing allowed for the other States or for our over-seas business.

The corporation of large capital suffers. Even no-par stock does not save them. For the reason that many States have legislated that, for purposes of this tax, no-par shares shall be assumed to be of the value of \$100 each! In those States where ratios are applied, a common basis is to figure the proportion of property owned and used within the State in relation to the total of this item for the corporation. In this manner, if a corporation owns a building in Chicago, for example, its initial and its annual assessment will be far more than if it leases the same building from another party. In both cases, the gross volume in Illinois would be the same. The tax would vary greatly, because the calculation of that tax rests on property owned in the State.

If a corporation with large capital, enters a high-cost State, its fees may be unduly heavy in relation to business there done. It is a matter of record that one of the largest chewing gum manufacturers was compelled to pay more taxes in New York State than the entire net income within New York, due entirely to the fact that he had a large proportion of assets in that State. Another corporation in one State where the company was domesticated, the minimum tax was based on the authorized capital stock, whether issued or not. Cancellation of an old issue that had been authorized, but

which had been retired, reduced the company's tax liability in proportion to the stock cancelled.

For a corporation doing all its business in one State segregation of assets is not essential. No need arises. When that same corporation does business in more than one State, the tax of some of them will be based on the proportion of assets within those States. Other States base their tax on the income derived from local business. Questions of segregation of assets, volume, income, may save or cost the corporation goodly sums.

To illustrate: If a State levies on volume of business, that basis can be applied only to transactions wholly within the State. Suppose, during the year, the corporation has one or two unusually large transactions in that State. It is a simple matter to lift these entirely from the office within that State, handle them from the home office with shipment and invoicing, and all else, strictly interstate in nature. The corporation gets the business, makes the profit; yet these large items are boldly lifted from "transactions within the State" and may be so segregated as to lessen materially the payment of taxes. Similarly, bills receivable and accounts receivable may be so segregated as to reduce the proportion of assets within a given State.

THE corporation, after domesticating, should know how to compute the tax for each State. If the States are allowed to have their way a rough-and-ready calculation may work hardship on the corporation. The usual practice is not that of tracing each item to its source, but the State snatches the entire income or the entire assets of the corporation and then assumes, arbitrarily, that a certain ratio of the whole is to be found in that State. Only by segregation of items, and aggressive accounting, can the corporation be prepared to get due relief. The procedure may sound complicated, but it is a mere nothing compared to the intricacies of the Federal income accounting.

A favorite method to avoid high levies is to incorporate a subsidiary to manage the business within a particular State. This local corporation is, of course, liable to the State's usual fees, as a domestic corporation, but these apply to its lower capitalization rather than to the higher capitalization of the parent concern. The fees, in a word, come from the brackets below \$100,000 instead of those in the millions. Ever so hasty an examination of the fee schedules will indicate that rates mount rapidly as capital rises.

By this method the parent corporation, for another thing, is shielded from irksome reports and interrogatories. It is saved, in certain cases, the far more embarrassing questions as to infraction of anti-trust laws. Here, again, the

gain may be more apparent than real, for, after such a scheme has been set up, the parent corporation runs amuck of the matter of consolidated returns and similar requirements. The States are fast learning to insert in their revenue bills such clauses as: "The tax commission is authorized to call on any corporation . . . for a special report or reports, at any time, as to its financial condition."

The primary difficulty lies deeper. Commerce has no regard for surveyors' marks. States lines do not control business. Sooner or later the local corporation will itself transgress that slender line that demarks "interstate" from "domestic." It runs precisely the same risks that the parent corporation does. Complications thereupon increase. The local corporation, formed for the sake of avoiding taxes and penalties, itself becomes liable to identical punishment. The home office then is burdened with intricate and complicated manipulation of local corporations, inter-corporate dealings, etc. As a matter of fact, corporations doing a nation-wide business tend to straddle. For most States they qualify the parent corporation. Then, for a few States where fees are excessive in view of their own business, they incorporate local subsidiaries, which smaller concerns usually do not confine themselves to the single State but cover also the natural trade territory thereabouts, being careful to keep "interstate in character" all business of the territory outside the single State.

The important thing is to obey the law. The law of foreign corporations is so complicated that legal help is needed, especially as this phase of business is barely touched upon by the aids known as "Business Law for the Layman," "Be Your Own Lawyer," and the like.

MANY attorneys are not aware of the new importance of foreign corporation requirements. For their aid The Corporation Trust Company, of New York, is available. This company, although its name suggests a bank, does nothing else than represent business corporations in a statutory capacity. It prepares and files qualification papers; it furnishes the statutory agent for service process, and its principal assets is the possession of experience and knowledge arising from serving 10,000 corporations in this manner. This experience becomes valuable in unexpected ways. One of the chief of these is that it knows which States do and which do not enforce certain clauses in their laws, which clauses are under contest in some suit, etc. This is a vital matter and one which saves an attorney the confusion of complying needlessly with statutes as they appear in the books. Services of The Corporation Trust Company are not, however, available to the business con-





## Building Circulation In the Strongest Marketing Areas

180 metropolitan newspapers in the 127 key marketing cities, shown on the map, have carried SMART SET advertising since the January issue. Circulation booms along.

And, most important of all, this circulation is in the right places, in your strongest marketing areas, in the strategic points where the greatest volume of business is done, where people earn and spend the most money.

That's why SMART SET produces sales at the lowest cost for such an astonishing number of advertisers.

Edited "for the +,000,000 not the +00," SMART SET reaches the younger buying element, *buyers for the next 40 years*, in your most logical marketing centers throughout the country.



# SMART SET

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

Prospect List		
10-day	30-day	90-day
Warren Company Dodd Brothers Jas. Foster	Hepple & Sons Jackson Corp. Chesterton A. Ball & Co.	Anchor Mfg. Co. Canby & Canby R. R. Utter H. B. Ives Cunliffe, Ltd. P. C. Young Orcutt Sales Co. Warner Eng. Co. Hart & Cooper Holliday Corp. A & R Company Robert C. Lynd

**The  
90-day prospect**

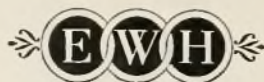
EVERY salesman, consciously or unconsciously, classifies his prospects. He may rate them as 10-day, 30-day or 90-day prospects, according to their possibilities or according to his ability to call upon them.

The 90-day prospect is the neglected prospect. Yet, he is largest in numbers and his total business is desirable. He is the logical prospect for organized direct advertising sales effort.

To a discussion of the 90-day prospect, we will bring, 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

cern directly. It serves only members of the bar.

A second source of aid may be had of Prentice-Hall, Inc., also of New York, who publish a "State Corporation Tax Service" in the loose-leaf manner that has become familiar for income tax purposes. This service aims to give the subscriber a clear, concise outline of the taxes imposed on corporations in each State. In a numbered sequence, an outline gives at a glance the rates and bases of computing various taxes, including summaries under the following heads (so far as they apply to each State): initial taxes, annual taxes, property taxes, what constitutes doing business, requirements for domestication, penalties for failing to comply, discrimination against foreign corporations by the State tax laws, and other matters of interest only to attorneys. Recent court decisions, changes in the law, rulings so far as obtainable, and forms required, are a part of this service.

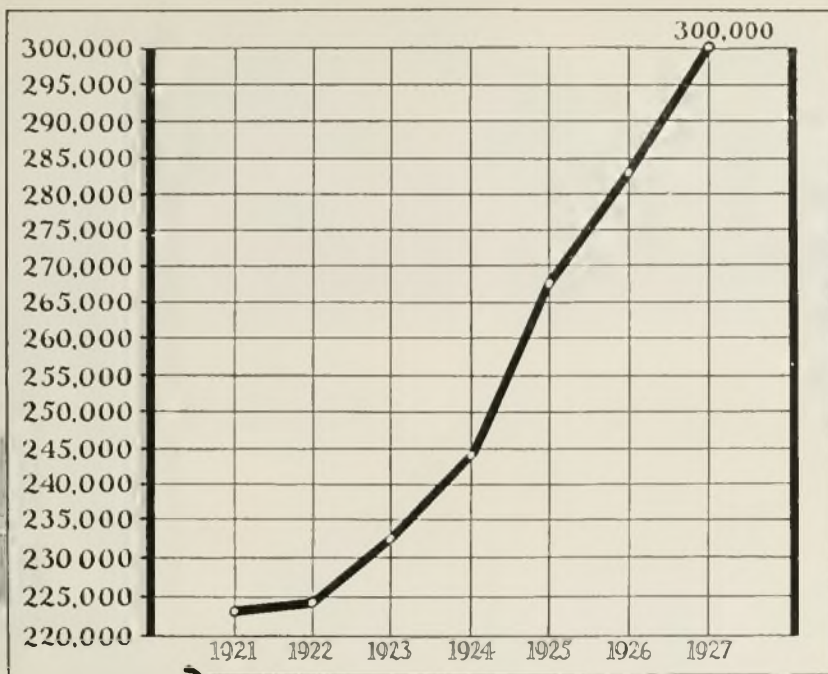
BOTH the Corporation Trust Company and Prentice-Hall have built up attorney representation in all the State capitals. Both are equipped to remind subscribers of dates when reports fall due, with automatic follow-ups to the corporation that neglects to comply. Both concerns are equipped to steer a corporation through the intricacies of the foreign corporation regulations. The services of the one are, however, open to attorneys only (but through them to business corporations), while the Prentice-Hall Service is available to anyone who subscribes.

A volume of information is soon to be issued through the Ronald Press Company on this same subject, under the title of "Foreign Corporations: Their Regulation by the States." Of this I am myself the guilty author. This will, in no sense, compare with the services just described for its purpose is quite different.

This volume will aim to make available, in convenient form for business men rather than for the legal profession, the essential requirements of the States over foreign corporations. It is an effort to make reasonably clear the problems of conducting a nation-wide business; to present in a single compilation a digest in tabulated form, of the many requirements and the various fees of the forty-eight States, and to analyze the more important features of State regulation. It will furnish the business executive, in readable form, with a rather complete outline of each phase of this business problem. In the book are tabulated digests of taxing dates, penalties for failure to qualify (corporate, as well as individuals who are guilty of neglect), validity and invalidity of contracts, technical regulations for agency designation, each item of initial application, method of valuing no-par stock, each item of the multiplicity of annual reports, together with tabulated digests of all fees and the method of assessing and calculating. The purpose is that of furnishing the business man, in a single compact volume, what has not, heretofore, been available unless he has the time and the inclination to delve his way through thousands of printed pages.

This is the last of a series of four articles by Mr. Haring on the legal aspect of corporation business. The first appeared in our issue of March 23, 1927.





7  
years' growth of  
The Sunday Star

# now 300,000!

**I**T is an unheard-of thing for a city the size of Kansas City to have a paper with 300,000 circulation.

Yet that is the record of The Kansas City Star. It was attained Sunday, April 24.

Another unheard-of thing is that any paper should reach that figure without predated—or as the practice is commonly called, “bulldogging.” The Sunday Kansas City Star is not printed Thursday, so as to be on sale at distant points by Saturday. It observes the regular closing hours of the weekday editions and contains late and complete news dispatches to and including Saturday night.

The 300,000 total represents only copies actually circulated and paid for. Pressroom waste, papers used for office purposes, exchanges and the like are always deducted from The Star's circulation statements.

The attainment of 300,000 circulation has another significance. Such circulations do not exist except in key markets. If Kansas City were not the center of a rich empire and if that empire did not look to Kansas City as its metropolis, then a circulation of 300,000 for The Sunday Kansas City Star would be an impossibility.

But the empire is here and the buying power is here and the merchandising opportunity is here—and The Sunday Star, with 300,000 paid circulation, stands ready to serve you.

## THE KANSAS CITY STAR

Morning 250,000

Evening 250,000

Sunday 300,000

Weekly 500,000

New York Office, 15 E. 40th  
Vanderbilt 10172

Chicago Office, 1418 Century Bldg.  
Wabash 1067



**FREE**  
to you

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**Are you breaking into advertising?**

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

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

**S. Roland Hall's LIBRARY OF ADVERTISING AND SELLING**

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

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

**Examine for 10 days FREE**  
**No money down**  
**Small monthly payments**

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

**Prove it for yourself**  
**Mail the coupon now**



**FREE EXAMINATION COUPON**

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

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

If the books are satisfactory, I will send \$1.50 in ten days and \$2 a month until your special price of \$17.50 has been paid. With the Library I am to receive a free copy of Hall's GETTING AHEAD IN ADVERTISING AND SELLING. If not wanted, I will write you for shipping instructions.

Name .....  
Address .....  
Position .....  
Company .....

A. F. 5-18-27

**Everybody's Business**

[CONTINUED FROM PAGE 5]

ployed. He estimated that he had given at least 100 hours of attention to all of the matters concerned with his trading operations. On looking over his books, he was astonished to find that if he had held on to the first three stocks he bought and never made another trade all year, his profit for the period would have been nearly \$6,000, or more than twice what it was. He would have had less worry and a release of much time to employ with profit in his regular business or some other interesting line of activity.

**O**UT of all this has developed the fact that while our customs, facilities and environment are changing with lightning speed, we are not at all able to adjust our mental and physical selves to the great transformations all about us. There are no flights of thought reached today that surpass those of our forefathers. No plays are more subtle than those of Shakespeare. No book contains more wisdom than that of Job. No expressions concerning human conduct are more useful and practical than those of Franklin. The wisest of our present leaders would have difficulty in formulating a basis of government equal to that set forth in our original Constitution.

For a number of years we have been enjoying a period of record "good times," and we should not forget that "those who consider in prosperity, will be less afflicted in adversity." We will again repeat most of the mistakes that were made in the past. In the lives of many will be dark hours when plans will be laid to get money without earning it. Hundreds of millions of dollars have been tied up recently in all kinds of unproductive investments from idle land to watered stock in dozens of consolidations. Graft is rampant and the pursuit of fortune is as keen as ever with little or no improvement in the ethics employed. Vaults overflowing with gold and reformed banking laws will not make prosperity safe from the effects of that most primitive and uncontrolled force, man's natural self.

We have widened our viewpoint, largely surmounted the wall of resistance to innovation, snapped the chains of precedent, and established a new mental freedom that questions everything from the fundamentals of religion to current practices in economics and industry. But still that most lawless of all things, the human mind, which can completely reverse itself in the fraction of a second, renders it impossible for anyone to draw an accurate picture of tomorrow's conditions. It now appears that there is no last word to be said on any subject. We are even wondering if there is sense in our present ideas of conservation of resources because the things saved will probably not be needed by our children's children as a result of radical changes in life. In conformity with this thought we are told that we should be guided in our business operations not by what is theoretically possible, but by what is economically justified.

Forty million of our people do not belong to any church, and most of them never attend any form of religious service. Atheist societies have been or-

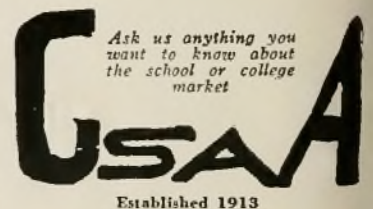
**Getting Student Trade Is Mainly a Matter of Knowing How**

Advertisers require authentic and late information in order to keep pace with the remarkable growth of national advertising in student publications.

"The Collegiate Salesman," now issued monthly, has been enlarged both in size and scope. In addition to the most complete lists to be found anywhere, it contains specialized information of value to anyone interested in the college market.

Unless you consult it regularly you can not keep in touch with the latest developments in the college field.

If you are not getting "The Collegiate Salesman" regularly let us know and we will gladly place you on the mailing list without charge.



**Collegiate Special Advertising Agency, Inc.**

503 Fifth Ave., New York  
612 North Michigan Ave., Chicago



## WITH MEN IN MIND

You have men in mind when you make your product. You have studied their wants, their habits, their prides and prejudices.

Have you men equally in mind when you select the media for the distribution of your product?

Do you know that the quickest and most economical way to the national men's market is through the ALL-FICTION FIELD?

Men *want* the magazines that make up this group. They have the *habit* of reading them.

There's a happy combination of these male *wants* and *habits* when you use the magazines composing the ALL-FICTION FIELD.

# All-Fiction Field

*Magazines of Clean Fiction*

## New England's Second Largest Market

# Good Company

We believe the value of an advertisement is greatly increased when it appears in company with other clean, honest and unquestionable advertising.

We exercise as rigid censorship over our advertising columns as we do the news. To conform to our policies, we refuse many thousands of dollars worth of advertising each year.

It is gratifying to us that advertisers who desire good company are constantly increasing their space in Rhode Island's great newspapers,

## *The Providence Journal*

and

## *The Evening Bulletin*

### *Providence Journal Company*

*Providence, R. I.*

*Representatives*

Chas. H. Eddy Company  
Boston New York  
Chicago

R. J. Bidwell Company  
San Francisco Los Angeles  
Seattle

ganized in 20 of our greatest universities, and a national association has been legally chartered and is now operating with the avowed purpose of destroying every form of religion. A few years ago the trust was a target for the politician, and the forces of government were opposed to large units in business. Now the swing is in the other direction, and research has become such an irresistible force in the hands of powerful aggregations that the road is very rough for the little fellows.

Today is a time for cautious and conservative action. Stability of profits, even if they are small, should be given precedence over speculative operations that will not stand up under the sting of adversity. Eventually there will come a day of reckoning—a period of readjustment. Fear will supplant confidence, and people in many industries will wonder how they could have been so foolish as to give all thought to building fast and high without directing first attention to the character of the foundation. The more of us who get this thought into our systems and keep it there, the longer it will be before we will have to face the next period of unemployment and business distress.

And before long, science, which has made such a great success in pushing us ahead so rapidly in material fields, will have to lend the same willing and effective hand in the modernization of economics, politics and man's human nature.

## Yours Received—

[CONTINUED FROM PAGE 22]

personal manner. The form letter system we use in our department encompasses every general subject pertaining to our work in its relation to customers and prospects. Subjects are covered not only by one letter but usually by three or four and occasionally by twenty to thirty. Each letter in any classification is totally different from the others, yet each touches on some important phase of the subject, and has a key designation.

At this writing we are covering thirty-one different subjects pertaining to advertising, merchandising and merchandise, with 223 different letters. Quite a comprehensive list, and one which should allow us to answer a volume of correspondence with a minimum expenditure of time. My secretary and stenographer can answer many letters from this book without the necessity of consulting me at all; if I wish to use an indexed letter, my stenographer is given the proper instructions on a special form. If slight changes are necessary to make the letter exactly right for its job, the desired revisions are noted on the instruction form given to the stenographer.

We find that some one of these letters—or parts of several of them combined—make an intelligent, interesting reply to fully 80 per cent of our department correspondence. With the form letter book answering 80 per cent, personal dictation is required for only 20 per cent and you can realize the time saved and the opportunity afforded to put greater thought and care into letters of a special nature.

But there are several things about an



extensive form letter system which must be carefully watched if the system is to operate successfully and answer the purpose for which it is intended.

First of all, it is necessary constantly to add fresh timber to the form letter structure. Some letters may be used effectively for certain purposes until the last trump sounds. But epistles with this quality of permanency are in the great minority. The average general letter if properly planned and constructed may serve well for a year—rarely longer. Some letters prove ineffective from birth, and these should travel the waste basket way as soon as weakness manifests itself. Others wear out and they must be replaced or rejuvenated, else they will clog the system.

OUR form letters are never form letters in appearance. All are individually typed and changed if necessary to apply directly to the particular man or firm we are writing to. All are penned by myself or my assistants.

The same letter cannot go to the same individual or firm twice. We have a very complete visible record system. Every dealer on our lists is recorded and every form letter written, with date of mailing and description of enclosures, if any, shows by key designation and notations on the dealer's card. When my stenographer receives instructions to write form letter NA-2 to dealer Ralph Benter of Sulphur, Okla., she checks Mr. Benter's visible record card. If he has never received letter NA-2, well and good; if the record shows NA-2 has been written to him before, I am so advised and make substitution or write Mr. Benter a personally dictated letter. We mail out an average of twenty-five form letters a day on one subject or another, but there is never a duplication.

Classifications such as Inquiry Follow-up include several connected series of form letters, which are automatically mailed at two week intervals to prospective dealers who have inquired about the J. P. Smith lines. A separate list of these inquirers is maintained and a periodical check made on the results of our letters. Last season the Inquiry Follow-up letters alone brought us eighteen new accounts. Not a bad showing, at all!

We get inquiries on our merchandise from many sources. Inquiries are always handled the same day they are received. Here's a brief outline of how we do it: Mr. Jebil Frank of Cody, Wyo., writes in that he'd like to get catalogues of our shoes. Mr. Frank's letter goes immediately to one of my assistants who notes thereon: (1) other dealers now handling our shoes at Cody; (2) what lines they are handling; (3) when they last bought shoes from us and (4) Bradstreet rating of Mr. Frank.

If the prospect is not rated at all we usually send a letter and catalogues but do not go further, as we have found that unrated dealers are not good prospects for shoes retailing at from \$10 to \$12.

We will assume here that Mr. Frank is well rated. The next step then is to determine from the activity of other dealers in his town and the shoes they are buying from us, whether to attempt to sell Mr. Frank shoes branded with our trademark, or unbranded merchan-

**how tempus  
does fugit—in  
1922 there  
was no Sunday  
Detroit Times  
at all—and  
now we print a  
six months P. O.  
statement showing  
an average of  
326,875, while  
the March average  
was 337,520  
and April will  
be even higher.**

## *Dr. Sweetland's* Column

In which will  
be told stories  
of direct-mail  
campaigns he  
has created.



### D. M. Most Logical for the E. S.

NEW YORK has many exclusive shops that are known only to a very select clientele. They do not occupy street level locations, nor do they broadcast their wares in general advertising; yet to those who can afford what they have to offer the names are as well known as the popular priced department stores are to the multitude.

Edmond Frisch of Fifth Avenue has, since 1912, been successfully conducting just such a shop. He deals in the finest of gems. He can show diamonds, pearls, emeralds, and other precious stones valued at figures ranging from a few thousand to as high as ninety thousand dollars each—not especially due to size but to their rarity and perfection. There are so few people who can afford to shop in such "stores" that direct mail is the most logical means of bringing their offerings to the attention of patrons.

A very interesting piece is about to be placed in the mail, portraying a few exceptional gems that may be had at this time. There is no bargain appeal in this campaign as the recipient will be of the type who considers price secondary to quality. The stones are reproduced in the presentation in full colors.

A few additional copies of this mailing piece have been retained. We shall be glad to forward a copy to those who may be interested.

SWEETLAND ADVERTISING  
INCORPORATED  
DIRECT MAIL CAMPAIGNS  
25 WEST 44th ST.  
NEW YORK

dise. The handling of branded merchandise is confined to one dealer only in towns and cities of less than 75,000; so our method of follow-up must be governed entirely by our present connections in any particular place.

If Mr. Frank asks about trademarked shoes (either Reed or Smith Smart Shoes) and we already have an exclusive agency for these lines in Cody—we write him, explaining our policy and suggesting that he buy unbranded shoes. The follow-up on unbranded shoes includes three special letters and a four-color mailing piece.

But if Cody happens to be an open town we go after the well rated Mr. Frank as a desirable prospect for the agency franchise. The agency franchise follow-up consists of four special letters and two mailing pieces; the six pieces are mailed at intervals of two weeks.

And this is not all by any means. The minute we decide that Mr. Frank is a worthy prospect, we send the salesman who covers Cody, Wyo., our Inquiry Notification form (Form Q). This form is filled out in duplicate. We retain one copy attached to the prospect's letter. When the salesman receives the notification, he makes the necessary notations on the stub at the bottom and returns the stub to us, keeping the upper part for personal reference. The Inquiry Notification blanks—stub and upper—are numbered so that when stub No. 419 is returned we simply find duplicate No. 419 in our files and the record is complete.

WE allow salesmen two weeks to return stubs. After that we consider stubs A. W. O. L. and send out the reserves to bring them in. But we have little use for the reserves; our salesmen are gratifyingly businesslike about these inquiries and prompt to fill out the stub and return it.

We respect our salesmen's wishes in regard to the use of the follow-up campaign to any prospect in the salesman's territory, and we do not add any prospect to our regular mailing lists unless such action is approved by the salesman. Our men know their territories thoroughly; they are much better qualified than any individual at the factory to determine whether or not a prospect is of the kind we want.

If the salesman instructs us to add Mr. Frank's name to the mailing list we do so—and then Mr. Frank receives from fifteen to thirty direct mail solicitations during the year, besides the special follow-up of six pieces concentrated in a period of twelve weeks.

All inquiries, salesmen's notations and results of previous follow-up are checked at the end of every season. If Mr. Frank goes on our regular mailing list, he can stay there for three seasons without buying; but at the end of that time he is taken off. Unlike some others, we do not believe it is good judgment to retain a prospect on a mailing list indefinitely. If a prospect can't be persuaded in a year and a half that J. P. Smith Shoes are shoes he should have, then we consider him quite dead—and we bury him without ceremonies.

Frequently we receive inquiries from the ultimate consumer, and these require still another type of follow-up. We do not ever sell J. P. Smith Shoes to the consumer. If we have a regular dealer or prospect in the town we write the consumer to that effect and ask

"ARLINGTON OPERATED"

# Hotel Ansonia



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

12 minutes from Penn. and  
Grand Central Stations.  
5 minutes to Theatres and  
Shopping District.

## 1260 ROOMS

(ALL OUTSIDE)

New York's most complete hotel.  
Everything for comfort and convenience of our guests.

### TWO RESTAURANTS

Open from 6:30 A. M. until midnight

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

### TRANSIENT RATES

300 Rooms and Bath,  
\$3.50 per day  
Large double Rooms, twin beds, Bath,  
\$6.00 per day  
Parlor, Bedroom and Bath (2 persons),  
\$7.00 per day

Special Weekly and Monthly Rates

A restful hotel—away from all the noise and "dirt" of the "Roaring Forties." No coal smoke, our steam plant equipped oil fuel. Coolest hotel in New York in Summer.

# The Ansonia

IN CONJUNCTION WITH  
The Hotels Marseilles, Anderson  
Richmond and Cosmopolitan

"ARLINGTON OPERATED"



# The Lillibridge Viewpoint

Number Thirteen

Issued by Ray D. Lillibridge Incorporated

New York

## Rocking Chair Advertising

**F**REDERICK L. COLLINS tells a story about Irvin Cobb and an old southern ducky that is no fish story, though it has to do with that piscatorial pastime.

One morning after a hard rainstorm Cobb was walking along a road in southern Georgia when he came upon an old negro, Henry by name, who was sitting in an easy chair by his kitchen door, fishing in a puddle of water.

"Henry, you old fool," said Cobb, "what are you doing there?"

"Boss," said Henry, "I'se jes' fishin' a little."

"Well, don't you know there are no fish there?" demanded Cobb.

"Yes, suh," said Henry, "I knows dat but dis yere place is so *handy!*"

§ § §

The *handiness* of places and the *handiness* of methods and the *handiness* of mediums is responsible for much waste in advertising. It is this *handiness* that creates what might be termed "rocking chair advertising."

It takes energy to hunt out markets and carry the product to them.

It takes nerve to turn one's back on the easy, conventional methods and develop a marketing method particularly suited to the product or proposition one has to sell.

It sometimes takes resolution amounting almost to courage to recommend appropriate mediums, without reference to commissions.

But it is this kind of advertising that produces results.

## Too Small to Advertise?

**W**E HOLD that no business is too small to progress. In nearly every case there are certain promotion steps a business can take, without attempting to enter upon a broad campaign of "general" advertising—steps that would carry the business forward faster, put it in better relation to its competition, and line it up for more rapid progress as its growth justifies larger expenditures.

We believe our "objective" method of developing an advertising program and our "Fee-and-Budget System" will commend themselves to the heads of such businesses. Bulletins on these subjects will be sent free on request.

## A New Way of Living

**O**N October first next, certain New York families will acquire the address: 763 Fifth Avenue, at 59th Street. They will live in residence-apartments, proportioned to private-house luxury and furnished with their own treasures. Some will live high in a soaring tower, far above the welter of the streets, commanding this whole metropolitan empire—north, east, south and west . . . Sherry domestics will care for their apartments. Sherry food will be served in their dining-rooms. Sherry butlers will become their butlers, Sherry valets and ladies'-maids their personal attendants . . . What an ideal scheme of things! One is free to stay or flit—Europe, Palm Beach, Long Island. Yet one's perfect household goes on forever . . . There are economic advantages,

too. No permanent staff to maintain. No service-quarter rent to pay. Seven rooms supplant twice the number . . . The Sherry-Netherland is a tower of residence-apartments with Sherry service. It is more than a place to live; it is a way of living. Occupancy, October first. For rates and information, apply to the renting office. Sherry-Netherland Corporation, William C. Warren, renting manager; telephone, Regent 7272.

§ § §

So runs the copy for the first magazine advertisement for The Sherry-Netherland, newest Lillibridge client. A new way of living, offered in 187 words.

### The Scientific Approach

**T**HE best authorities are agreed that the first step toward advertising should always be to determine the facts and to isolate the problems.

Sometimes, the facts exist in the experience of the account executives and the clients.

Sometimes, the facts must be dug out.

More often they come from both sources.

The Lillibridge method differs only in that it goes deeper, and with more scientific exactness. Therefore, no research department, as such, is maintained.

Preliminary and high-spot surveys are made by Lillibridge executives themselves.

Exhaustive surveys are made through selected outside affiliations.

These surveys are continued until the following six questions can be answered with knowledge and proof:

1. What are we selling? (Facts about

the product, its performance, its uses, its benefits.)

2. Whom are we selling? (Facts about the consumers.)

3. Where are we selling? (Facts about the markets.)

4. How much should we sell? (Facts on which to base quotas or objectives.)

5. What are we selling against? (Facts about the resistances.)

6. How are we selling? (Facts as to how the sale must be accomplished.)

Scientific marketing is not a matter of slide rules and decimal points; it is a habit of mind, a method of working, based on an appreciation of the value of facts and the common sense to get them without getting lost in the mechanics of the getting.

### Products that Talk

**E**VERY product of quality has personality—distinctive characteristics which individualize it. And yet the personality of many products is never really known.

Too often the homely but vital facts which every buyer wants to know about a product remain in the sales department of the manufacturer as "things which wouldn't interest the public."

Making products "talk"—telling the public "those things that wouldn't interest it" has been our business for years.

Automobile accessories, vacuum cleaners, electric refrigerators, hotels, pumps, meters, brass products, steamship lines, are a few of those products and services which we have personalized to their publics.

We have a bulletin entitled, "If Your Product Could Talk," which we will gladly send to any interested executive on request.

RAY D. LILLIBRIDGE INCORPORATED

*Advertising*

NO. 8 WEST 40TH STREET / NEW YORK

Telephone: Longacre 4000

*Established in 1899*



him to purchase his shoes there; at the same time we notify the dealer, sending him a copy of the inquiry or quoting its text and suggest that he follow it up personally.

If we have no dealer or prospect on our mailing list we select the best shoe store in town as our objective, write the consumer to get his Smith Shoes through this dealer and write the dealer the whole story, suggesting that he may be losing sales by overlooking a public preference for J. P. Smith shoes.

We have about twenty-eight letters on our form book under the Inquiry Follow-up classification and every letter is in constant use. That it pays to develop a system of followup which permits of quick response and overlooks no possibilities for the opening of new accounts, is sure as shootin'. Our record of new customers gained through methodical, persistent, interested by mail solicitation is proof enough.

## Paris Couturiers Direct Advertising

[CONTINUED FROM PAGE 38]

ship and due to arrive in New York. But others are gracious and give a special Press opening—a scintillating affair with a smoke barrage from the excellent cigarettes on the tables, with the golden twinkle of flowing champagne and the sparkle of last year's evening gowns. There is a place for every one and every one is in his place, whether from the Press or from a commissionaire (roughly, the commission agent). Large placards on chair and settee backs indicate who sits there. One notices familiar names: Berkowitz—Schloss—Roditi—Bonwit Teller. Programmes of model names and numbers are passed around. Leaves flutter. Voices rise above the melodies of the jazz band issuing harmonies behind a palm screen. A stage lights up. All is silent. An assistant *vendeuse* calls out, "Numero cinq". "Number five. I love you". And the mannequin does her walk and shows you her model; but while your attention is solely upon the first presented another and another and another comes forth, so fast that one is confused, and nothing but concentration ever makes it possible for the poor buyer and the exhausted reporter to take in all the details as to fabric, color, silhouette, new details. If the buyer is one representing a wholesale buyer, details are most important: a new sleeve, a new neck treatment, a new girdle. But if the buyer represents a retail store, the model must be complete in detail, ready in every way for reproduction without modification.

In America we do not use the word "model" as do the French. In Paris, "model" means the actual garment presented by the mannequin, who is the "live model" as we term her, that wears the model. As an example of how this term is confused, I remember remarking to an American visitor that I had seen some 50,000 models in several

## N. Y. Agency Wants an Art Director

*The Ideal Man for this job is  
not very easy to find*

HE should be impatient with most of art directing as it is done, but patient in getting his people to see it.

He should appreciate that each account is a character on the stage, not just another batch of something to be poured in the same old mould.

Because he can draw a bit he need not feel that he may dispense with ideas. Because he knows artists and can encourage them and, excuse the word, inspire them, he need not feel that the typographical beauty can be given over to a night-shift foreman.

He'll have to know more than two pretty good but sympathetic overseers, but he can run his own department like a czar.

Such a man would hate to write a letter of application—and we wouldn't expect any "job hunter" to be able to write a satisfactory one.

But the editor of Advertising and Selling will gladly receive suggestions and will only introduce to the advertiser those whose qualifications seem fitting (without mentioning their names at all), so as to protect the good, sensitive soul of the artist on one hand and the privacy of the advertiser on the other.

Address FREDERICK C. KENDALL, Editor  
Advertising and Selling

9 East 38th Street  
NEW YORK

# The book all business is ran serially

## Letters to the Publisher

**F**OLLOWING its publication in *System, The Magazine of Business* as a serial, *Captains in Conflict* was set up for book publication, but before the pages were electrolytically unbound copies, printed from the type, were sent out by the publisher to several hundred business leaders and economists, inviting their correction and criticisms.

Of the avalanche of letters that poured in, less than a dozen were in any sense critical. The excerpts reproduced on this page—only a few of those received—speak for themselves as to how the business men of America feel about this dramatic story which crystallized for the readers of *The Magazine of Business* the progress of American industry during the past quarter century.

### G. C. Miller, President Dodge Manufacturing Corporation

I have followed this story through the various issues of "The Magazine of Business" because of its compelling interest and in spite of my aversion to everything on the installment plan. The first pages paint a faithful picture of my own grandfather and his office, the walnut roll-top desk and the railing, and the man himself. I think the picture of a certain type of men of that day is remarkably done. It is a picture of men who built business solely on character and kindness. It is people who read "Captains in Conflict" not only as an interesting romance, and accept it not only as a good piece of literature but will see in it a prophecy, it should be an instrument for good.

### Thomas J. Watson, President International Business Machines Corporation

I have followed this story, month by month, in "The Magazine of Business" and have been very much interested and very much pleased with the way Mr. Updegraff handled the subject. I would like to suggest that you continue fiction stories.

### S. E. Barnwell Consulting Engineer

As a travelling news-stand reader of *System* for many years, I want to congratulate you most sincerely on your publication of "Captains in Conflict." Your book came just as I was facing a three-hour ride on a dismal train that stopped at every cross road and pig track during its ninety miles of travel. As I boarded the accommodation I anticipated a horrible ride, but I opened the book after I left the first station and didn't know a darn thing till I got to my destination. It is the most absorbing book I ever read and any man in any phase of modern American business who cannot get a tremendous lot out of it that will result in real dollars and cents profit, certainly has an absolutely incurable case of egoism or mental indigestion.

### E. G. McDougall, President Libby, McNeill & Libby

"Captains in Conflict" is a splendid story. I will appreciate it, if you will send me half a dozen copies of this book, when published. I wish to present them to some of the men in our organization.

### Adolph Zukor, President Famous Players-Lasky Corporation

I had already had several of the chapters of this interesting story in *System* and I am glad that at last I have them altogether in one volume. In the guise of fiction Mr. Updegraff has given an unusually interesting and authentic picture of the American business scene of the last few years. I liked it very much and I hope that, when it is published, it will receive a distribution which will make its influence wide-spread.

### M. W. Cresap, Treasurer Hart, Schaffner & Marx

"Captains in Conflict" which I enjoyed in *System* is one of the most interesting and stimulating business books I have ever read. It ought to be eagerly sought by every business man in America and I hope that it will be. I am going to send it to a dozen or more of my business friends.

### Bernard M. Baruch

(Telegram) Congratulate author and publishers of "Captains in Conflict." Both perform great public service. Should be part of compulsory work every business school and college.

### A. T. Simonds, President Simonds Saw and Steel Company

I have found the story very interesting, and at times very exciting. Mr. Updegraff has certainly used his dramatic skill and his skill as a writer both in an excellent manner, and has made a story that would interest those who know little or nothing about business.

You and Mr. Updegraff have rendered a real service in this volume. It should reach many readers who otherwise would never read a book upon business, and give them a rather clear insight into what business has been in the first quarter of the twentieth century. Even now this is a splendid background in which to see and judge present day business. It will grow still more valuable as a background, as the years pass by.

### R. W. Woodruff, President The Coca-Cola Company

I have enjoyed "Captains in Conflict" very much. It is an interesting story of modern business and economic theories, well told.

### Charles C. Gates, President Gates Rubber Co.

While I had read some of the installment of "Captains in Conflict" as it appeared in *System*, I did not find opportunity to follow it through. The story presents in most interesting and readable form a well interpreted record of the most outstanding business moulding influences of the past twenty years or more. I enjoyed every bit of it.

### E. F. Mansure, Vice-President E. L. Mansure Company

I not only read this story when it was running in serial form in *System*, but marked many paragraphs which I considered of truly educational value. It was so interesting that I had each installment cut from the magazine and filed, considering it well worth keeping for future reference, not knowing at that time that it was going to be published in book form.

### B. G. Work, President The B. F. Goodrich Company

"Captains in Conflict" is good reading and the coming generation should profit by the lessons it teaches. It was a very subtle thought to weave cold hard business ethics into such an interesting and readable story.

### Franklin P. Shumway Franklin P. Shumway Co.

"Captains in Conflict" was intensely interesting as a serial, but more so as a bound book, and for many years to come will surely interest, inspire, and instruct many thousands of business men.

### C. M. Woolley, President American Radiator Company

I have long entertained a desire to read this wonderful story in book form in order to obtain the continuity of its rich and sweeping significance.

### Lewis Sherman, President National Coffee Roasters Association

I had already read some of the chapters while the story was running in *System*, but I enjoyed reading them over again with the complete story. It is a book full of human interest, good sound philosophy, and gives a splendid picture of American business during the past half century.

### H. J. Nichols, Vice President The Robbins & Pearson Company

I followed "Captains in Conflict" very carefully as it appeared in *System* and enjoyed it very much. I am sure the readers of "The Magazine of Business" would appreciate and enjoy other stories of this character.

### Lawrence H. Whiting, President Boulevard Bridge Bank

I read most of the installments of "Captains in Conflict" as they appeared as an editorial feature of *System* and am very glad to have the opportunity to review the work as a whole.

## CAPTAINS in CONFLICT

by

Robert R. Updegraff

The story of the  
struggle of a busi-  
ness generation

\$2.00  
AT BOOKSTORES



From a serial in the pioneer  
magazine of business to  
a place in the permanent  
literature of business

### C. S. DuBelle, Treasurer Central Pennsylvania Lumber Co.

I was very careful to read "Captains in Conflict" when the story appeared in *System*.

This story retains one's interest from the beginning to the end, and gives one a general insight into the methods of big business during the past twenty-five years.

This is the most interesting book that I have read for many a day.

### A. H. Timmerman, Vice-President Wagner Electric Corporation

I had read portions of "Captains in Conflict" as it appeared in *System*. The book should be a real inspiration to many.

### F. D. Underwood Erie Railroad Company

The story is entertaining, improbable but not impossible. It took me until two o'clock in the morning to read it and the time was not begrudged.

### Guy Hutchinson, Vice-President Hoffman Specialty Co.

I had "Captains in Conflict" in serial form and I think it is one of the best books of its type that has been written this year. I am buying 50 copies to distribute. I believe Bob Updegraff is to be congratulated on turning out such an entertaining as well as instructive story.

### Benjamin F. Affleck, President Universal Portland Cement Co.

I had previously read "Captains in Conflict" in *System* and found it exceedingly interesting. Mr. Updegraff and your company are rendering a valuable service in writing and publishing a book of this kind.

### Jesse Isidor Straus, President R. H. Macy & Company, Inc.

I enjoyed reading "Captains in Conflict." It contains many suggestive notes.



# Talking about as an editorial feature in

## SYSTEM The MAGAZINE of BUSINESS

**Bruce Barton, President  
Barton, Durstine & Osborn, Inc.**  
This book of Bob Updegraff's is not only true but it is interesting. Every progressive man in business will say John Rowntree what the Vermont farmer said after reading Shakespeare, "That feller has a lot of my dears." It is good medicine and I hope the book will buy a lot of it.

**L. H. Hamilton, President  
Wisconsin Electric Company**  
I had already read "Captains in Conflict" in System. It is a remarkable story and just as soon as the book is out we will order several copies for the heads of our departments.

**Amos L. Beaty, Chairman  
The Texas Company**  
In my judgment "Captains in Conflict" is an excellent story and will give the very laudable purpose for which it was intended. It holds the attention from the first line. It is a kind of story I like to read.

**M. H. Karker, President  
Jewel Tea Company, Inc.**  
I like "Captains in Conflict" immensely. The book is so fundamentally sound and so clearly and simply presented that I find it hard to criticize. The broad picture of business in the last twenty-five years accurately drawn. I value the book so highly that I am today ranging for the purchase of 135 copies for distribution among our field executives as soon as the book is available.

**Charles Plez, Chairman  
Link-Belt Company**  
I finished "Captains in Conflict" in one session. It is a gripping story, rich in a setting of fiction, brings forth and emphasizes the underlying principles of business. It is the essence of business presented in the very attractive guise of a romance, and is well worth another reading.

**A. H. Landwehr, Treasurer  
Holland Furnace Company**  
I want to congratulate you on getting out "Captains in Conflict" and think it is O. K. as is. I would be glad to have you send us fifty copies of the book so that I can forward them to some of my friends, who, I am sure, will enjoy reading it.

**Charles Seldman, President  
Chas. Seldmann & Co.**  
This story I followed thru your various numbers of System while it was running, and I enjoyed same so much that I have again read this story in book form.

**Paul Butler, General Manager  
Butler Paper Corporation**  
System's serial story, "Captains in Conflict" is, I believe, the first of its kind to describe that almost intangible mental, moral and spiritual force surrounding the captains and executives of businesses and which they know exist and which few others appreciate. This story brings the reader in on the inside, and I am today writing all our corporations to secure plenty of copies for their individual use.

**George M. Verity, President  
The American Rolling Mill Company**  
I read a large majority of the chapters in this interesting story, "Captains in Conflict," as it was published. I was so much interested in it as it went along that I made every effort to hold each issue on my desk until I had read it. I feel that it is one of the best and most helpful things that has been brought out for some time.

**J. L. Kraft, President  
Kraft Cheese Company**  
During an idle moment of the day, I began to glance over the pages of "Captains in Conflict" and became so interested with the story that I did not do much work that day. It breathes more of the actual business life of today than any book I have read for years. If you publish this book, I would like to place an order for a number of copies to mail to special friends.

**E. A. Wallace, President  
Berkey & Gay Furniture Company**  
It is one of the best books I've ever read and so true every word of it. Will you be kind enough to advise me when this book comes out as I would like to secure copies of it to give to friends.

**W. A. Rogers, President  
Bates & Rogers Construction Co.**  
I had read "Captains in Conflict" in System when it was running as a serial. The principles carried out by John Rowntree in his business are the correct ones for the conduct of any business and in the end are bound to be successful. I congratulate you on the publication of this worthwhile book.

**Frank Presbrey  
Frank Presbrey Company**  
"Captains in Conflict" is one of the most interesting novels I have ever read, and I have recommended it to two or three business men as not only being readable but very unusual in that it is a fascinating story without a heroine or a lovesick swain but a straight story of business, which will appeal to every business executive in the United States. The book ought to have a big sale.

**Craig Atmore, President  
Atmore & Son**  
I read most of this story in the magazine and was very much interested in it. The story was an exceedingly good one and I think it ought to give the general public a better appreciation of some of the problems of modern business.

**Alfred Lauter, President  
The H. Lauter Co.**  
I enjoyed "Captains in Conflict" very much, having read the same in the serial installments from time to time as received, and in my opinion the story has been well put out.

**Samuel M. Vauclain, President  
The Baldwin Locomotive Works**  
I have read "Captains in Conflict," and assure you this is one of the best publications of this character that has come to my notice.

**Isaac Miller Hamilton, President  
Federal Life Insurance Company**  
I enjoyed "Captains in Conflict" more than I well can say. I heartily congratulate Mr. Updegraff for being its author and you for being its publisher. When the book is published and ready for distribution I should be pleased to have you see that I am supplied with one hundred copies as I very much would like to present them to a selected list of our managers whom I feel sure would enjoy and be much benefited thereby.

**W. Bryan Walt, President  
Nye & Walt Kilmarnock Corporation**  
I read "Captains in Conflict" in serial form and thought it so worth while that I made sure that the executives in our organization also read it.

**George M. Brown, President  
Certain-Teed Products Corporation**  
I found "Captains in Conflict" most interesting. I am glad to be able to say that I know of no business being run on the principles dominating the Consolidated Stove Company described in the story. The better way of doing things is, I believe, being almost universally followed in big business.

**George Eastman, President  
Eastman Kodak Company**  
I have read "Captains in Conflict" with much interest. In my opinion it pictures correctly the fundamentals involved in the conduct of big business and I hope it will be widely read.

**Harold C. Kelth, President  
George E. Kelth Company**

I started to read the book somewhat in the sense of duty, but I am frank to say it quickly changed to a sense of interest. I enjoyed it very much. It is a book any business man can read with deep interest, as under the guise of fiction it brings out many fundamental facts in regard to the business problems of the last ten years. Thank you for sending the book, and I will be glad to know when it is published, as I would like to send a volume to a few friends.

**C. H. Markham, Chairman  
Illinois Central System**

"Captains in Conflict" is a good story, well told. It deals with a period in American history when transition was swift; when alertness was vital to progress, and when progress without honesty was insecure. A new philosophy has been written into the present generation of business; a philosophy that properly evaluates the public good will and bases prosperity upon mutual helpfulness. It is not different in rail-roading than in merchandising. Service to the people; dependable, helpful, economically produced, efficiently rendered, is the service in which the railroads find their reward just as it is that in which Rowntree of "Captains in Conflict" found his.

**Henry S. Buescher, Secretary  
International Cement Corporation**  
I read "Captains in Conflict" when it was published in System. It is an interesting story, vividly portraying existing conditions and bringing forth in an interesting way the underlying principles of business.

**Chas. R. Flint  
("Father of the Trusts")**  
I was very much interested in Updegraff's story "Captains in Conflict" when it was running in "The Magazine of Business" and I looked forward to reading it at a sitting when it should come out in book form. This I have now done, and I write to congratulate you on publishing so remarkable a story as this chronicle of the past twenty-five years in business. From my long and varied experience in forming consolidations, I can bear witness to the fact that the philosophy that Mr. Updegraff has brought out in this story is fundamentally sound, and if those who are forming consolidations today would be guided by it we should have sounder and healthier business in the future.

**John Hertz, Chairman  
Yellow Truck & Coach Manufacturing Company**  
"Captains in Conflict" is the most interesting reading that I have had in many, many days, and I have enjoyed every bit of it. It surely does paint the business picture of the day. I would like to have every executive in our organization read "Captains in Conflict" when it is put on the market.

**E. G. Holloway, President  
James S. Kirk & Co.**  
I thoroughly enjoyed reading "Captains in Conflict." It was most interesting from a romance, educational and business standpoint and will pay any one in full for time spent in reading same. Will you kindly notify me when the book is put on sale?

### In The Magazine of Business

IN a sense, the sequel to *Captains in Conflict* is appearing monthly in *The Magazine of Business*, not in story form to be sure, but in timely articles which reflect the significant developments in the business world as fast as they become significant.

With American life and American business going through so many readjustments, *System, The Magazine of Business* has taken on new importance, and with its editorial progressiveness it has a stronger appeal than ever before in its 26 years of editorial service to American business.

This is distinctly reflected in its steadily increasing circulation, as well as in its advertising growth. More and more advertising agencies and advertising managers are turning to it as a medium that not only reaches the business field but pretty well covers that field with a single publication.

## No. II

FROM OUR CODE OF ETHICS  
*"The Reward of business for service rendered is  
 a fair profit plus a safe reserve, commensurate  
 with risks involved and foresight exercised."*



LACE full confidence  
 in a good advertising  
 agency and insist that  
 all of your advertisements be  
 professionally set by members of  
 the Advertising Typographers  
 of America—then, if your prod-  
 uct is all you claim for it, your  
 days of market-worry are over.



NEW YORK GROUP OF  
*Advertising Typographers of America*  
 461 Eighth Avenue, New York

## MEMBERS

Ad Service Co. / Advertising Agencies' Service Co. / The Advertype Co., Inc.  
 Associated Typographers / E. M. Diamant Typographic Service / Frost Brothers  
 David Gildea & Co., Inc. / Montague Lee Co., Inc. / Frederic Nelson Phillips, Inc.  
 Standard Ad Service / Supreme Ad Service / Tri-Arts Press, Inc.  
 Typographic Service Company of New York, Inc. / The Woodrow Press, Inc.

SEND FIFTY CENTS FOR A COPY OF THE A. T. A. SERVICE BOOK

**WHAT'S** cheap is  
 dear and by the same  
 token what's dear is  
 cheap. Diamant Typ-  
 ography is neither  
 cheap nor dear

**—it costs no more!**

Write for booklet

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

**The Gateway to  
 Building Material Distribution**

**American Lumberman**

Est. 1873 CHICAGO A.B.C.  
 Read wherever lumber is cut or sold.

**Jewish Daily Forward, New York**

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

months. In astonishment she said, "Live models?" It was necessary to explain that mannequins are not "models" in Paris, and that the Paris couturiers sometimes have as many as twelve mannequins to "pass" some three hundred "models", while smaller houses may have but four or six mannequins to "pass" their entire collection.

During the July-August collections which were presented at a time when the franc was fluctuating badly, several of the big dressmakers quoted prices in dollars which were payable in francs at the rate of exchange on the day preceding delivery of the order. Premet and Worth were two of the houses who announced this, although it was not a point brought out in advertising news about the openings. The dressmakers usually announce verbally delivery dates for their models, and some place notices in their salons that goods ordered on a certain date will be delivered in time for shipping on one of the fast steamers—usually ten to fourteen days after the collection. This is a point that should be included in their advertising, but one that never appears.

## Engineering Principles

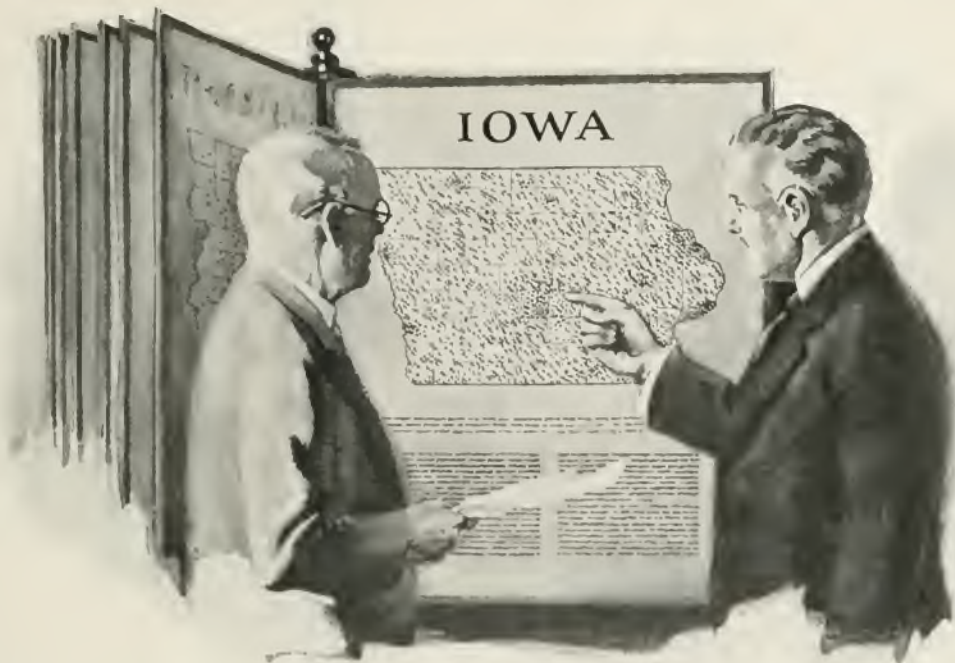
[CONTINUED FROM PAGE 21]

Keep in mind that your average advertisement in a large circulation magazine has about the same chance for attention as the billboard which a man passes at the rate of 40 miles an hour. We engineers put our conclusions at the beginning of our reports, so that if anyone doesn't want to read the report he can read the conclusions and let it go at that. It seems to me that this method would help many advertisements that I see. An advertising man's ideas about an advertisement are worth little. If an advertisement needs an advertising man to explain what it's all about, it is not worth using. Go out and get the reactions of ordinary people. Try a high school full of boys and girls. They will probably reveal some opinions that never would have occurred to you and that would be worth paying attention to.

Try translating the cost of advertising into the terms of the cost of productive machines. An advertising man thinks nothing of shooting \$16,000 into space in a single publication, but that amount of money representing the cost of ten milling machines would cause a purchasing agent to ponder a month before deciding to buy.

I recognize that it is very much more difficult to change the minds of people than it is to change material. The advertising man is up against an exceedingly difficult job because it is always necessary for him to be changing minds. The ordinary research problem is 60 per cent psychological and 40 per cent material. I recognize that the advertising man's problem is 100 per cent psychological and that it is, therefore, 40 per cent more difficult than the problem of the research engineer.





"Iowa's wealth per person is the highest in the United States—80 per cent above the national average. That's an important reason why we should do a big business in Iowa this year."

## “There’s a Market Worth Going After”

ANY state where the per capita wealth is 80 per cent above the national average, is certainly worth going after.

Go after it right. Give your product and your salesmen the advantage of a thorough advertising job, by using newspapers in Iowa's twenty-one key cities.

Retailers, wholesalers, men who understand the Iowa situation, know that such advertising is necessary to properly sell the consumer market in this rich state.

### IOWA DAILY PRESS ASSOCIATION

Davenport, Iowa

Ames Tribune  
Boone News-Republican  
Burlington Gazette  
Burlington Hawkeye  
Cedar Rapids Gazette  
Centerville Iowegian & Citizen  
Council Bluffs Nonpareil  
Davenport Democrat & Leader  
Davenport Times

Dubuque Telegraph-Herald  
Fort Dodge Messenger & Chronicle  
Fort Madison Democrat  
Iowa City Press Citizen  
Keokuk Gate City  
Marshalltown Times Republican  
Mason City Globe-Gazette & Times

Muscatine Journal & News-Tribune  
Oelwein Register  
Oskaloosa Herald  
Ottumwa Courier  
Sioux City Journal  
Sioux City Tribune  
Washington Journal  
Waterloo Courier  
Waterloo Tribune



*Up-to-date, accurate information on the Iowa market has been condensed into a 32-page book. If you do business in Iowa, you'll be interested in reading it. Free to interested executives on request.*

# Q. E. D.

The five leading  
professional journals

Architect and engineer  
subscribers.

ARCHITECTURAL RECORD . . . . .	7,160
Second Medium . . . . .	5,347
Third Medium . . . . .	5,010
Fourth Medium . . . . .	4,659
Fifth Medium . . . . .	4,157

*To interested manufacturers and agencies on request—latest A.B.C. Auditor's Report—new enlarged and revised edition of "Selling the Architect" booklet—latest statistics on building activity—sample copy.*

(Average net paid 6 months ending December, 1926, 11,409)

## The ARCHITECTURAL RECORD

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

Member A. B. C.

Member A. B. P., Inc.

## Seasoned General Manufacturing Executive Available

Years of responsibility as president, vice-president or general manager of important manufacturing firms, in complete charge of production, finance, sales, advertising, for staple articles sold through dealers to housewives. In every instance has doubled, trebled and quadrupled sales at a profit. Highest references and clean record.

Still in the forties and ready now for new responsibilities.

Address all communications to

"EXECUTIVE"

15 West 37th Street, Room 1101, New York City.

## Copy Chief's Diary

[CONTINUED FROM PAGE 36]

April 16—Played hookey, slept late, puttered around garden—a delightful Saturday.

\* \* \*

April 18—Beck, assistant sales and promotion manager of Dorgan Company, dropped into the office this noon "unofficially," to say that he was wholly in sympathy with last Wednesday's explosion on our part; that we had undoubtedly risen in the general estimation of the Dorgan organization as a result of it, but that he did not think it would accomplish any lasting result—he says the attitude is typical of all Dorgan methods, internal as well as external, and, as far as he can find out, dates back to the very beginning of Dorgan.

\* \* \*

April 19—There's one joy in conference work in the spring—trips to sessions with out-of-town clients who are within motoring distance. Drove to DeK— today, 50 miles, and was sorry it wasn't twice as far.

\* \* \*

April 20—A grand and glorious day—a field day of layout ideas on the Baring account. After sketching six for finished layout production, there are still enough tucked away in the Baring idea-folder to make a strong 12-time series.

\* \* \*

April 21—Most of day with Jansen, Art Director, on new Baring material. It just suits him. Told Poe to take rest of week off, get out of town, if possible, and get his perspective back again.

\* \* \*

April 22—Jansen brought me first layout sketches on the new Baring series—rip-snorters—better than I hoped for.

\* \* \*

April 23—Alumni banquet last night. Late to bed, late to office, and little accomplished.

\* \* \*

April 25—Jansen came to bat today with a suggestion for a copy theme as well as an art treatment for the next B-P series. Even B-P ought to be enthusiastic about it, but I'm afraid that's expecting too much from them. They are not ebullient natures and consider any O. K. ardent praise.

\* \* \*

April 26—Drove to Y-S with Poe for a general get-together and talk-fest. It is very apparent that Poe's little trip last week-end helped his disposition and viewpoint a lot.

\* \* \*

April 27—The new Baring stuff went over with a bang—so much so that one of the ultra-est conservatives of that delightfully conservative organization volunteered the recommendation that more publications be added to their list. Garland is delighted. What his department's barrage of statistics, charts, analyses and plans has failed to accomplish by frontal attack is now achieved by a flanking movement of the copy-and-art battalion. Jansen deserves 66-66/100s of the credit—his layouts did the business.



Beginning  
**JUNE FIRST**  
the  
**PARIS OFFICES**  
of  
**THE**  
**CHRISTIAN SCIENCE**  
**MONITOR**

will be located at

**3, Avenue de l'Opera**

Corner

**Rue de l'Echelle**

---

LONDON: 1 and 2, Adelphi Terrace

FLORENCE: 11, Via Magenta



*The men who wear this  
emblem have climbed  
high upon the ladder of  
success*



EVERY member of the Shrine is a reader of The Shrine Magazine. The circulation is 607,112 copies monthly. *A distribution statement, by states, will be mailed upon request.*



## THE SHRINE MAGAZINE

1440 Broadway • New York

Phone: Pennsylvania 7827

CHICAGO

BOSTON

April 28—Through the subterranean channels of the advertising world comes the information that our friends, the enemy down the street, are nibbling at the B-P account and that it behooves us to be on the alert. Since Edmunds' departure Coleman has been taking over the B-P work, so I called C. and Jansen in and told them to get Jansen's new idea on paper without wasting a moment. Told C. that I would take a separate shot at the copy and we would compare treatments.

\* \* \*

April 29—Didn't need to work on B-P. Coleman put in an evening on it at home and his first drafts hit the nail on the head—parts of it achieve an undeniable thrill.

How anyone of artistic inclination could ask anything more of day-to-day routine than the combined creative contact with words, art, design and variety of tonic and theme furnished by an agency copy desk is beyond me. Babbitry? Perhaps—but it isn't as if I hadn't worshipped at the shrine of belles lettres and earned dollars untaunted by commercialism. The guff of the Art-for-Art's-sake wail of so many advertising writers sounds juvenile once you get a few feet inside the industries of Literature and Drama and see that their gods are in many aspects considerably more muddy as to composition and tenets than those of Commercialism.

\* \* \*

April 30—Cleaned up odds and ends on my desk and called it a month.

## Studying Buying "Habits"

[CONTINUED FROM PAGE 26]

These figures, coming in quarterly, are constantly up to date. Comparison from one quarter to another even reflects seasonal changes throughout each year. They give a clear picture of the change in rate of development of certain sections as compared with others. All in all, they indicate clearly what portion of each company's sales should come from any particular state. Consequently, they can guide the placing of advertising expenditure.

Examination of these figures shows that the percentages have changed frequently, and in many cases considerably, for individual states and sections of the country. This is particularly noticeable in the South Atlantic and East South Central States, where a development began to show itself in the fall of 1924, reaching its peak at the end of 1925. One of the most interesting features of this development is the fact that the curve of the South Atlantic States and the curve of the East South Central States are nearly alike. The New England States, on the other hand, have fluctuated between rather narrow limits, but have regularly shown a seasonal increase in the third quarter of each year. Many other comparisons of this sort can be made.

In applying these figures to the investment of advertising, it is, of course, necessary for each company to compare them with its own sales figures

**Sweater News**  
and  
**Knitted Outerwear**  
May, 1925

**Underwear & Hosiery**  
The  
**Review**  
Mar., 1925

**Tie-up**

Your Consumer Campaign  
with Trade Publicity

for Sample Copies address:  
**KNIT GOODS PUBLISHING CORP.**  
93 Worth Street New York City

THE BIG BOOK ON GOOD  
PRINTING

## The Art and Practice of Typography

By Edmund G. Gress

Sent on receipt of \$10.45

THE AMERICAN PRINTER  
9 East 38th Street New York





Luncheon given by General Charles H. Sherrill to New York members of The Associated Business Papers, Inc., and guests, to His Excellency, Honorable Giacomo di Martino, Italian Ambassador.

*"GENTLEMEN: You are all business men, or you are all interested in the business of this country. It is a fortunate thing for any diplomat to have the opportunity of meeting business people; because you know that diplomacy has undergone a great change in recent times. The old secret diplomacy built up in the mystery of cabinets is gone. Diplomacy has one necessary basis—economics."*

In this fashion did His Excellency, the Italian ambassador, open his address on the Fascismo as the opposer of Bolshevism and the builder of commercial and industrial Italy, before the business publishers.

Just as the Italian ambassador recognizes the place and purpose of the business press as an exponent of economic opinion and fact free from political bias, so in every city there are weekly held luncheons and dinners with business editors and publishers to discuss the trend of business and the flow of trade.

Why? Because the business press

today is the maker of business opinion. Because in the complexity of modern business in its sweep from raw material to the retail counter, the business press offers the only economical means, through its editorial and advertising pages, of reaching the highly specialized needs of the professional, technical, industrial and merchant buyers.

More and more advertisers are capitalizing this great audience of business men brought together and made possible by the business press. Taken as a whole, they constitute a working council of American business in the professions, trades and industries.

The growth of business paper advertising has come because more and more advertisers are capitalizing this great machine of industry promotion. Business papers enable the advertiser to specialize his advertising just as he is specializing his selling effort today.

## THE ASSOCIATED BUSINESS PAPERS, INC.

52 Vanderbilt Avenue, New York



*The A. B. P. is a non-profit organization whose members have pledged themselves to a working code of practice in which the interests of the men of American industry, trade and professions are placed first—a code demanding unbiased editorial pages, classified and verified paid subscribers, and honest advertising of dependable products.*



Perfection can be  
Attained  
Only by the  
Minutest  
Scrutiny  
Of details!

An APEDA photo  
Means  
Perfect  
Reproduction.

Let APEDA  
Photo-sell it  
For you!

*Apeda*  
*Studio*  
INC.  
PHOTOGRAPHERS

212 West 48th Street  
NEW YORK  
CHickering 3960

Posed for Parisiennes  
Manufactured by  
Morris & Co., Inc.  
Baltimore, Md.

and with similar figures of advertising expenditure. Taking, for example, two states such as Illinois and Massachusetts, we can compare the share of total business in each with its proportion of buying habits and advertising investment, the latter being measured by the circulation of our group of magazines.

ILLINOIS is interesting. The cooperative buying habit figures have fluctuated more or less, but, for the past two years, have remained rather near the same point. The advertising and circulation figures of the magazines used have steadily increased in Illinois. In spite of the increase in advertising, the sales have remained constant, although less stable, than they were in 1924. Generally, these sales figures for each quarter are lower than the figures of the buying habits, but as the advertising circulations are still lower, it is a fair assumption that this company could profitably put more advertising and sales pressure into Illinois.

Massachusetts shows a contrary situation. The figures on buying habits are fairly constant over the period shown. The figures on sales have shown an increase, going considerably higher than the general buying habits. But it is worth noting that the advertising or circulation figures are considerably higher than are the figures on buying habits. This rather disproportionately heavy circulation of the publications which we use in Massachusetts has enabled us to get a higher relative percentage of sales in that state than in Illinois, for instance. We would not add further advertising or circulation in Massachusetts. The increased circulation can more profitably be placed in a state like Illinois, because the sales in Massachusetts are already running higher than the percentage of buying habits indicate is natural or normal.

A similar study can be made of the other states. In most cases the sales fluctuate about the general buying habits according as their advertising circulations are above or below. Exceptions to this can be traced to the sales organizations in the particular territory.

In determining the medium to use, we can take figures of buying habits by states, and compare them with our magazine circulation percentages, both before and after adding each new magazine. By this method can be selected the ideal combination of publications to give a distribution of circulation most nearly paralleling the distribution of the buying habits of our customers.

It should be noted that one of the great values of this determination of buying habits is that the figures are current as well as actual. Changes in buying habits have almost invariably been followed by changes in circulations.

Additional companies carefully chosen would, of course, add still further to the value of the figures. To have these figures available to such companies would, of course, be a considerable benefit to them.

Entirely aside from the enlargement of this group which would mean the further extending of these figures and benefits to other companies, there is no reason why the same plan can not be used in other types of industries. Un-

**PHOTOSTAT SERVICE**  
RAPID—ECONOMICAL  
FACSIMILES · ENLARGEMENTS · REDUCTIONS  
Commerce Photo-Print Corporation  
42 BROADWAY 80 MAINEM LANE  
New York 2003 John 3607

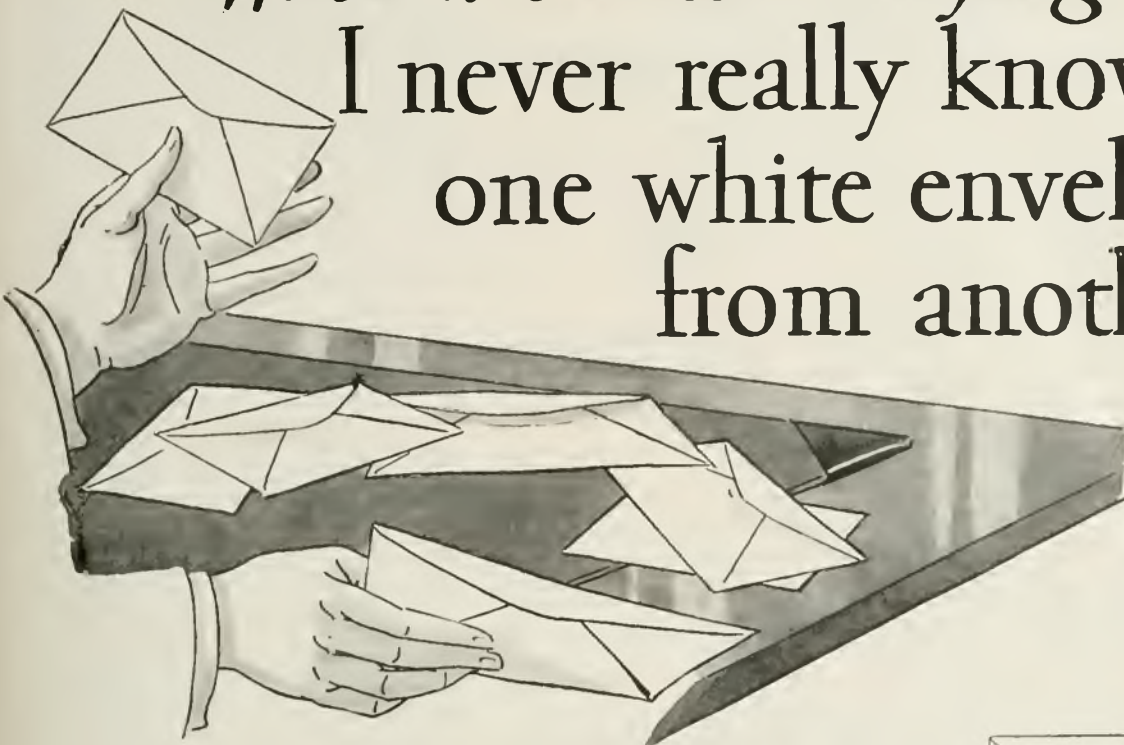
Established 1887  
**BAKERS' HELPER**  
Chicago  
A.B.P. and A.R.C.  
Published  
Twice-a-month  
Bakers' Helper is the oldest magazine in its field. It has given practical help to bakery owners for 40 years. The fact that over 75 per cent of its readers renew their subscriptions by mail shows they want it.  
New York Office 431 S. DEARBORN ST.  
17 E. 42nd St. CHICAGO, ILL.

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

**FREE A SALES AID**  
Book on  
Your salesmen should show skeptical prospects the testimonial letters and orders received from satisfied customers—they supply proof and get the orders. Don't leave testimonial letters lying idle in your file—give them to your men and increase sales through their use. *Send for a copy of booklet today.*  
AJAX PHOTO-PRINT CO., 31 W. Adams Street, Chicago



“When it comes to buying  
I never really know  
one white envelope  
from another”



THIS business man's confession could be made by thousands — everywhere. To the non-expert buyer all white envelopes look pretty much the same. The real test of quality comes after they are mailed.

And if it happens to be *your* letter that arrives looking like the morning after, your polite correspondent doesn't tell you about it.

Now you can buy White Wove Envelopes made by the world's largest envelope manufacturers, water-marked with initials USE and backed by a guarantee.

Ask your printer or stationer for Columbian USE White Wove Envelopes. Then you'll be sure of good quality, good writing and typing qualities, ample strength, and good gum.

UNITED STATES ENVELOPE COMPANY

The world's largest manufacturers of envelopes  
SPRINGFIELD, MASSACHUSETTS

With fourteen manufacturing divisions covering the country

Columbian USE White Wove Envelopes are fine enough for your first class mail—and so reasonably priced that many firms use them in circularizing. All commercial and official sizes from 5 to 14, and Monarch. If your dealer does not stock them, write us.



The watermarked initials of the makers appear in every Columbian USE White Wove Envelope



Look for this box with the USE all-over design



This slip goes into every box—and, of course, we are right back of it

COLUMBIAN White USE Wove ENVELOPES

# 77,777 PERSONS IN DAILY NEED OF FOOD!

Food concerns, alert to this need, have chosen Paterson's leading newspaper, The Press-Guardian, to carry their advertising appeals. DeLisser Brothers' reports for 1926 show the following food lineage carried by Paterson's papers:

The Press-Guardian .....	506,623
Second Paper .....	490,159
Third Paper .....	453,209

The Press-Guardian is the *only* Paterson paper which carries *ALL* of the chain stores' advertising. This list comprises:

- GREAT ATLANTIC & PACIFIC TEA CO.
  - NATIONAL GROCERY COMPANY
  - JAMES BUTLER STORES
  - U. S. STORES
  - GREAT EASTERN GROCERY CO
  - PATERSON GROCERS' ASSOCIATION
  - LAPPIN TEA COMPANY
  - JAMES VAN DYK COMPANY
  - HENRY SOODSMA COMPANY
- (Official distributors for Grocers Association)

These advertisers realize that by using The Press-Guardian, they secure evening newspaper advantages plus the largest city, largest suburban and largest grand total circulation of any paper of Passaic, Bergen or Morris Counties. (Last A. B. C. report shows 18,519 net paid per day—there are slightly over 4 persons per family, which makes 77,777 individuals in The Press-Guardian's family.)

You can reach them only by using—

## The Paterson Press-Guardian

(Member of The 100,000 Group of American Cities)

Nat. Reprs.: G. Logan Payne Co., New York, Boston, Chicago, St. Louis

# IT'S LIKELY TO HAPPEN TO YOU ANY DAY

An esteemed friend is going to ask, "Did you read the article, 'So and So,' in the current issue of Advertising and Selling?" and you will have to answer, "No."

Oh, yes, you see each issue at the office, you glance thru it, you notice the attractive pages and the enticing titles but there are other executives on the route list and you must pass the copy along.

The only relief is a personal copy.

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

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

Name ..... Position.....

Company .....

Address .....

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

til the time when the Department of Commerce shall maintain a comprehensive and frequent tabulation of all retail sales, this plan is probably the most effective. It is a live index of buying habits against which sales effort and advertising investment can be checked with accuracy and with the elimination of the factors of "indications" (instead of actual figures) and of "weighting," which is always a guess.

## How Shall Buyers Treat Salesmen?

[CONTINUED FROM PAGE 30]

rest of us are supposed to be governed."

Mr. Piffler was followed by Henry B. Dammem, buyer for Parrot & Robins of Hardsokit, R. I.

"The seriousness of this whole matter," said Mr. Dammem, "will be understood when I tell you of an experience I had recently with a salesman who blew into my office, and insisted on seeing me, after I had thrown his card on the floor and told the office boy to tell him I was not in. We have a new general manager, who thinks it is up to him to run the whole works. He happened to be in my office when the salesman's card was brought to me. Without saying anything to me about his intention, he followed the office boy out, found the salesman waiting at the information desk, and took him into his own office. It happened that the fellow had seen Fairways the day before, and he told our general manager how he had been received, how he had got an order by being able to offer something at a special price, and how he had expected to give us the benefit of this special price on some goods with which his company was overstocked. That we happened at the time to have use for some of the stuff he was offering is beside the point. He had the nerve to go over my head, encouraged, I have no doubt, by his experience with Fairways, and I am not sure even now that I am not going to have serious trouble on his account. I want to go on record right here as being opposed to permitting the benefits of this organization to be enjoyed by any buyer who is inclined to extend courtesies to salesmen, or who consents to see them when there is a possibility of putting them off."

There was loud applause, and cries of "Atta boy" from all parts of the hall.

"Gentlemen," said Mr. Nails, when he was able to make himself heard. "I see that several other delegates are on their feet and anxious to speak, although it seems to me that the evidence we have already heard against Mr. Fairways is more than sufficient to condemn him. Suppose we give Mr. Alf Putty, our genial vice-president, a chance to be heard. Mr. Putty, as you all know, has a long and honorable record as a buyer who hardly ever buys, and as a consistent insulter of salesmen. I am sure it will be a pleasure to most of us to hear from him."

"Thank you," responded Mr. Putty. "I'm not going to take up much of your time, but I just want to remind you, gentlemen, of the fact that we must be on our guard against people who



are for letting down the bars we have built around ourselves. If we listen to those who tell us there must be selling or else there will be no buyers, we shall soon find ourselves involved in a pretty mess. Only the other day I heard a so-called business expert make the statement that selling and buying was a fifty-fifty proposition, that it was to the buyer's interest to find out what the salesman had to sell, and all that sort of stuff. I want to ask you how much time we should have for golf or fishing or the other kinds of recreation to which we are entitled if we allowed every salesman to explain what he had to offer. I am proud to be able to say that out of thirty-seven salesmen who have tried to see me during the past six months I have permitted only three to get into my office, and I'd have kept them out if we had not been compelled to buy in order to keep our factory going. That's one of the bad things about being a buyer. Sometimes buying is unavoidable, but I am looking forward to the time when we can stop it altogether. Many of the salesmen who were turned away by me may have had propositions that could have been turned to advantage by the concern by which I am employed, but that is neither here nor there. The point is that I kept the faith. I consider it my duty as a buyer to buy nothing until I am absolutely pushed to it from behind, and never under any circumstances to let my contempt for salesmen be concealed. Let us take an example of this man who has been fit to step down from the high level on which members of our association are supposed to stand, or sit, as the case may be."

AFTER considerable delay, owing to the outburst of approval following Mr. Putty's remarks, President Nails succeeded in making himself heard by the assembly.

"Fellow members of the Association," he said, "I wish we had time to hear from each of you, but there really is no need of further discussion. We will all agree, I am sure, that there must be something decidedly wrong with a buyer who is referred to by salesmen generally as a fine fellow, and I understand that is the reputation Fairways has among intruders who come to disturb us when we want to be let alone. I cannot refrain from saying that this truly would be a wonderful world if there were no salesmen in it. How lovely it would be for all of us buyers if we could know as we went to our desks that no salesmen would be coming in to disturb us or to interfere with our efforts to get along without ever buying anything from anybody at all.

"Now, unless somebody has something to say in defense of this man, I am going to ask that the discussion be considered closed, much as we all would like to hear more about the experiences of buyers in preventing salesmen from tripping past barriers or getting hearings. Is there any one here who wishes to champion the cause of the person against whom the charges to which we have listened are made? I see no one. Are you ready for the question? All in favor of the expulsion of George Fairways from this association signify the same by saying 'Aye.' Contrary, no." It's unanimous."

# Planned

according to facts  
instead of mere hopes, and directed  
at attainable objectives.

# Selling

by applied direct  
advertising (Caxton method)  
is simple and efficient.

# Through

the dealer to the  
consumer, your own salesman  
to the consumer.

# a·d·a

is a thoroughly practical  
and tested method, based on wide  
experience.

The details will interest you. Write



THE CAXTON COMPANY

CLEVELAND

# The OPEN FORUM

*Individual Views Frankly Expressed*

## The Memory Value of Names

MR. CALKINS'S article, "On the Subject of Names," (May 4 issue) criticizes such names as "Savoy-Plaza" and "Sherry-Netherland." But Mr. Calkins knows, surely, that memory is very largely association. And I'll wager that he is one of a legion who still resorts to "Thirty days has September, etc.," while probably not one in an hundred would remember the number of days in the various months if the facts were set forth in prose rather than in rhyme.

Therefore, anything which will make a name jump to the tongue is, in my opinion, a better name. Possibly those who chose "Sherry-Netherland" noted the rhythm in it as being advantageous. If you mentioned merely, "John" or "J. P." how many would know that you were referring to "John D." and J. Pierpont?"

It is all very well to "cut down the burden on the public's memory," but not, I should say, to the danger of making it so light that they don't know they're carrying it. I've damned "prophy-lac-tic," but it is the only tooth brush I know *by name*.

GRIDLEY ADAMS.  
New York.

## Ignorants Abroad

I HAVE only got one kick coming with "A & S" and that is that I think that your editors could pay a little attention to a series of articles written to educate those American manufacturers who are wasting good money sending out complete mats to foreign agencies with insertion instructions to insert in local newspapers.

Let me cite a few instances of waste going on today in this little burg. No sane salesman would try to sell skates to South Sea Islanders, but right now with winter approaching and the lowest day on record "47 degrees above," one enterprising automobile manufacturer is advertising the fact that the radiators of his car will not freeze. Perhaps he thinks that water freezes at a higher temperature in this part of the world.

Take Kelvinator spending good money educating the people to do away with the ice man mussing up the kitchen. From statistics I have compiled 1 in 450 homes has an ice box in this State. Kelvinator started advertising here with complete mats supplied from the middle of their American

campaign. These are only two instances, there are hundreds more I could tell.

LAWRENCE G. ROBINSON,  
*General Advertising,*  
Adelaide, Australia.

## Not Enough Investigation

MR. S. E. CONYBEARE is just right when he says that advertisers should resist the pressure of dealers, inspired by newspapers, to buy advertising space. The writer once received a long and forceful letter from a dealer, practically demanding that advertising space be contracted for with a certain local newspaper to the exclusion of the other papers in the city. The letter was written on the dealer's stationery, but obviously not written by him. Subsequent events showed that it had been written by the newspaper. The newspaper in question did not get the business and we did not lose the dealer. But such incidents go to show that we have not yet arrived at an ideal basis for the purchase of advertising space. There is still too much "selling" and not enough investigation of facts to be impartially presented and carefully considered.

WILLIAM E. KERRISH,  
*Advertising Manager,*  
Boston Gear Works Sales Co.,  
Norfolk Downs, Mass.

## We Do Not Answer; We Ask

IN your editorial "The Ice Man Strikes Back," April 20th issue, you ask the question, "Is this good advertising?" What is your answer to the question? Do you know why "Ask Him" was written and put before the public? For no other purpose than to counteract the malicious misstatements that were and still are being put before the housewife.

If you are a believer in Truth in Advertising, you will be interested to know that your editorial is misleading inasmuch as these super-salesmen are not "devastating" the ice man's business. Do you know that bankers are combing the country for ice plants to consolidate in \$1,000,000 issues? Do you know what the value of the stock shrinkage in mechanical refrigerator companies was last year? Don't you think the ice industry has a duty to perform in telling its side of the question?

FRANCIS M. FAUVRE,  
Peoria, Ill.

## The Ice Man's Rights

THE caption of an editorial in your April 20 issue reads, "The Ice Man Strikes Back," and under it you speak of a little book called "Ask Him!" with the concluding inquiry, "Is this good or bad advertising?" I am considerably interested in the replies you get to your question, as I happen to be the author of, and hold the copyright for the booklet referred to. The Omaha Ice and Cold Storage Co. simply had reprints made with my permission and circulated some 25,000 copies in their territory.

The value or worth of *any* publication is largely judged by the public's reception of what it publishes. I'll admit that the mere numbers of a book, taken by the public cannot always be used as a true criterion of its worth, but they certainly give us a pretty fair line on it. Since I first sent copies last fall of my little book "Ask Him!" to fellow icemen throughout the country, more than 500,000 have been ordered direct from The City Ice and Fuel Company, which permitted me to carry on this work of aiding our fellow icemen. In addition, I have accurate knowledge that fully as many more copies have been issued by other companies themselves. This means that over a million "Ask Hims!" have been distributed (and I believe read) within the last five or six months.

Would you not consider almost any form of advertising pretty "good advertising" that shows such a record for being "absorbed" by the general public on such a scale?

"Ask Him!" contains nothing of a "strike back" nature, but simply carries out my idea of putting into the homekeeper's mind such questions about so-called "electric" refrigeration as she would never get from the salesman or think of herself. Every statement in that little book, whether it be in the form of a question or not, is the absolute truth. I believe the iceman has a right to inform the public how ice is really made, to say nothing of refuting extravagant claims put forth by the small machine people. Whether such attempts constitute good or bad advertising is something for someone else besides myself to decide. My work may be summed up in the forceful but ungrammatical expression "He sees his duty and he done it!"

JAMES CULLEN,  
*Resident Secretary-Treasurer*  
The City Ice and Fuel Company  
Cincinnati, Ohio.



# 25,839 Iowans see "Home Beautiful"



**T**his demonstration home, fully furnished and equipped, was open to the public March 27th to April 10th under the auspices of the Des Moines Register and Tribune-Capital.



**I**owa people are keenly interested in homes and new ideas in building. Iowa is a great market for building materials, plumbing and household appliances. The best way to reach this group of two and a half million people is through The Des Moines Register and Tribune-Capital—230,000 a day circulation.

**V**isitors came to Des Moines from 246 Iowa communities—one-fourth of all the towns in the state. Dozens of school and college classes and women's club delegations contributed to this record attendance.







## A New Detroit Hotel With A Definite Purpose!

Equipped in the finest and most modern manner—designed by a firm of world-famous hotel architects—directed by a man thoroughly versed in every phase of hotel management, the function of the new Savoy in Detroit will be to supply first-class hotel accommodation at moderate rates.

The Savoy has 750 rooms with baths, and is situated just six short blocks north of Grand Circus Park, on Woodward Avenue at Adelaide Street.

It was designed by Louis and Paul L. Kamper (architects of the Detroit Book-Cadillac Hotel) and has as its managing director, A. B. Riley, formerly manager of the Bancroft Hotel, Saginaw, Mich. The Savoy's rates are \$2.50, \$3.00 and \$3.50, with suites and sample rooms ranging in price from \$5.00 to \$12.00.

The cuisine of the Savoy is unsurpassed. Outstanding features of the Hotel are the Bohemian Room, the Coffee Shop and the Food Shop—the walled-in Garden Court—the International Suites (each decorated in the national style of some foreign country)—the 20-chair barber-shop and the 18-booth beauty parlor—the Emergency Hospital, with a nurse in constant attendance—the Valer and Checking service—the Florist's Shop—the Humidor—and the Gift Shop.

A. B. RILEY, *Managing Director*



## On "Buy-Cycles"

By Roger F. Owsley

**E.** O. W., in a past issue of ADVERTISING AND SELLING, referring to the cycle use of 13 by many advertisers, does have a great deal on his side when he says "no one has yet proved . . . that there is anything about the human mind which justifies this despotism of the ubiquitous 13."

However, let us consider the following for one moment. If I am not badly mistaken there was but a few months ago some agitation with reference to the establishment of thirteen months, each of twenty-eight days, making four exact weeks in every month. It seems to me that such agitation has arisen periodically almost since I can remember.

And what has this to do with the use of thirteen pages during a year in a weekly publication? Nothing, but it does very clearly indicate that there are still quite a few people in this world of ours who question seriously whether or not our present calendar arrangement is all it should be. Yet apparently it has been fairly satisfactory for years, and were it possible for us to go back to the time of its establishment, we would probably find that habits had more to do with the arrangement than almost anything else. And back of most habits is convenience.

Excluding newspapers, the great majority of publications are printed and issued at monthly intervals. No one having established definitely that the *People's Monthly Review* is a far better buy as an advertising medium in January than in March, the ultimate goal sought by most publicity advertisers is that of representation in as many issues as is possible. This of necessity has automatically developed the twelve time advertiser, when it would be practically impossible to prove conclusively that eleven would not accomplish the same end.

Now twelve times per year in a monthly publication is usually used once per month, and, as stated above, the majority of publications are published monthly, so the user of space has in the most natural manner formed a habit. Extended to a weekly publication the user then simply establishes an evenness of schedule and thirteen is the result.

Twelve and even less can be bought very easily, and as a matter of fact if any one cares to check this situation carefully and completely, he will find many more users of twelve, ten and eight insertions as compared to fifty-two, twenty-six or thirteen.

And so this use of thirteen becomes nothing more than a habit. More than likely many advertisers work in cycles of thirteen as a matter of convenience.

While it is true that many publications in the general field do not attract an advertiser to this cycle arrangement by a rate concession, it is also

## 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

**EUREKA**  
**BabyBath's**  
**National**

**Every Child!  
A Booster!**

GET the kids, old and young, boosting for you. Every child loves balloons — they bring their parents to your dealers' stores to get them.

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

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

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



# Come Up TO GLORIOUS COLORADO

*Twenty-third Annual Convention*

INTERNATIONAL ADVERTISING ASSOCIATION

DENVER, JUNE 26-29

Here's the opportunity to attend one of the World's most outstanding business meetings and at the same time enjoy a real VACATION in this wonderful Rocky Mountain region of delightful climate and scenic grandeur—where you always have wanted to go or want to go again.

Problems affecting industry—Production - Distribution - Sales - Management—are to have top place on the Convention program, being arranged by business leaders. These problems will be discussed at General Sessions by eminent representatives of American industry who will tell what advertising is doing and can do to help effect their solution.

Some 20 organizations in specific fields of advertising will conduct departmental sessions to study their own peculiar "shop" problems. These departmental "schools" hold strong attraction for advertising men and women who wish to keep abreast of the times in their advertising endeavors.

Whether you are engaged in the advertising business, or invest your money in advertising, or wish to learn more concerning this great economic factor, you are welcome to attend this Convention and bring your friends. Denver's hand of hospitality is extended to all, both men and women.

## THREE DAYS OF INTENSIVE CONVENTION WORK *Followed by* THREE DAYS OF ROLLICKING PLAY

With a tremendously big Inspirational Meeting at the Greek Theatre in Denver on Sunday Afternoon, June 26, the Convention will get under way. General and Departmental Sessions will be on Monday, Tuesday, and Wednesday.

Thursday, Friday and Saturday will be given over to entertainment and sight-seeing. Denver assures all a never-to-be-forgotten good time, including a wild-west ball.

## MAKE UP YOUR MIND NOW TO GO

Membership in an Advertising Club or organization is not necessary to your attending this convention. The Advertising Club in your city will be glad to supply you full information concerning the Convention, Transportation,

Hotels, and Low Railroad Rates. First-class hotel accommodations are available now. Get in touch at once with your Advertising Club, or communicate directly with

THE INTERNATIONAL ADVERTISING ASSOCIATION, 420 Lexington Ave., New York  
GILBERT T. HODGES, *General Chairman, On-to-Denver Committee*





## National Advertisers Hold Brilliant Meeting

THE semi-annual convention of the Association of National Advertisers was held on May 9, 10 and 11, at the Hotel Statler, Detroit. The meeting was marked by an attendance of some 200, exceeding that of any other semi-annual meeting of the association. Addresses were on topics that struck the keynote of the convention generally under the heading "Laying the Foundation of an Advertising Campaign."

W. L. Towne, of the General Electric Company, described by means of Projectoscope pictures the electrical industrial advertising campaign; W. S. Lockwood, advertising manager of Johns Manville, Inc., read a carefully prepared paper on "An Inquiry into Business Paper Rates," and Malcolm Muir, vice-president of the McGraw-Hill Publishing Company, spoke on "Setting the Stage for the Industrial Salesman," a theme which executives from Mr. Muir's company have been touching upon during the past few years.

Two important talks on newspaper advertising were given by O. C. Harn, managing director of the Audit Bureau of Circulations, and J. C. McQuiston, advertising manager of the Westinghouse Company. The former stressed the necessity for considering elements of newspaper circulation rather than quantity, while the latter described the advertising campaign conducted by the Westinghouse Company. Besides these addresses and other less important ones, a member's Forum was held under the A.N.A. newspaper program with discussion conducted by Verne Burnett, of General Motors Corporation, secretary, Advertising Committee and Chairman of the A.N.A. Newspaper Committee, together with group meetings on agency matters, dealer co-operation, outdoor advertising, magazines, and industrial advertising and business papers.

On Monday, the first day of the convention, the Detroit advertising agencies provided a complimentary dinner and entertainment for the members of the Association. This entertainment by the agencies is considered to be the beginning of an era of better feeling between the Association and the agents.

## New York Advertising Club Elects Officers

At the annual meeting of the Advertising Club of New York, new officers for the coming year were elected as follows: president, Gilbert T. Hodges, member of the executive boards of the New York Sun and Frank A. Munsey Co.; vice-president, Lee J. Eastman, president and general manager of Packard Motor Car Co. of New York; treasurer, H. R. Swartz, president of R. Hoe & Co. (reelected). The following directors were elected: Charles C. Green, president, Charles C. Green Advertising Agency, and Frederick W. Hume, Public Relations Counsel.

Officers holding over automatically without reelection are: vice-president,



## CHALFONTE-HADDON HALL ATLANTIC CITY

### Spring and Summer Outdoors

SEA BATHING  
BOARDWALK  
ACTIVITIES  
GOLF  
TENNIS  
YACHTING  
FISHING  
AVIATION

All the charm of a voyage at sea with none of its discomforts—on the broad deck-porches at Chalfonte-Haddon Hall. The blue ocean right before you—gay crowds on the Beaches, a constant procession of rolling chairs and happy strollers on the Boardwalk—endless amusements and interesting shops. And all in the hospitable, friendly atmosphere of these famous hotels.

American Plan Only—Always Open

Illustrated Folder on Request



LEEDS and LIPPINCOTT  
COMPANY

In the very Center of Things on the Beach and the Boardwalk

"Dual-Trio" Radio Concert every Tuesday evening. Tune in on W/P G at 9.

## Kenilworth Inn

ASHEVILLE, N. C.

### Special Weekly Rates

Spend your spring vacation with the wild flowers of the Smoky Mountains

The famous Kenilworth Inn offers you a special weekly rate for your family—which includes a marvelous program of entertainment.

Listen in on WWNC any evening

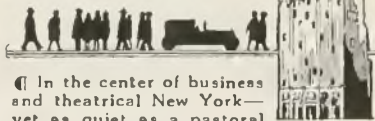
### AMERICAN PLAN with Meals

Single Room—Hot & Cold Water \$42.00 Up.  
Double Room—Hot & Cold Water 80.00 Up.  
Single Room—Private Bath..... 60.00 Up.  
Double Room—Private Bath..... 90.00 Up.  
Double & Single—Private Bath... 126.00 Up.

Delightful, dignified surroundings  
FURTHER INFORMATION UPON REQUEST

ROSCOE A. MARVEL  
MANAGER

## Where to Stay in New York.



In the center of business and theatrical New York—yet as quiet as a pastoral home, the New Forrest is a place "for rest" when rest is needed. Three hundred beautiful, inviting, homey rooms, all outside, all with baths, showers and running ice water, await discriminating guests. At \$3.00-\$4.50 single; \$4.50-\$6.00 double, you will find refinement, comfort and true economy.

Telephone—Chickering 7070  
MANAGER—WILLIAM F. THOMAN

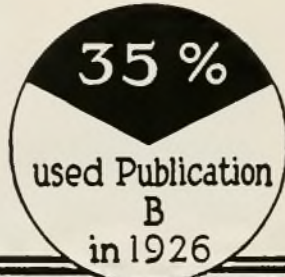
## New FORREST HOTEL

49<sup>th</sup> ST. Just West of Broadway  
NEW YORK



## More than twice as many advertisers used Hardware Age in 1926 as used the next paper

74% of all the advertisers using national hardware publications during 1926, used Hardware Age. Only 35% of all the advertisers used the next paper.



### HARDWARE AGE

239 WEST 39 ST., New York City

## FINISHING THE PRINTED JOB

By ROBERT F. SALADE  
AUTHOR OF

"Handbook of Electrotyping and Stereotyping"  
"Plate Printing and Die Stamping"  
"How Paper Boxes Are Made"  
"How to Make Cutouts"

TWELVE CHAPTERS

1. Numbering that printers can do
2. Binding catalogs, booklets and pamphlets
3. Embossing, stamping and paneling
4. Roughing or pebbling paper stock
5. Bronzing, gold leafing and gold ink printing
6. Various methods of perforating paper stock
7. Die cutting labels and paper-board
8. Punching for loose-leaf forms, calendars, hooks, etc.
9. Tableting and gumming work
10. Kinds of work produced on hot embossing presses
11. Gumming, gluing and tipping in the bindery
12. Scoring, beveling, deckle-edging, varnishing and tinning

33 illustrations  
237 pages, \$2.50 a copy, plus 20 cents for mailing

THE AMERICAN PRINTER, Inc., 9 East 38th Street, New York

John G. Jones; directors H. H. Charles, Colver Gordon, Charles E. Murphy and Grover A. Whalen.

The retiring officers are as follows: president, Charles C. Green, president, Charles C. Green Advertising Agency; vice-president, Frank W. Harwood, advertising manager of American Tobacco Co.; directors F. H. Deknatel, treasurer of Bigelow-Hartford Carpet Co., and Paul Meyer, publisher of *Theatre Magazine*.

Three honorary members of the Club were elected, all of London, England, as follows: Sir Charles Higham, W. S. Crawford and Thomas McDougall.

## Industrial Group Asks Analysis of Business Paper Rates

A GROUP meeting devoted to industrial advertising was held during the convention of the Association of National Advertisers in Detroit, on May 10. A complete and careful investigation and comparison of business paper rates along the lines suggested by W. S. Lockwood of the Johns Manville Company in his address on the preceding day was urged by the various industrial advertisers present. All agreed with Mr. Lockwood that a more accurate picture could be obtained by the use of a larger number of publications than were considered in the chart which he had prepared.

A resolution was adopted congratulating the program committee for having arranged an entire morning session devoted to industrial advertising on the main program and recommending that A. N. A. headquarters elaborate its general activities to include further research on specific industrial advertising problems. Among the advertising managers present at this group meeting were F. R. Davis, General Electric Company; Stanley P. Seward, The White Company; Robert F. Wood, The Autocar Company; H. V. Jamison, American Sheet & Tin Plate Company; W. J. Chandler and D. R. Pershing, of the Lehigh Portland Cement Company; Carl J. Schumann, Hilo Varnish Corporation; H. L. Delander, Crane Company; Kenyon Stevenson, Armstrong Cork Company; S. E. Conybeare, Armstrong Cork Company; Walter E. Lopeman, Sandusky Cement Company.

Nelson S. Greensfelder, Hercules Powder Company, was chairman of the meeting.

## The Duz Company, Inc. Elects A. W. Erickson Director

At the annual stockholders' meeting of The Duz Company, Inc., of Delaware and New Jersey, A. W. Erickson of the Erickson Company, New York, advertising agency, was elected a director. He succeeds Philip A. Livermore, resigned.

Other directors elected are: William Wrigley, Jr., William A. Otis, B. L. Atwater, S. I. Welsher, A. L. Woodworth, R. R. Moody, R. D. Scott, F. C. Townsend, Albert W. Moller, George Garbe.





# the largest circulation *in* America daily *and* Sunday

THERE are six morning papers published in New York City, sold on all the newsstands. But two out of every five people in New York who stopped at a newsstand this morning to buy a morning paper, bought a *picture* paper—The News.

There is nothing new about picture papers. Eight years ago, however, a picture *newspaper* did not exist. Today, more than 1,100,000 people buy The News in preference to five other papers. Because they know a picture newspaper is a better *newspaper*!

Pictures have a place in a newspaper; properly used, they are vehicles of news.

What is the most interesting item in any news story? People! Who are they? What do they look like? The pictures portray them.

WHAT happened? The picture gives more in a glance than a world of words.

WHERE did it happen? The picture shows the scene.

How did it happen? The picture answers, sometimes showing cause as well as effect.

Good news pictures reflect reality. They are frozen fact, excerpts of action, testimony of truth, the only satisfactory substitute for personal observation.

They tell what someone sees, vividly, thoroughly, comprehensively. Any psychologist will tell you that a picture conveys a message, presents a fact, teaches a lesson—better than text, more clearly, more quickly. Everybody gets something from pictures. And they save time!

FOR a long time, papers were unable to get newspictures. The real development of the newspicture started with The News seven years ago. The newspaper camera man used to be a photographer. On The News, he is a reporter who gets his stories with the camera. He has a harder job than the regular reporter. He can't fake, can't guess, can't take somebody's version of what happened and phone it to the office. He must get the story in the picture, and the picture back to the office—on time.

In seven years, The News has come a long way in developing newspictures. News cameramen are artists

and mechanics as well as reporters. They work under difficult circumstances, hampered by lack of light and lack of time. They use cameras small enough to fit in the vest pocket; and cameras with telescopic lenses, large enough to take two men to carry. They daily do the impossible. Every morning, the picture pages of The News are a record of their splendid accomplishments, of obstacles overcome, of time and space and difficulties outdistanced. Their marvelous newspictures are a contribution to better journalism, to clearer understanding, to saving time.

In addition to our own camera staff, we have our own picture syndicate that literally covers the world with cameramen—Pacific & Atlantic Photos. Wherever stories can be caught with a camera, you will find P & A men. They not only get the picture, but they get it to the paper. Sleep, time, comfort, money, convenience—all are sacrificed to get the picture here first. Special planes, special trains, speed boats, pigeons, horseback—every possible conveyance is used. And within the last two years, they have been able to occasionally send pictures by wire and cable.

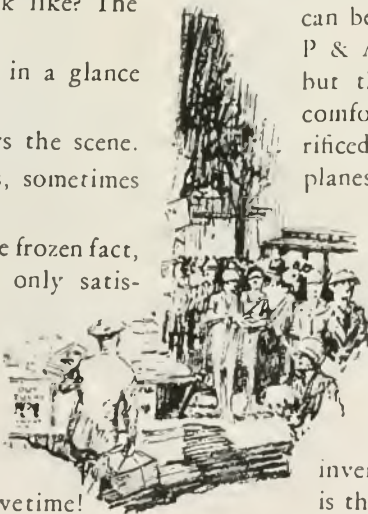
The News also has the best printed pictures of any newspaper. Special methods of making plates, making inks, making impressions have been invented and developed. The presentation is the best possible.

SO today more than a million people prefer this picture newspaper. Can a million people be mistaken or misguided in picking a newspaper?

Advertisers! Can you make a mistake in using a paper that a million people prefer?

THE  NEWS'  
New York's Picture Newspaper

Tribune Tower, Chicago 25 Park Place, New York





## METAL PRINT CRAFT

**I**F you use Metal Signs-Name Plates-Number Plates - Badges - Checks - Emblems - Ornaments - Tablets - Tags - Fobs - Dials - Panels - Display Stands - Coins or Novelties, either Etched - Printed - Lithographed - Engraved - Embossed - Cast - Stamped - French Enameled - Porcelain Enameled - or Celluloid Facing with Metal Back, Grammes Metal Print Craftsmen can serve you in an artistic, economical and efficient manner.

By this mark  
you will know  
Metal Print Craft



Ask for "The Story of Metal Print Craft"

**L. F. Grammes & Sons**  
INCORPORATED  
Allentown, Pa.  
NEW YORK PHILADELPHIA CHICAGO

**Y**OU don't have to be a physicist to know that the longest way around is an indirect method. The Market Place is the shortest distance between two cardinal points—you and your next connection.

## Art Directors' Club Makes Annual Awards

**T**HE Art Directors' Club of New York opened its sixth annual exhibition of Advertising Art on Wednesday, May 4, at the Art Center, 65 East Fifty-sixth Street, New York City. It will continue until May 31.

On Tuesday, May 3, awards for the best exhibits were made by the Jury on Awards under the chairmanship of Edward F. Molyneux, Newell-Emmett Company. The following is a list of awards, the first in each section being a medal designed by Paul Manship:

1. Paintings and Drawings in Color—Figures, Still Life and Miscellaneous Subjects:

(a) Figures: The Andrew Jergens Co., J. Walter Thompson Co., Etienne Drian, medal; The Fleischmann Co., J. Walter Thompson Co., Walter Biggs, first honorable mention; Cheek-Neal Coffee Co., J. Walter Thompson Co., Henry Raleigh, second honorable mention.

(b) Still Life: H. J. Heinz Co., Calkins & Holden, Inc., René Clark, medal; Rusling Wood, Inc., Calkins & Holden, Inc., E. A. Georgi, first honorable mention; J. & J. Coleman (U. S. A.), Ltd., J. Walter Thompson Co., The Reeses, second honorable mention.

(c) Miscellaneous: Procter & Gamble Co., The Blackman Co., James Preston, medal; Coral Gables Corp., N. W. Ayer & Son, Edward A. Wilson, first honorable mention; The Fleischmann Co., J. Walter Thompson Co., Henry Soulen, second honorable mention.

2. Posters and Car Cards:  
Chicago, South Shore & South Bend Railroad, E. Frank Gardiner, Oscar Rabe Hanson (deceased), medal and Barron Collier prize; R. H. Macy & Co., Leo Rackow, first honorable mention; New York Central Lines, Adolph Treidler, second honorable mention.

3. Black and White Line:  
Marcus & Co., N. W. Ayer & Son, Rockwell Kent, medal; Johns-Manville, Inc., Newell-Emmett Co., Sydney E. Fletcher, first honorable mention; Robert Reis & Co., Erwin, Wasey & Co., Rea Irvin, second honorable mention.

4. Black and White Illustration:  
Gruen Watch Makers Guild, J. Walter Thompson Co., F. R. Gruger, medal; Chicago, Milwaukee & St. Paul Railway, N. W. Ayer & Son, C. P. Helck, first honorable mention; Robert H. Foerderer, Inc., The Eugene McGuckin Co., Walter Frank, second honorable mention.

5. Decorative Design:  
Peerless Weighing Machine Co., Lennen & Mitchell, Inc., Guido & Lawrence Rosa, medal; Charles of The Ritz, Frances Buente, Gustav B. Jensen, first honorable mention; F. Schumacher & Co., J. Walter Thompson Co., W. D. Teague, second honorable mention.

6. Photographs:  
The Fostoria Glass Co., N. W. Ayer & Son, Grancel Fitz, medal; Fruit Despatch Co., George Batten Co., Inc., J. W. Allison Studio, first honorable mention; R. H. Macy & Co., H. W. Scandlin, second honorable mention.

7. Typographic Page:

The Procter & Collier Co., honorable mention.



*Little dramas in the life of a great newspaper system*

PAINTED BY DEAN CORNWELL



# *"In Mercy's Name . . . stop the presses!"*

A 15-year-old boy had made a legal misstep. And the facts were in the newspaper's hands.

At one minute before the great presses had started their daily roar, the boy's father appeared at the editor's office and frantically begged that the story be killed.

"It's his first offense," he pleaded. "This story means nothing to the public, but it will put a life brand on my son. In mercy's name, give the boy a chance . . . and I'll make amends with those he's hurt."

The editor telephoned the press room. The boy got his chance—and made good. The sobering aftermath of his escapade took the kinks out of his character and made a man of him.

A newspaper should be fearless and thorough in its publication of the news. But it also should

be humane. It cannot conscientiously shield any adult, whoever he may be, if he makes a place in the day's news. But it may well afford to deal gently with the juvenile who commits his first minor indiscretion.

That has always been the editorial creed of the SCRIPPS-HOWARD Newspapers. Controlled from within, and independent of all outside ties, financial or political, these newspapers cannot be swayed from printing facts that the public is entitled to know.

But to this steadfast policy of printing all the news, SCRIPPS-HOWARD Newspapers make this exception—they delete the names of juvenile offenders, when the offense is palpably one of youthful mischievousness rather than of seasoned criminality.

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



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

**SCRIPPS-HOWARD**  
MEMBERS AUDIT BUREAU OF CIRCULATIONS

**NEWSPAPERS**  
AND MEMBERS OF THE UNITED PRESS

ALLIED NEWSPAPERS, INC., *National Representatives*  
250 PARK AVENUE, NEW YORK • CHICAGO • SEATTLE • SAN FRANCISCO  
CLEVELAND • DETROIT • LOS ANGELES



# High mark!

Oral Hygiene's January-May advertising volume is the highest in the paper's 17-year history.

## Oral Hygiene

Every dentist every month  
1116 Wolfendale Street, N. S.  
PITTSBURGH, PA.

CHICAGO: W. B. Conant, Peoples Gas Bldg., Harrison 8148.  
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.

**Sell**  
**COLUMBUS**  
and the **G. C. O. M.**

### 29 Rich Counties More than a million people

The G. C. O. M. (Great Central Ohio Market), with Columbus its trading center and Capital, is one of the most attractive fields in America for the sale of all kinds of Merchandise. The wealth of this territory is more than 2½ billion dollars.

One newspaper . . . The Columbus Dispatch, can give you the key to sales in this fertile territory.

During 1926 The Dispatch carried more ad lines of paid advertising than any other Ohio newspaper.

The Dispatch, with a circulation of 106,814, reaches practically all of the worthwhile homes in Columbus and covers the great Central Ohio Market as no other newspaper even claims to do.

**Dispatch**  
OHIO'S GREATEST HOME DAILY



### What Is the Matter with Them?

The merchant tailor, we are told by the Merchant Tailors Society of the City of New York in an advertisement which appeared recently in the New York Times, "is an artist, not a tradesman."

Um-m-m! May be. May be not. I do not dispute the statement. But I take vigorous exception to the tendency in modern business which it reveals.

Nowadays, undertakers are not undertakers, they are morticians. Real-estate men are not real-estate agents, they are realtors. Barbers are tonsorialists. And half the men in the United States who make livings by methods other than manual labor talk about "our profession" as if they meant it. Some of them do—that is the trouble.

The profession of salesmanship, the profession of aviation, the profession of traffic inspection (they used to call it "spotting"), the profession of draftsmanship, the profession of fingerprinting—Heaven help us!

What is the matter with these people? Are they ashamed of the business they are engaged in? It would seem so. For this eternal striving to be taken for something they are not is evidence of inferiority, if ever there was one.

It gave me a thrill, the other night, to see a Grade A writing man like Elmer Davis refer to "my own business." He, if anyone, has a right to speak of the profession of letters. He knows better.

Profession! The word is discredited nowadays. I know a man who walks on stilts who talks of "my profession"!

### The Mania for Speed

I wonder, sometimes, if we Americans do not place too high a valuation on time.

"Time is money," "This is my busy day," "Do it now," "To save time is to lengthen life"—these and similar sentiments have become a part and a very important part, of our business philosophy. With the result that most of the things we do are done in a hurry; and,

being done in a hurry, are not always done well.

Satisfaction, it seems to me, is more likely to come from doing a few things well than from doing many things quickly. That doctrine, I am well aware, is not popular; but the relatively few who live up to it have their reward.

This mania—for it is that—for speed is responsible for most if not all of the disagreeable features of American life. We "haven't time" to be civil. We "haven't time" to take exercise. We "haven't time" to think.

### A Dying Art

In Washington, the other day, I had occasion to ask a policeman how to get to New York Avenue. "Two blocks straight ahead," he said, and he waved his hand in the direction we should take. Then—"But you ain't walking, are you?" Evidently, he found it difficult to understand that the middle-aged, rather well-dressed couple who had asked him for information preferred to use their feet rather than a taxicab or a street car.

Later in the day, a similar inquiry brought a somewhat similar answer. The building we wished to reach was only a couple of blocks away, but the man we asked for information regarding the best way to get to it proceeded to tell us which car line to take.

Pedestrianism is fast becoming a lost art in this country. Which is one reason why the patent-medicine men are so prosperous.

### Motor-buses

Occasionally, as I move 'round the country, I travel by motor bus. Almost every time I do so, I say to myself, when I reach my journey's end, "never again." For I find that whatever advantages the motor-bus offers are more than offset by certain disadvantages. Of these, the greatest is the fact that one cannot move from one's seat. The seats, themselves, are comfortable enough but who wants to sit in the same seat, however comfortable it may be, for three hours on end?

Then, too, the possibility of accident is ever present. I do not know that there is actually more danger in motor-bus travel than in railroad travel. But there seems to be. For my experience has been, it is hardly possible to make a hundred-mile trip by motor-bus without having at least one "close call."

JAMOC.







## The Largest Certified Home- Delivered Circulation in Dallas

WITHIN the last four and a half years the home-delivered circulation of The News in Dallas has doubled. Nearly half of this tremendously significant increase has been made within the last year.

Today in the favor of the homes of Dallas The News takes first place. Unequaled in character and completeness; unapproached in popularity and prestige; unchallenged in its morning-time acceptance by the undivided city.

## The Dallas Morning News

*Dallas is the door to Texas  
The News is the key to Dallas*

# How Remington Eliminated Waste in Direct Mail

[CONTINUED FROM PAGE 34]

constantly within the range of our fire? The answer is: Through the cooperation of the salesmen. We have a small army of salesmen, nearly one thousand in the United States alone, and every one of them is supposed to report every "live" prospect he finds to the home office. The process is simple: A small card, known as the "salesman's advertising order slip" is used. On it is written the name and address of the prospect, the salesman's signature, and the kind of advertising matter to be sent. Some additional comment is needed on the latter point, for we now have nearly forty distinct classifications of direct mail advertising matter, with an average of three or four mailing pieces under each classification.

The Remington line is noted for its completeness; it includes a machine for every purpose. Comprised in it are standard typewriters, tabulating typewriters, noiseless typewriters, electric typewriters, segment-shift typewriters, portable typewriters, and billing and bookkeeping machines of every description, together with a complete line of typewriter supplies. In addition to these numerous separate items, there are also separate classifications according to the exact purpose for which the machine is intended. We have about twenty different direct-by-mail classifications under the division of bookkeeping and accounting machines alone.

This intricacy, however, is made simple from the standpoint of the salesman. All of the thirty-odd classifications are listed on the salesman's advertising order slip and it is only necessary for him to check the one on which the advertising is to be sent. The mailings begin at once and continue every few days until completed, when the slip is returned to the branch office. The slips are returned as evidence that the advertising has been mailed as requested, and as a reminder to the salesman to follow up the prospect.

A question I have often been asked is whether or not it is compulsory with the salesman to send in these advertising order slips. A number of years ago we had a rule that required him to send in a given number of slips every day. This rule, after a fair trial, was abandoned for what appeared to be sound reasons. Our experience proved that a salesman will do what he is made to do—at least he will go through the motions. But there is far less assurance under such a rule that the slips sent in will always represent real prospects. When this fact became evident, the compulsory rule was abandoned. We urge the use of the advertising order slip on every salesman; we constantly call his attention to its benefits, but the extent of his cooperation rests with his own free will. Only thus can we be assured that the order slips will include a sufficiently high percentage of real prospects to insure the efficiency of the plan.

Do our salesmen ever abuse this privilege? Indeed yes! At least they sometimes attempt to. Now and then a salesman will conceive the idea of using the advertising order slips for a general distribution of circulars in his territory. Such attempts, however, never get very far. A suspiciously large number of order slips from any one salesman, greater than any reasonable or probable number of real, active prospects, immediately attracts our notice, and a careful examination of the slips themselves nearly always confirms the suspicion. In all such cases the slips are returned.

I have been asked at times what evidence we have of the real efficiency of the system. If statistical evidence is meant, this brings up another interesting story. Some years ago we attempted to secure statistics on the subject. We required a report from every branch office on every prospect to whom advertising material had been sent. The reports showed a percentage of sales that was highly gratifying. The securing of them, however, involved a great amount of clerical labor, and the question finally arose of what, after all, these figures proved. We concluded that they proved little or nothing except that the great majority of our salesmen were conscientious in sending advertising order slips only for real prospects.

The truth is that the degree of help furnished by the advertising in closing every sale is something which cannot be reduced to statistics. Where two influences, the salesmen and the advertising, are both working together to the same end, it would take a profound psychologist to determine the relative percentage of credit due to each, in every given case. The salesman frequently does not know; even the buyer may not know. In proof of the latter statement, I invite the reader to think of anything he has ever done as the result of more than one influence. Can you always be sure in your own mind which of these influences was the determining one, or whether either alone could claim such credit?

Our faith in the efficiency of the Remington direct mail system rests upon an entirely different kind of evidence; It is based primarily on the attitude of the salesman toward the plan, his voluntary cooperation with it, and the thoroughness with which it is used by a high percentage of our selling force. This cooperation, we believe, is due to the essential soundness of the plan and the salesman's experience of its helpfulness. "Efficiency" and "elimination of waste" are, of course, relative terms when applied to any kind of advertising or sales effort. The 100 per cent efficiency that we hear so much about has never been claimed for either; indeed it can hardly be conceived of or defined in its application to such factors. We think it obvious however, that a method which aims to concentrate all its efforts on those who



# ADVERTISERS SPEED UP

MANY advertisers who hesitated in the early months of 1927 are buying advertising now. More pages in *The Digest* were bought in April than in March and more than in April of last year, the gain being 12 pages, or 5797 lines.

Modern business is *elastic*.

It is quick to adjust itself to changing conditions.

And it has mighty servants—like the telephone, the railroad, the telegraph, the radio, the cable, the printing press—and Advertising.

With the aid of intelligent advertising, industry can create a demand for new products and for new uses of old products. It can lead the people of the nation into new standards of living, supply

the urge for untried conveniences and luxuries.

The *Digest* is a medium that is quick and sure in its service. It is read the week it is received, and referred to again and again because it is a magazine of fact and authoritative news.

The readers' demand for news and the late editorial closing date necessitate speed. Advertising copy received in New York on Wednesday can be delivered *eight days later* to 1,400,000 homes in every community—the largest group of intelligent, alert, influential families in America.

Speed in editorial service makes *The Digest* the most necessary and informative of magazines.

Speed in advertising service has led it to adopt the slogan

*Immediate National Publicity*

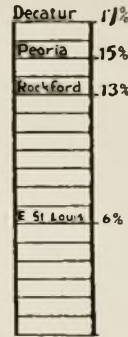
## The Literary Digest

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

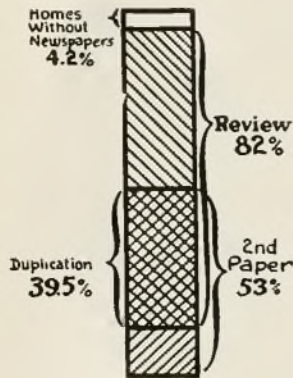
# What telephones tell—

Telephone subscribers speak English and have reached an income level that denotes purchasing power for almost any advertised product. It is interesting, therefore, to make notes from the "Lord of Telephone Manor," published by the Literary Digest this year:

Outside of the Chicago district, there are only 5 cities in Illinois which exceed 50,000 in population, and their telephone subscribers range from 6% to 17%. Decatur is on top, with 17%.



# What Review coverage covers



Exclusive Review coverage of Decatur homes, 42.5%.  
 Exclusive second paper coverage, 13.8%.  
 Duplication, 39.5%.  
 Homes subscribing to no paper, 4.2%.  
 Total Review coverage 82%.

The section of the city showing the greatest Review coverage (83%) is in the best residential district.

But in every section of the city, divided up as it is into newspaper routes, the REVIEW maintains leadership—even among the poorer classes and foreigners.

# DECATUR (ILLINOIS) REVIEW

are known to be interested, and relies for this knowledge on the personal contacts made by the salesmen, comes as near to the elimination of futile or misdirected effort as is possible in the case of any direct mail system.

Now I come to a fact concerning our system which I believe is of unusual interest. Our records of the number of salesmen's advertising order slips received through all of our branch offices in the United States under every classification are complete for a period of eleven years, and the monthly totals have all been charted for ready reference. When this chart is turned upside down and read from right to left the curves tend to follow quite closely the curves of our gross volume of business for each month of this eleven-year period.

This remarkable inverse parallel was noticed before its significance was fully realized. The explanation, however, is simple: This chart is a fairly accurate barometer, not of sales—but of their exact opposite; namely, sales resistance, and, incidentally, of sales effort to meet the resistance.

This parallel reveals the fact that the salesman's use of the advertising order slip is conditioned by his needs, as he understands them. When business is good and sales come easily and rapidly, the salesman feels less need of the advertising order slip and is less inclined to devote the time to the filling in of them that the work necessitates. The moment, however, that the man on the fring line begins to feel the stress of stiffening buyer resistance, he at once begins to send in more advertising order slips. These slips are the salesman's S O S for help.

This unflinching barometer of sales resistance has a double value. It informs us accurately concerning business trends even before they become obvious in actual sales figures. Better still, it solves a problem which is always present with every advertiser: How to keep advertising effort always exactly adjusted to actual needs. Under this method the adjustment is automatic. We do not have to decide the question of when or where more direct mail matter is needed, for this decision reached us through the collective voice of a thousand salesmen; and that applies to every individual classification. The rise or fall in the volume of advertising order slips under each classification tells us infallibly how the salesmen are directing their sales efforts and where they are able to apply them most effectively.

**SELLING AID**  
 Send 10c for proofs 500 cuts and plans for making your ads pay better.  
**SELLING AID**  
 616 N. Michigan Ave., Chicago

**Folded Edge Duckine and Fibre Signs  
 Cloth and Paraffine Signs  
 Lithographed Outdoor and Indoor Displays**  
**THE JOHN IGELSTROEM COMPANY**  
 Massillon, Ohio Good Salesmen Wanted

**KEEP YOUR COPIES**  
 At the conclusion of each volume an index will be published and mailed to you.

**The Only "Denne" in Canadian Advertising**  
 Canada may be "just over the border," but when advertising there you need a Canadian Agency thoroughly conversant with local conditions. Let us tell you why.  
**A-J-DENNE & Company Ltd.**  
 Reford Bldg. TORONTO.

## Conybeare A. B. C. Director

**S. E. CONYBEARE**, advertising manager of the Armstrong Cork Company of Lancaster, Pa., has been elected to fill out the unexpired term of B. H. Bramble as a member of the Board of Directors of the Audit Bureau of Circulations.

Mr. Bramble's resignation from the board was simultaneous with that of his position as advertising manager of the American Chicle Company of Long Island City, New York. He will go into the advertising agency field with the Baker Advertising Agency Ltd., Toronto, Canada.

Several new members have recently been elected to the A. B. C., notable among them E. I. DuPont de Nemours & Company, Inc., Wilmington, Del.



# *Announcement*

*W*e were forced to close the FIFTIETH ANNIVERSARY NUMBER of the AMERICAN MACHINIST ten days ahead of the scheduled time of going to press. The capacity of our bindery is limited to a book of 644 pages, and this limit was reached ten days earlier than we anticipated.

☞ We regret that we were unable to carry in this number the publicity of those of our advertisers who made late application for space.

**American Machinist**  
A McGraw-Hill  
Publication-ABC-ABP

Tenth Avenue at Thirty-  
Sixth Street - New York

# Want some?



## Inquiries cost this advertiser 12¢ each!

Every one of the coupons in this pile was returned from a single advertisement of Soiesette in the December issue of *MODERN PRISCILLA*. Hundreds upon hundreds, thousands upon thousands, they rolled in to the American Bleached Goods Company. Until on January 22nd, when this picture was taken, they had mounted to 16,801. By April 9th they had increased to 18,572. Bringing the actual cost per inquiry down to 12¢!

If you want to carry your message inside the family circle, you can do it most effectively and most economically through the pages of *MODERN PRISCILLA*.

### MODERN PRISCILLA

ARTHUR J. CROCKETT, Advertising Director

470 Atlantic Avenue

Boston, Massachusetts

—AND SO OUGHT YOU!

#### ADVERTISING AND SELLING

9 East 38th St., New York City

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

Send bill.

Check attached.

Name ..... Position.....

Company .....

Address ..... City..... State.....

5-18-27

## Hand-to-Mouth Buying and the Jobber

[CONTINUED FROM PAGE 23]

Graybar Company and Butler Brothers are examples of national jobbers who will survive because of the thoroughness of their local distributing system.

But what of the future? Despite much testimony to the contrary, hand-to-mouth buying is probably only a temporary condition. It is due, primarily, to a receding price cycle and to fashion uncertainty. When the commodity market stops declining and fashion becomes more stabilized, it is likely that merchants will begin buying normally again. What will become of the jobber then? Will he be able to hold the prestige that he has recently gained?

That all depends on a number of things. The one principal obstacle in the way of successful prophecy is the fashion factor. If fashion continues to be the tyrant that it is at present, hand-to-mouth buying will continue, even though prices become stabilized. With style the controlling influence in merchandising and with the style cycle rapidly "evolving", a retailer dares not chance buying goods in any considerable quantities.

Therefore, it is clear that if hand-to-mouth buying continues only because of the reign of fashion, the jobber will not be benefited as he is today, when price uncertainty is one of the principal causes of hand-to-mouth buying. In fact, it may be set down as undeniable that in those fields that are dominated by fashion, the jobber is going to have hard hoeing.

Where styles change as rapidly as they are at present changing in the women's apparel field, it is difficult to sell through jobbers. It is too slow a system of distribution. Even road salesmen are gradually being eliminated in this industry. They cannot cover the trade rapidly enough. Merchants dealing in these lines, who want to keep their stocks up to the minute, are obliged to maintain a resident buyer in their principal markets. It is the only way they can purchase satisfactorily under present conditions.

Even though fashion becomes better stabilized, it is unlikely that large stores will be content to buy style goods from jobbers, except possibly to fill-in. The reason is that the jobber's stock does not present sufficient variety.

Let us take handkerchiefs as an example. The writer of this article recently spent a day with a handkerchief buyer. The store that this buyer represents formerly bought the bulk of its handkerchiefs from a wholesaler. This particular wholesaler has long enjoyed the reputation of carrying the best general line of handkerchiefs in this country. While his line is just as good as it ever was, large buyers of handkerchiefs no longer find it advisable to confine their purchases to it exclusively. The buyer I accompanied buys handkerchiefs from about fifteen sources. Why? So as to give his handkerchief stock the variety snap and spice that is absolutely necessary in a style line today.

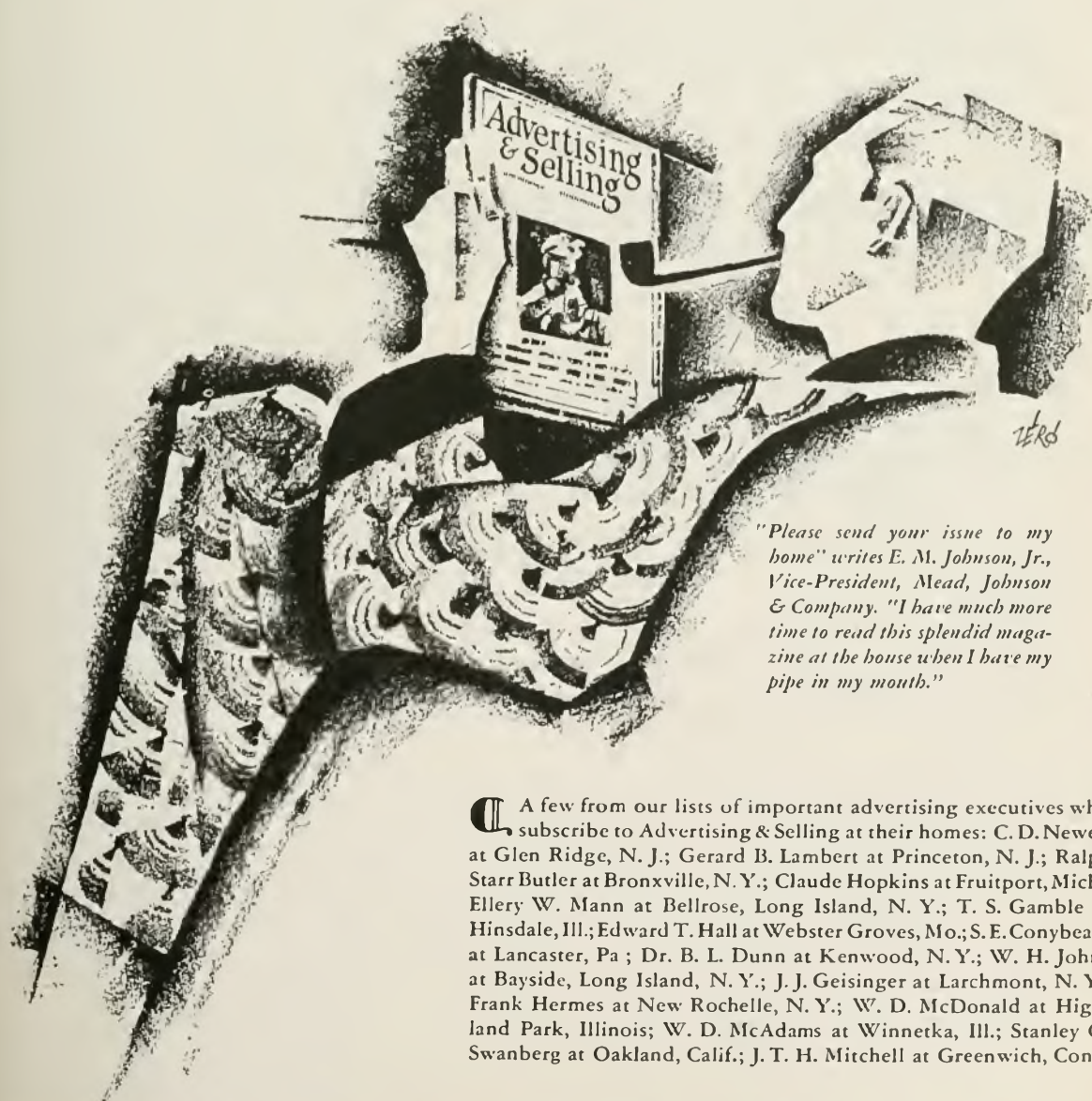
So long as this kind of buying con



4 AN ADVERTISEMENT BY  
E. T. GUNDLACH, GUNDLACH ADVERTISING CO.

## "WITH MY PIPE IN MY MOUTH"

At what hour will he read your message? At 9:00 A. M. when the phone rings, when callers are waiting, when the desk is piled high with mail? Has your copy a fair chance to tell its story *then*? Or will he read it during his leisure time at home when he peruses the pages of Advertising & Selling? That is when the executive is in his most receptive mood. Then your advertisement is a welcome friend—not an annoying interruption to the morning's mail and the multitude of his business responsibilities.



*"Please send your issue to my home" writes E. M. Johnson, Jr., Vice-President, Mead, Johnson & Company. "I have much more time to read this splendid magazine at the house when I have my pipe in my mouth."*

A few from our lists of important advertising executives who subscribe to Advertising & Selling at their homes: C. D. Newell at Glen Ridge, N. J.; Gerard B. Lambert at Princeton, N. J.; Ralph Starr Butler at Bronxville, N. Y.; Claude Hopkins at Fruitport, Mich.; Ellery W. Mann at Bellrose, Long Island, N. Y.; T. S. Gamble at Hinsdale, Ill.; Edward T. Hall at Webster Groves, Mo.; S. E. Conybeare at Lancaster, Pa.; Dr. B. L. Dunn at Kenwood, N. Y.; W. H. Johns at Bayside, Long Island, N. Y.; J. J. Geisinger at Larchmont, N. Y.; Frank Hermes at New Rochelle, N. Y.; W. D. McDonald at Highland Park, Illinois; W. D. McAdams at Winnetka, Ill.; Stanley G. Swanberg at Oakland, Calif.; J. T. H. Mitchell at Greenwich, Conn.



## ADVERTISING SALESMAN WANTED

**W**E want an advertising salesman to work in the East who already has a record of making good. Industrial experience preferred. A man who can not only use his feet, but also his head. No one need apply who is not now making \$5,000 per year or over. Address Box 466, ADVERTISING AND SELLING, 9 East 38th Street, New York City.

tinues, jobbers will have difficult competition. Fortunately, however, it is only in strictly fashion lines where these conditions prevail. In staple fields, such as groceries, electrical supplies and drugs, the jobber is bound to profit permanently from hand-to-mouth buying. Retailers, who had been getting away from the jobber, are once more getting acquainted with the advantages of the jobber system of distribution. They will never go back on the jobber again.

### Three Stages of Electrical Advertising

[CONTINUED FROM PAGE 32]

house apparatus to executives, purchasing agents, engineers, radio fans, and similar potential buyers in every nook and corner of the land; and direct mail effort amounting to hundreds of thousands of personal messages to the key men of the central station industry, the transportation field, the steel industry—altogether to 30 different classes of customers.

Our newspaper advertising not only promotes the sale of Westinghouse products, but it is also of great value to the local electric light, power and transportation companies. A very fair proportion of our space is devoted in maintaining a feeling of respect and good-will on the part of the public toward their local electric utilities, for we realize that any effort we can make in advancing the electrical industry as a whole will reflect in increased Westinghouse business.

Since we believe our prosperity is linked with that of the local utilities in all communities we are very definitely taking the problems of these utilities in each community into our plans and are using such copy and public appeal as will render both the utility and ourselves a service.

I wish to emphasize that the outstanding features of our all-newspaper plan to reach the general public are flexibility and intimacy.

By flexibility I have in mind the opportunity afforded to positively regulate the advertising to fit the sales needs in the different territories. For example, fans being a seasonal article, the advertising in the different districts must be released when the weather is hot enough to sell fans. We all know that heat conditions are varying throughout the country and only by the use of newspapers can your advertising be regulated to fit into these conditions.

Another illustration might be that of street lighting. It is useless to advertise all over the United States street lighting, particularly when by using newspapers you can "spotlight" your advertising where street lighting is a possibility and the taxpayers able to support by taxation the expenses necessary to bring about this very much desired improvement.

Another illustration: Even though our plans were all set in the Southern cities where the devastating floods are now playing havoc, we were able to postpone the release of this advertising, knowing full well that the people in that section are not now thinking of

# Bernhard Cursive

*This beautiful new Type face designed  
by Lucian Bernhard is now available  
on the American point body system*

The BAUER TYPE FOUNDRY inc.

*New York · 239 W 43<sup>d</sup> Street*



urchasing electrical conveniences, but other of real necessities. Later on we will run this advertising, but it will be men, in our opinion, the public is ready buy the articles we advertise.

By intimacy I mean having the name Westinghouse recognized within communities. It is one thing to know a name in a general way and it is another thing to have that name regarded as having real local significance. Westinghouse products in so many direct and indirect ways affect everybody in a community that it is very much to be desired that our identification in the city will be known to the citizens of the community. It is certainly the objective of advertising to make known the thing we desire to sell and at the same time to indicate where that article can be furnished and serviced locally. The newspaper plan makes it possible to accomplish both these things.

It will be seen, therefore, that this plan of ours with its full page spread, carry the institutional and public relations copy interspersed with direct product copy, all carrying addresses and local identifications, accomplishes the much to be desired objective in our case, at least—that of nationalizing and localizing at the same time.

## Economics of Consumer Advertising

[CONTINUED FROM PAGE 28]

ars, enormously expanded in the realm of what may be styled non-essentials. Our old friend the "marginal man" has no surplus for jimcracks. To him, the only important business of life is to keep alive. With each rise in economic status, however, comes some enlargement of ideas of what is necessary to sustain life; and what is more important, there is added also a new and larger surplus for non-essentials. So that when any country has such an extension of earnings as has taken place in the United States during recent years this capricious will of the consumer to express his tastes gets very real enforcement of buying ability and comes even more than otherwise effective.

And then what? Like any other human impulse, it seeks expression. It goes to market; or, in other words, it sets up the place where the products of these Fordized producers are on sale to the retail store. This conception of modern retail business gives reality to the idea of the modern market-place as the point of meeting of two comparable forces—modern supply, the products of highly organized and powerful makers of goods, and modern demand, a temperamental but incessant expression of the individual tastes of millions of people who are "able, willing and ready to buy"—to quote the old definition of a buyer.

Part of the consumer's expression of will manifestly is devoted to filling needs and part to gratifying his wants. Where the income is small, the needs take most of it—food, shelter and clothing, all carefully bought, leave little surplus for the supplying mere desires. It is difficult to draw a sharp fixed line between needs and wants, the difference represents the con-

# We Spend \$300,000 a Year

in direct-by-mail efforts to glean the one man out of a hundred who is financially able to read our magazine. Therefore, our 75,000 subscribers are the cream of the business men of this country and our publication offers the most economical means of placing your sales message before them.

## The MAGAZINE of WALL STREET

Member A. B. C.

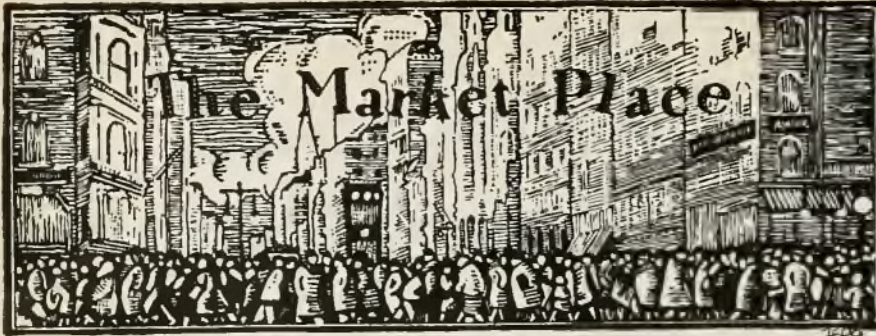
42 BROADWAY

NEW YORK

No. 1 of a Series

SINCE the date of our first issue, May 9, 1923, Advertising and Selling has published more than 2000 articles dealing with the important phases of advertising and marketing. These articles have been classified according to their title, author and subject matter respectively, and they together with other sources of information comprise our reference library. Instead of hunting through back numbers for an article in question, you can save time by writing to us; when you are confronted with a problem, let us know, and we will try to give you immediate information on any subject within our scope. In order to enhance the value of this department for you, your inquiries are answered the same day that they are received, thus eliminating all possible delay. Use our reference library for prompt and accurate information. It is always at your service. Address REFERENCE LIBRARY, ADVERTISING AND SELLING, 9 East 38th Street, New York.





Rate for advertisements inserted in this department is \$3.00 per inch. Minimum charge \$1.50. Forms close Saturday noon before date of issue.

### Position Wanted

We know a man who will be a valuable addition to the staff of some agency or advertiser, and who will bring to the new connection that he now seeks these qualifications: Seven years' training with nationally-known corporation, as executive in purchasing department and later as head of packaging department. Experienced in purchase of art work, engraving, typography, printing and lithography, and in copy and layout work. Thorough knowledge of paper stock, envelopes, bags, shipping cases, containers, etc. He is a native American, age 29; university graduate, Protestant, married. He will go wherever opportunity warrants. If you know who might profit by the services of this man, fuller details may be had by addressing Box 463, Advertising & Selling, 9 East 38th St., New York, N. Y.

SALES executive who has successfully organized and trained numerous selling forces desires congenial, permanent connection; thoroughly experienced in high grade specialty selling using the one-call method, merchandising and advertising; age 36, Christian, married; bank, character and business references. W. S., care McKenna-Muller, 44 Court St., Brooklyn, N. Y.

### ADVERTISING SALESMAN

with a downtown office in Chicago wants a live publication to represent in the Middle West. Over twenty years' metropolitan newspaper and trade paper experience. If you want a man who is a builder of profitable business, write me. My record will bear a strict investigation. Address Box 458, Advertising & Selling, 9 East 38th St., New York, N. Y.

### Help Wanted

#### WANTED A CAPABLE SALES CORRESPONDENT

(With an engineering background)

A solidly established corporation whose products are used in more than 50,000 metal working plants and distributed through 600 jobbers of hardware and factory supplies, needs a capable sales correspondent.

We want a man between 30 and 35 years of age who has had some shop experience and has sold industrial products on the road. If he has done missionary work with jobbers' salesmen, so much the better. He must be willing to travel part of the time and the rest of the time he will assist the sales manager in the New York office. The right man will be paid a good salary with plenty of opportunity for advancement. If you are such a man write us in detail about your past experience and connections. Mention the salary you want. Address Box 467, Advertising and Selling, 9 East 38th St., New York City.

PRINTING SALESMAN who lacks "talking points" in present connection can locate with organization capable of helping him increase income. Drawing account to man with following. Address Box 465, Advertising and Selling, 9 East 38th St., New York City.

### Help Wanted

Wanted: Sales representative in eastern territory for practical, popular, nationally advertised salesmen's portfolios. Our product is being purchased by thousands among firms with large sales forces. To a reputable man calling on such firms we will give an exclusive territory on a profitable commission basis. Leads furnished. All correspondence held in strict confidence. Box A, Advertising and Selling, 1328 Peoples Gas Bldg., Chicago, Ill.

### Multigraphing

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

**F O R SERVICE** Telephone Barclay 3355  
**Multigraphing BUREAU**  
 Addressing  
 19 Park Place, New York City  
 JOHN F. FITZPATRICK, Proprietor

### For Sale

For Sale: A complete set of Bound Volumes of Printers' Ink Weekly from October 3, 1918, to September 28, 1922, in good condition. Volume numbers 105 to 120. Price for sixteen volumes \$30.00. Box 456, Advertising and Selling, 9 East 38th St., New York City.

For sale—Bound Volumes (5) of Printers' Ink Monthly from December, 1919, to May, 1922. In perfect condition. Price for the set, \$15.00. Box 464, Advertising and Selling, 9 East 38th St., New York City.

### Direct Mail Service

Productive Sales Literature. Sales letters, \$3.00; 3x6 circulars, \$2.00; 6x9 circulars, \$5.00; 2 inch display, \$2.00; classified, \$1.00. Branch office service and mail address, \$5.00 monthly. Forwarded daily. Circulars, booklets, samples, etc., distributed house to house, \$3.50 per thousand. Address the Egyptian Exchange, Barclay, Fairfield, Illinois

### 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 E. 38th St., New York City.

trast between a meagre and a richer life—from the standpoint of the purchaser of consumer goods.

The big task of advertising is to select from the entire population with as little waste as possible those people who are able to buy and to make them willing to buy when they are ready, or, in some cases, to stimulate both willingness and readiness.

Is this, then, altogether reprehensible? Is it the task of advertising only to notify, and not to persuade? Is it an economic superfluity in present-day life?

We do not buy as a result of a majority vote; we buy as a result of individual decisions. These often are shaped largely by the opinions of others, they are restricted by what is made accessible to us; but, finally and always, they are our own individual decisions. No change in conditions of production, distribution or of living has altered that fundamental fact.

Under simple conditions of supply and demand, these choices are influenced by the impact of the personality of the seller directly on the personality of the buyer and resulting in a "meeting of minds." Under conditions of large scale production and distribution, this direct contact between producer and consumer is difficult to achieve. And yet the underlying nature of the task of selling makes the final act of purchase the result of a decision which is as rigidly individual as it ever was, although it may be subject to certain mob psychology influences.

One of the most important features of these direct contacts between producer and those consumers who are in process of decision to buy is the guarantee of integrity which such contacts make easy. The need for a guarantee of integrity is even greater under complex than under simple marketing conditions.

In frontier days, when one man bought a horse from another, each accepted the other as an expert in knowledge of horses; each recognized the necessity for keeping his wits about him, and each accepted as a matter of course the full measure of chagrin or loss due to a lapse of vigilance on his own part. But actual lying or dishonesty on either side became a mortal matter.

By way of contrast, under present conditions, the producer knows all about his product, the consumer knows nothing, and the distributor knows as much as he cares to find out. Nor is it expected that consumers can become even passably expert buyers of more than a few of the articles they must constantly be purchasing. Hence, it is no idle platitude to say that more than ever before the consumer, in making his decision on what to purchase or whether to purchase or not to purchase, is obliged to depend on contact with some one who knows. Under these circumstances, what can be more useful to him than honest statements of these facts about the goods which will help him to intelligent purchase? And who can better supply these facts than the one who knows them and is willing to assume responsibility for what he says?

This is the great service of advertising. It establishes for the consumer by a cheap, swift and effective method a contact with trustworthy sources of useful suggestion and real knowledge in countless purchases, by the help of



which these purchases can be made with insurance. The actual decision to purchase is his alone; without the decision there is no willingness to buy. The freedom of the decision on evidence necessarily incomplete, is uncertain.

There clearly is a real economic gain to the consumer in making his decisions to be able to get suggestions and knowledge from those who know the truth about the goods to be bought, and whose real success as producers or distributors depends on their telling the truth about them.

Advertising looked at this way is not to be a device for saving effort and cost in establishing contacts valuable to the consumer. These contacts not only stimulate his desires to purchase according to his ability, but direct him in forming those decisions about his purchases which make up "demand." The main task of advertising is to help restore the balance between supply and demand, and at the same time to make demand more intelligent.

### Cleveland Industrial Group Elects

THE Industrial Advertisers' Division of the Cleveland Advertising Club held its May 6 meeting in the ballroom of the Allerton Club residence. Excellent addresses were delivered on live advertising topics by C. W. Dunlap, vice-president in charge of sales of the American Multigraph Company, Cleveland, and A. C. Nielson, president of the A. C. Nielson Company, Chicago. Election of officers was held, and the following executive committee was chosen for the coming year: president, George H. Corey, advertising manager, Cleveland Twist Drill Company; vice-president, Paul Teas, president Paul Teas, Inc.; secretary, C. B. Cook, advertising manager the Elwell Parker Company; treasurer, Theodore Ball, Theodore Ball & Associates.

### Convention Calendar

MAY 4-28—Sixth Annual Exhibition of Advertising Art, held by the Art Directors Club at the Art Center, 65 East Fifty-sixth Street, New York City.

MAY 16-18—Spring Convention of The Associated Business Papers, Inc., French Lick Springs Hotel, French Lick Springs, Ind.

MAY 22-25—Fifth Annual Convention of the Insurance Advertising Conference, Hotel Bond, Hartford, Conn.

MAY 25-27—Fourteenth National Foreign Trade Convention of the National Foreign Trade Council, Hotel Statler, Detroit.

JUNE 13-15—Sixth Annual Convention and Exhibit of the National Industrial Advertisers Association, Hotel Statler, Cleveland, Ohio.

JUNE 13-16—Thirtieth Annual Convention of the International Association of Displaymen, Hotel Statler, Detroit.

JUNE 26-30—International Advertising Association Convention, Denver, Colo.

SEPT. 12-15—Annual Convention of the Financial Advertisers' Association, West Baden, Ind.

OCTOBER 19-21—Direct Mail Advertising Association Convention, Chicago.

Nov. 7-8—Eighth Annual Convention, First District International Advertising Association, Hotel Statler, Boston.

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# The NEWS DIGEST

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

## CHANGES IN PERSONNEL—(Advertisers, etc.)

Name	Former Company and Position	Now Associated With	Position
Henrietta Trimble	Ogilvie Sisters, New York	Primrose House, New York	Adv. Mgr.
P. H. Whiting	Henry L. Doherty & Co., New York, Gen. Retail Sales Mgr.	P. H. Whiting & Co., Inc., New York	Pres.
D. H. Kelly	U. S. Light & Heat Corp., Niagara Falls, N. Y., Vice-Pres.	The Electric Auto-Lite Co., Toledo, Ohio	Executive Vice-Pres.
J. B. Short	Whitehead & Hoag Co., Newark, N. J., Gen. Sales Mgr.	Short & Roehm Co., Newark	Pres.
Richard Boehm	Whitehead & Hoag Co., Newark, N. J., Supt. of Lithographing & Printing	Short & Roehm Co., Newark	Vice-Pres.
A. S. Phillips	Phillips-Jones Corp., New York, Vice-Pres.	Same Company	Pres.
Max Phillips	Phillips-Jones Corp., New York, Pres.	Resigned	
Leonard F. Smith	Ketterlinus Lithographic Mfg. Co., New York	Stehli Silk Corp., New York	Adv. Mgr.
L. C. Hill	Valentine & Co., New York, Automotive Dept. Sales Mgr.	Murray Corp. of America, Detroit	Ass't Sales Mgr.
G. E. Crandell	Montgomery Ward & Co., Chicago	Same Company	In Charge of Sales & Adv.
Gates Ferguson	The Blanchard Press, Inc., New York	B. F. Goodrich Rubber Co., Akron, Ohio	Mgr. of Nat'l Adv.
John Z. Heizer	Buckeye Soda Co., Painesville, Ohio, Sales Mgr.	Same Company	Vice-Pres. in Charge of Sales
Esther Lyman	D. M. Read & Co., Bridgeport, Conn., Adv. Mgr.	Cheney Bros., New York	Market Analysis
A. M. Wade	Connecticut Light & Power Co., Waterbury, Conn., Adv. Mgr.	The General Motors Export Co., New York	Adv. Dept.

## CHANGES IN PERSONNEL—(Agencies, etc.)

Name	Former Company and Position	Now Associated With	Position
Don Francisco	Lord & Thomas and Logan, Los Angeles	Same Company	First Vice-Pres. & Gen. Mgr. for Pacific Coast
Ralph S. Heaton	Campbell Ewald Co., Inc., Mgr. Cincinnati Office	Prather-Allen and Heaton Co., Cincinnati	Vice-Pres.
R. M. Alderman	The Pompeian Co., Cleveland, Adv. Mgr.	Fuller & Smith, Cleveland	Acc't Executive
C. C. Wilmot	McKinney, Marsh & Cushing, Inc., Detroit	C. C. Winningham, Inc., Detroit	In Charge of New Business
C. S. McCracken	Federal Reserve Bank, Cleveland, Editor of the Monthly Business Review	The John S. King Co., Inc., Cleveland	Sales & Market Research
W. P. Dumont	The White Co., Cleveland, Adv. Dept.	The Electrograph Co., Detroit	Sales Staff
L. Clyde Smith	Robert Smith Co., Lansing, Mich., Mgr.	Grace & Holliday, Detroit	Acc't Executive
C. W. Dunbar	The Corday & Gross Co., Cleveland, Art Dir.	Same Company	Vice-Pres. in Charge of Service
C. H. Lane	Wales Adv. Co., New York, Copy	Lyon Adv. Agcy., Inc., New York	Copy
K. H. Dav	O'Connell-Ingalls Adv. Agcy., Boston	Doremus & Co., Boston	Acc't Executive





## *Within 50 Miles of City Hall, New York*

—The New York Times has a greater number of high quality readers than any newspaper, morning or evening.

—The New York Times made a greater gain in high quality readers in the past year than any newspaper, morning or evening.

In April, 1927, the average net sale (daily edition only) of The New York Times was 377,899 copies, a gain of 21,476 copies over April, 1926.

*Of this gain 93 per cent. was in city and suburbs.*

In April, 1927, the average net paid sale of the Sunday edition was 651,354 copies, a gain over April, 1926, of 46,670 copies.

*Of this gain 82 per cent. was in city and suburbs.*

The key to the market for advertised goods in New York is

# The New York Times


Advertising & Selling • **The NEWS DIGEST** • Issue of May 18, 1927


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

Name	Former Company and Position	Now Associated With	Position
R. D. Wyly	Tauber Adv. Agcy., Washington, D. C., Vice-Pres.	R. D. Wyly, Inc., Wash- ington	Pres.
E. B. Nattemer	Hahn-Rodenberg Agcy., Springfield, Ill.	R. D. Wyly, Inc., Wash- ington	Vice-Pres.
F. H. McElhaney	Lesan-Carr Adv. Agcy., Jacksonville, Fla.	R. D. Wyly, Inc., Wash- ington	Treas.
E. W. Parsons	Chicago Tribune, Adv. Mgr.	Capehart-Carey Corp., Chicago	Vice-Pres. & Western Mgr.
A. H. Packer	Motor Age, Chicago, Associate Editor	The Buchen Co., Chicago	Copy
A. L. Salisburg	Cleveland News, Cleveland, Editorial Writer	Lanyon-Bowen Service, Inc., Cleveland	Copy Writer
C. H. Smith	Powers-House Co., Cleveland, Account Executive	Paul Teas, Inc., Cleveland, Ohio	Account Executive

**CHANGES IN PERSONNEL—(Media, etc.)**

Name	Former Company and Position	Now Associated With	Position
F. W. Lohr	New York Evening Graphic, Adv. Dept.	New York Telegram	Adv. Staff
W. E. Anderman	Detroit Times, Adv. Dir.	Same Company	Business Mgr.
J. B. Auerbach	Franklin Simon & Co., New York, Comptroller	The Card Display Co., Inc., New York	Treas.
E. W. Boyce	Building Supply News, Chicago Office	Same Company, New York	Eastern Mgr.
T. S. Hope	Elite Styles Co., New York, Treas.	Resigned	
T. F. Mulhern	The New York Telegram, Classified Adv. Mgr.	Same Company	Local Display Adv. Mgr.
B. B. Peritz	The New York Telegram, Local Display Adv. Mgr.	Resigned	
J. M. Grassick	Erwin, Wasey & Co., Chicago, Acc't Executive	New York Evening Graphic	Western Adv. Mgr.
Oliver E. Everett	McCall's Magazine, New York, Ass't Pro. Mgr.	Same Company	Eastern Adv. Sales Staff
Charles D. Case	American Milk Products Corp., New York	McCall's Magazine, New York	Ass't Pro. Mgr.
J. Raymond Adams	New York World, Financial Editor	The American Banker, New York	Adv. & Business Staff
L. Russell	New York Sun	New York Evening Telegram	Adv. Staff
O. L. Price	Oregonian, Portland, Ore.	Same Company	General Mgr.
C. A. Morden	Oregonian, Portland, Ore., Gen. Mgr.	Resigned	
Harold Hall	Rocky Mountain News, Denver, Colo., Business Mgr.	New York Evening Telegram	Business Mgr.
D. Aubrey	The Electrograph Co., Detroit	The Griswold Press, Detroit	Sales Staff
John Scott	Cleveland Times	Cleveland Plain Dealer	Adv. Staff
M. A. Morrissey	The American News Co., New York, Ass't Gen. Mgr.	Same Company	Vice-Pres. In Charge of Operations
S. V. Farrelly	The American News Co., New York	Same Company	Vice-Pres. In Charge of Publicity & Publications
W. J. Spillane	The American News Co., New York, In Charge of Pacific Division	Same Company	New York Mgr.
E. C. Hensel	Merchandising Counsel in Los Angeles	The Los Angeles Illus- trated Daily News	Adv. Mgr.

**CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS**

Name	Address	Product	Now Advertising Through
National Lamp Works Division of Gen. Electric Co.	Nela Park, Cleveland	Mazda Lamps	Maxton R. Davies Co., Cleveland
The Euclid Chemical Co.	Cleveland, Ohio	Building Chemicals	Henry P. Boynton Adv. Agcy., Cleveland
Tropical Paint & Oil Co.	Cleveland	Industrial Paints	The Griswold-Eshleman Co., Cleveland



# When Advertising Presents a Difficult Problem

ONE of the biggest of all trade problems has just become history. With a great trade baffled over how to approach a tremendous new market—it remained for the Company which had engaged the services of Picard, Bradner & Brown to reap the benefits of the solution.

Of the accompanying copy one of America's greatest editors wrote: "I think the second paragraph of the text is just about as adroit as anything I ever saw."

All "difficult trade problems" are relations under the skin. They require more thought per square inch than has ever before been devoted to advertising space.

Three times as many hours of agency thought before an advertisement appears often means three times as many minutes of public attention when it appears. Which, to the Client, means a three-column return for a one-column investment.

**FIRST AD APPEARS IN HISTORY OF WOMAN SMOKER**  
Expected to Stir Up Ministerial Pretest

**Marlboro Makes a Direct Appeal**

**Girl in the Ad Urging Women To Smoke, Never Uses the Fag**  
Pretty Artist's Model, With Cigarette in Hand, Takes Curves Into the Forbidden Magazine Pages, But "Loses an Arm" in the Ordeal

**HEYWOOD BROWN'S COLUMN THE WORLD**  
April 20, 1927

**The Conning Tower**

**LADIES CAN SMOKE NOW—EVEN IN ADS.**  
Marlboro is First to Use Illustration of Woman Smoking Cigarette

**MILADY SMOKES "FAGS" NOW IN TOBACCO**

**MARLBORO MAKERS FIRST TO ADVERTISE DIRECTLY TO WOMEN**

**VASSAR SMOKER CAN "BURN" FOR ALL OF DR. M'CRACKE**

**MARLBORO CIGARETTES**  
Mild as May

**PHILIP MORRIS & Co., Ltd.**



20 for 20¢ In Canada 20 for 35¢

Women — when they smoke at all — quickly develop discerning taste. That is why Marlboros now ride in so many limousines, attend so many bridge parties, repose in so many handbags.

Marlboro Bridge Score sent free upon request.

# MARLBORO CIGARETTES

*Mild as May*

Created by  
**PHILIP MORRIS & Co., Ltd.** Inc.  
44 West 18th Street, Dept. E 12, New York

**PICARD, BRADNER & BROWN INC.**  
Advertising  
Member of AAAA and National Outdoor Advertising Bureau  
NEW YORK BOSTON  
16 West Forty-Sixth Street Picard, Brown & Co., Inc., Stutler Building



	<i>Advertising &amp; Selling</i>	<h1 style="margin: 0;">The NEWS DIGEST</h1>	<i>Issue of May 18, 1927</i>	
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## CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (Continued)

Name	Address	Product	Now Advertising Through
The Frostilla Co.	Elmira, N. Y.	Frostilla	Lawrence C. Gumbinner Adv. Agcy., New York
King Manufacturing Corp.	Buffalo, N. Y.	Radio, Automotive Equip.	The Griswold-Eshleman Co., Cleveland
The Luxurease Mfg. Co.	Brooklyn, N. Y.	Luxurease Porch Swing	The Arthur Hirshon Co., Inc., New York
United States Quarry Tile Co.	Parkersburg, W. Va.	Floor Base, Wall Tile	The Griswold-Eshleman Co., Cleveland
The International Silver Co.	Meriden, Conn.	William Rogers & Son, Silverware	Young & Rubicam, New York, Effective Jan. 1, 1928
Runkel Bros., Inc., New York	New York	Runkomalt, Cocoa Chocolate, etc.	Wm. A. Shaughnessy & Co., New York
The National Woolen Co.	Parkersburg, W. Va.	Men's Clothing	The Joseph Katz Co., Baltimore
Victor Mfg. & Gasket Co.	Chicago	Automotive Equipment	Hurja-Johnson-Huwen, Inc., Chicago
Oil Heating Institute	New York	Oil Heating Equipment	Lord & Thomas and Logan, New York
James Robinson	New York	Silverware	Percival K. Frowert Co., Inc., New York
The Regent Waist & Dress Co., Inc.	New York	Dresses	M. Spivak, New York
H. Herrmann Furniture Co.	New York	Furniture	Morton Freund, New York
Fidelity Trust Co.	Baltimore, Md.	Finance	Edwin Bird Wilson, Inc., New York
The Addison-Leslie Co.	Canton, Mass.	Plastic Wood	Frank Presbrey Co., New York
The Rauchbach-Goldsmith Co.	Newark, N. J.	Everwear Wardrobe Trunk	Frank Presbrey Co., New York
The Novo Engine Co.	Lansing, Mich.	Gasoline Engines, Pumps and Draglines	The Buchen Co., Chicago
Airubber Corp.	Chicago	Camping & Outdoor Equipment	Hurja-Johnson-Huwen, Inc., Chicago
E. B. Meyrowitz, Inc.	New York & London	Optical Goods	Reimers & Osborn, Inc., New York
Norge Corporation	Detroit	Electric Refrigerators	Brooke, Smith & French, Inc., Detroit
Common Brick Mfrs. Assn.	Cleveland	Brick	Kling-Gibson Co., Chicago
The Kelley Island Lime & Transport Co.	Cleveland	Building Materials	Kling-Gibson Co., Chicago
The National Builders' Supply Assn.	Cleveland	Building Materials	Kling-Gibson Co., Chicago
The Brick Mfrs. Assn. of New England	Boston	Brick	Kling-Gibson Co., Chicago
The Chicago Brick Exchange	Chicago	Brick	Kling-Gibson Co., Chicago
Ralph E. Davis	Pittsburgh, Pa.	Engineering	Rudolph Guenther-Russell Law, Inc., New York
Hope Engineering & Supply Co.	Mt. Vernon, Ohio	Natural Gas Pipe Lines & Construction Engineering	Rudolph Guenther-Russell Law, Inc., New York
Greater Detroit Campaign	Detroit, Mich.	Community Advertising	McKinney, Marsh & Cushing, Inc., Detroit
The Marlin Rockwell Corp. (Gurney Ball Bearing Division)	Jamestown, N. Y.	Ball Bearings	E. P. Remington Adv. Agcy., Inc., Buffalo
Newcombe-Hawley, Inc.	St. Charles, Ill.	Loudspeakers	A. H. Fensholt, Chicago
The Lehigh Valley Homes Corp.	Bethlehem, Pa.	Real Estate	Williams & Cunnyngnam, Inc., Philadelphia
Longman & Martinez	New York	Paints	Atherton & Currier, Inc., New York
The Vesta Battery Corp.	Chicago	West Storage Batteries	Williams & Cunnyngnam, Inc., Chicago
The Health Products Corp.	Newark, N. J.	Feen-a-mint	Olmstead, Perrin & Leffingwell, Inc., New York

## NEW ADVERTISING AGENCIES AND SERVICES, ETC.

R. D. Wyly, Inc.	Washington, D. C.	Advertising	R. D. Wyly, Pres.; E. B. Nattemer, Vice-Pres.; F. H. McElhaney, Treas.
Davis & Bridges	Baltimore, Md.	Advertising	W. D. Davis and James W. Bridges
Herbert Chase	18 E. 41st St., New York	Advertising Art	Herbert Chase



*When you think of America's  
Second Largest Industry—  
what textile paper comes to  
your mind?*



**You are right! And every  
textile manufacturer and  
mill man has the same  
answer.**

**LARGEST NET PAID CIRCULATION AND AT THE  
HIGHEST SUBSCRIPTION PRICE IN THE TEXTILE FIELD**



Advertising  
& Selling

• **The NEWS DIGEST** •

Issue of  
May 18, 1927



### PUBLICATION CHANGES AND APPOINTMENTS

- Edward Lyman Bill, Inc., New York  
Publishers ..... Will take over the publishing direction of The Advertisers' Weekly. It will be published from the Edward Lyman Bill headquarters in the Graybar Bldg., New York.
- The Brooklyn Standard Union, Brooklyn  
N. Y. .... Has been sold by the estate of William Berri to a group headed by Joseph J. Early.
- The Valley Daily News, Tarentum, Pa.... Has appointed Lindenstone-Kimball, Inc., New York, as its national advertising representative.
- The Times Record, Fort Smith, Ark..... Has purchased the Southwest American, Fort Smith, Ark.
- Telegram and Sunday Sun, Lawrence,  
Mass. .... Has appointed Benjamin & Kentnor, New York, as its national advertising representative.
- News, Kingston, N. C. .... Has been sold to W. W. Weaver, publisher of the Sun, Durham, N. C.
- The Times and the Register, Marietta,  
Ohio ..... Have merged, the Times having purchased the Register.

### MISCELLANEOUS

- The Harry H. Packer Company, Cleveland  
Outdoor Advertising ..... Has purchased the Wisner Poster Advertising Company, Butte, Mont.
- The Prather-Allen Adv. Co., Cincinnati,  
Ohio ..... Name changed to Prather-Allen and Heaton Co.
- The Aitkin-Kynett Co., Philadelphia  
Advertising Agency ..... Has opened its New York office at 730 Fifth Ave.
- Berkowitz & Proper and the Silver Press,  
New York ..... Have consolidated, the firm name being A. Proper & Staff.
- Rudolf Mosse, Inc., European Advertising  
Service ..... Has opened a New York office at 825 Graybar Bldg.
- S. S. Koppe & Co., New York Newspaper  
Representatives ..... Will open an office in London, England. Daniell E. Moran will be in charge.
- F. W. Miller Advertising Co., Chicago.... Name changed to Miller Advertising, Inc.

### CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

Name	Business	From	To
Criterion Adv. Co. ....	Advertising	Fisk Bldg., New York	Graybar Bldg., 420 Lexington Ave., New York
Morton Freund .....	Advertising	110 W. 40th St., New York	67 W. 44th St., New York
John Sullivan .....	Marketing Counsel	1819 Broadway, New York	French Bldg., 551 Fifth Ave., New York
Drury Co., Inc.....	Advertising	681 Market St., San Francisco, Cal.	114 Sansome St., San Francisco
Carleton Cleveland .....	Advertising	1825 Byron St., Chicago, Ill.	708 West Park Ave., Highland Park, Ill.
Associated Tile Manufacturers .....	Association of Tile Manufacturers	Beaver Falls, Pa.	Graybar Bldg., 420 Lexington Ave., New York
Ajax Advertising Agency ...	Advertising	20 Vesey St., New York	232 Madison Ave., New York
The Advertisers' Weekly ...	Publication	32 North Ave., New Rochelle, N. Y.	Graybar Bldg., 420 Lexington Ave., New York
Z. L. Potter Co.....	Advertising	Clark Music Bldg., Syracuse, N. Y.	Syracuse Bldg., 212 Harrison St., Syracuse
Irvin F. Paschall Co.....	Advertising	332 So. Michigan Ave., Chicago	Adams-Franklin Bldg., Chicago
Benson & Gamble .....	Advertising	7 So. Dearborn St., Chicago	Adams-Franklin Bldg., Chicago
The Ethridge Company .....	Advertising Art	23 E. 26th St., New York	Graybar Bldg., 420 Lexington Ave., New York
Miller Advertising, Inc. ....	Advertising	230 So. Clark St., Chicago	35 East Wacker Drive, Chicago





CONTEST WINNER

Every three months a handsome steel-engraved certificate is awarded to the producers of the most meritorious job of advertising and printing on any Cantine paper. The contest closing March 31st, 1927 was won by Cranner & Tobias, Inc., of New York City for their work on the Carlin Comforts Catalog. To enter the current contest, send specimens of your work to The Martin Cantine Company.



# BEAUTIFUL SURFACES

*In paper, as in beautifully finished merchandise advertised upon it, fine surfaces create an atmosphere of quality...*

**W**E don't think a woman can merely glance at a Carlin Bedsread and turn away. The lustrous surface catches the eye and holds it. So with the Carlin catalog, recently produced on Cantine's Ashokan. One casual look leads to a careful reading. Its physical beauty gives a lasting thrill of pleasure.

Literature that lacks this quality is several degrees worse than useless. If it fails to catch and hold attention and build favorable impressions, it is not an asset but a liability.

The slight extra cost of good coated paper is as nothing to other costs of printing and dis-

tributing booklets, catalogs or leaflets. Try a Cantine Coated Paper on your next reprint and notice the difference in results.

Having specialized on Coated Papers exclusively for nearly 40 years, and built up through quality and service the most extensive coated paper business in the world, the Cantine Mills can meet your requirements exactly. Local distributors provide quick deliveries on all stock items.

Sample book together with details of our prize contests will be mailed upon request (address Dept. 337).

THE MARTIN CANTINE COMPANY, Saugerties, N. Y.  
New York Office, 301 Fifth Avenue

# Cantine's

# COATED PAPERS

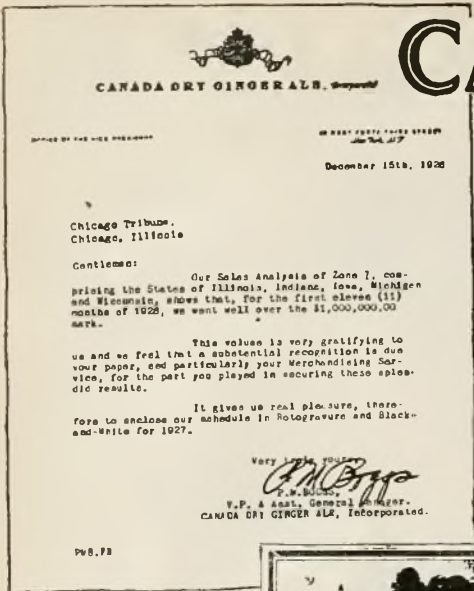
**CANFOLD**  
SUPERIOR FOLDING  
AND PRINTING QUALITY

**ASHOKAN**  
NO. 1 ENAMEL BOOK

**ESOPUS**  
REGULAR  
NO. 2 FINISH BOOK

**VELVETONE**  
SEMI DULL - Easy to Print

**LITHO C.I.S**  
COATED ONE SIDE



# CANADA DRY boosts Chicago Territory sales to one million dollars in two years! 55% of its campaign was Chicago Sunday Tribune Rotogravure

The Sunday Tribune boosted sales for Canada Dry Ginger Ale. But it has been equally successful in increasing sales for washing machines, oil burners, a wide variety of food products, toilet preparations, etc. Glance over this partial list of advertisers using 5,000 lines or more in the Rotogravure Sections of The Chicago Tribune during 1926—



- Æolian Company—Duo-Art Pianos
- Armour Soap Company—Dona Castile Soap
- Aspirin (Sterling Products Company)—Boyer's Aspirin
- Bradley Knitting Company—Knit Socketers, etc.
- Canada Dry Ginger Ale—Ginger Ale
- Chase & Sanborn—Coffee
- Colgate & Company—Ribbon Dental Cream
- Coral Gables—Florida Real Estate
- Corn Products—Mazola
- Coty, Inc.—Perfumes and Powders
- Daggett & Ramsdell—Cold Cream
- Eastman Kodak—Cameras and Supplies
- Flaeschmann Company—Yeast
- Frigidaire—Electric Refrigerators
- Andrew Jergens Co.—Soap
- John S. Kirk Company—Soap (Jap. Hose)
- Lambert Pharmacal Company—Listerine and Tooth Paste
- Lehn & Fink—Pebecco Tooth Paste
- The Miller Co.—Lamps
- Palge Detroit Motor Car Company—Motor Cars
- Pepsodent—Tooth Paste
- Pond's Extract Company—Facial Cream
- Procter & Gamble—Ivory Soap
- R. J. Reynolds—Camel Cigarettes
- Royal Baking Powder—Royal Oelatin
- E. R. Squibb & Sons—Tooth Paste and Cod Liver Oil
- Standard Oil Co.—Red Crown Gasoline
- Studebaker Corporation of America—Studebaker Cars
- Williams Oil Co.—Oil Heaters

CANADA DRY GINGER ALE made its first appearance in the Chicago Territory a little over two years ago. This national distributor started its campaign in the face of strong local competition and set out to conquer the country, market by market, and zone by zone, using newspaper space almost exclusively. Their national appropriation runs into the hundreds of thousands, but they have used no national magazine space.

During 1925 and 1926 Canada Dry invested \$203,214 in Chicago newspapers. In The Tribune alone they spent \$111,567. Canada Dry sales soared to well over \$1,000,000! Here's how Canada Dry divided its appropriation in Chicago in 1925 and 1926:

1925 and 1926	
Tribune Rotogravure	\$111,567.00
The News	22,395.00
Herald and Examiner	21,252.00
American	48,000.00
Tribune Rotogravure	\$111,567.00
All Other Papers Combined	91,647.00

During these two years Canada Dry spent 21% more money in Tribune Rotogravure than in all the other Chicago papers combined!

Canada Dry has scheduled 26,460 lines of Tribune Rotogravure for the first ten months of 1927, thereby manifesting their continued faith in the Chicago market and the strength of The Chicago Tribune.

Here's the story: Canada Dry came into Zone 7—a new market with a new product. A powerful advertising influence was needed. The Chicago Sunday Tribune filled that role for Canada Dry.

"We feel," writes P. M. Boggs, vice-president and assistant general manager of Canada Dry, "that substantial recognition is due The Chicago Tribune for the part you played in securing these splendid results. In placing Canada Dry on the market we have followed The Tribune's zone plan of merchandising, firmly entrenching our

position in one market before going on to conquer the next."

Canada Dry placed 100% of its Tribune advertising in the Rotogravure Picture Section of The Chicago Tribune.

The Sunday Tribune dominates an unusually rich and responsive area. Here is a tremendous market of cities and towns, closely grouped at the head of the richest valley in the world—an economic and geographic unit! Here 20,000,000 people live in a 200-mile radius. Their net income is eight billion dollars annually. And The Sunday Tribune is read by 60% of all the families in 1312 cities and towns in this zone.

### Where Shall I Put My Advertising to Dominate Zone 7?

Leading National Weekly	Cost Per Page	Milline Rate
Cost of B. & W. Page	\$8,000.00	\$4.40
Total Circulation	2,724,876	
Circulation in Zone 7	478,468	
Chicago Tribune Rotn Sections	Cost Per Page	Milline Rate
Cost of Page—Picture Section	\$4,000.00	\$1.75
Magazine Section	3,000.00	1.33
Total Circulation	1,203,223	
Circulation in Zone 7	1,132,378	
And by States		
Leading National Weekly	Chicago Tribune Circulation	
186,243	Illinois	867,812
60,172	Indiana	89,761
56,015	Iowa	59,527
112,086	Michigan	40,490
55,882	Wisconsin	74,788
478,168		1,132,378

Men experienced in The Tribune plan of advertising and merchandising are at your service. They can show you how your national campaign may be extended forcefully by this newspaper. A letter or phone call will bring a Tribune man to your office.

**Chicago Tribune**  
THE WORLD'S GREATEST NEWSPAPER  
Circulation  
Daily, 762,750; Sunday, 1,203,223