

Price 15 cents

Advertising & Selling

Published Fortnightly



Photograph by New York Edison Company

January 25th
1928

Public Service
Kansas City, Mo.

A Judgment on Chicago Newspaper Advertising Values

that Speaks for Itself-

DURING 1927 advertisers used more space in The Daily News than in any other Chicago daily newspaper. In display advertising The Daily News INCREASED, by nearly two hundred thousand lines, its lead over its nearest competitor.

The Score for 1927

Total Display Advertising in Chicago Daily Newspapers:

	Agate Lines
The Daily News	17,109,442
Second Paper	14,459,232
Third Paper	12,620,446
Fourth Paper	5,484,882
Fifth Paper	5,018,018
Sixth Paper	4,024,769

THE CHICAGO DAILY NEWS

CHICAGO'S HOME NEWSPAPER

Advertising Representatives:

NEW YORK	CHICAGO	DETROIT	SAN FRANCISCO
J. B. Woodward 110 E. 42d St.	Woodward & Kelly 360 N. Michigan Ave.	Woodward & Kelly 408 Fine Arts Bldg.	C. Geo. Krogness 253 First National Bank Bldg.
MEMBER OF THE 100,000 GROUP OF AMERICAN CITIES			

Publishes More Advertising Than Any Other Chicago Daily Newspaper

Foundation of Successful Advertising in the New York Market

THE POSITION OF THE NEW YORK TIMES as the foundation of any advertising campaign in the rich New York market is emphasized by its leadership—in total volume, in national advertising—in local display—and in the majority of important classifications.

CLASSIFICATION RECORD for 1927

	AGATE LINES
*National	6,944,219
Dry Goods	4,870,497
*Real Estate	4,584,060
*Automobile Display	1,193,501
*Rotogravure	1,376,648
*Resort and Travel	1,391,402
*Books and Periodicals	1,317,134
*Building Material	246,067
*Deaths	276,447
*Financial	3,375,250
*Hotels and Restaurants	193,655
*Men's Wear	1,176,890
Musical Instruments	352,182
*Office Appliances	80,788
*Schools and Colleges	226,337
*Women's Specialty Shops	1,452,726
*Local Display	16,943,398
 Total Volume	 29,710,606

* *The Times leads all New York morning and evening newspapers*

This leadership in volume of advertising in the world's richest market is matched by The Times leadership in volume of quality circulation (over 700,000 net paid sale Sundays, 400,000 weekdays) and by the strong confidence of those readers in the strictly censored advertising columns of The Times.

The New York Times

The average net paid circulation of The INDIANAPOLIS NEWS during 1927 was the largest in the NEWS 58-year history. Growing more powerful every year as a *newspaper* and as a medium for profitable advertising.



The INDIANAPOLIS NEWS
sells The Indianapolis Radius

DON. BRIDGE, *Advertising Manager*

NEW YORK: DAN A. CARROLL,
110 East 42nd Street

CHICAGO: J. E. LUTZ,
The Tower Bldg.

Exclusive Indianapolis Member, 100,000 Group of American Cities

EVERYBODY'S BUSINESS

FLOYD W. PARSONS

Automatons for Men

THE nations of yesterday let down their anchors and held fast to their established moorings. Today, for us, no harbor is in sight and we plow onward through the changing tides of strange waters. Relativity, with its new rules, has even forced us to abandon the belief that a line can be straight. Old boundaries are erased. The American has become a citizen of the entire earth. He tells his story to other races by means of movies, motor cars and the products of a million machines.

The ages of stone, bronze and iron have all passed, and America has given the world the Incandescent Age—an era of automatons instead of men. Even our amusements are machine-made, so that it is no longer necessary for us to provide our own recreation. Millions can now enjoy the arts without themselves learning to sing, paint or act. Many deplore this turn in the situation and point out that the mechanical device has become all-important in our thoughts. They say we instantly object to an ugly automobile or an inefficient engine, but do not show the same degree of opposition to the spread of a dangerous or ridiculous idea.

It is to be expected that such a day of opportunity as now exists would exact its price. Our material advancement has completely outdistanced the nation's progress along social lines. But the situation is far from hopeless in a land where great corporations are willing to spend millions of dollars on research that will not bring results of commercial value for years to come.

It is something to have developed a country's life to the point where the people use a million gallons of gasoline an hour; where the national bill for advertising totals a billion dollars annually; and where one corporation is able to shut down for the better part of a year, spend a hundred million

dollars in remodeling its product, and then start ahead once more with a hundred and fifty million dollars still available in the bank.

The present age commenced in real earnest when a few people discovered that it is about as easy to manage a hundred factories or a hundred stores as it is to manage one. Recognition of this truth started us on the road to centralization, and the outcome has been chain systems covering almost everything from banks to newspapers. Two or three dozen highly-trained executives are now getting the same results that under the old system required hundreds of equally bright minds. The present-day public speaker can reach ten thousand times as many people in an evening as could the orator of old. A super-surgeon under this new arrangement can impart the benefits of his knowledge to an army of afflicted individuals who may come to his institution from every corner of the land.

Of course, this tends to bring all activities under the dictation of master minds. It looks as if we are coming to a time when there will be need for only one great intellect per hundred thousand instead of per thousand inhabitants. A recent survey disclosed that although we have more than forty million workers in the United States, most of the important duties of management are taken care of by less than two hundred thousand people. But we have surmounted many other difficult problems, and it is possible a way may be

found to prevent dissatisfaction on the part of men and women equipped with an education and intellectual capacity that can be used only in part.

At present we are developing a national creed rather than creating a national soul. The formula that represents our belief has brought us a prosperity unequalled in world history. But there are weak spots in every new plan, and recently we have been running more to volume than to profits. Competition has become violent, and as is always the case, the problem is resolving itself into purely a matter of costs. Executives everywhere are faced with the immediate necessity of supplying more new materials, better methods and still finer machines.

Business and industry must be made still more automatic. Tireless, inanimate devices must be substituted in still greater numbers for human hands. There is no other way out. Science that brought us to where we are must be forced to see us through. And fortunately for us, a glance around indicates clearly that the



“THE MECHANIZED TOILER”

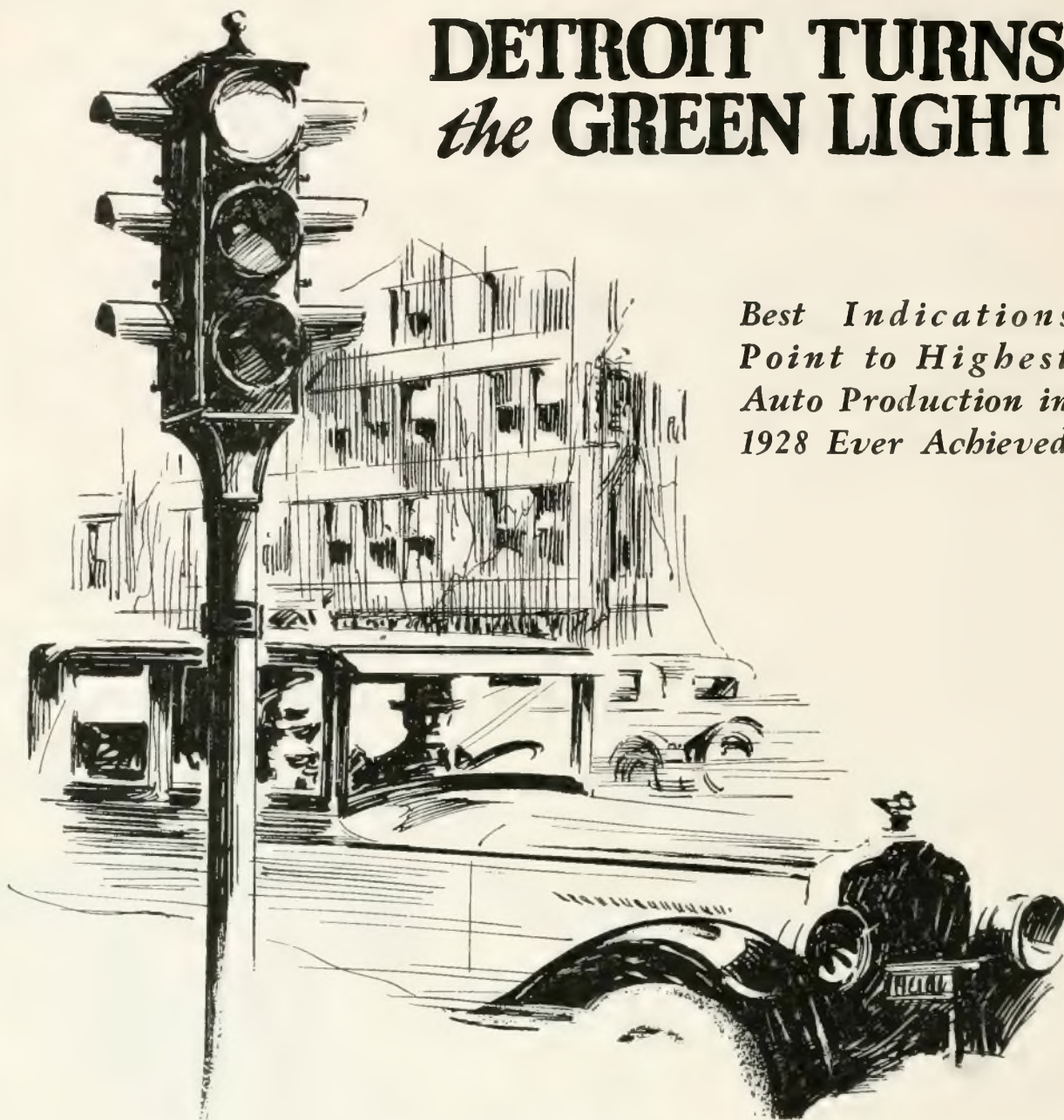
From a symbolic drawing by Keinski. Courtesy, *New York Times Book Review*

chemist and the engineer are still on the job. Miracles have not ended.

There are immense new searchlights that will give us a sunburn at a range of two miles. Others for advertising that will so closely project images on buildings and clouds that the picture or message [Continued on page 54]

DETROIT TURNS *the* GREEN LIGHT

*Best Indications
Point to Highest
Auto Production in
1928 Ever Achieved*



**4 OUT OF
EVERY 5**

Detroit Homes
taking any English
newspaper receive
The News

ON the basis of present indications, Michigan will produce more than four million cars in 1928, wholesale value of which is estimated at \$2,750,000,000. This means that from all corners of the world a golden stream will flow into Detroit and Michigan, from whence it will be redistributed in payment for labor, materials, etc. And though Detroit will share first in the wealth, the impetus given by the motor industry will be felt all over the land in increased prosperity. It is estimated that 4,000,000 people will be employed in one way or another by the motor industry in 1928. At the present moment the Ford Motor Car Company alone has more than 700,000 orders for Ford cars on hand. National advertisers, therefore, have every reason to regard the Detroit market as an unusually productive field for their 1928 efforts.

The Detroit News

356,000 Sunday Circulation

The HOME newspaper

330,000 Weekday Circulation

New York Office

I. A. KLEIN, 50 East 42nd St.

Chicago Office

J. E. LUTZ, 6 North Michigan

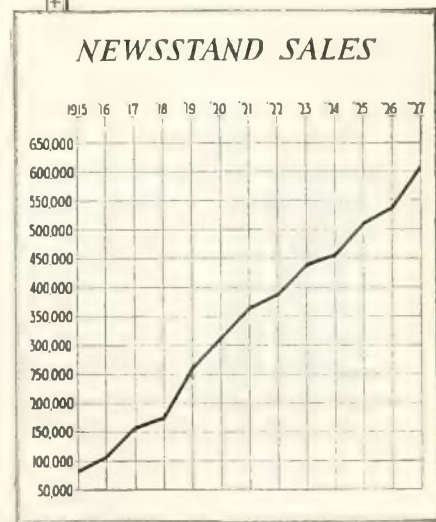
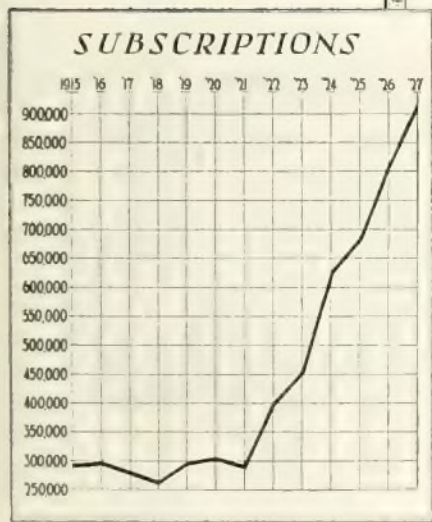
It CAN be Done!

Good Housekeeping, the 25c magazine, enters 1928 with more than a million and a half circulation. It quadrupled its circulation in 12 years of continuous growth while steadily maintaining its price of 25c, \$3.00 a year—the highest paid for a monthly woman's magazine of large circulation.

The GROWTH of GOOD HOUSEKEEPING
at 25c a copy, \$3.00 a year

GROWTH BY YEARS		TOTAL CIRCULATION
1927	{ Subscription . . . 916,921 Newsstand . . . 609,228 }	1,526,149
<i>Last 6 Months</i>		
1927	{ Subscription . . . 840,048 Newsstand . . . 602,126 }	1,442,174
<i>First 6 Months</i>		
1926	{ Subscription . . . 793,166 Newsstand . . . 581,543 }	1,344,709
1925	{ Subscription . . . 677,857 Newsstand . . . 515,720 }	1,193,577
1924	{ Subscription . . . 623,755 Newsstand . . . 459,585 }	1,083,320
1923	{ Subscription . . . 449,647 Newsstand . . . 444,338 }	893,985
1922	{ Subscription . . . 399,001 Newsstand . . . 392,265 }	791,256
1921	{ Subscription . . . 283,168 Newsstand . . . 365,912 }	649,080
1920	{ Subscription . . . 305,489 Newsstand . . . 316,618 }	622,107
1919	{ Subscription . . . 292,408 Newsstand . . . 266,756 }	559,164
1918	{ Subscription . . . 262,673 Newsstand . . . 176,969 }	439,642
1917	{ Subscription . . . 282,903 Newsstand . . . 151,768 }	434,671
1916	{ Subscription . . . 296,710 Newsstand . . . 106,279 }	402,989
1915	{ Subscription . . . 293,862 Newsstand . . . 81,086 }	374,948

J. B. C. FIGURES



Estimated average for the last six months

GOOD HOUSEKEEPING

CHICAGO

BOSTON

NEW YORK

DETROIT

SAN FRANCISCO

“Give me a lever long enough
and I will move the world,”

said Archimedes

JUST in terms of circulation The New Yorker is not so much—even in New York.



10 national magazines alone circulate more than one and a half million copies in the Metropolitan District.

In comparison to them The New Yorker's circulation of 50,000 doesn't *look* important.

But in strict fact, the circulation of The New Yorker is not the slightest criterion of the influence it can exert for you in New York.



For The New Yorker is the one infallible key to the favor of those people in New York who really count. It is the one magazine surely intimately speaking for the New Yorker's point of view.

It is the one magazine which can commend your product for complete identification with New York's interests.

The leverage of The New Yorker in New York is strong enough to move New York—if, of course, your product can strike close to New York's discriminating favor.



THE
NEW YORKER

25 WEST 45TH STREET / NEW YORK



A Bulwark of the Foundry Industry for 36 Years

Since 1892, The House of Penton has served, protected and fostered the interests of the castings manufacturing industry. Three of its six publications, *The Foundry*, *Iron Trade Review* and *Daily Metal Trade*, have given prime consideration to the technical and business welfare of foundrymen. This particularly is true of THE FOUNDRY, the first of the Penton publications and for thirty-six years the leader in the foundry industry. This publication still is the only business or technical paper devoted exclusively to this field.

The success and the dominating position that THE FOUNDRY enjoys is based upon the Penton policy of keeping faith with the readers at all times.

Recognized editorial merit has made THE FOUNDRY an authority among plant owners and executives, metallurgists, technical supervisors, molders, core makers and pattern makers. Further, its fearless and aggressive editorial policy has made it a bulwark in protecting and forwarding the best interests of the castings industry. THE FOUNDRY subscriber regards this paper as his personal friend and advisor, a close relationship unique among business publications. This good will is sound insurance for advertisers. It provides an economical selling force for all products used in the foundry industry. The service rendered by THE FOUNDRY to industrial advertisers is typical of all of the Penton publications which collectively cover the whole metalworking field.

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.



19 AN ADVERTISEMENT
BY OREN ARBOGUST, CHICAGO



© Ewing Galloway

IT SHOUTS AT SLEEPING LIONS

Advertising & Selling, a fortnightly magazine, is thin, readable, interesting. It tells of SELLING with ADVERTISING. It challenges because it gives you priceless things.

YOU'LL like it. It is young in its ways; it is old in its voice. It gathers the opinions, the experience, the failures, the successes of thinkers and doers in advertising and selling. It pokes at complacent things. It shouts at sleeping lions. It jibes at precedent and tradition. It gives you facts to use, to adapt, to forget. It suggests. It makes you doubt. It finds and tells of trends. It puts you years ahead of the men who write for its pages; it adds their experience to yours. It keeps you from doddering in a one man world; it keeps you from spending your years finding *all* of the right ways to advertise and to sell. It costs you an hour an issue. *It gives you priceless things.*

THIS IS AN ADVERTISEMENT
FOR ADVERTISING & SELLING

FOR THE STATISTICALLY MINDED: Founded as Advertising Fortnightly in May, 1923, the name was changed to Advertising & Selling upon purchase of that publication in 1924. In four and a half years its circulation has grown to 10,004. Its volume of business has grown to an average of 62 1/3 pages per issue in 1927.

The BOSTON MARKET

9th in Size . . . 4th in Wealth

MEASURED by population alone Boston ranks *ninth* among great cities. But measured by total wealth—Boston is *fourth* in sales importance—outstripped only by the much more populous cities of New York, Chicago and Philadelphia.

In Boston's Key Market live 388,000 families worth \$9,000 each—a tremendous concentration of people and wealth.

From this Key Market—within a twelve-mile radius of Boston's City Hall—the Boston department stores draw three-quarters of their total business. In it retail outlets of every description are most numerous and most prosperous.

Here the Globe dominates

In this key area the Globe concentrates its circulation. Here the Sunday Globe has a larger circulation than any other Boston paper. The circulation of the daily Globe exceeds the Sunday.

Successful advertisers recognize this leadership by placing more lineage in the Globe than in any other paper.

The Globe stands out as a leader because it covers Boston's buying group—every day in the week. The reason for this day in and day out hold upon its readers is that the Globe appeals to all classes of Boston people—regardless of race, creed or political affiliations.

Men like the Globe's impartial editorial discussions—the facts in general news, free from bias. Women find in the Globe a Household Department that guides them in their daily problems.

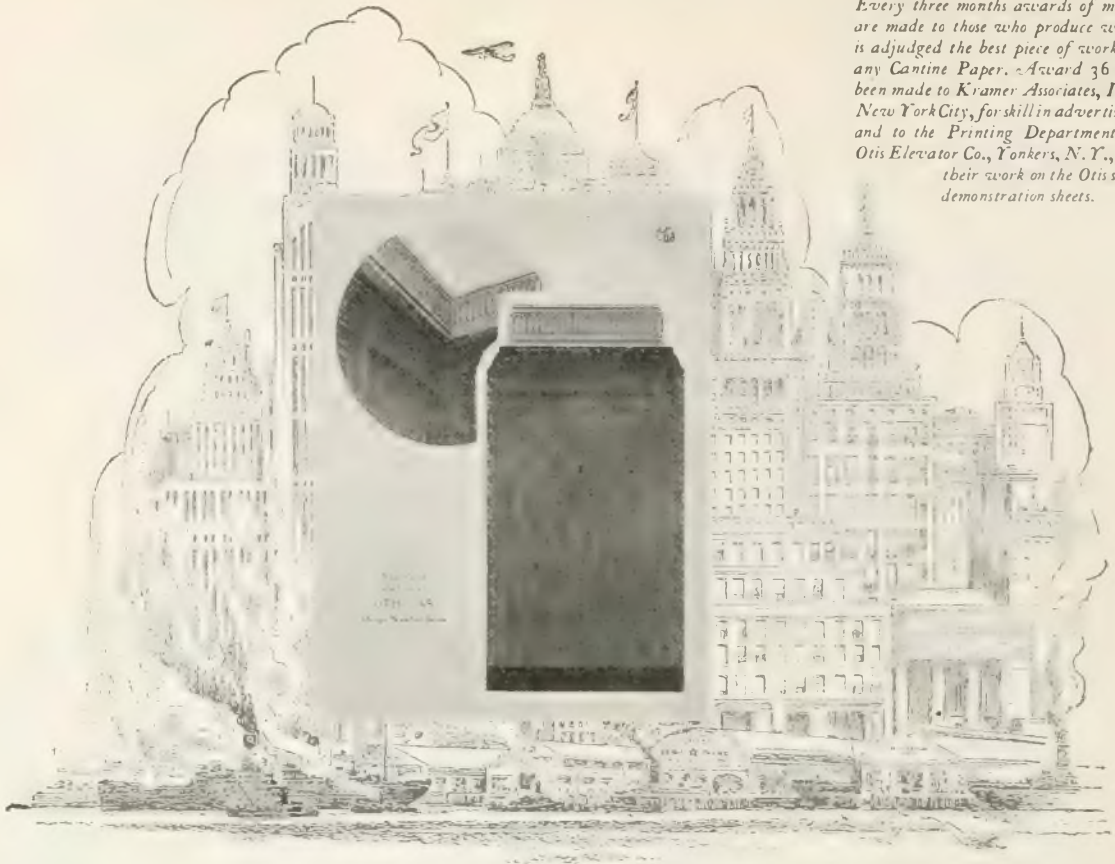
These people form Boston's buying group. To reach them the Globe must be the back-bone of every Boston advertising campaign.



Our new booklet, "Boston—4th Market," contains valuable sales data about the Boston market. We shall be glad to send you a copy on request.

The Boston Globe

The Globe sells Boston's Buying Group



Every three months awards of merit are made to those who produce what is adjudged the best piece of work on any Cantine Paper. Award 36 has been made to Kramer Associates, Inc., New York City, for skill in advertising and to the Printing Department of Otis Elevator Co., Yonkers, N. Y., for their work on the Otis sales demonstration sheets.

Even in machinery—Beauty is a decisive selling factor

SALES today depend on Beauty. Not only in cosmetics, cloaks, jewelry, household furnishings and such, *but in machinery itself*, where Efficiency used to be the only requirement. Witness automobiles, vacuum cleaners, boilers, elevators. Those that are widely, increasingly, profitably sold—if they lack beauty in themselves, have it at least in the atmosphere that has been created around them by beautiful advertising.

Beauty in advertising begins with the foundation, which is *Paper*. You will make no mistake if

you specify CANTINE'S COATED PAPERS for all printed matter that will be seen by customers. These papers are beautiful in themselves and show color plates, halftones and typography to utmost advantage. Periodicals that give readers and advertisers the advantages of coated paper deserve special consideration in advertising plans.

You can obtain full information about (and also samples of) Coated Papers for all printing requirements, together with the addresses of CANTINE distributors, by writing in care of our Dept. 347.

*This company has been devoted exclusively to the coating of papers since 1888.
Its products are regarded as the highest achievement in the art of paper coating.*

THE MARTIN CANTINE COMPANY

SAUGERTIES, N. Y. • New York Office, 501 Fifth Avenue

Cantine's

COATED PAPERS

CANFOLD
SUPREME FOLDING
AND PRINTING QUALITY

ASHOKAN
NO. 1 ENAMEL BOOK

ESOPUS
REGULAR
NO. 2 ENAMEL BOOK

VELVETONE
SEMI-DULL Easy to Print

LITHO C.15
COATED ONE SIDE

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



Where your prospect is a moving target

You have to look ahead a little when you shoot at a moving target.

And it is the same way in selling to the Civil Engineering and Construction Field. The men you want to sell may be building roads today, but there are good chances that they'll be on a waterworks job, or a hydro-electric job, next year.

And if your advertising dollar is to have the most direct and far reaching effect, it must be spent in placing your message where the interest of these men centers, regardless of their present work. Almost invariably you will find that they turn either to *Engineering News-Record* or *Construction Methods* for their "Bread and Butter" reading, depending upon the nature of their duties and responsibilities.

Your advertising in these two supplementary papers assures direct, economical coverage of the bulk of the worthwhile buyers and buying influences throughout the field.

**ENGINEERING
NEWS-RECORD**

Weekly to 30,000

**CONSTRUCTION
METHODS**

Monthly to 32,000

Smokeless cities, double-decked streets, centralized fuel plants...

Predicted by Samuel Rea, retired president of the Pennsylvania Railroad, in a speech at the fiftieth anniversary of the Philadelphia Engineers' Club.

THE future city will have double (perhaps triple) decked streets. It will be sunny and smokeless. And it will have centralized fuel and power plants.

Such is the future city visioned by Samuel Rea (and many other leaders) in what he terms the "coming engineering age."

But there is more fact than vision in what he predicts. Centralized fuel and power plants, smokeless cities, double-decked streets . . . these are definite trends sponsored by master civic and industrial engineers.

When Mr. Rea says, "Fuels are designed to become so valuable to the human race that they will be placed only in the hands of those who can to the greatest advantage control their combustion," he is stating what is conceded to be an economic truth. The future of the world depends on efficient fuel utilization.

Mr. Rea is equally sound when he states, "Scarcely anything is more archaic in our civilization, or more wasteful in the eyes of the economist, than our individual house-heating systems, in which all but a fraction of the potential heat of the fuel is dissipated upon the outside atmosphere. *The gas*

business, as public utility, will supply practically all heat distribution in urban localities. As capital cheapens it will become possible to construct distributing systems furnishing cheaply produced gas for house-heating purposes as well as cooking. Industries will be supplied with gas for fuel instead of burning coal in individual furnaces under boilers. We may realize a smokeless city and added sunlight will greatly improve the health of urban dwellers."

For the past five years GAS AGE-RECORD has been strenuously talking in just this vein. We predicted house-heating, the widespread adoption of gas by industry, gas refrigeration, smokeless cities, central fuel plants and many other revolutionary trends. At first mention they were greeted with decided scepticism. Today, gas for house-heating, industrial use and refrigeration are well-established facts. But only a small start has been made. Each year witnesses a huge expansion in the gas industry.

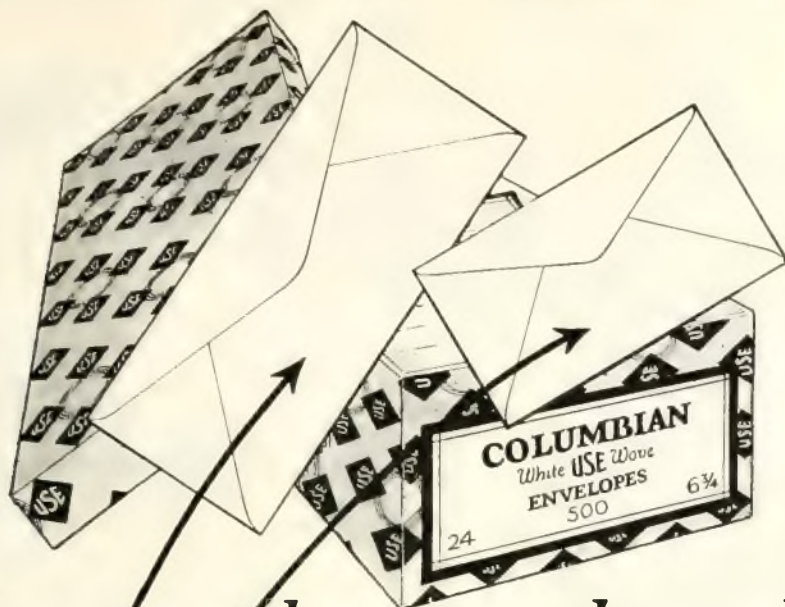
Wise advertisers are cultivating this prosperous market. They know that big as it is today, it will be even more important next year and the year following. Every cent invested in advertising builds both present and future sales.

Our rate card? Ask for it.

[A weekly, GAS AGE-RECORD is first in news interest. Also, it is first in constructive leadership. This has given it circulation and advertising dominance. **]**

GAS-AGE RECORD

9 East 38th Street, New York



Easy to buy good envelopes now even for the novice



USE

The watermark appears in every envelope



This attractive box with the USE all-over design will not soil or show dust in your stock



The guarantee protects your customer—and YOU

BUYING envelopes used to be like buying paintings — not a job for the novice. No more, though.

Now you can order envelopes by name, and know what you're going to get, and what you may expect from them.

Name — Box — Watermark — Guarantee

Columbian USE White Wove Envelopes are made by the world's largest manufacturers of envelopes. They come in a different, attractive, non-soiling box — one you'll know among a thousand.

They're watermarked, too — with the makers' initials, USE. You can tell them anywhere, even out of the box and banding.

And every box carries a printed guarantee of satisfaction. If a defective lot should get by the factory inspection, the dealer you bought them from will exchange them without quibble or question.

Remember the Name

Note the name — Columbian USE White Wove. When you need a new supply, get them through your printer or stationer. If he does not stock them, write us.

UNITED STATES ENVELOPE COMPANY

The world's largest manufacturers of envelopes
SPRINGFIELD, MASSACHUSETTS

With fourteen manufacturing divisions covering the country

COLUMBIAN *White USE Wove* ENVELOPES

CHAMPION OF THE WORLD!

In 1927 The Chicago Tribune carried more lines of advertising than any other publication on earth. In Chicago The Tribune led the second newspaper by *Ten Million Lines*.

THE TOP-NOTCHERS make their own "breaks"—It takes a working head as well as a fighting heart to stay in the first flight in this day of competitive crowding. The penalties of leadership are often as great as the prizes—to stay out in front requires a measure of merit beyond dispute.

The Chicago Tribune has won its title as advertising champion of the world by virtue of its singular supremacy among advertising media. It has been awarded this accolade by the common consent of the greatest number of investors in public good will—the advertisers of America. No other newspaper in the United States has been commissioned to carry so many selling messages to such a great number of potential buyers.

The Tribune's triumphant total for 1927

All over the country other great newspapers have challenged the position of the World's Greatest News-



paper—sought to exceed its advertising lineage even though they could not equal its commanding circulation.

There are newspapers in the world which have larger circulations than The Chicago Tribune. England, France and Japan have such papers but their advertising lineage cannot be compared to The Tribune's giant total.

There are national magazines which surpass The Tribune in number of readers, but during the first eleven months of 1927 The Tribune printed more than double the millions of advertising which appeared in the leading national magazine. Measured by any conclusive criterion of championship, The Tribune stands alone.

And, obviously, The Tribune is supreme in Chicago

Champion of the world means champion of Chicago too! In 1927 The Tribune led its

nearest contender by ten million lines of advertising. And The Tribune is first in circulation as it is in lineage—its daily city and suburban circulation alone is greater than the total circulation of any other Chicago daily. Its Sunday circulation in city and suburbs is nearly a quarter of a million greater than the city and suburban circulation of any other Chicago paper, daily or Sunday.

The Tribune is the advertising champion of the world because it is the dominant newspaper in the world's richest market. The calibre of The Tribune's leadership is due to the character of its readers—their intelligence, purchasing power, and responsiveness to Tribune advertising. The conservation of net profits today lies in the cultivation of the right prospects in the right market and The Tribune is indisputably supreme in its access to the great Chicago territory with its annual spending power of sixteen billion dollars. For profit protection in 1928, concentrate in The Tribune.

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Advertising & Selling

PUBLISHED FORTNIGHTLY

VOLUME X

January 25, 1928

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From Chalmers Lowell Pancoast's "Trail Blazers of Advertising."

CAPTAIN HUBERT FITZ WILLIAMS and his Old Indian Remedy no longer provide South Main Street with its year's dramatic entertainment. Science superseded the wonder-working bottle. Has it also displaced the smooth tongue of its exploiter?

Recent years have seen a surprising reliance placed upon the supposedly esoteric powers of the "high pressure salesman," an emphasis that at the time may have been fully justified. But a world of closer competition may require greater stress upon science, upon research, and less upon magic. Such is the thesis of J. George Frederick in "What Price Super-Selling?" the leading article in this issue.

M. C. ROBBINS, *President*

OFFICES:

J. H. MOORE, *General Manager*

9 EAST 38TH STREET, NEW YORK CITY

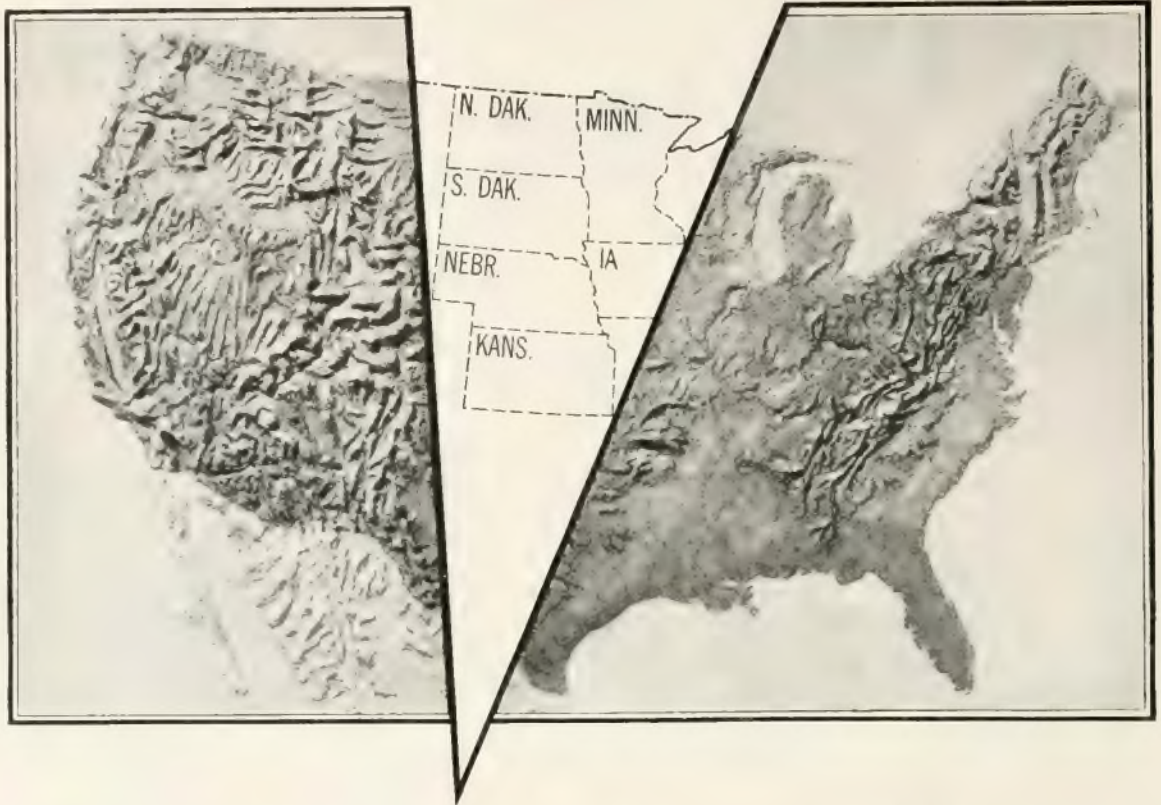
Telephone: Caledonia 9770

New York: F. K. KRETSCHMAR, CHESTER L. RICE Cleveland: A. E. LINDQUIST, 405 Swetland Bldg. Superior 1817
Chicago: JUSTIN F. BARBOUR, 410 N. Michigan Blvd. Superior 3016 New Orleans: H. H. MAUSH, Mandeville, La.
London: 66 and 67 Shoe Lane, E. C. 4; Telephone Holborn 1900

Subscription Prices: U. S. A. and Possessions and Canada \$3.00 Foreign \$4.00 a year. 15 cents a copy

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Through the Farm Belt—

Recently there was occasion to check up the individual cities and towns in which newspaper campaigns were running in the interest of different clients of The H. K. McCann Company. In one month alone these six farming states were represented by 1,162 such places — 1,162 communities to which our various clients were appealing in this one particular class of medium. We are proud to serve advertisers who believe in a thorough, intensive job.

THE H. K. McCANN COMPANY

Advertising

NEW YORK
CHICAGO

CLEVELAND
LOS ANGELES



SAN FRANCISCO

SEATTLE
MONTREAL

DENVER
TORONTO

Advertising & Selling

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VOLUME X

JANUARY 25, 1928

NUMBER 7

What Price Super-Selling?

"Quite Evidently the Waste Motion and Waste Expense in Selling and Marketing Is by All Odds the Greatest Waste in American Business Today"

J. GEORGE FREDERICK

President, The Business Bourse, New York

TODAY there is no question whatever that we are in a distinctly new era of business, and that selling must be modernized to the same degree that production has been modernized. It seems to me that American business has gone "salesmanship-mad" in the last ten years, due to increasing economic pressure and narrowing net profits, and has utterly over-stressed high-pressure personal selling—while it has neglected more vital analytical procedures.

A great horde of salesmen is overrunning the country, "pepped up" and trained to the last notch of slick salesmanship. The cost of personal selling has in the meanwhile mounted, and the results per unit of effort have declined. Dealers and consumers alike have been pressed beyond the last degree of decency and good business—all in the mistaken belief that what the business of the country demands is more hectic, more determined, personal, hypnotic salesmanship. The number of commodities on the market and the number of salesmen representing them is now enor-



© Ewing Galloway

"America is today one vast bedlam of salesmanship and salesmen," says Mr. Frederick, "and the noise of their competitive shrieking, and the annoyance of their unrelenting, almost desperate tracking down of their prospects, is growing greater every year. . . . And the amazing thing is that with all this enormous effort we can still sell only sixty-five per cent of the products that American factories can make."

mous. If the dealer or the housewife were weak enough to listen to all the salesmen who besiege them, most of their time—to the exclusion of everything else—would be used up. And as this effort is invariably exerted in the congested districts and "high-spot"

markets, the dealers and consumers, if they "fell" for the salesmen, would buy 500 to 1000 per cent more goods than they could ever afford—or should be asked—to buy.

Do not mistake me. I know the selling and advertising ends of business better than I know anything else. I respect creative salesmanship.

But a very serious mistake is being made by business America today in placing such complete reliance upon mere "high-pressure," personal salesmanship. A great many business men have not yet understood—nor do the public or the economists understand—that we must apply the same principles of economy of effort and cost to selling that we have so successfully applied to production.

Look at the situation. On the one hand we have the retail business rapidly concentrating in chains—and independent dealers as well as the chains adopting the policy of fewer brands—while on the other we have a constant and great increase of brands desiring to get a "toe-hold." Obviously the result is a feverish mass

of salesmen striving against one another. There are 402 brands of dentifrice on the market today. Take this as a "key" to the situation in almost every line of goods sold to the public. Four hundred and two salesmen directing 402 separate groups of salesmen or "missionary men" to work on the trade! Of course, they do not all have sales forces, but only because they can not all afford them as yet. Salesmen will be hired, you may be sure, just as soon as the landlord is paid the rent. Out of this ruck of 402 concerns only a few have any real creative sense of salesman-

ship. The job of selling which faces them all will be entrusted to the fetish of personal salesmanship as being the great open sesame to success; whereas the truth is that it will land them in their graves.

It should be evident that selling is still a battlefield—a shambles, to be more frankly exact. Thousands upon thousands of people have ideas for one more commodity in addition to the present contending thousands; and straightway *hire a salesman*—often before there is adequate capital, adequate organization, adequate test and trial and refinement of the goods;

while it is left to the poor consumer to learn that the article is impractical and valueless.

American selling and distribution problems cannot be solved in this way; in fact, they merely pile up the cost of selling and increase waste and the resentment of the consumer. The amount of merchandise now bought and never used, or soon scrapped or found unsuitable, is far greater than most of us realize.

My wife, Mrs. Christine Frederick, home economics authority, has at her Applecroft Home Experiment Station a very [Continued on page 79]

Portrait of a Copy Writer

ROBERT K. LEAVITT

The G. Lynn Sumner Company, New York, N. Y.

COULD it have been, I wonder, that Robert Louis Stevenson had a pre-vision of some of us in the advertising business when he wrote this description of the man who obliged with a solo on the penny whistle?

" . . . He gave the instrument a knowing rattle on the shaft, mouthed it, appeared to commune for a moment with the muse, and dashed into *The Girl I Left Behind Me*. He was a great, rather than a fine performer; he lacked the bird-like richness; he could scarce have extracted all the honey from *Cherry Ripe*; he did not fear—he even ostentatiously displayed and seemed to revel in the shrillness of the instrument; but in fire, speed, precision, evenness and fluency . . . and perhaps, above all, in that inspiring side-glance of the eye, with which he followed the effect and (as by a human appeal) eked out the insufficiency of his performance: in these the fellow stood without a rival."

There, by your leave, is the portrait of a certain type of artful copy-writer. Who more knowingly than he sets himself to the blithe task of "getting up an ad," with a spirited rat-a-tat-tat of cigarette on desk and a tentative twiddle of typewriter keys? Who communes so happily yet for so brief an instant with the muse? Who dashes with such unerring precision into the old, familiar tunes? If he lacks that bird-like richness he makes up for it in fire and speed. His nimble fingers, flying among the well-known keys, let loose whole, showering arpeggios of the very shrillest notes:

"Amazing, astounding distinction; wondrously different and new."

And as for that sidelong glance of the eye—that melting, spell-binding come-hither—you should see him as he poises upon the conference-room easel the visualization of his finished performance. It is impeccably flapped with tissue and with Japan cover-paper. There he stands, in colorful panoply of spat, cravat and handkerchief, with thumb and finger on the lower corner of the flap, ready to reveal his masterpiece. In the final, dramatic moment before he lifts the veil he looks around to make sure of every eye. And nowhere in all the world will you find the equal of that entreating glance which seems to say, "Get me kid, this is going to be good."

It is a pity that this picture, or one very like it, has got itself stamped upon so many minds as the portrait of all advertising men. The picture is far from typical, but it is understandable. For though the facile shrillness of other years has gone out of style and mostly out of use, the habit of offering even honest performances with (figuratively) an inspiring side-glance of the eye remains with us. Advertising is prone to make "representations" offering even the simplest material with the pomp and circumstance of a Durbar. The advertising fraternity still cherishes the belief that even if you have solid gold to offer, it is better to put 'em to sleep first.

The wisdom of this habit is debatable. Admittedly the basic worth of a piece of copy or research is not enhanced by dramatic presentation. And it is at least questionable if the tendency to dramatize advertising procedure does not lead to the suspicion that in so doing we are eking out the insufficiency of our performance.

Servicing the Individual Consumer

How a Number of Prominent Companies Are Coping with a Problem of Increasing Complication and Importance

HENRY MOFFETT

WHETHER the need for servicing a product helps the selling or hampers the distribution in any case, it is impossible for the manufacturer to side-step the question of servicing itself. To fail to service means to fail to sell. Consequently there arises the problem of servicing adequately—a simple enough matter if it were not complicated by the eternal cost of replacement parts and workmen's time.

The product that requires service differs sharply in two particulars from merchandise that is sold over the counter: in the manner of its delivery to the user, and in the matter of subsequent servicing.

Delivery of the goods cannot be made at the retailer's place of business, nor even on the customer's back porch. The dealer must go into the customer's house and install the equipment, fitting it to the conditions of the house. This task really becomes an engineering job, and a highly specialized one at that, for no two houses are exactly alike and there are hardly two women who will have the same ideas of neatness and convenience. Each installation presents a new problem.

If satisfaction is to be assured, each must be handled with tact by a competent workman.

Other products, such as automobiles and trucks, are not domestic installations; yet they represent sales to individual customers. "Never in the history of the automobile industry," declares the Willys-Overland Company, "has servicing assumed such proportions as it has today through increased new car manufacturing. . . . No longer does the efficient dealer regard his servicing as a necessary burden to be operated at a loss or just to earn its expenses. A just profit is derived from servicing, but the business



Courtesy Mergenthaler Linotype Company

brought to the sales department in repeat orders and new customers for cars is regarded as the greater revenue."

HOWEVER carefully the product may have been designed and however accurately fabricated, the satisfaction of the user will hang largely on care in such matters as lubrication and adjustment of loosened bolts and bearings, and avoidance of overloading and overspeeding. Everybody has learned the need for automobile lubrication; most women have learned the folly of stuffing the washing machine with clothes; but we have not accustomed ourselves to periodic defrosting of the refrigerator and regular cleaning of the spray nozzles of the oil heater. The user waits until a complete break-down occurs. Then he telephones frantically for the repairman; and later makes to a neighbor that most damaging remark in the world of salesmanship: "The old thing

doesn't work. It's always out of order."

Servicing of the individual consumer, therefore, involves certain intangibles of which the chief is tactful instruction of the owner in order that he may achieve full performance. One manufacturer's attitude toward these intangibles is that of General Manager Finnie of the Timken-Detroit Company, who says:

"During the years when automobiles were being sold only in small numbers to the wealthy few, it was not uncommon in case of a break-down to have to send to another city for a magneto expert. But I venture to say that today there is not a man who is not competent to make the ordinary adjustments and minor repairs to his own car. When he encounters something that is too difficult for him, he can usually find a competent mechanic within a stone's throw of his home—even a neighbor's small boy might be able to help him out in a pinch."

Manufacturing precision is constantly turning out products better fitted for the strain and abuse of being overloaded. Only servicing can give for each product a new generation of owners who will understand how to make repairs. It is, for instance, significant that all of the servicing manuals of experienced manufacturers list as the first item for the repairman's examination the "habits of the owner." This is wholly an intangible, but it opens the way to find the underlying cause of a break-down; and in curing that trouble the serviceman builds up that greatest of favoring intangibles—goodwill.

Servicing individual consumers involves the matter of the maker's warranty. Nothing splashes so much cold water on the consumer as to have bought a [Continued on page 44]

"The Unwilling Witness"

When to Assert the Facts Directly May Cause the Reader to Grow Sceptical, Try Some of These Devices for Underselling

WARREN E. KRAFT

Vice-President, Honig-Cooper Company, Seattle, Washington

AN associate of mine who has recently "done his stint" of jury duty reminded me last week of an important quirk in human nature which he had rediscovered in the court room. He said:

"All kinds of evidence and testimony were presented during my days in the jury box. And all kinds of people made the presentations. Frankly, we all came to the point where we believed very little of it. Most of it was just—testimony. Professional testimony. Coached testimony. Biased testimony. Inaccurate testimony. And—worst of all—over eager testimony. You would be surprised to learn how little credence we gave to the smooth, never stumbling, too consistent testimony. The witness who swayed us more than all the rest put together was one called in at the last minute—very obviously uncoached—who responded to the direct examination of the attorney a little reluctantly—and won the case for that same attorney by his habit of weighing his words. He 'sold' us completely because he made such a deliberate attempt not to 'oversell.'"

My friend, as a result of his court experience, says he believes that the whole advertising business might perhaps gain a worth-while means for making advertisements more believable, and therefore more productive of sales, by a more conscious and widespread use of the one successful courtroom method—the device of "the unwilling witness."

And I am inclined to agree. Recently a fast-growing bank faced the problem of telling some surprising facts about its progress which, if asserted boldly and baldly, although truthfully, might possibly have destroyed more good-will than they would have

More JORDAN cars were sold in Chicago last year than any at or above the JORDAN price — except the Cadillac — and I'll take off my hat to that bunch

Edward S. Jordan

created. Without any doubt, the bank had overflowed the suburban field where it started, and had grown to be the most influential factor in practically every phase of finance in a great part of the North End of Seattle. A new building had just been completed, and new departments added to its organization; its service had been rounded out in many ways.

SURELY, under such circumstances, it was time to find a new "keynote" for its advertising. It had definitely outgrown the old slogan, "Suburban Convenience with National Protection," adopted years before.

Briefly, the slogan, "Financial Headquarters for Seattle's Great North End," was decided upon as the successor. And yet each of the officers felt that such a slogan, while accurately reflecting the present status of the

bank, sounded too much like boasting. How, then, to make the change?

The principle of "the unwilling witness" was deliberately used, and the responsibility for the change was logically placed on the public that had made it necessary. And so the first advertisement read, "Our friends have asked us to adopt the slogan, 'Financial Headquarters for Seattle's Great North End'; not as a boast, but more adequately to express the scope of our present-day service."

THE prefix, "Our friends have asked us," made it appear that the bank's officers were reluctant to "tell how good they were," and yet there followed facts very complimentary to these officers. And what problem is faced more often by the advertisement writer than to make *believable* the facts which, standing alone over the signature of those whom they

praise, sound like blatant bragging? Advertising, of course, is only one of the many fields in which this problem is met—and in which it is being overcome by use of the principle of "the unwilling witness." Your shrewd politician announces his candidacy for office only after "he has been petitioned by his friends to take the important step." And he takes up issues "at the request of his constituency."

I can think of a dozen specific ways in which the principle of "the unwilling witness" may be used effectively in advertising:

1. *Admitting imperfection.* How refreshing it is to find an advertisement which admits that the product it sponsors is not omniscient, omnipotent, and omnipresent. Ivory Soap probably would not be as great a seller today as it [Continued on page 66]

Which girl would you marry?

FALL IN LOVE WITH SOAP & WATER

Watch the boss's hands

There's self-assurance in SOAP & WATER

The only successful men who hate soap and water

SELF-RESPECT thrives on SOAP & WATER

Soap Makers Aim to Widen Market

Advertising of the Association of American Soap and Glycerine Producers Which Starts in February Promotes the Idea of "Popularizing Cleanliness"

ALLAN P. AMES

Ames & Norr, New York

ONE night in June, last year, some hundred and fifty leaders in public health work, social service, home economics, and education were the guests of a group of manufacturers at a dinner given in a New York hotel. They came, not without scepticism, to hear about a new move in the "Socialization of Industry." In their minds this phrase was associated primarily with employee relations. But the speakers at this dinner gave it a different twist; they applied it to marketing. They told the public health officers, social workers, and teachers how the desire of an industry to increase its sales fitted in with the public service to which the majority of the audience had dedicated their careers.

This meeting marked the launching of the Cleanliness Movement, conceived and planned by the Association of American Soap and Glycerine Producers, whose members make more than three-fourths of all the soap used in the United States. "We have asked you to come here," said Sidney M. Colgate, president of the association, "because we believe we have a common

cause. As soap manufacturers wishing to increase our market, we are interested in promoting the desire for cleanliness, which is one of the great motives behind social progress."

If the approval expressed by that audience and the letters since received from more than 1000 public welfare leaders are a fair indication, Cleanliness Institute, organized by the soap manufacturers, is a new and potent element in the cooperation of industrial and social forces. The reaction of public opinion has been equally encouraging. More than 250 congratulatory editorials have appeared in the newspapers. Thus assured of interest and cooperation in professional circles best fitted to weigh their purpose and plan, the members of the Soap Association have just taken the second step in their campaign and appealed directly to the consumer through newspaper and magazine space.

The first advertising designed to help the work of Cleanliness Institute appears during February.

The group consciousness that made this campaign possible developed

gradually through meetings called to discuss various trade problems. Out of discussions at these gatherings there evolved, nearly three years ago, a practical realization of the industry's chief common interest. While the per capita consumption of soap in America is greater than in any other large country on the globe, the most casual survey reveals the fact that millions use soap so rarely that they constitute an almost virgin market. Competitive advertising has not reached them. The need of the soap industry is to interest this great mass of the population not in soap, primarily, but in cleanliness, which in one form or another motivates all soap purchases. Leaders of the industry early in their discussions recognized the main problem as being a social one. In its solution there was little place for the technique developed by the years of ardent competition.

Here was the idea; the question was how to crystallize the idea and make it feasible. Having reached this point, the industry, early in 1926, called in The Newell-Emmett Company to help develop a [Continued on page 74]

Tearing Down the Heritage of "Truth in Advertising"

J. D. SPURRIER

President, Drug Store Products, Inc., (Feminex), Toledo

INSURANCE men should be proud of the fact that today it would be difficult to find an insurance company which cannot deliver what it promises. Yet that condition did not always exist. Only within the last twenty years has the insurance business achieved real respectability. Such a position was won by purging it of all those shallow practices which ultimately destroy public confidence.

Today there can be found creeping back into one particular industry tendencies that were in 1907-08; for the most part eliminated by law—tendencies that can be identified as tricky departures from the straight path in advertising claims. If you were in the insurance business and saw practices spreading into your occupation that would ultimately destroy public confidence in insurance and insurance companies, what would you do? Or if you were a manufacturer of any meritorious product, and saw the public acceptance that you had arduously and carefully helped to build up being destroyed by unthinking competitors in their advertising, what would you do?

Why not think in terms of the interests of all those manufacturers who advertise truthfully to the American public? Do insurance companies, for example, realize that their competition for the attention of the public includes not only the highly ethical advertiser who features "nothing but the truth," but also any proprietary manufacturer who has his product sold and advertised on the basis of false claims which, in too large a percentage of instances, are almost tragic in their seriousness?

If you take time to investigate you will find a surprising decline in the consumption of certain classes of even largely advertised proprietary medicines. But it is difficult to find an instance of a decline in the sales of any



Photo MacDonald

proprietary product having true merit, with sound advertising claims persistently featured in its advertising copy. It will be interesting to discuss whether or not the old law of "the survival of the fittest" is being replaced by the new law of "the survival of the truthful," as far as the proprietary industry is concerned.

OF course, carelessness in advertising is not confined to proprietary medicines. But attention is called to that business in particular because it seems to be confronted with certain rapidly growing inclinations toward loosely worded advertising claims that must ultimately defeat the purpose and intent of those leaders in the industry who in years past did so much to stabilize the industry by encouraging and cooperating with the Government in every phase of the establishment and operation of the Food and Drug Act of 1907.

A few months ago there was a book published entitled "Your Money's Worth," which people are buying and reading. And when the average citi-

zen finishes it he can say to himself "Ah! It's just as I thought." Outside of the fact that it seemed to single out for mention those products sold by the drug store, it is significant that the authors missed a really big point, obvious after a very casual reading: Quite a large percentage of all industries depend upon advertising as the life blood of their sales growth. Such industries have permitted the division by certain proprietary advertisers of a very powerful volume of advertising influence into the gentle game of "fooling-the-public"; and at the expense of all those leading advertisers who are spending huge sums to attract the attention of the same general public. How can ethical advertisers hope to build acceptance for and public confidence in advertised merchandise having legitimate claims, worthy of complete acceptance, when others equally active are doing the wrong kind of "building"? Conditions of that sort gave material for such a book. I notice that no manufacturer has sued the authors of "Your Money's Worth" for libel or slander.

If you were a manufacturer of a shaving cream and you could be shown that your advertising cost more per tube because certain proprietary manufacturers were misusing advertising, would you not try to stop proprietary manufacturers from raising the unit cost of your advertising? Surely you would—if it could be proved mathematically.

It is interesting to conjecture about what will happen when it will be plainly apparent to any thinking manufacturer that he is paying a penalty in actual dollars and cents for permitting a proprietary manufacturer, or any other manufacturer, to make advertising claims for a product that are known to be incorrect or untruthful.

He will [Continued on page 75]

Across the Imaginary Boundary

The Advantages That the Dominion of Canada Offers to the American Manufacturer as a Developing Market and a Strategic Factory Site

JAMES M. CAMPBELL

THESE notes may be helpful to American manufacturers who are thinking of "invading" Canada. They are based on a recent visit to Ontario, which covered several of the industrial towns and cities of that province, as well as on a familiarity with Canadian conditions which goes back many years.

The combined population of the eleven provinces and territories which constitute the Dominion of Canada is only about 9,000,000—less than that of the State of New York, whose area is about one seventy-fifth of Canada's. From the standpoint of

economy in marketing, then, Canada does not make a very strong appeal. Its population is too widely scattered, the distances over which one must ship one's product are too great.

Nor is the buying-power of the average Canadian so high as to offset entirely the disadvantages just named. It is, however, higher than that of the average citizen of any European, Asiatic or South American country. It is, indeed, second only to that of the average citizen of the United States. Furthermore, in spite of the fact that wages are lower in Canada than in this country, the labor-cost of

goods manufactured in the Dominion is, as a rule, higher than in the United States. This may be due to the fact that in Canada labor has not yet adjusted itself to mass-production. It may be because labor-saving machinery is not in such general use as is the case on our side of the line. The point to keep

in mind is that this condition exists.

Moreover, Canada levies a sales-tax of five per cent on the sale price of all goods produced or manufactured in Canada, payable by the producer or manufacturer at the time of sale. In the case of imported goods a like tax is payable by the importer on their duty-paid value at the time when they are taken out of the warehouse for consumption. Both of these taxes, I understand, will soon be abrogated.

THIS combination—a limited home market, relatively high labor-cost and a sales-tax—is liable to discourage the American manufacturer who is "looking into" Canada—so much so that he is more than likely to say to himself: "What! Go to all that bother and expense to get a foothold in a market not nearly so good as the State of New York! I guess not."

Doubtless many a man has come to that conclusion. A good many others have decided that it is wise to establish a branch-factory in Canada; for this reason: The Canadian manufacturer, merely because he is a Canadian manufacturer—that is, has a factory in Canada—can ship his goods to any of



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IT is not only its own market that Canada can offer to the industrial "invader" from below the line. The factory that has its site in the Dominion has at its disposal the greatest market in the world—the British Empire.



the countries which comprise the British Commonwealth of Nations on more favorable terms than he would get if his factory were located outside that economic unit. In other words, the American manufacturer who establishes a branch-factory in Canada puts himself in a position from which he can compete on a basis of practical equality with British manufacturers, no matter where they are located. That, I submit, is well worth considering.

It should also be remembered that, with the exception of the French Canadians, almost all of whom live in the province of Quebec, the people of Canada are very much like ourselves. The inhabitants of Nova Scotia, Prince Edward Island and New Brunswick are more nearly like New Eng-

landers than are the people of Alabama, Florida or Texas. If you were blindfolded and set down in any town or village in Ontario, it would be no easy matter for you to determine whether you were in Ontario or New York State. And there is a very great similarity between the people of our own Northwest and those of the Canadian Northwest. To that extent the advertiser's problem is simplified.

The province of Quebec is a pretty hard nut for the advertiser to crack. Of its total population of around two and a half millions, about eighty per cent are of French origin. In Montreal and, to a less extent, in the city of Quebec, these people speak English as well as French, but in the villages and on the farms English is seldom heard. A [Continued on page 73]

than you do. If they did, the best pictures in the Metropolitan Museum would be surrounded by crowds. Year after year, these pictures hang lonely on the walls while the visitors to the Museum, with unerring taste, gather around the only two really bad paintings in the building.

Don't O.K. any picture for an advertisement unless *you* honestly like it.

And your secretary must like it too!

Your secretary, if she is a normal girl, likes pictures a lot better than stories.

SO do the rest of us. Pictures are nearly six times as easy for us to recognize as words. And half again as easy to recall. They will be made to do a lot more work in advertising than they do now; not by being bigger, but by being better and more convincing. The improbable scene where the wife in immaculate white tells the husband she just loves the Bigbunk Sanitary Swillpail, it smells so sweet, is going to vanish, in favor of a photograph or literal drawing showing how you can put garbage into the pail without touching it with your hands.

People would rather look at pictures than read words. And they like pictures of people doing things. The picture of an object is usually less convincing than the picture of a person using it. Sometimes you can suggest a whole person just by showing one of his fingers. But show the user somehow. That's what the art director is for. You can show jellies so translucent they melt in the mouth, and fried eggs so beautiful they almost stain the whole page yellow—but you will sell more goods, say the experienced advertisers, if you get people as well as life into your pictures.

If you want to sell a bond, it pays better to show a happy party of bondholders at their wassail on a steamship than to show—no matter how beautifully—the mere bond itself.

Optimism, good humor, ease, comfort, the happy ending; these are the things which the advertising artist should mix with his paint. And above all, life! Generous, fortunate, care-free life—life as it ought to be, life in the millennium, life free of burdens and worries and cares. All of us want it. Every advertised article is supposed to contribute in some way to this kind of life. See that its contribution is made clear in the cut!

From "What About Advertising?" by Harford Powel, Jr., and Kenneth M. Goode.

Pictures vs. "Art"

HARFORD POWEL, JR.

ADVERTISING power comes only from the message itself. The best two methods of applying this power, as your layout man well knows, are headlines and pictures.

When we say "pictures" we make definite reservations. We don't mean "art." Any student of H. G. Wells can recall how many centuries it took men to achieve the crudest drawing scratched in the chalk pits. Until magazines, moving pictures, and radio brought about mass reproduction of popular favorites, good art with us was more or less synonymous with starvation. Nowadays we attain vast mechanical distribution of very good art—drawings by Franklin Booth, paintings by Maxfield Parrish, Norman Rockwell, many others.

But, unfortunately, we cannot also arrange to have their work appreciated by machinery. And as every true artist knows, the appreciation of art among our citizens is an astounding thin veneer.

Many a fine piece of art in an advertisement has really impressed only two people—the art director who bought it, and the artist himself, as he cynically cashes the check.

For the artist is not fooled. He knows that in all America are only a few dozen people who care about his work enough to buy it for their homes; and only six or seven museums

whose directors will buy it for their walls.

All this applies only to Art—to Art with a capital A. It doesn't mean pictures. As the Eastman Kodak Company proves, these can be very good pictures indeed. Soft focus "art" photographs thrill connoisseurs, but don't sell cameras. What sells cameras is the very best and clearest "shot" that can be taken of ordinary folks, doing ordinary things. What advertising art really needs—we are speaking to art directors now—is more Landseers, more Browns (the Brown who did the eternal newsboys), more Luke Fildes's (remember "The Doctor's Visit"), more Tads and Briggses and Sidney Smiths, who know the one true road to the public mind and heart. "His Master's Voice" is advertising's greatest art. The man who painted "Washington Crossing the Delaware" would have sold more Buicks and more Estey organs than all the National Academy of Art's membership combined. To quote a line of Kipling's, every picture "should 'ave the 'igh shine of a photograph." The magazine covers have taught our public to want a naturalistic and pretty, or else broadly comic, picture—one that any true artist damns instantly as overdrawn.

Don't flatter people mentally by thinking they enjoy better pictures

**A "MODERNISTIC" STYLE DESIGNED FOR
NEWSPAPER REPRODUCTION**



From drawings made by RAYMOND LOEWY for BONWIT TELLER & CO., New York



THE *svelte lady*—and to be one is the ambition of all our sisters and our cousins and our aunts—would rather be thought of in terms of lines than in terms of masses. Her quaint prejudice should have been thoroughly gratified here, for all suggestion of solidity has been relegated to the background. And the technique of the treatment is interesting; a combination of line drawing and 65-line halftone screen, it gives to reproductions on newspaper stock the finish usually associated with a fine screen and glossy surface.

Women Writers—Quick!

If the Way Women Are Putting Words Together in Fiction Nowadays Is Conducive to Popularity, Why Should We Not Be Using More Women Copy Writers?

PHILIP E. SPANE

IT may not last very long, but for the moment the public wants women writers, and the advertising business ought to get in line.

Katherine Holland Brown has just won the largest prize ever offered for a purely literary work—\$25,000—with her novel, "The Father." The sponsors of the contest, *The Woman's Home Companion* and The John Day Company, offered two awards: \$25,000 for the best novel submitted by a man, and an equal sum for the best novel submitted by a woman. Of the 1,391 manuscripts submitted, only 418 were written by men.

None of the latter, in the opinion of the judges, was of sufficient merit as a serial and as a book to justify their awarding the prize offered to male contestants. Miss Brown, therefore, is the sole and only winner of the competition.

The public wants women writers!

A few weeks ago Mrs. Mateel Howe Farnham won the *Pictorial Review* and Dodd, Mead & Company novel contest with her manuscript, "Rebellion."

A critic in the *Saturday Review of Literature* says that the novel, now published in book form, has "few virtues except wholesomeness and a vivacious readability." [Aren't these the very qualities that we need in advertising?]; and, in comparing it with one of Willa Cather's novels that it "seems almost banal." "Yet out of 1,500 manuscripts," he continues, "it bore away the prize and has been printed with a flourish of trumpets as the sort of thing a woman's magazine considers highly brilliant."

If I remember rightly, it was Martha Ostenso with her novel, "Wild Geese," who started this practice of carrying off prizes offered jointly by magazines and publishing houses.

I will admit that all of the prizes which I have mentioned have been offered partly by women's magazines; but "Wild Geese" became a best seller in book form, and Martha Ostenso is

now writing serially for the *Cosmopolitan*. Mrs. Farnham's book also threatens to become a best seller.

It was not a woman's magazine but the stately *Atlantic Monthly* that paid Mazo de la Roche, another Canadian woman, \$10,000 for the serial rights of "Jalna." And "Jalna", too, has become a best seller. I do not know the most recent figures, but several weeks before Christmas the book was in its 75th thousand.



Drawn by Lucian Bernhard for Barney Gallant

And while we are on the subject of Canadian women, think of the thousands of copies that have been sold of the two totally different types of novels written by the Vancouver authoress who signs herself L. Adams Beck and E. Barrington.

IT was Nathalia Crane, the little girl who electrified America with her poems a few years ago, who won the prize contest for the best poem of welcome to Lindbergh on his return from Europe.

What novels—written recently by mere man, with the single exception, perhaps, of Dreiser's "American Tragedy"—have compared in public interest with "The Time of Man," by Elizabeth Madox Roberts; "The Constant Nymph," by Margaret Kennedy; "The Orphan Angel," by Elinor Wylie; and "Dusty Answer," by Rosamond Lehmann?

Are you aware that ranking with such "sure-fire" best sellers among the men as Harold Bell Wright, Sinclair Lewis and Theodore Dreiser, there

were five women in the twelve names listed by the *Christmas Bookman* as the authors of the month's best sellers in fiction?

Do you know of anyone who has not read Katherine Mayo's "Mother India"?

Will any of your friends confess to ignorance of the writings of Edith Wharton, Amy Lowell, and Edna St. Vincent Millay?

And speaking of the last-named, who else ever wrote an opera libretto in English that necessitated seven or eight performances in a single season at the Metropolitan, and warranted the sending of a company on the road with a single operatic bill?

Think of the vogue of such diverse writers as Katharine Mansfield, who wrote "The Garden Party," and E. M. Hull, the author of "The Sheik."

Ask almost anyone who follows literature to name the outstanding fiction writer in America, and for every one who says Sherwood Anderson or Dreiser, there will be one who says Willa Cather.

ASK anyone who is really acquainted with English literature to name the outstanding fiction writer in England, and for every one who mentions D. H. Lawrence or E. M. Forster, there will be one who says Virginia Woolf.

And so it goes. The public wants women writers!

And if the way women are putting words together in fiction nowadays is conducive to popularity, why should we not be using more women copy writers?

A certain agency is advertising just now the youthfulness of its copy staff. But I have not seen any reference to its gender. They may have women copy writers; but they do not boast about them.

And my point is that now is the time to boast about women copy writers—if you have any.

The public wants women writers, and why not [Continued on page 63]

Developing Executive Sense in Salesmanship

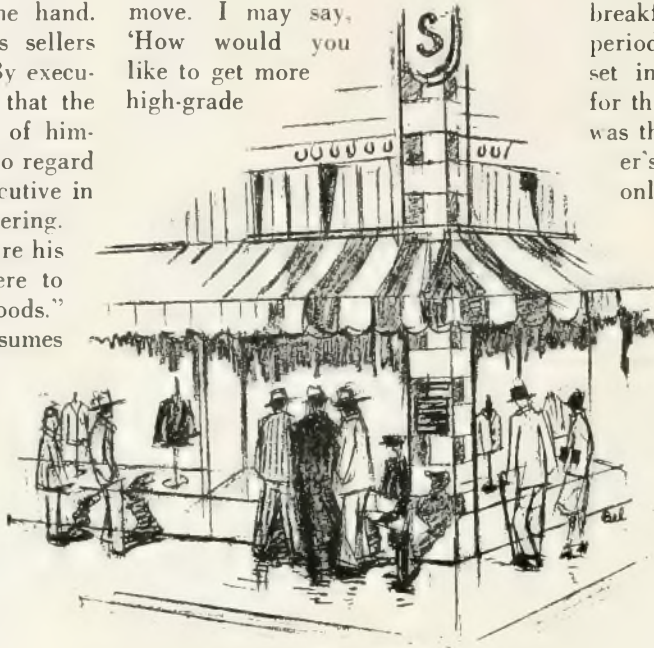
WILL HUNTER MORGAN

SAYS the sales manager for one of the new but successful tire manufacturers: "The biggest thing I can do for one of our salesmen is to get him to develop executive sense in his salesmanship. Most salesmen are too much inclined to think of themselves as playing a lone hand. They think of themselves as sellers and the dealer as a buyer. By executive sense in selling, I mean that the salesman instead of thinking of himself as a lone worker, begins to regard himself as our local sales executive in the territory he may be covering. The dealers and their clerks are his assistants. He is simply there to show them how to sell more goods."

When a salesman once assumes this attitude toward his work he often finds that all sorts of pleasant things begin to happen. For one thing he gets the biggest possible view of his job, and that always makes a job more interesting whether it be digging ditches or building up an international banking house. Next, he finds both the dealer and himself on the same side of the fence instead of on opposite sides. Naturally this is bound to show up in bigger orders and more satisfactory customer relationships all round. To these two major advantages may be added many minor ones.

From contact with salesmen in many lines I may be able to amplify somewhat the broad generalization made by the tire sales manager I have mentioned. One of the best-liked and most successful salesmen I have ever known confessed to me that he had a formula. He said: "When I call on a dealer I always try to think of myself as some outsider who has just been hired by the dealer to come in and show him how to sell more goods. When I succeed in getting into this frame of mind, I rarely fail to interest a man. For one thing, even if I don't think up any particularly

bright ideas that may apply to that individual store, my whole approach is different from the average salesman's. Most of the time I am talking about store expansion, or cutting out dead stock and replacing it with something that will move. I may say, 'How would you like to get more high-grade



Produced by Wendell W. Fish, Los Angeles; Illustration by "Bel"

customers?' Notice how different that is from, 'Why don't you put in some more high grade goods?'

"The first question is sure to appeal to any dealer. It pictures more sales and more profits. The second opener, which is the usual one, merely pictures more stock, more expense, and not necessarily any great profit. I keep the word 'buy' out of my sales talks all I can. Buying isn't necessarily a pleasant experience to the dealer. But selling always is. So I talk about selling. The dealer likes that." This was an excellent way of putting executive sense into salesmanship. This salesman was not thinking of making the dealers his assistants, but in effect his method did exactly that.

When a salesman begins to cultivate executive sense in his salesmanship, he finds more time to talk with the clerks in the stores where his goods are sold.

These men and women are also his assistants. As an executive he must train them how to sell. In many cases clerks are left in woeful ignorance about the products they handle. Sometimes this may be fatal to the manufacturer. For example, a ready-to-eat breakfast food had enjoyed a brief period of popularity. Then a decline set in. There were several reasons for the drop in sales, but one of them was that out of 500 grocers and grocer's clerks who were questioned, only three knew that the cereal was made of wheat. Practically all the rest thought of it as corn flakes because it looked like the corn products. The salesmen had never thought of talking to grocers or their clerks in definite terms about the make-up of the cereal.

THE salesman who regards himself as a sales executive would never have allowed such a condition to develop. So important is this matter of clerk education in one case, that the manufacturer

produces little cards which the salesman may hand to retail clerks. On one face of the card—the face which is turned upward—is a humorous picture with a brief caption designed merely to arouse curiosity. When the card is handed to the clerk he finds on the other side a humorous story which is turned into some important selling point for the product. Thus in a light and easy way the clerk is educated. It saves the salesman's time and apparently does the trick just as well or better than a regular selling talk.

"One of the signs of executive sense in selling," said the sales manager who was quoted at the beginning of this article, "comes when a salesman begins to quote one dealer's experiences to another. I advise my men to do this. I remind them how interested they are in [Continued on page 52]

THE EDITORIAL PAGE

Advertising Can't Make Stomachs Grow

“ALL advertising” writes W. B. Geissinger of California Fruit Growers Exchange, “is facing an increasing factor of competition which is particularly acute in the food field. There is a definite limit to the consumption capacity of the consumer. The human stomach is only able to accommodate 3600 calories of food per day, regardless of the earning capacity of the individual.”

The South Passes a Great Milestone

GEOGRAPHICALLY speaking, most of us do not understand the United States. We sit in our comfortable cities and have but the vaguest notions of what the rest of the country is like. We may have managed to understand something about the Middle West, the Corn Belt, or even something about the Pacific Coast.

But the South has remained a mystery for a great many people. Yet the truth is that the most rapid advance made by any section of the country in the last ten years has been made by the South. And now a great milestone has been passed—the South is no longer predominantly agricultural. Industry has passed the farm. Nine billions in manufacture and five in agriculture is the relative status at the last accounting held a year or more ago.

The South is due to advance toward the standard American scale of living; something which many sections of it have not known since the Civil War. Big things are happening. For instance, the cattle tick, which kept the South from being a dairy country despite its ideal year-around greenness, has now been mastered. This will further diversify agriculture. Then the new mechanical cotton picker, an invention almost as important as the gin or the combine, is being used in order to solve the labor problem. And the great electric power and fertilizer developments on the threshold of ac-

complishment are also major developments.

Ten years ago Dr. David Friday, an able economist, playfully said, “Go South, young man, go South,” and pointed out what was coming. Time has proved him to be 100 per cent correct.

Advertising Does Some of the Stabilizing

AMONG the underlying causes of the new stability of business that we, as a nation, have enjoyed since 1924, we have to include advertising as one of the major influences.

Every efficient advertiser has experienced the sales stabilizing influence of his advertising, and there are today many efficient advertisers. While the effects of advertising lie mainly in the realm of sales expansion, its stabilizing influence is extremely important in relation to the profits of the individual business and the course of general business conditions. The effect on net profits comes from better co-ordination of sales and output, as well as from better sales volume with lower unit selling costs.

Sales instability, as we know, cripples production. Unless a specified sales volume is reasonably assured during a forthcoming period of time, the risk in scheduling a definite volume or rate of output is so great in many cases that the better plan is to proceed on a tentative schedule of output. This sacrifices the great advantages of a definite full-fledged schedule of output at the beginning, such as corralling the right quantities of raw materials at favorable prices, having plenty of good labor, and planning well balanced and economical processing of the work.

The manufacturing business that regularly earns a good net profit knows how to avoid any periods of seriously unbalanced relation between production and sales. This implies good control of sales volume, and advertising has proved itself in hundreds of cases to be a practical means of securing the steadier flow of sales so essential to the maintenance of the most economical rate of production.

Which are the companies that have made the most consistent records of

earnings during the last ten years? The answer to this is a “Who’s Who” of the most efficient advertisers.

There is a close connection between advertising efficiency and stability of business profits. Everyone can see the connection between the stable progress of many individual firms and stability of general business conditions.

Is Everybody Broke After the Holidays?

THE Gruen Watch Makers Guild has hit on a promising after-the-Holidays advertising theme. It is urging people who received money for Christmas to buy something of permanent value with it, instead of frittering it away in casual expenditures.

We believe that to be a good January solicitation. Ordinarily the manufacturer of a luxury or semi-luxury product, thinks that it is no use for him to try to get business in the weeks following Christmas. He assumes that his product has been bought up to the saturation point during the Holidays, and that after that orgy of spending is over people have no money for anything except the bare necessities.

A. H. Messing, vice-president of the Peck Advertising Agency, in a recent address on “Getting the Merchants Out of the Trenches After Christmas,” said that this notion that people stop buying after the Holidays is nothing more than a state of mind. The public would continue buying if manufacturers and retailers did not lay down on the job.

Mr. Messing brought out the point that there is a tremendous sum of money given as gifts at Christmas. He might have added that a vastly larger amount is distributed as bonuses and commissions at the end-of-the-year settlements, which have become so common in recent years.

Most of this money will be spent during January and February. The motor car manufacturers have long recognized this fact. They get their campaigns going early in the year and thus catch many an idle bonus check that is hankering to be spent.

The Royal Order of Pretzeleers

Motto of the Order: Pretzels Everywhere, but not a drop to drink

RULES for CANDIDATES

Historical Data

The pretzel was born in Italy but named in early Germany. It came over here at a tender age and immediately became tough. As Elia (said to have sold the being crooked, his powerful influence secured its release. Subsequent studies proved the wisdom of this action, for it eventually developed the strange power of twisting a form that nothing but heat could reach.

Because of this peculiarity the pretzel found one population almost every night, and because the coming over of the Italian, Phoenician and other well known languages (that stretched up to one B. V. D. (Gibson's National Dinner.)

All this is history. But never one, but the great record imperious, having a head and a new method in the form named by our best bakers.

Scientists long thought that the case of the pretzel was that in its shape, but this theory was exploded when the Uneeda Bakers straightened a not without being the same. You can have your pretzels either crooked (O-So-Gud—adv.) or straight (Slim Jim—adv.)

Straight pretzels cost less to make. Pretzel bending is a difficult art and great pretzel benders are scarce and demand high wages. The pretzels we have with us today are made from choice wheat wheat. We cannot use "spring" wheat as it makes them hard to bend. You can see genuine ones here's better pretzels than any other. Some old wags are able to average twenty one knots an hour without benefit of "Witchergin." Our motto is, "more and bigger pretzels."

If you would be a pretzel

Here are the rules for your case

First you take your A.B.C.'s

From history pretzels such as these

The man who has an "A" die has

May wear the badge upon their chest

The man who comes here as an "A"

Must not be mistaken with others

Take heed! One we would you get

Some kind of the alphabet

But "B" is for Bakers, the "C" for Crooked

Or less it for Straight or Banded

But any letter that you choose

The alphabet is, not to ignore

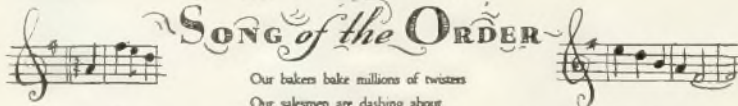
But to consume, more frequently

The Products of the N. B. C.

Countersign



Biting Chart



TUNE: My Bonnie lies, etc

Our bakers bake millions of twistlers
Our salesmen are dashing about
Our public is biting its letters
My Gawd! How the pretzels roll out!

(Repeat until exhausted)

Introducing a Royal Order

H. G. WEEKES

AND now the pretzel too has succumbed to Americanization, and the occasionally concomitant process of being Glorified. Once the lowly, unnoticed but popular inhabitant of a bowl, that stood happily somewhere between the free potato salad and the *leberwurst* sandwiches, it was deprived of its familiar habitat by Constitutional Amendment: to find itself—after a brief period of obscurity—once more in favor, and this time in a box. But unfortunately its meteoric rise in the social scale did not bring with it the dignity that should accompany promotion. In

spite of the grandeur of labels, wrappers, and trade names it retained its old cognomen and shape. Whether it is the former or the latter that prevents one from treating the pretzel as solemnly as one would, say, Swedish Bread, research has not yet disclosed. At any rate, somehow one doesn't. So when the pretzel's turn came to be presented to "The Long Table Syndicate," it arrived to an accompaniment of grins and chuckles; as its sponsors had planned that it should. "The Long Table Syndicate," made up of representatives of New York banking houses, meets for lunch every Mon-

day, and at each luncheon the product of some manufacturer is distributed.

On the pretzel's big day each man found at his place a roll of paper tied with a baby-blue ribbon, from which dangled several Uneeda Bakers pretzels. When the ribbon had been slipped from the roll the lunchers found that it was designed to be hung around their necks after the manner of a foreign decoration, and the paper itself turned out to be a proclamation—reproduced here—concerning "The Royal Order of Pretzeleers," in which were given rules for candidates, historical data concerning pretzels, the song of the Order, biting chart, and countersign.


It is to the section of historical data that the serious minded will turn their eyes at once, to learn some facts whose importance may be temporarily obscured by their novelty. For up to this time they have been little known. Typical of this timely contribution to knowledge is the opening statement: "The pretzel was born in Italy but received its early training in Germany. It came over here at a tender age and immediately became tough. At Ellis Island it was held for being crooked."

Of somewhat more technical interest is the information given further on: "Scientists long thought that the taste of the pretzel was due to its shape, but this theory was exploded when the Uneeda Bakers straightened it without losing the flavor. You can have your pretzels either crooked (O-So-Gud—adv.) or straight (Slim Jim—adv.) Straight pretzels cost less to make. Pretzel bending is a difficult art and good pretzel benders are scarce and demand high wages."

There is always, when advertising employs humor, a Serious Note. That is as it should be, and is in fact usually down-right necessary. Some times the S. N. is dragged in roughly, without an iota of consideration for the ancient canons of grace and relevance; at best it is liable to look a little awkward in its light-hearted surroundings. But it can make its appearance gracefully, as it has here, where at the end of the doggerel in the center of the proclamation we find what is apparently only a joke turned by merely three letters into a sales message:

"Bite any letter that you choose
The object is, not to amuse,
But to consume, more frequently
The Products of the N. B. C."

BRUCE BARTON

ROY S. DURSTINE  ALEX F. OSBORN

BARTON, DURSTINE & OSBORN

INCORPORATED

AN ADVERTISING AGENCY

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

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

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

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

New York: 383 MADISON AVENUE

Boston: 30 NEWBURY STREET



Buffalo: 220 DELAWARE AVENUE

Member American Association of Advertising Agencies

Member Audit Bureau of Circulations

Member National Outdoor Advertising Bureau

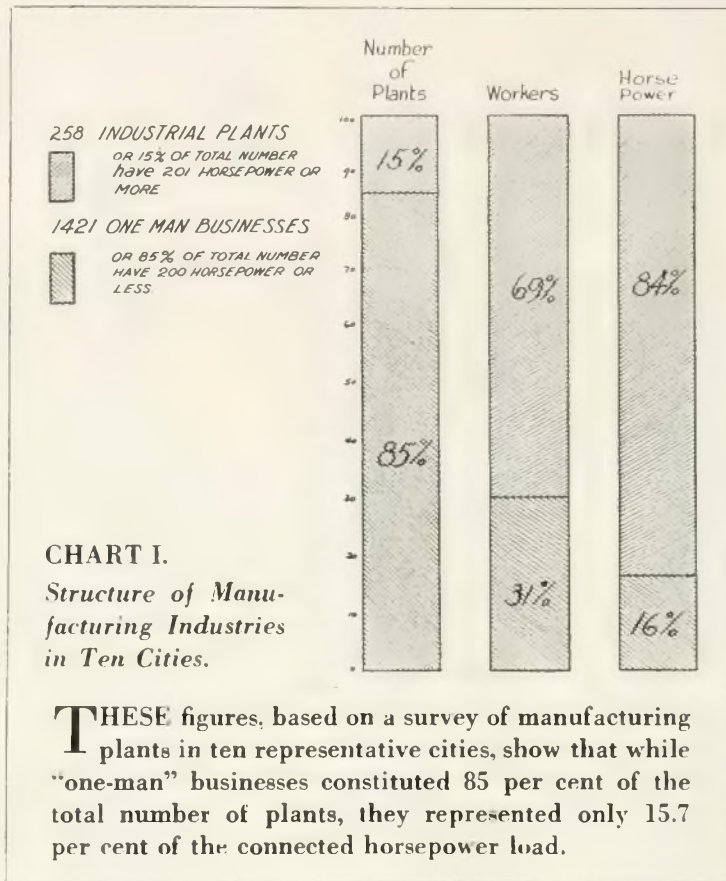
Characteristics of the Industrial "Buyer"

MELVIN T. COPELAND

STEAM railway companies constitute an important market for machine tools. In this market, performance of machines and their effects on operating costs are of greater consequence than the prices paid for the machines. The machine tool market in the railway industry, furthermore, is inelastic. A particular railway company, for example, cannot be expected to increase appreciably its purchases of machine tools merely because they are offered at low prices; other factors largely govern the number of machines bought. These facts are almost obvious. Nevertheless, many machine tool manufacturers, in attempting to increase their sales in the railway market since

1920, have placed their chief emphasis on prices, sometimes even cutting prices below the profit dead line. By such procedure they have not helped themselves and they have not materially benefited their customers. Now these manufacturers are coming to realize that they need to utilize constructive, informational sales methods, with emphasis on machine performance, rather than to continue cutting throats. For other markets for machine tools the story is much the same.

Improvements in machine tool construction and performance have been notable during the last six years, so notable in fact that some users state that in their practice the life of a new machine is reckoned at only two or three years. Within that time it is expected that the machine will be-



THESE figures, based on a survey of manufacturing plants in ten representative cities, show that while "one-man" businesses constituted 85 per cent of the total number of plants, they represented only 15.7 per cent of the connected horsepower load.

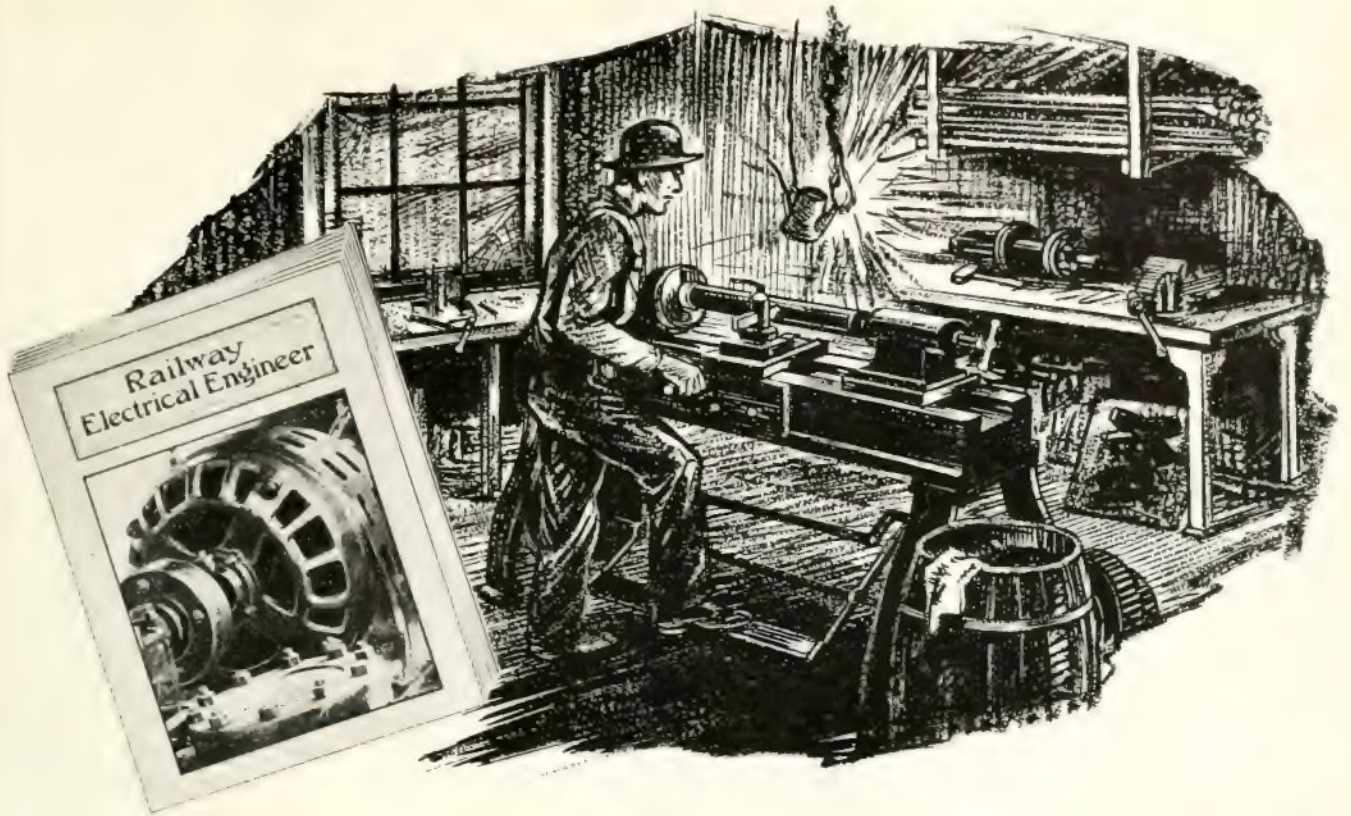
come obsolete. This development in machine tools has given the more progressive machine tool makers an admirable opportunity to use informational sales efforts; the keener buyers, moreover, have been eager to secure information, and the imaginations of other buyers could have been stimulated. Recognition of these facts is now leading to the adoption of more alert marketing methods in this industry.

The machine tool industry has been used here merely for purposes of illustration, and it is by no means the worst example that could have been selected. It does serve, however, to illustrate the difference between selling on performance or merit and selling on price.

The experience of the machine tool industry parallels, in a general way,

the experience of many other industries. Since the crisis of 1920, the general trend of commodity prices has been downward. Excess producing capacity has existed in numerous industries, and competition has been tremendously keen. Users of industrial equipment and materials have been especially eager to reduce costs and to produce more readily salable merchandise or service. The companies that have clung to obsolete equipment or antiquated types of products have been losing ground rapidly. The manufacturers of industrial equipment and materials have had to face these market conditions; those who have utilized alert marketing methods, recognizing and comprehending the needs of their potential customers and their characteristic buying habits, have shown attractive results; those who have kept their eyes on their competitors' prices instead of on their customers' operating requirements and buying methods have suffered.

The potential buyers of industrial goods usually include establishments of various sizes and with differing types of organizations. Therein lie some of the toughest snags in industrial marketing. Take the market for motor trucks, for example. As one segment of the market we find numerous small contractors, proprietors of retail shops, local truckmen, and small manufacturers, each of whom operates only one or two trucks. Another segment of the market includes metropolitan department stores, large construction companies, and large



“Them Days Is Gone Forever”

AND in their place are the present days of electrically lighted shops; motor driven machine tools with push button control; electric welding; electric furnaces; electric power plants—in fact, electric power and light in every branch of the steam railway industry.

The present market for electrical materials and equipment in the steam railway industry is big. It is also a rapidly growing market.

In reaching the railway electrical

officers who are responsible for specifying, installing and maintaining electrical equipment throughout the steam railway industry the *Railway Electrical Engineer* can aid you materially, for these men look upon it as their own publication.

As one of the five Simmons-Boardman departmental publications that comprise the Railway Service Unit, the *Railway Electrical Engineer* is devoted exclusively to the electrical problems of the steam railway industry.

Simmons-Boardman Publishing Company, 30 Church St., New York

“The House of Transportation”

Chicago: 105 West Adams Street Cleveland: 6007 Euclid Avenue Washington, D. C.: 17th and H Streets, N.W.
San Francisco: 74 New Montgomery Street

The Railway Service Unit

*Railway Age, Railway Mechanical Engineer, Railway Electrical Engineer,
Railway Engineering and Maintenance, Railway Signaling*

manufacturing companies, each operating a fleet of trucks. A company which operates a fleet of trucks usually has a special department for supervising maintenance and operation, and the purchase of new trucks is a subject with which not only the head of that department but also a purchasing agent and other executives of the company are concerned. The one-man business buys without red-tape but it usually buys only one truck at a time and perhaps with prolonged deliberation. The large company buys great numbers of trucks and buys more frequently, but the decision to buy is a composite decision of several individuals each of whom has a different interest in the purchase and a different point of view.

Producers of industrial goods, in formulating marketing plans, hitherto have given inadequate attention to the management organization of their potential customers. Many of the shortcomings—marketwise—of some companies selling industrial goods

probably can be traced to the fact that the marketing methods of those companies have not kept pace with the developments in specialized organization for management purposes in the companies which constitute large parts of their potential markets.

WHILE innumerable variations and gradations in management organizations exist, the outstanding differentiation for industrial marketing purposes is between the simple one-man customer and the articulated organizations of large companies.

In a one-man business the proprietor or manager personally directs the production, sales, delivery, and financial activities of the business and also does the buying. If he feels the need for expert advice, he may call in a consulting engineer, a public accountant, an electrical contractor, or an architect. In selling equipment or materials to such an enterprise, there is only one man to convince, except when a consultant has been called in,

but the distraction of other duties renders it difficult for a salesman to obtain an expeditious audience. The buyer in that case, furthermore, often lacks the imagination or technical training necessary to comprehend readily the merits of the articles placed before him. He is rather likely to have his mind so occupied with pressing operating problems that he does not study plans for the future. His financial resources usually are limited and for that reason, as well as because of lack of study and foresight, he delays the scrapping of obsolescent equipment. Although businesses of this type buy some equipment and materials directly from manufacturers, their logical sources of supply usually are local supply merchants or distributors.

The companies with articulated management include not only large manufacturing businesses but also steam railways, local public utilities, department stores, steamship companies, large construction companies, and so on. [Continued on page 68]

CHART II.—Railway Purchasing Procedure

Executives and Operating Officers	Mechanical Officers	Engineering and Maintenance Officers	Electrical Officers	Signal Officers
Chairmen of Boards, Presidents and their Staffs, Purchasing Officers, Department Heads, Accounting Officers	Superintendents of Motive Power, Mechanical Engineers, Master Car Builders, Master Mechanics, Shop Superintendents	Chief Engineers, Engr's Maintenance of Way Division Engineers, Supervisors Bridges and Buildings, Supervisors Water Service, Roadmasters	Electrical Engineers and their Staffs, Shop Electrical Officers, Car Lighting Officers, Welding Supervisors	Signal Engineers and their Staffs, Superintendents of Telephone and Telegraph
Railway executives and operating officers are concerned with the major problems of railroading and as appropriate officers their knowledge of a product is important. Their approval is required on all expenditures for additions and betterments and they are vitally concerned in the efficient handling of traffic. Consequently railway appliances or materials that will cut costs, improve railway operation, speed up repairs and keep rolling stock in service will receive attention in connection with capital expenditures and maintenance appropriations	(In the United States) 68,092 Locomotives *2,114,083 Freight Cars 56,814 Pass. Cars 403 Loco. Shops 568 Car Shops 3,271 Engine Houses 1,500 Power Houses	(In the United States) 249,398 Miles of Road 417,954 Miles of Track 350,000 Buildings 4,500 Coaling Stations 14,000 Pumping Stations	Electrical energy is used in practically every branch of railway activity. The electrical officers are responsible for specifying, installing and maintaining shop electrical equipment, locomotive headlights and turbo-generators, car lighting equipment, heavy electric traction, flood lights for terminals and classification yards and general illumination throughout buildings.	Automatic block signaling Interlocking and automatic train control have become important factors in speeding up traffic as well as safeguarding the traveling public. The signal officers are responsible for specifying, installing and maintaining materials and equipment in this branch of railway service. Telephone and telegraph equipment is specified by the superintendents of telephone and telegraph.
	The mechanical officers are responsible for the design, construction and repair of locomotives, freight and passenger cars. In short, they keep rolling stock in service and specify materials and appliances that enter into the construction and repair of rolling stock. These same men specify machine tools and other devices and materials used in railway shops.	Engineering and maintenance officers are in charge of all work on tracks, bridges, buildings and water service stations. All materials, tools, labor saving equipment and other appliances used in this work are specified by engineering and maintenance officers.		

Important Factors in Selling a Product in the Steam Railway Industry

1. To secure and hold the interest of the officers and their subordinates in the department in which the product can be used.
2. To create a demand for the product among these men so that the product will be specified in requisitions sent to the purchasing department.
3. To present the merits of the product to the executives and operating officers who are important factors in railway purchases.
4. To follow through to the purchasing department where requisitions are translated into orders.

*This figure does not include company service cars or privately owned cars. The total number of freight cars in North America, regardless of ownership is 3,086,457.

In the major industrial plants the "buyer" is not an individual but a group of individuals, each with a specialized interest in the proposed purchase.



"Sell and Repent"
Reg. U. S. Pat. Off.

THIS quaint character is perhaps the oldest known trade-mark in America's textile trade. It is the family brand for Butterfield Fabrics—established 1837. In 90 years, Fashion's whims have swept aside mohairs and "wigans" but the "little fat man" trade-mark and the cryptic legend still identify *tissues of the mode*—Normandy Voile, Lingette, and now—Light o' day. Advertising for Fred Butterfield & Co., Inc., is created on the Interrupting Idea principle by the Federal Advertising Agency, Inc., 6 East 39th Street, New York.

Be Fair to the Space Salesman

Every Courtesy, without Evasions and with Adequate Conferences, Is Cheerfully Accorded Publishers' Representatives Who Solicit Our Business

H. R. BAKER

Advertising Manager, The Miller Rubber Company of N. Y.

THE work of publishers' representatives is an economic necessity in the total scheme of advertising. They are the salesmen of advertising space and their mission is one of complete cooperation with advertising managers. They furnish information which advertising men can seldom obtain by other means. To them we extend every courtesy: we believe that each is entitled to a reasonable amount of time in which to outline his proposition. He may have something new and important in connection with his publication that we should know.

It is not equitable to turn a representative of any publication over to a subordinate who cannot give him definite information. We do not believe that it is fair to a representative to "pass the buck" to a subordinate in order to evade the truth regarding his chances of making a sale. The men in our advertising department who have charge of various divisions of the work are in most instances capable of making their own decisions, and they frankly but courteously tell the representative of any publication just where he stands in relation to our advertising plans at that time.

We know of no reason why we should evade telling a representative that his publication is not included. We do not feel that it is just to permit him to hold false hopes because we lack the courage to say "no." Nor do we believe in cutting him off without a word because we do not plan to use his publication. Every man who represents a publication is entitled to his day in our court.

We have no purpose in this attitude other than a desire to promote courtesy and equity in business. It is not just to bait a representative with an inferred promise of business in order to induce a betrayal of the advertising plans of competitors. Such practices breed loss of confidence. If a sales-



man of advertising space will betray a competitor we have every reason to believe that he will betray us: and, moreover, we believe that such confidences have no place in business.

NOR is personality an influence that enters into the selection of publications for our advertising space. Our transactions with publishers' representatives are on a basis strictly of business and the men with whom we deal are in reality emissaries for their publications. There is a business mission and ours is a buyer's. Invitations of all kinds are taboo in our department and none are accepted, although we know that such invitations are prompted only by the most friendly motives. We believe that good business demands the total absence of the personal factor.

All publishers' representatives are on an equal footing in our advertising department regardless of whom they represent. No advantage is given to one representative over another, by advance information about our advertising schedules. We may have almost decided to use a certain pub-

lication, at the time we receive a call from its representative, but until we have definitely scheduled his publication he is not informed. Nor do we reveal to any representative the names of any publications that are to be used in advance of completed negotiations with the other representatives.

Strict adherence to business ethics and caution in making promises prevent unpleasant situations. Once a promise is given by one who has the authority to give it, there can be no "about face." For that reason we are careful. Very few promises are made.

WE believe that the best interests of all those concerned are maintained through a perfectly open, courteous and reciprocal relationship with advertising agencies, with respect to publishers' representatives. We are perfectly frank in outlining what we are convinced are our space requirements. Representatives who favorably impress either our department or the agency are included, but we insist that there be no backstairs politics. If our department does not see fit to include a publication in one of our schedules we do not accept intervention by the agency in behalf of that publication. Such working to cross purposes, we have found, creates confusion, destroys our prestige and initiative, and handicaps our purposes.

We believe that there is a happy balance between curt and discourteous dismissal and loquacious discussion between a publisher's representative and any member of our department. We believe that a salesman of advertising space is entitled to attention by some one in authority as soon as he enters our office.

We are laboring in a service that is mutual and we believe that salesmen are necessary factors in it. We like to think that we make business friends of them, and we believe that we do.

“Neither Snow Nor Rain—



“nor heat nor gloom of night” stays the regular delivery of these requests for merchandising assistance.

36,421 inquiries were received last year. Over 80 mail sacks full.

More than 120 were received daily—and more than 120 were answered daily.

Nothing interferes with the immediate, thorough response to every call for aid.

These 36,421 inquirers are department store owners, buyers and other executives. They depend on Dry Goods Economist for buying information, style forecasts and merchandising aid.

They receive it in full measure. This is evidenced by the increasing use merchants are making of this service. 80 sacks in 1927. Undoubtedly, 100 sacks in 1928.

Reader interest? Reader confidence? In plenty. But the type of inquiry received, divided almost equally between buying and selling problems, emphasizes the affinity between reader interest and buying interest.

Economist readers buy from Economist advertisers.

DRY GOODS ECONOMIST

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

Offices in principal cities—in New York at 239 West 39th Street

The Practical Visionary

The Paradoxical Nature of Advertising Requires in Its Practitioners a Happy Blending of the Objective Spirit of the Scientist with the Temperament of the Artist

J. ALAN FLETCHER

BERNARD SHAW has declared: "Shakespeare had no religion. He believed in nothing. For that reason, he never took the trouble to write an original play. He had no message."

Shakespeare, the immortal, had no message. How profoundly he understood humanity in all its weaknesses and virtues, yet never did he assume the rôle of the moralist offering a solution to life's problems. His was the work of the true artist; portraying, not remedying, conditions.

Advertising, however, must play the parts of both scientist and artist. It has a dual rôle; it must find a message and interpret it. Science reveals the sales idea and art dramatizes it.

Advertising makes heavy demands upon its champions. It is forcing the development of a new type of business man—one who can be as judicious and practical as he is emotional and visionary. The ramifications of a national advertising problem are amazing; so intricate, indeed, that in the last analysis an advertising recommendation is based on a judgment that intuitively considers a thousand sales factors. To make correct decisions the super-salesman of print must possess an extraordinary appreciation of humanity as well as a thorough grasp of the trades.

Science relates to something to be known; art, to something to be done. Scientific processes operate with regard to rules, principles, methods and facts. "Art," says the Standard Dictionary on the other hand, "while it makes use of rules, transcends all rule; no rules can be given for the production of a painting like Raphael's 'Transfiguration,' a statue like the Apollo Belvedere, or a poem like the Iliad."

Some people are attempting to reduce advertising to an exact science. It can not be done. Too many considerations enter in entailing the exercise of judgment, while half of the

task is in the realm of dramatic art. Advertising is a mixture of reason and emotion. The proportions vary with the problem.

Never
need your hands say
"Dishpan"



"WHY try to keep our hands white and soft," women said, "and then for an hour and a half each day expose them to irritating soaps in the dishpan?"

It was in this way women began using Lux for dishes!

Wash your dishes in Lux and your hands stay smooth and white—blessedly rid of that tell-tale "dishpan" look.

The free alkali in so many soaps—regardless of whether Bakes, chips or cakes—dries up the beautifying oils Nature placed under the outer

skin to keep your hands from getting rough and red. There is no free alkali in Lux diamonds!

One teaspoonful whips quickly into all the foamy suds you need for a whole pan of dishes. The light Lux suds rinse off so quickly, leave your dishes, glassware and silver so sparkling, that you will say Lux makes dishwashing both easier and quicker. Of course your nicest dishes are safe with Lux.

Save your hands. Always keep a package of Lux on your pantry shelf. One teaspoonful is plenty for all the dishes. Lever Bros. Co., Cambridge, Mass.

135 dishwashings
in the big
package



Make the first half of the job—that of finding the message—as scientific as possible. Give research every possible chance. Weigh the findings with a cool, unbiased mind. Let this be an impersonal work with opinions subordinated or, better, entirely out of the picture. If possible let the service story of the product develop

itself, create its own values. Get a true report, unexaggerated and complete. Facts, not fancies, are the foundation of the successful sales campaign.

The second half—that of delivering the message—is the work of the dramatic talent of the agency. The personal feelings of the writers and artists must be given rein in this important interpretive work. There are no exact rules. The same message given to a hundred agencies would be interpreted in a hundred different ways. There would be weak and emphatic, fussy and clear handlings of the identical idea.

Advertising reaches great heights when it combines masterful sales strategy with irresistible salesmanship in print.

When the science and art of advertising are perfectly coordinated, then you may be sure you will have selling on a large scale. Those two qualities are vital to successful advertising.

AN advertising agency has two major functions: The determination of the buying resistances with the closest possible approximation to scientific method, and the overcoming of the mental resistances with all the emotional force of art.

In the hurly-burly of modern agency practice, harassed by time, money and human limitations, it is the exceptional campaign that satisfies the ideal in science and art.

The actual steps in the preparation of a flake soap campaign will show how closely practice can come to theory.

A prominent maker of soap flakes had already sold his product to some twenty-five million women. It had been featured for washing woollens without shrinking, and fine fabrics without fading.

He was looking for new markets when someone proposed using the

The TRUE Cleveland Market is like no other big market in the United States

J. Walter Thompson Co.'s Great Market Analysis Proves It!

A SUPPLEMENT to "Population and Its Distribution," entitled "Retail Shopping Areas," a comprehensive study of American markets was recently published by The J. Walter Thompson Co. In this great sales manual are statistics that give positive proof to the contention of The Press that The *True* Cleveland Market is small, compact, restricted in area, hemmed in by the markets of other large Ohio cities—like no



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

Cities in Order of their Rank in 1925 City Population	% of State Population in Shopping Area	Rank in % of State Population	% of 1925 State Income Tax Returns in Area	Rank in % of Tax Returns from Area	City Ranks in Order of Shopping Area Population
New York	62.82	3	77.05	4	1
Chicago	55.26	4	80.92	2	2
Philadelphia	32.59	8	36.81	8	3
Detroit	42.38	5	63.19	6	6
Cleveland	22.12	10	24.76	10	8
Los Angeles	35.19	6	45.87	7	7
St. Louis	33.78	7	63.28	5	9
Baltimore	75.43	1	86.80	1	10
Boston	74.35	2	77.87	3	4
Pittsburgh	24.43	9	32.86	9	5

other big market in the United States because no other state in the Union has so many large and thriving cities as Ohio.

The table printed here, compiled from the J. Walter Thompson reports, tells the *Facts*. Ohio's largest city has only 22.12% of the state's population in its shopping area, ranking last among the 10 largest American cities. It ranks 5th in city population—

but only 8th in shopping area population, and last in the percentage of state income tax returns in its shopping area.

By every and any method of measurement the area over which Cleveland newspapers have influence will be found to be The *True* Cleveland market, just as surely as its First advertising Buy is known to be THE CLEVELAND PRESS.

The Cleveland Press

NATIONAL REPRESENTATIVES:
250 Park Avenue, New York City
Cleveland - Detroit - San Francisco



ALLIED NEWSPAPERS, INC.
400 N. Michigan Blvd., Chicago
Seattle - Los Angeles - Portland

CLEVELAND'S FIRST

ADVERTISING BUY

flakes for dishwashing. The idea appealed to everyone. Under the old regime the campaign might have been launched overnight. The suggestion was so plausible. But not so in the way by which the modern agency is working.

The market must be checked for size; the buying resistances must be exactly determined.

Fifty office questionnaires brought back the results of preliminary trials for dishwashing. Mothers, wives, sisters and friends of agency members were the first to experiment. The initial attempt at an investigation was, of course, too limited to count for much. It did serve, however, to perfect the questionnaire. Certain questions [Continued on page 78]

year fairly proportionate to the amount of capital employed. We believe that General Motors is entitled to a reasonable net profit and we try to operate our properties in such a way that each dollar employed on behalf of our stockholders will make for them a reasonable return. We believe that the merchants who distribute our products and the suppliers who furnish us materials with which we in part build our cars, are entitled to a reasonable return. I think we should all bear this in mind and realize that, after all, if we cannot capitalize volume in the form of a reasonable net profit, we have not accomplished very much and we are not on a very firm operating basis.

The Automobile Looks at 1928

ALFRED P. SLOAN, JR.

President, The General Motors Corporation

MUCH has been said ever since the birth of the industry as to the point of saturation. Irrespective of what arguments may be advanced *pro* and *con*, the fact still remains that the number of cars in operation throughout the country is continually increasing, and I believe it is going to increase continually for some time to come. There is no question that, in addition to the increase in the number of cars in this country, the export markets offer great opportunities for increased volume, especially in overseas countries that are dependent on the outside—those who do not manufacture within themselves. I believe, however, that those American manufacturers who have the ambition to be more or less of an important factor in the manufacturing countries must recognize that due to the accumulation of wealth that comes through the development of any industry, and for other reasons such as national defense, it is illogical to assume that those countries, influenced as they must be by their own selfish economic necessity, can permit outsiders to enter their markets to an unreasonable degree. I therefore believe that we must look forward, through evolution, to the necessity of employing capital in manufacturing in those countries and making ourselves a part of their industrial life, thus doing our share in the development of their wealth and in return obtaining for ourselves a reasonable return on the capital thus employed.

* * *

I believe you all recognize the fact that as measured by the number of motor car units produced and sold, 1927 was not as satisfactory a year as 1926. The reason for this being under-

stood, I will not deal with it. All that being the case, I believe it is perfectly logical to assume that the purchasing power held back in 1927 will become available in whole or in part in 1928. As a matter of fact, it may interest you to know that in General Motors we have developed a system of forecasting our operations from month to month, four months ahead. Experience has shown that these forecasts, developing as they do every detail of our operating position, are very accurate. Assuming that the accuracy of our forecasts for the first quarter of this year compares with that of other forecasts, I believe, as measured by the number of units that we expect to produce and sell, and from the standpoint of the profit resulting therefrom, General Motors should have as good a first quarter—in fact, I will even go so far as to say, a somewhat better first quarter than last year, and when you recognize that last year was the biggest year that General Motors ever had and the first quarter of last year was the biggest first quarter that we ever had, you can appreciate why we feel optimistic.

* * *

I believe also that manufacturers and merchants and all others engaged in business enterprises, irrespective of character, should recognize the necessity of a reasonable net profit. I say this because, as you know, a study of American industrial operations during the last year or so, particularly the year 1927, while showing a tendency to large volume, has reflected a relatively smaller net profit. So far as our viewpoint is concerned, we feel that no business enterprise is on a healthy and constructive basis unless there is a net profit at the end of the

* * *

I have certain principles which I have conscientiously tried to carry out in my twenty-five or thirty years of business activities. I find that it applies to the small business as well as the big business and I have had experience in both. These principles are very simple and easily understood.

* * *

First, I think we should recognize, as I have stated before, the fact that big business—and business is getting bigger all the time—must be founded on service to the public if it is going to endure. Then next, business must recognize the equities of all concerned. I believe that our stockholders, who are partners in the business, are entitled to know the facts about the business that they own. I feel that they are entitled to a fair proportion of the profits in the way of dividends.

* * *

I feel that our direct organizations are entitled, in addition to the market value of their services, to participate in whatever success there may be which they themselves create. I believe that our suppliers are entitled to a fair return on their capital but, on the other hand, they must be charged with the responsibility of a competitive cost. I believe our dealers are entitled to a fair return provided they handle their business intelligently—further, that the public is entitled to share as promptly as possible, in improvements that better engineering and better manufacturing make possible.

Portions of an address delivered before the luncheon meeting of the Members' Council of the Merchants' Association of New York.

IOWA SPENDS MILLIONS



This picture happens to come from Waterloo. It might have been taken in almost any Iowa city. Theater seats are still classed as a luxury. But Iowans have plenty of money to buy them, and most of the other things that they really want.

where she wants to spend it!

HAVE you a question about Iowa's buying power? Here's a quick way to the answer. Try to get a Sunday night seat in any one of a score of Iowa theatres. You may wait a long time for your seat, but you'll get your answer in a hurry:

"Iowa spends millions—where she *wants* to spend it."

Iowa's buying power is well above the national average—14% according to Brookmire estimates. That is why so many companies who concentrate their sales attack on responsive territories, are going after more Iowa business in 1928.

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

Here is a state with two and a half million people, but no city of more than 175,000. Rather than being concentrated in one or two metropolitan centers, commercial activity is distributed among a group of important cities, each serving some particular section of the state.

In going after the Iowa market, newspaper advertisers have learned that no single paper, or two or three papers, can do the job alone. Thorough coverage of Iowa's key centers is necessary in getting your full share of the Iowa business.

IOWA DAILY PRESS ASSOCIATION

Davenport, Iowa

Ames Tribune	Council Bluffs Nonpareil	Fort Madison Democrat	Oelwein Register
Boone News-Republican	Davenport Democrat & Leader	Iowa City Press Citizen	Oskaloosa Herald
Burlington Gazette	Davenport Times	Keokuk Gate City	Ottumwa Courier
Burlington Hawk-Eye	Dubuque Telegraph-Herald	Marshalltown Times-Republican	Sioux City Journal
Cedar Rapids Gazette & Republican	Dubuque and Times-Journal	Mason City Globe-Gazette	Sioux City Tribune
Centerville Iowegian & Citizen	Fort Dodge Messenger & Chronicle	Muscatine Journal & News-Tribune	Washington Journal
			Waterloo Evening Courier
			Waterloo Tribune

The 8 pt. Page by Odds Bodkins



PERHAPS I oughtn't to tell it on her, but I know she won't mind.

I'm speaking of Julia Coburn, of course, who has recently been appointed promotion and merchandise manager of *Harper's Bazar*.

The scene is one of the American Express Company's big sight-seeing buses, rumbling over the pavements of Paris. On a front seat a young lady and a tall, funereal man. Strangers. Two in a crowd of twenty rubbernecks.

An incident on the street attracts the attention of the two. Spontaneous comments. Followed by conversation. Fellow Americans, feeling strange and welcoming companionship.

A very pleasant morning seeing Paris together.

The bus passes the Cafe Marguery. It is noon. The man of funereal mien suddenly gets an inspiration.

"Would you," he asks, "lunch with me—filet of sole Marguery?"

"Oui," says she.

As they sit at lunch in the famous restaurant, he of the funereal face suddenly suggests, "I suppose we really ought to introduce ourselves."

"Why not?" says she. "I'm Julia Coburn of Toledo."

"I'm Odds Bodkins," said I.

And that is how I came to meet Julia Coburn.

—8 pt.—

I see by the papers that Mr. and Mrs. Albert D. Lasker have handed my good friend, Max Mason, president of the University of Chicago, \$1,000,000 as a fund for medical research for the purpose of increasing the life expectancy of persons fifty or more years old.

Interesting that a man who has made his fortune in a profession only about twenty-five years old should be devoting a portion of it to the study of extending the life span of people twice that old.

Incidentally, this strikes me as being an exceedingly practical research.

—8 pt.—

Another thing I see by the papers is that the Harmon foundation has awarded gifts to thirteen negroes in recognition of creative work in the fields of literature, education, business and religion.

Which brings to mind a paragraph from a letter written recently by a Chicago man who said, "Some day the American busi-

ness man is going to realize that is essential to educate the negro so that the earning and spending power of the colored race will contribute materially to our prosperity."

This is a thought to ponder.

—8 pt.—

So John E. Kennedy has passed on!

The news carries me back to my first days as cub editor of *ADVERTISING & SELLING*, many, many years ago, when George French edited it and the publication office was in the Postal Telegraph Building, opposite City Hall Park.

One of the first pieces of copy G. F. gave me to send to the printer was an article by John E. Kennedy—one of the reason-why articles.

You remember his style: His stuff was ALL FULL of Caps. and *Emphasis* of ALL kinds so that WHEN YOU READ it, you had all the *sensation*—MENTALLY—of riding in a wagon with one *lop-sided* wheel!

G. F. one day characterized it as "typographobia." and, as I recall it, Kennedy did not write any more articles for us after that.

I think John E. Kennedy did a lot for advertising—was a real constructive influence because he pricked men's minds and awakened them out of their easy-going smugness.

—8 pt.—

P. K. Thomajan, of the Harold Lloyd Corporation, Hollywood, who admits he is a regular reader of this page, submits a belated entry in the advertising definition contest. He calls it "The hurry-scurrilous news-ticker record of an eventful world in action."

This definition is too late for an award, but I fear it would not have won first place anyway. A Grade A definition should be easy to remember and easy to repeat. I defy anybody to think of this one in a hurry and say it fast!

—8 pt.—

Dorothy Higgins sends me a copy of *Advertising Women*, which is published twice a month by the New York League of Advertising Women, and which she edits, I gather from the masthead.

Confidentially, I think she hoped I would review it on this page.

Ever since I almost got mobbed as one of the judges of the costume ball on the

Lancasteria, put on by the League of Advertising Women, because I did not pick the lady in the airplane dress for first prize, I've been a bit leary of expressing my views on feminine advertising affairs!

But I will say that I think that Miss Higgins and her associates have succeeded in rather a remarkable way in getting a clubby atmosphere into type and making one feel the friendliness of the League.

—8 pt.—

I've just waked up to the fact that my genius friend, Benjamin Jefferson, erstwhile of Lyon & Healy's, Chicago, is publishing a quarterly magazine, *Milline Costs and Review*, from Pasadena, California. The number I have on my desk is Volume 1, No. 4. So I must be a year behind the times.

B. J. always did have an original mind, and his ideas have considerable virility. First a conception—*Milline*; then an article; then a system; now a magazine devoted to the idea!

—8 pt.—

Out in Chicago they have a unique institution known as the Old Settler's Picnic. The Old Settlers—twenty-five or so of 'em who have sold industrial advertising in Chicago for ten years or more—recently held their "picnic" at the Sky-Line Club in celebration of the founding of the business of one of their members, Russell T. Gray, who started an industrial advertising agency in Chicago ten years ago and has industriously advertised industries to each other ever since.

From pioneer to old settler in ten years! In what other field or profession than advertising could that be achieved?

—8 pt.—

Paragraph from a booklet put out by a company making colored pencils featuring efficiency uses for their pencils:

In a Hosiery Factory

Finished hose showing small spots and other slight blemishes that would unfit them for sale are doctored up by using colored pencils on them to hide these defects. After being thus treated these hose are sold as seconds and a part of their value is salvaged. Various other kinds of woven and knit goods are sometimes treated in this way to hide defects so they can be marketed at cut prices.

Letter commenting on same from E. P. Brown of the advertising department of the American Hoist & Derrick Co. of St. Paul:

Dear Odds Bodkins:—

I am sending you the inclosed little sample of the merchandising methods of ancient Bagdad. Nothing could illustrate more strikingly the superior business morality of these enlightened days as contrasted with the tricky methods which were "de rigger" in the days of the Caliphs.

Those two birds that wrote "Your Money's Worth" must have got their facts from the "Arabian Nights."

—8 pt.—

Darn it, they've gone and moved my front door and my copy-hound! I had a nice big front yard for the dog to survey—he never was much of a pup to run around—and now they've crowded it into two columns and there's no vista at all!

The Passing of the Perfect 36

HUMAN figures are such that a good many people can wear ready-made clothes with perfect satisfaction.

But competition has twisted business figures into such strange shapes that their advertising clothes *must* be made to order.

There is still too much ready-made advertising. Too much stock stuff. Too much advertising built to a formula—good looking, apparently adequate—but it doesn't do its job.

The success, the very life, of an advertising campaign depends upon its being made to order.

The subject must be measured as an individual. His clothes must be painstakingly and skillfully designed—not only with a view to long wear, but so that they will help him get what he wants from the world.

Each step in the made to order advertising campaign must be in the hands of a specialist. There can be no let down at any stage. The last step must be taken with the same professional sureness as marked the first. Stock stuff at any point will almost surely kill the whole job.

This is no broad indictment of advertising. Much of it is now being made to order, and we wouldn't want the job of improving it.

But we do want jobs of proving what made to order advertising will do with products now wearing any other kind of advertising clothes!

If you consult with us you will very soon be able to tell by our attitude, by our questions, and perhaps by our suggestions, whether or not we have what you need.



GROESBECK-HEARN, Inc.

An Advertising Agency Primarily Interested in Sales

415 Lexington Ave.

New York City

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

Servicing the Consumer

[Continued from page 21]

product from a nationally known maker and then to read the warranty that goes with the goods. These guarantees are standardized. They open with this sentence: "We warrant each piece of apparatus manufactured by us to be free from defect in material and workmanship." A fine beginning! But at once there follows three or four sentences with such clauses as: "This warranty shall not apply, etc."; "Neither shall it apply, etc."; and "This warranty is in lieu of, etc." Just as the customer is wondering what the maker does guarantee, if anything, the second paragraph of the standard form greets him with:

"Our obligations under this warranty are limited to the furnishing at our factory of any part of said equipment which shall, within sixty days after delivery to the original purchaser, be returned to us, transportation charges prepaid, and which examination shall disclose, in our judgment, to be defective."

The defective part may be worth ten dollars. To tear apart the equipment, prepay transportation and replace the part when it has been received may—as quite often it does—cost the customer ten times ten dollars; and, if he happens to live far from the factory, he may be without the equipment for several weeks. To meet just this contingency—with its resultant ill-will—has been the first and the most compelling reason for the servicing of individual consumers.

THE brutal coldness of the formal warranty stands in the sales contract; it is attached to the product. But, in order to retain the customer's goodwill and to build repeat orders, the manufacturer has been obliged to bring the factory to the user—through servicing stations or servicing dealers, and the like. With reputable manufacturers, furthermore, the customer is reimbursed—or not charged in the first place—for the ten times ten dollars of expense. He is, furthermore, given a "loaner" during the days or weeks of inconvenience; whether that "loaner" be a radio battery, a vacuum cleaner, a truck, or a Pullman car.

"Although many times customers are unintentionally unjust in their

claims," says the MotoMeter Company, "and while this means a money loss to us, we are amply repaid in the goodwill of over ten million users of our product." This opinion comes from a policy under which any service station of that concern replaces, without question or delay, any article that does not stand up under use; plus a very generous half-cost replacement of broken or damaged instruments.

The National Cash Register Company comes very close to warranting complete satisfaction. It promises:

"All registers sold as new are guaranteed for a period of one year from date of delivery. No charge will be made to the user for parts, repair time, or traveling time [of the repairman]. . . . Should the register get out of order from ordinary use within one year from the above date, we agree to repair it free of charge." The only condition attached to this warranty is either that the user pay transportation to the factory or nearest agency, or if the repairman is summoned to the place where it is used, that the man's actual expenses be paid, but with no charge for his time.

The standard manufacturers' warranty, in short, is not satisfactory. As a formal statement it shields the factory legally; it undoubtedly is a protection against unreasonable claims. But any manufacturer who stopped all adjustments on the deadline of the warranty's wording would lose sales in the competition of today. The way out from this dilemma is through the servicing station to which the defective product is taken (or from which it is serviced); the reconditioning and repairing to be followed by a reimbursement of the agency by the factory. The servicing manuals, accordingly, contain detailed instructions to the local dealer for reporting both replacement parts and labor costs on prescribed forms, together with information as to the method of handling the credit memorandum through the accounting department.

SERVICING has, in this manner, developed within five or six years as a sort of intermediary—with the individual customer—to modify the harsh terminology of the formal warranty.

Such servicing is, on the one hand, a recognition that the factory is obliged to users to insure their satisfaction with the product and, on the other hand, a step to build consumer goodwill which has, as an ultimate aim, the next sale.

"Our dealers can't make money." is the judgment of the sales manager of Goodyear Tire Company (Mr. L. C. Rockhill), "unless their margins for servicing are adequate and their stations are operated on sound business principles."

THAT opinion is the kernel of servicing, the individual customer. One can discern a regular cycle for each new product that requires servicing. The product is launched. For a time it carries the country as by storm, since it is new and fills a need. The first sales yield good margins to the salesman and the dealer, and, with growing volume, the "net" looks good. Then, imperceptibly, as a rule, servicing creeps in—both for the initial installation and for "keeping the product sold." After one or two seasons the dealers wake up to the fact that the year's business shows a loss; they demand wider margins of the factory, allowances for servicing, the aid of a factory-trained service manager; and, out of the confusion, servicing becomes a department of the agency separate from the straight selling, and, with it, separate accounting and the effort to make servicing self-sustaining.

"One of the most notable things we have discovered," says the Timken Company, "is the small number of dealers who are satisfied with the profits they are making. Yet no industry, particularly a new one, can be permanently successful unless everyone connected with it is able to make consistently a satisfactory profit. This does not mean, of course, that every dealer will be successful, because there will always be failures due to lack of ability, lack of capital, and other reasons which cannot be blamed on the industry itself. But it should be possible for the average man with average ability to make a profit as a local agent.

There ensues the one big and unsolved problem of "how to service individual consumers and make it pay."

Initially, servicing cannot be made to pay its way. Early models in the laboratory are one thing; turned out under a "production schedule" and subject to the abuses of actual use

How Is Business In Iowa



Here is a Good barometer!

An Iowa manufacturer who does a state wide business has just shown us his gross sales figures for the past six years. This concern's products retail for 10 cents each or less and are widely sold in cities, small towns and rural districts.

Sales in Iowa for year	1922, \$1,345,512.50
	1923, 1,422,116.25
	1924, 1,611,896.75
	1925, 1,648,783.50
	1926, 1,808,247.75
	1927, 2,142,538.00

This manufacturer has an aggressive merchandising policy, a strong sales organization and is one of the largest users of newspaper advertising space in this state.

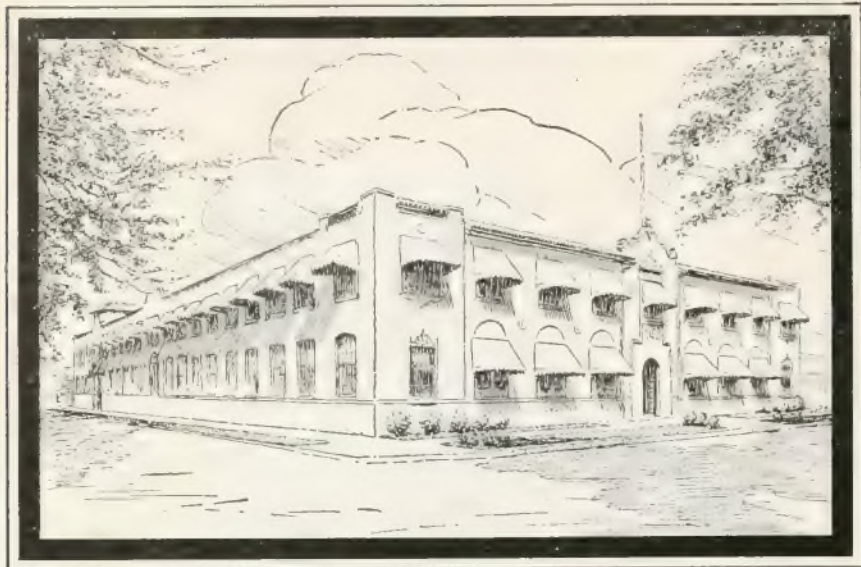
Who is this manufacturer—you ask.

None other than ourselves. The figures given above represent the amount of money which subscribers have paid so that they could read *The Des Moines Register and Tribune* each year. They do not include advertising income.

Who could ask for any better indicator of the opportunity to increase sales on a popular priced meritorious product in the Iowa market.

{
}
 230,589
 December Net Paid
 Daily Average

The Des Moines Register and Tribune



"Going to Detroit soon?"

"Haven't planned on it."

"Well, the next time you are there, look up the Evans-Winter-Hebb organization. I did last week. And a big surprise. Something more than printers. Their own building with everything under their control for the complete handling of direct advertising. Quite a planning and copy staff alone. And the work they are doing shows that they must be on the right track. Just the people you need to help you put over your direct advertising in a big way."

"I'll get in touch with them by mail."



EVANS-WINTER-HEBB Inc. Detroit

822 Hancock Avenue West

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

they act quite differently. Servicing to adjust engineering to use is costly. With each product it is a slow and expensive process to modify a design to the varying conditions of a hundred million people. The cost of such servicing becomes, in effect, a part of the patent rights and other intangibles of perfecting the product.

AS the product becomes established, the situation changes. "How to make it pay" is altered into "It is necessary to *make it pay.*"

The first recourse is to coach servicemen to "sell" enough incidental supplies, as a part of the reconditioning of the product, to turn expense into profit. Thus the makers of gas mantles converted their servicing into a major source of revenue; thus radio dealers have forced tubes and batteries and condensers upon credulous but helpless owners. Thus, too, has this type of servicing brought general discredit upon all servicing. To a limited extent such "selling" is necessary; but there is every temptation to overdo it. Instead of creating that most desirable of intangibles, good-will, it diverts consumers to rival dealers. Company after company, therefore, has felt obliged to caution its servicemen in this matter.

Second thoughts turn to devices to charge the owner for the time of the servicing. During the period of the sales guarantee (sixty days, six months or a year) this is obviously impossible, as also it would be unfair; nor is it, in practice, advisable during the months when time-payments are still "running against the goods."

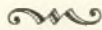
To charge per hour for servicing involves "selling the idea of servicing" to the consumer, which is nothing but a frank explanation that a mechanical product must have periodical care and that no owner can do such work so well and so inexpensively as the trained serviceman. Such concerns as the National Cash Register Company, and the Burroughs Adding Machine Company have developed the technique of "selling the idea of servicing" almost to perfection. For automobiles and trucks, all users have been educated to this understanding. For radio and refrigeration much progress has been made, but uniformity throughout the country is yet to be attained.

Great satisfaction has come to automobile owners through the "flat rate system" which is fast superseding the

OVERHEARD IN AN AGENCY

Client: "How can I reach the largest national, masculine audience most effectively and economically?"

Space Buyer: "Use the ALL-FICTION FIELD. These magazines are edited primarily to interest men readers, and young men and old, all over the country, simply read their covers off. There's no more economical and effective man medium than All-Fiction."



\$2,900 a page

All-Fiction Field

Magazines of Clean Fiction

NEW YORK

CHICAGO

BOSTON

SAN FRANCISCO

IT IS SIGNIFICANT
that in so many Shrine
families this publica-
tion is not referred to
as "dad's magazine" but
as "OUR magazine"

Every member of the Shrine is a
reader of The Shrine Magazine.
The circulation is in excess of
600,000 copies monthly. A
distribution statement, by states,
will be mailed upon request.

THE SHRINE MAGAZINE

1440 Broadway · New York

Phone: Pennsylvania 7827

Tribune Tower
CHICAGO

Little Building
BOSTON

"time and material basis" for all makes of cars, there being added to the agreement as to cost the guarantee that if the repair work is faultily carried out it will be redone without charge. Servicing is thus kept from "independent" garages and held to the "authorized service stations" of the respective makers, and at the same time the confidence of the owner is greatly augmented.

A third method is applicable to initial installations of the whole range of "domestic" equipment. It is the simple one of having the dealer pay the man who makes the installation a commission of, say, one per cent of the sales price of the product installed, for each installation that does not require servicing within the period of the "guarantee" (thirty, sixty days, six months, or a year). This bonus, odd as the statement may sound, is fast spreading in popularity with both employer and employee. Two servicemen will accomplish what formerly four could not handle; the service call "hook" in the agency is kept clean; the men earn more; and good work is rewarded.

A FOURTH means of making the servicing pay its way is through looking at it as a step to greater sales. The Caloroil Corporation urges upon its dealers this consideration:

"You would not hesitate to pay for space in a newspaper if it brought results, so do not think you are losing money when your men make one or two extra calls a day to build up friendship and good-will for Caloroil."

Advertising for servicing has come with a few. Willard uses half pages to tell that "Real Service Saves Repairs," followed by a list of "Willard five-point inspection service." The National Carbon Company advertises in full pages with trade publications an engineering servicing whose object is to instruct customers in better use of oxwelding equipment and acetylene gas. There are many indications that the advertising of servicing will increase.

"No advertisement is read like the one addressed to an owner," says one general manager, "and for direct-mail it's a list of picked names. If we can't make good with them with advertising we can't with anybody. They're past the inquiry stage, because they already have our goods."

If all repairmen were salesmen, the

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.

PHOTOSTAT SERVICE

RAPID—ECONOMICAL

FACSIMILES - ENLARGEMENTS - REDUCTIONS

Commerce Photo-Print Corporation
42 BROADWAY 80 MAIDEN LANE
Manover #993 John 3697

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.

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.

More Work, More Business More Prosperity for ALTOONA



The reprint of this newspaper clipping shows that the Pennsylvania Railroad will spend large sums of money to enlarge its facilities at Altoona where its largest railroad shops are now located.

Mr. Salesmanager, you realize what a project of this magnitude means to Altoona—to its people, and to the business and prosperity of the community. Everybody will participate, and everybody will profit by it, and everybody will have more money to spend, and spend it freely.

Now is the time for you to come to Altoona to get your share of the new business and prosperity. Why not let us help you with a newspaper campaign that will reach this increased buying power? The Mirror is the only paper you require to tell your story to Altoona's families, for it circulates throughout the 25-mile trading radius, and is delivered into the homes of 29,000 families.

Why not start the New Year right by coming to Altoona?

Altoona Mirror

ALTOONA, PA.

Business Direct

FRED G. PEARCE, Advertising Manager

Have You Examined the "New" RECORD?

The ARCHITECTURAL RECORD is now BIGGER—and takes the standard 7 x 10 plate, so that it is no longer necessary to make special cuts to fit the old small size. The new over-all size, 8 7/8 x 11 3/4 inches, provides carefully proportioned and handsome margins for the advertisements, which will thus be set off to maximum advantage. The "new" RECORD is also BETTER typographically, pictorially and textually. Long the leading magazine in its field in architect and engineer circulation, now 36% ahead of its nearest competitor, the "new" RECORD will command the considerably enhanced interest and attention of a clientele that constitutes the main specifying and purchase-controlling factor in a market that, in 1927, totaled nearly seven billion dollars. The January—and succeeding—numbers will merit the closest study by those who sell or direct the selling for others, in this enormous field.

On request—sample copy, latest building statistics, our booklet "Selling the Architect," and most recent A. B. C. reports. The RECORD is a member of both A. B. C. and A. B. P. Inc.

The ARCHITECTURAL RECORD

Division F. W. Dodge Corporation

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

Member A. B. C.

Member A. B. P., Inc.



no cuts

AS an occasional relief from pictures, pictures, pictures comes a booklet beautiful because of its skillful employment of type, white space and distinctive paper. Quite out of the ordinary, such booklets.

The
Cargill Company
Grand Rapids

1927 was
ORAL HYGIENE'S
best year....
and January
1928 is the
best month
in our history.

ORAL HYGIENE

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

CHICAGO: W. R. Conant, Peoples Gas Bldg., Harrison 8448.
NEW YORK: Stuart M. Stanley, 62 West 45th St., Vanderbilt 3758.
ST. LOUIS: A. D. McKinney, Syndicate Trust Bldg., Olive 43.
SAN FRANCISCO: Roger A. Johnstone, 155 Montgomery St., Kearny 8086.

whole problem would be simple. But the psychology is wrong. The average mechanic, due to his environment and his work, is a "negative" talker, and a poor man to correct an owner's false impressions. The repairman comes into the home when trouble has been brewing; unless he is gifted with tact he will let drop some remark that discredits the salesman as one who "misrepresents" or "claims too much." At best, the repairman covers up difficulties. He is no more a salesman by nature than every customer is "the ideal owner."

Nearly all manufacturers of appropriate products have built up servicing. Not all of them, however, have had the vision to feature their servicing as a sales argument or as an advertising thought. To "sell the idea" with an expense bill impending for the customer is bad; or, as one man states it, "the purpose is too apparent." The only solution, in reason, is to "sell" the idea in advance: and, as always, "salesmen are to sell goods while advertising is to 'sell' ideas." More general advertising of servicing is, accordingly, likely to become common.

SO, after all, it is not the question of "What does it cost?" or "What is the discount?" that is the greatest factor in making sales, but such questions as "How does it perform?" or "What kind of service does the maker give?" Willys-Overland reminds dealers of the need to advertise their servicing, with this admonition to bring home the fundamentals:

"What owner wants to buy his automobile across a fine table from a neat, accommodating salesman, only to go down an alley to receive servicing of an uncertain nature from dirty, possibly misinformed, mechanics in a dark and unclean servicing department? See that you are properly located to render convenient servicing."

Finally, there is "preventive" servicing.

The individual's satisfaction is somewhat in proportion to the amount of his investment. If he pays a good price, or buys from a high-grade dealer, he expects a minimum of "trouble." This means, upon analysis, that the equipment "is ready to run when wanted." Convenience quickly obliterates memory of the cost.

To prevent inconvenience becomes, then, the ideal of servicing. "Preventive" servicing opens wide the sales

field for the department. It takes the form of regular and methodical inspections, to check lubrication and loose bearings, to correct "habits of the owner," and to advise the consumer of conditioning work that ought to be done, rather than to permit him to wait until a break-down occurs. While it is important to have owners realize the necessity for repairs, care must be taken not to oversell repairs or adjustments other than such as are really needed.

"PREVENTIVE" servicing also takes the form of telephone servicing. If the telephone message is handled by a girl, or by the ordinary clerk, all that is possible is to hang the complainant's name and address on the "hook" as a reminder that the serviceman has a "call" to make. But "we get rid of three-fourths of them the first minute," says a radio dealer in Wisconsin, "and we do it by having the best repairman answer the telephone." In a tactful way he explains that it may be hours or a day before a serviceman can visit the owner, adding, "Perhaps I can save you time and expense by making some suggestions over the telephone."

Then there follow questions as to the nature of the trouble, with the most usual causes mentioned first. The repairman waits at the telephone for each suggestion to be followed through by the distant consumer, yet by a helpful attitude he does, in many cases, lead the owner to help himself.

Telephone servicing shows "an appreciation for the owner's inconvenience" while saving him both time and expense. It demands tact, of course, but the rewards are immense.

Many unreasonable demands are made for servicing with which the telephone serves admirably. "Don't be afraid to refuse servicing," runs one manual, with a note that is rather peculiar amid all the recommendations for more and better attention to the owner. Over the telephone this can be done firmly and yet in a perfectly courteous way.

Although one must admit that manufacturers have failed to visualize the opportunity of telephone servicing, it is still evident that they are coming to recommend the method. The National Cast Register Company, for example, devotes five pages to this subject.

This is the second of a series of articles on "servicing," the first of which appeared in ADVERTISING & SELLING for January 11. The third will appear in an early issue.

"DA!" said the Chief of the Baby Copy Writers, to the Inquiring Client!

"DA!" explained the Big Boss of the Agency, as he conducted the Inquiring Client through the Baby Copy Writers Department, "is the language of The Coming Generation—the BUYERS IN YOUR BIG MARKET OF THE FUTURE!

"DA," continued the Boss, "is the favorite expression of our young and peppy writers, who know so well how to talk to their own generation. 'Baby Billikens,' here, is Copy Chief, because he gets the 'Da' stuff over so much better than the rest."

"Da! Da! Da! Da!" acclaimed the Baby Copy Staff in vociferous agreement.

"Da! Da! Da! Da! Da—mn!" shrieked the Client as they led him to his padded cell.

WALTER CHESTER, 220 W. 42nd St., New York

Writer and Counsellor to Sophisticated Agents and Advertisers



House Organs

We are the producers of some of the oldest and most successful house organs in the country. Write for copy of THE WILLIAM FEATHER MAGAZINE.

The William Feather Company
605 Caxton Building :: Cleveland, Ohio

Over 40 Years of Helpful Service

Bakers' Helper maintains a service department for bakers, helping them to overcome faults in their goods, furnishing recipes and giving much other practical business advice. Subscribers show their appreciation of the paper—75% renew by mail.

ABC **BAKERS' HELPER** ABC
Chicago
Published Twelve a Month
431 SOUTH DEARBORN St., CHICAGO

Executive Sense in Salesmen

[Continued from page 28]

THE EXPLOSIVES ENGINEER

**DO YOU WANT
TO REACH
MINING MEN?
QUARRY MEN?
CONTRACTORS?**

THE Explosives Engineer is eagerly read by many men who influence purchases for mines, quarries and contractors.

The Explosives Engineer will be five years old in March, 1928. Its net paid circulation is approaching six thousand A. B. C. Its gross circulation is at present 9,000. Most of its subscribers are managers, superintendents, and their assistants.

The Explosives Engineer is the only publication devoted to the important problems of moving coal, ore and stone safely and effectively with the aid of explosives. Its articles on accident prevention keep it prominently before the management of the industries it serves.

The Explosives Engineer should be on your list for 1928. Sample copy and A. B. C. statement on request. Address The Explosives Engineer, 1000 Delaware Trust Building, Wilmington, Delaware.

**FORERUNNER
OF PROGRESS**

monthly sales contests. The element of comparison is always interesting. I tell the men that they can to some extent get the effect of a competition among their own dealers. When dealer A sells a whole carload of our goods in six months the salesman should use that fact with other dealers who have businesses of the same size. Such other dealers will either be immediately interested in A's success or can be dared into becoming interested. What advantages had A which *they* do not enjoy? Again, these more spectacular successes give our salesmen a chance to describe to other dealers the store methods adopted which resulted in the bigger volume of sales.

AS these methods are described, the listener mentally puts himself through the same steps. He sees himself giving our goods special display, or advertising them, or doing the other things which explain A's success in disposing of his carload. And, of course, in attempting to get a dealer to buy a carload it is far more effective to show how another dealer sold such a quantity than to simply argue about the possibilities with unproved theories.

But another thing has been found where salesmen acquire the executive sense in their work. They begin to see right through the dealer and his clerks to the consumer. It is the consumer who must be influenced if the goods are to be sold in larger quantities. With this view of his work the salesman begins to see the advertising department as a right-hand assistant, too. He becomes ready to use their efforts on his behalf. He sees that their efforts and his coincide in that the jig is up unless the consumer consumes. So the salesman begins to make wider and more intelligent use of the advertising material supplied him.

Most salesmen do not want to travel forever. There comes a time when life on the road grows monotonous, and the realization comes that some younger fellow could hustle around faster and pump enthusiasm into dealers better than the man with thinning locks. "We are quite frank with our men about the opportunities in selling," says one sales executive. "We

tell them that they must face middle age frankly and decide what they propose to do when it arrives. Obviously we cannot give executive positions either in our home office or our branches to all of the salesmen we employ. What then? When the salesman has reached a certain point we believe he should either become one of our executives or go into retailing or jobbing on his own. We tell our men this. Few men can be whizzbangs as salesmen after passing the fifty-year mark. Therefore it is decidedly to the salesman's own interest to get what you call the executive attitude toward his work. Only as he does get it will he have any chance of becoming a branch manager or home office sales executive. If he fails to make the grade required for these positions, he has at least been equipping himself to go into retailing. In learning how to help his retailers sell he has had to study every aspect of retailing—store location, stock selection, window displays and other forms of retail advertising, hiring of clerks, and all the other things that go to make a successful retailer. If he has made the most of his opportunities, he has seen why hundreds of stores have failed while other hundreds have succeeded."

AS I discussed these points in executive salesmanship with a friend who has sold for several years, he remarked, "But don't forget that it takes two to make a bargain. Before your executive sense will get into salesmanship in a general way, a good many manufacturers will have to change their attitude toward the salesman. They can retain their determination to see sales increase. But they must not give the salesman so many accounts that the big ones must be slighted to provide time to cover the little ones. They must look at business secured and at times forget the number of calls per day. They must not urge orders of a certain size in all cases. And advertising display material must contain active selling copy, prepared from the dealer's own standpoint." This comment may sound a useful caution to the manufacturer who wants to develop executive sense in his salesmen.



THE average net paid circulations of the Daily Oklahoman and Times and the Sunday Oklahoman as of December 1, 1927, were: Oklahoman and Times, 153,422; Sunday Oklahoman, 96,079.

DAILY OKLAHOMAN and TIMES 153,422
SUNDAY - - 96,079

ON December 1, 1927, just 7,034 more persons were buying the Oklahoman and Times on week days than one year ago. The average net paid week day circulation of the Oklahoman and Times, as of December 1, was 153,422 copies.

The average Sunday sale, as of December 1, 1927, was 96,079 copies, a gain for the year of 5,657.

In December the Times published 706,104 lines of advertising, 27,846 lines more than in the corresponding month in 1926; the Daily Oklahoman, 583,646 lines, a gain of 22,232 lines; the Sunday Oklahoman, 285,838 lines, a gain of 36,876.

During 1927 the Oklahoman and Times published 72.8% of all daily advertising in Oklahoma City.



The **DAILY OKLAHOMAN**
OKLAHOMA CITY TIMES

Thoroughly and alone
 cover the Oklahoma
 City Market



E KATZ SPECIAL
ADVERTISING AGENCY
 New York Chicago Detroit
 Kansas City Atlanta
 San Francisco



Everybody's Business

[Continued from page 5]

will be visible for a distance of five miles. If no clouds are in sight, artificial ones will be created by exploding smoke-bombs at proper intervals. Radio lights are available to guide airmen to a safe landing when the fields are enveloped in a fog. And there is a super-beacon proposed for Chicago that will stand 500 feet above the ground, employ electric tubes filled with neon gas and send forth a beam visible in Milwaukee, eighty miles away.

At the Government's Assay Office in New York City, they have a device that actually picks gold out of the air. Heretofore, a considerable quantity of the precious metal was lost in the fumes that passed off during the smelting process. Now the gold-bearing fumes are forced to rise between two metal plates charged with high voltage electricity. The gold particles become electrified and after settling on the nearby electrodes, they are shaken into a collecting chamber below. Already something like 700 ounces of gold values have been recovered.

ENGINEERS are demonstrating revolutionary types of steam boilers having "submerged burners" that permit the combustion of gas, oil, or even powdered coal to go on under water. No smoke is given off, so stacks are not needed. Combustion is complete before the flame strikes the water, but the hot gases speed through it so rapidly that steam is raised in a few minutes. If a method of this kind should come into general use, our boilers in a few years would be only a tenth as large as they are today, and the result would be a tremendous saving in the cost of such equipment.

Out in Nebraska recently at the College of Agriculture, a remarkable tractor that ran by itself, successfully plowed a twenty-acre field. All the owner must do is guide the tractor once around the outside border of the field. Then by starting the engine with one wheel traveling in the furrow already plowed, a metal guide on the front of the machine does the rest, and it goes chugging along in a constantly dwindling area, never stopping until the last bit of ground has been plowed.

An automatic cut-off stops the tractor instantly in case the plow hits an obstruction, or the front wheel jumps out of a furrow. Developments of this kind lead us to believe that farm labor may soon go the way of the farm horse.

ON every side are recently perfected devices of great value to industry. Mercury is coming into large use in many fields of enterprise. It is the essential substance that enters into the operation of the new mercury turbines. But this metal when present as a vapor in the air is extremely poisonous, so a clever fellow has given us a device that rings a gong when there is even one part of mercury in twenty million of air. Another new apparatus changes the alternating current from ordinary house wires to direct current suitable for charging batteries. An ingenious contraption called a "thermostop" will protect motors of all kinds from overheating. If the oil supply of the engine becomes exhausted or any part of the cooling system fails, the thermostop rings a bell and the motor ceases to operate instantly.

The rays from a new kind of quartz lamp are being employed to detect forgeries, test foods and read secret writing. Under this powerful "black light" the investigator can discover quickly if a bank note is genuine, if an erasure has been made, if a cheap dye has been substituted for the real thing, if a fabric contains cotton instead of wool, or if a sausage contains too large a percentage of gristle. Wonderful microscopic cameras will now take pictures that are magnified 6000 times, thereby revealing the innermost secrets of metals, paper, rubber, and a hundred other materials. This device in practical use is disclosing why many things are flexible, some brittle and others elastic.

Our biggest telephone company has accomplished the seemingly impossible by developing an artificial larynx that is able in large degree to restore the human voice. Up at the Massachusetts Institute of Technology they have an adding machine de luxe which permits engineers and scientists to solve problems in a few hours that

would require from a month to a year to work out by ordinary methods. A new "colorimeter" that makes it possible for the user to match any shade, is proving of great value to the ink, paint, dye, paper and textile industries.

Man-made brains are taking over a great part of the burden of thinking. Metal contrivances are doing the work once performed by human muscles. A gigantic X-ray machine that cost \$500,000 and that weighs 80,000 pounds, is now being used to pour 250,000 volts of rays through the human body, performing in twelve minutes a treatment for cancer that formerly required from one to two hours. German police, in order to more quickly apprehend criminals, are using a new type of whistle that produces sound waves of such high pitch that they are heard by the police dogs, although inaudible to the fugitive.

Science has even produced what we might call an "Electrical Man," for the new "Televox" represents the nearest approach of the modern engineer to the creation of a mechanical slave. This astonishing "Robot" can control power stations, motors and switches from a central point hundreds of miles away, in strict obedience to the human voice.

IT all sounds as if we were coming rapidly to a time when men and women will do little more than command automatons to perform every task that entails the least of drudgery. In such an age there would be an end to arguments, impudence and procrastination. Man's intelligence would be released for limitless opportunities. Inanimate brains would direct artificial senses and muscles. The human master sitting at his desk would be endowed with hundreds of hands, ears and mouths, all of them doing his bidding in remote stations where switches and tools would operate ceaselessly without the supervision of human eye.

Scientific research in America is widespread. No industry can now exist without it. New things come out of the laboratories daily. It is no time for the executive to keep his eyes focused constantly on his own desk. Neglect in recognizing the importance to his particular business of a new material, a new method or a new machine may spell the difference between success and failure.

DEEP
IN THE HEARTS
OF THE PEOPLE



SCRIPPS-HOWARD
NEWSPAPERS

HENCE . . . THE MOST RESPONSIVE
NEWSPAPER CIRCULATION IN THE
UNITED STATES

FOREWORD

Along with the many forward strides in the business of advertising, there has come a new day in the science of space-buying.

Astute, result-seeking space-buyers no longer buy space by the rate-book alone; so much circulation for so many dollars.

They seek to look behind these figures, into the publisher's editorial and business policies.

They seek to learn whether a newspaper carries its favor with sensationalism, contest-baits, premiums and prize-awards, or by the excellence of its legitimate news-service to the reader and to the community.

For, today, the probing purchasing agents of advertising are interested, not alone in a newspaper's number of readers, but in the number of its friends.

"Pulling power," to them, does not mean, merely, the "number of copies printed and sold," but the "number of copies read, believed and respected."

The wisdom of this trend among advertisers to analyze the elements in a publisher's circulation-statement, was emphasized by John H. Fahey at the annual convention of the Association of National Advertisers . . . He said:

"There is nothing more important to the advertiser than the character of the circulation methods employed by newspapers and magazines.

"The newspapers which pursue the policy of slow but

sure natural development; which refuse to go outside of their own fields in order to secure mere numbers of circulation; which will not resort to unworthy appeals to take advantage of the weakness of human nature . . . these are the newspapers which represent the best tendencies of the day in circulation methods."

For proof that advertisers are insisting upon editorial character along with circulation, one has only to look at today's outstanding American newspaper successes.

Almost without exception, the greatest revenue-producing newspapers are those delivering the cleanest and most dependable news-service.

Sometimes these papers lead in circulation numbers; sometimes they do not. But always, they lead in community-influence and community good-will.

Which is the reason why they lead in profit-value to the advertiser.

More and more, the wise advertiser of today is linking his aims for leadership with newspapers of conscience and character

. . . with newspapers that rely, mainly, upon brilliant, trustworthy, thorough and public-spirited news-service to increase and stabilize their circulations

. . . with newspapers that are deep in the hearts of the people . . . because they will not break faith with public interest.

Such are the SCRIPPS-HOWARD Newspapers.

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

SCRIPPS-HOWARD
 MEMBERS OF THE AUDIT BUREAU OF CIRCULATIONS



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

NEWSPAPERS
 AND MEMBERS OF THE UNITED PRESS

NATIONAL ADVERTISING DEPARTMENT

Stuart S. Schuyler, DIRECTOR

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

Back of every great and growing city is a good newspaper



As a city thinketh, so it is. Public thought is the stuff the city is made of. And day by day, year in and year out, the daily newspaper is weaving the strands

of public thought. Pick out any community with a well-posted, modern-minded and right-thinking citizenry. There you'll find a good newspaper, working tirelessly and

ably for public welfare and enlightenment; for constant and needed civic improvement; for efficient and economical government; for fair and impartial taxation; for larger returns to both capital and labor; for an equitable distribution of opportunity and privileges; for better lives and living-standards.

When a newspaper is faithful to these community missions, its readers are faithful to it and respond, freely and loyally . . . both to its news and advertising columns.

Hook up your advertising

with the most influential power in the community!

When a stranger sets forth to conquer a strange town he is fortunate indeed if he carries with him the sponsorship of the city's most influential man. The advertiser who engages to introduce his product to a SCRIPPS-HOWARD city through a SCRIPPS-HOWARD Newspaper, associates his copy with the most influential selling power in the community. In fact, the very presence of his advertising in a SCRIPPS-HOWARD Newspaper helps to win community confidence for the newcomer.

First, because the city's real buyers are not only SCRIPPS-HOWARD readers, but SCRIPPS-HOWARD fans, whose faith in SCRIPPS-HOWARD editorial columns extends to its advertising space. Second, because these

readers know that SCRIPPS-HOWARD advertising space is kept free from all misrepresentative claims and doubtful projects.

The following, from the Code of Ethics of The Cleveland Press, is typical of the protection that all SCRIPPS-HOWARD Newspapers give to the legitimate advertiser against unethical and untruthful competition:

"Kill every advertisement that is untruthful; that casts reflections upon other products, people, institutions; that violates the principles of honesty, decency, and square dealing. Under no circumstances shall advertisements be published that are vague, misleading or insulting to our readers or to our legitimate advertisers."

These advertisements are specific examples of SCRIPPS-HOWARD Public Service

THE SATURDAY EVENING POST July 30, 1927

◀ LITTLE DRAMAS IN THE LIFE OF A GREAT NEWSPAPER SYSTEM ▶

"There's the man who wrote that story and we all know he writes the truth"



FOR several days, the minority leader of the Senate had been demanding an investigation of alleged corrupt practices in the Senatorial elections. But the resolution calling for an investigating committee seemed doomed to defeat.

And then, in its noon edition, a SCRIPPS-HOWARD Newspaper published an exclusive story that bore the headlines:

"Millions Spent in Pennsylvania Elections"

The story, when read into the Senatorial record, was immediately challenged by the opposition, and ridiculed with these words:

"It's only a newspaper story."

But the minority leader was sure of his ground. Pointing to the SCRIPPS-HOWARD correspondent in the press gallery, he cried:

"It is a newspaper story. But there's the man who wrote it, and we all know he writes the truth."

The resolution was passed, the famous Reed committee created, and the wholesome work of cleansing the election system started.

Like the senator, you, too, can be sure that what you read in a SCRIPPS-HOWARD Newspaper is true. Facts are never distorted to make a sensation, nor concocted to carry favor with any individual or party, because SCRIPPS-HOWARD editors value too highly the faith of the public whose confidence they have won.

SCRIPPS-HOWARD NEWSPAPERS
MEMBERS OF THE AUDIT BUREAU OF CIRCULATIONS AND MEMBERS OF THE UNITED PRESS

ALLIED NEWSPAPERS, INC., National Representatives
410 PARK AVENUE, NEW YORK · CHICAGO · SEATTLE · SAN FRANCISCO
CLEVELAND · DETROIT · LOS ANGELES

THE SATURDAY EVENING POST September 24, 1927

◀ LITTLE DRAMAS IN THE LIFE OF A GREAT NEWSPAPER SYSTEM ▶



together disappeared

... parties, to arrange the harmony meeting. Then been the privilege and achievement of SCRIPPS-HOWARD Newspapers. In a controversy between you, both sides know that SCRIPPS-HOWARD upon for a fair and strictly neutral attitude, for the wrong of the issue has been justly.

... newspapers remain impartial until they are has the righteous cause. ... side they then champion ... without quarter.

NEWSPAPERS
MEMBERS OF THE UNITED PRESS

More and more, the wise advertiser of today is linking his advertising with newspapers of conscience and character.

Not for party not for class

but for all of the right-thinking citizenry



In an address to the three hundred members of the Denver Chamber of Commerce last November, Roy W. Howard, Chairman of SCRIPPS-HOWARD

interests, said: "Our obligation to you is to give you newspapers that in news-coverage, entertaining features and sound editorial policies are equal to any in the United States."

That sums up the aims of all SCRIPPS-HOWARD

Newspapers. These newspapers are not special pleaders, nor the champions of any class or party . . . Their first purpose is to report the news fully, accurately and interestingly.

Their second purpose is to work freehandedly and consistently for the common good, regardless of partisan and biased viewpoints.

SCRIPPS-HOWARD Newspapers are edited in the common sense belief that to render the greatest service to the greatest number must inevitably result in winning the support and confidence of the greatest number.

Every Scripps-Howard Editor is his own master

. . . he runs his columns freehandedly!

All SCRIPPS-HOWARD Newspapers are alike in public-spirited policies and ideals.

But each SCRIPPS-HOWARD editor is free to interpret these policies and ideals according to local needs and conditions as he sees them.

There is no headquarters' autocracy to cramp his style or restrict his initiative.

He is not a "branch manager" taking "canned" and standardized editorial orders from higher-ups.

He is the sole boss of his columns, and they

represent his unhampered editorial judgment and selection.

If he were not worthy of this latitude, he couldn't be a SCRIPPS-HOWARD editor!

Thus, each SCRIPPS-HOWARD Newspaper has its own identity and individuality.

While every SCRIPPS-HOWARD editor may enjoy the economic advantage of the combined SCRIPPS-HOWARD resources for securing the best national features and talents, he is free to follow his own choice in what he should run or reject.

A Scripps-Howard reader can't be bought or bribed away *regardless of lavish competitive circulation deals*



Repeatedly, it has been shown that SCRIPPS-HOWARD circulation not alone holds steadfast but continues its steady gain under the onslaughts of the most powerful competitive circulation drives.

A typical example . . .

Late in the year 1925, the opposition newspapers in a SCRIPPS-HOWARD city . . . a morning and an evening paper . . . inaugurated two of the largest prize contest subscription drives in newspaper history. . . . The prize money, in each instance, was considerably in excess of \$100,000.

At the start of the drive, the morning paper had a circulation of 200,483. Six months later, at the close of the contest, its circulation statement showed 201,115 . . . a paltry

net gain of 632 readers . . . at a cost of more than \$100,000 in prize money alone.

The evening paper, at the drive's outset, had a circulation of 158,759 and wound up, six months later, with a net gain of 8,921. Also at a prize-money cost of more than \$100,000.

The SCRIPPS-HOWARD Newspaper in this city, during the same period, and without circulation inducements of any kind, showed a gain of 10,427 . . . more than the combined gain of the two rival newspapers which had waged a frenzied contest campaign at a joint outlay in prize-money of almost a quarter of a million dollars.

“What we have we hold . . . and steadily increase” . . . is the axiom and consistent achievement of SCRIPPS-HOWARD editors.

“Once a SCRIPPS-HOWARD reader always a SCRIPPS-HOWARD reader” . . . is not far from the truth.

100% *NET* in reader-interest circulation *obtained without hypodermics*

In any business, the customer who has to be bribed to place an order seldom becomes a permanent or a desirable customer.

But a customer who buys the goods because he likes them is pretty likely to remain on the books. This explains the stability of SCRIPPS-HOWARD circulation. A SCRIPPS-HOWARD reader buys the paper because he

likes it and respects it . . . and for no other reason. Sheer editorial quality is the sole circulation inducement ever offered by SCRIPPS-HOWARD.

SCRIPPS-HOWARD circulation is 100% reader-interest circulation. That is why it has been called the most responsive circulation in the world.

ANNOUNCEMENT

EFFECTIVE JANUARY 1ST, 1928, the SCRIPPS-HOWARD Newspapers will be represented by the "National Advertising Department" rather than by "Allied Newspapers, Inc."... Allied Newspapers, Inc., was an incorporation of the SCRIPPS-HOWARD national advertising department . . . A separate corporate name was found to be confusing and unnecessary, while the new name more closely identifies the advertising representative with the SCRIPPS-HOWARD institution of which he is, in fact, a part.



National Advertising Department

STUART S. SCHUYLER . . . *Director*

250 PARK AVENUE · NEW YORK

OFFICES: NEW YORK CHICAGO DETROIT ATLANTA
SAN FRANCISCO LOS ANGELES PORTLAND SEATTLE

More Women Writers

[Continued from page 27]

advertising writers? Is it not the most hackneyed kind of truism that women do most of the buying these days? I have seen many percentage figures quoted in support of this contention. Anybody with half an eye is well aware of the influence that women have on the average family's purchases.

ONE could almost say that business is run by men for women. And, of course, that cannot last long. The more human and intimate the appeals of advertising become—and that is the trend, isn't it?—the more necessary it will be for women to write copy for their own sex.

This advertising case is not on a par with women lawyers and women doctors, and so on.

In the first place, law and medicine offer embarrassments to women which writing does not. And in the second place, women writers today are definitely achieving, on a large scale, results equal to those achieved by men, which is not true of law and medicine, and of some other professions (possibly only because of lack of opportunity).

It may be that women are presently going to hew out a distinctive place for their sex as the world's scribes. That is an interesting speculation, and in view of the intuitive nature of women it may well be that in the realm of imaginative literature they possess potentialities with which few male writers are endowed. And it is possible that in the development of these potentialities women may surpass, in this one field at least, the literature of past times.

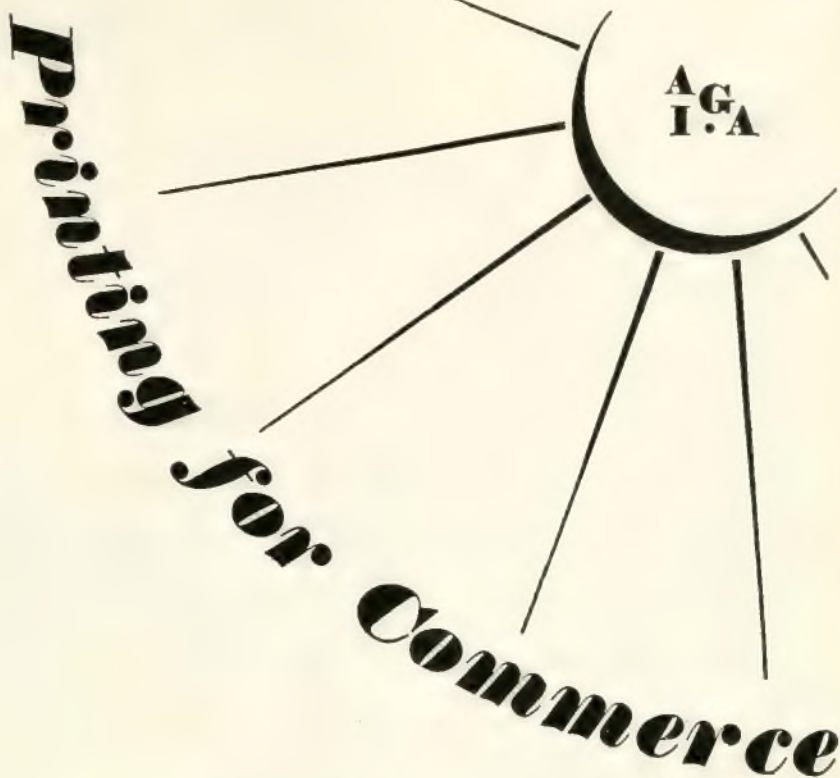
THIS demand for women's writing may be a fad or a passing phase, or it may presage a new world movement in literature.

That is none of our immediate business.

It is our business though, to address advertising to the public in the most acceptable form. Not only in the products that we manufacture but also in the advertising that is used to promote their sale we should give the public what it wants.

And the public (if you will pardon me, just once more) wants women writers!

AMERICAN INSTITUTE OF GRAPHIC ARTS



FIFTH ANNUAL EXHIBITION

THE opening meeting will be held at Art Center, 65 East 56th Street, New York, on Wednesday, February 1, 1928, at eight o'clock. Mr. Laurance B. Siegfried, authority on business print and associate editor of *Advertising and Selling*, will discuss the modern trend in typography and art as applied to printing for commerce. The exhibition will continue to February 18th, daily except Sundays, from 10 to 6. (Toyogami paper by Japan Paper Co. Printing by Rogers & Co. Typography by David Gildea & Co. in Marchbanks "Black-shell" type. Arranged by David Silve.)

THE OPEN FORUM

INDIVIDUAL VIEWS FRANKLY EXPRESSED

Price Cutting Policies

THE article on "The Price Cutter in the Grocery Store" in the issue of ADVERTISING & SELLING for Dec. 28 so squarely meets some of the problems with which we have been wrestling that you may be interested to know how our decisions coincide with the solutions suggested by its author, W. F. L. Tuttle, who stated that price cutting of nationally advertised merchandise is building up dealer resistance.

We are throwing out nationally advertised foods right and left, if we can find substitutes for them, wherever we find them used as footballs. This course was adopted as an alternative in meeting the competition of an A & P store across the street from us.

We have long fostered the opinion that the entire food buying public is being deceived with advertising which is really dishonest, in that the prices of nationally advertised merchandise are cut below cost in order to bring customers into the stores of dealers who make up their profits on other merchandise. Such sales represent no superior merchandising ability, although they may indicate in a large measure that the price-cutters buy at lower prices than smaller and less preferred buyers.

In truth, isn't merchandise being sold under false pretense when it is offered as a bait to induce unwary buyers to come into stores so that they can be sold other merchandise at prices sufficiently high to leave a margin of profit on such transactions?

The price-cutting policies which are being followed by chains and independents alike are creating a "shopping public." The continuously repeated invitation to economize offered by a dozen stores on a busy street carries with it an opportunity for the wary shopper to satisfy almost every requirement at less than the retailer's cost, with the result that many stores are failing to show the large net profits which they made in past years. Buyers are becoming more wary. Shoppers are becoming more numerous.

By shoppers I mean those who shop around. They are not all deceived by price cutting and many of them are refusing to pay the penalty by buying other merchandise to make up the profits that the store has sacrificed on cut-price merchandise.

WILL OLIN,
Iron Mountain, Michigan

Flaming Age

THERE is a great deal of justification for the stand taken by George L. Price in his article, "A Plea for Us Oldsters," in the Jan. 11 issue of ADVERTISING & SELLING. Its impassioned pleading for recognition of the Older Generation's status as a market will doubtless kindle many a response in those whose heads are even just beginning to show tell-tale silver streaks. One does grow tired of seeing the windows of the gents' furnishing emporia filled with snappy ties, sweaters, and trouserings—as tired as one does of seeing those flamboyant objects worn by the self-deluded, perennially youthful.

Are the old folks so filled with distaste for "youthful" merchandise and advertising? They seem to buy the one and allow themselves to be influenced by the other.

But, says Mr. Price, they have no choice: they are helpless. Are they? One can still see square derbies, "choker" collars, and hansom cabs. Somewhere they can be bought. One New York establishment for men's clothing is widely known for its conservative traditions and distinguished clientele.

Old-fashioned tastes have unquestionably been pushed into a very dim background; but maybe it is because of a feebleness of vitality. Let the young wear their funny trousers; the gray-heads don't have to.

There is just a possibility that Mr. Price's quarrel really lies with the fabulous Younger Generation itself. In that case he can scarcely place the blame for its capers upon that most recent scapegoat of the blame-placers—Advertising.

K. S. VEACH,
New Rochelle, N. Y.

Lumber Costs Low

LANSFORD F. KING, from whom a communication appears in your December 28 issue, deplors your "unfortunate" course in advising the lumber industry to feature its own product.

Mr. King should understand that many millions of Americans believe, on the contrary, that it is fortunate that they are able to live in lumber built houses to the extent of about seventy-five per cent of their number. There is little doubt that the lumber built houses of America have contributed largely to the superior health of our people.

Mr. King seems to be not aware of the fact that there are more fires in non-frame buildings, and that the National Board of Fire Underwriters asserts that there is no such thing as a "fireproof" building. In 1926, according to the National Board of Fire Underwriters, there were 6,719 fires in 266,636 brick and stone buildings in 81 cities, a ratio of 25.2 fires per thousand such buildings. In those same cities there were 15,638 fires among the 962,938 buildings of lumber construction, or 16.2 per thousand. It is not surprising, therefore, that the difference in insurance rates on frame dwellings, as compared with those on stone or brick dwellings, is only slightly in favor of the latter.

Again Mr. King is "unfortunate" in citing "a Brick City," Lancaster, Pa., as an example of the benefit of masonry construction. The average per capita fire loss for 377 American cities in 1926 was \$3.35, whereas, in Lancaster, it was \$7.74; in 1923 the per capita loss was \$8.94; and in 1925, \$17.51.

Finally, as a lumber built house is likely to cost from ten to twenty per cent less than a corresponding one of masonry, the taxation assessment of such a house is likely to be less than that of a masonry house.

WILSON COMPTON,
*Sec'y. and Mgr.,
National Lumber Mfrs. Ass'n.,
Washington, D. C.*

Total Newspaper Advertising in Greater New York in Agate Lines FOR YEARS 1927-1926 DAILY AND SUNDAY

Compiled by Statistical Department, New York Evening Post, Inc.

1927	1926	Percentage of Total	1927	1926	Gain	Loss
15,596	16,022	7.4	12,680,116	13,112,851	347,831	78,222
19,800	19,108	11.0	19,133,684	18,785,857		2,209,955
25,570	24,312	17.1	29,710,606	29,788,827		560,862
14,636	16,472	8.9	15,448,876	17,058,831		411,911
10,550	10,550	1.8	3,138,857	3,699,713	1,429,421	746,483
18,796	16,720	7.4	9,311,191	7,881,773		
11,758	12,956	8.1	3,287,544	14,758,008		
13,598	13,446	7.9	14,011,546	5,181,081		
9,924	9,438	3.2	5,505,890	9,842,327		
9,356	9,676	5.7	9,891,749	16,245,237		616,369
12,926	12,856	9.5	16,525,102	5,803,533		895,530
7,756	7,174	3.5	6,063,903	17,899,284		150,942
14,360	14,564	9.9	17,282,915	6,982,716		
8,800	8,542	3.5	6,087,186	5,611,732		
5,906	5,894	3.1	5,460,790	176,951,231		
199,332	197,714		173,539,955			3,411,276 (Net Loss)

*No Sunday edition.

	1927	1926	1925	1924	1923	1922	1921
American	12,680,116	13,112,851	14,183,094	14,906,698	12,977,964	11,211,662	10,355,214
Herald	19,133,684	18,785,853	16,525,824	12,355,910	11,067,210	11,947,256	12,100,740
Herald Tribune	29,710,606	29,788,827	26,200,444	13,306,960	9,590,400	9,396,416	9,522,745
Times	15,448,876	17,658,831	17,237,052	26,283,924	24,101,228	24,142,222	21,652,813
World	3,138,857	3,699,719	6,832,472	1,875,438	17,370,838	17,244,090	14,520,594
Mirror (Tabloid)	9,311,191	7,881,770	2,186,676	5,850,580		3,348,350	2,761,148
News (Tabloid)	3,287,544	3,699,155	15,057,218		4,392,034		
Eve. Graphic	14,011,546	14,758,009					
Eve. Journal	5,505,890	5,181,281	5,059,968	14,561,374	13,011,766	11,789,500	10,885,820
Eve. Mail	9,891,749	9,842,422	8,921,428	4,434,416	6,568,024	5,936,340	6,263,922
Eve. Post	16,525,102	16,245,237	14,705,916	13,268,308	10,689,292	8,873,688	8,927,346
Eve. World	6,063,903	5,803,533	6,655,486	8,805,729	4,135,756	8,473,406	7,220,590
Eve. Globe	17,282,915	17,899,284	5,255,662	4,696,516	3,825,302	7,306,731	8,200,724
Sun	6,087,186	6,982,716	6,365,280	7,275,066	7,851,310	9,620,816	6,648,488
Telegram	5,460,790	5,611,732				15,382,124	13,687,818
Bklyn Eagle						3,474,612	3,441,258
Bklyn Times						7,785,230	6,915,482
Standard Union							
Totals	173,539,955	176,951,231	167,831,296	159,680,124	160,425,514	158,001,748	148,670,401

†Sun and Globe combined June 4, 1923; name changed to Sun, March 10, 1924.
 ‡Telegram and Mail combined January 28, 1924; name changed to Telegram May 18, 1925.
 ††Herald and Tribune combined March 19, 1924.

DESPITE an off year, The New York News + eight years old in 1927 + circulation climbing more than one hundred thousand copies a year + with the highest advertising rate (but lowest cost) of any American newspaper + tabloid, small-paged, small-sized + + had the largest advertising gain of any morning & Sunday newspaper in the United States + + The News gain—1,429,421 lines, all display—exceeds gains of all other New York papers combined + + THE NEWS, New York's Picture Newspaper—an advertising medium!

PIROFIT
TOTAL LINEA

GAIN 1927

LOCAL
VOIL
OTA
%
%
%



Hotel Belvedere

48th St. West of Broadway

450 Rooms, 450 Baths

Larger and Comfortable

RATES \$4.00, \$5.00 and \$6.00

CURTIS A. HALE

Managing Director

LAUNDRIES

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

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

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

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

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

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

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

THE JOHN ICELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

Selling Your Services?

10,004

POTENTIAL BUYERS

IN

The Market Place

"The Unwilling Witness"

[Continued from page 22]

is, if it had claimed 100 per cent purity instead of 99 44/100 per cent.

2. *Signed by an authority.* Two advertisements may contain exactly the same statements regarding a product. One may be signed by a man who is reputed to know "what's what" in that field; the other, by a man who remains anonymous. The chances are that the signed advertisement will be the more readily believed. This applies, of course, to matter whose presentation is delicate—subject to misinterpretation as being boasting if it is not "properly introduced."

3. *"We have been asked . . ."* The successful public speaker hangs his speech on the convenient peg. "I have been asked to state . . ." Or he makes transposition from a general theme to a more specific, and possibly more delicate, one by interpolating. "And now I have been asked to give my ideas in regard to . . ." Almost any statement may be published in an advertisement with greater chances of being believed if it is prefaced by some such explanation.

4. *Questions and answers.* The cross-examination method of bringing out facts in favor of a product or a proposition rings true—and allows the presentation of most complimentary facts in an inoffensive manner.

5. *Putting direct praise in quotation marks.* Write your flattering advertisement. Then put it into quotation marks and preface a paragraph that puts the words into the mouth of a second party. This method differs from the "signed-by-an-authority" method. Both may be used in the same advertisement, the sponsor's name appearing at the top, and he, in turn, quoting a third party.

6. *"Incidentally . . ."* A whole advertisement may be written and set up, carrying only the atmosphere of the ordinary direct-statement advertisement. Then a little panel may be added, beginning with the word, "incidentally," and what follows will doubtless get the greatest attention. A modest method of getting across important facts.

7. *"Repeated by request."* I know of advertisers who have doubled the pulling power of advertisements by re-running them with a six-point message

appended, "This Advertisement Is Reprinted Here by Request." We see the advertisement in a new light, read into it things that we did not see before, and respect it the more for having itself commanded the respect of others.

8. *"P.S." and "N.B."*—Oh, yes! A little afterthought! Our guard is down—our resistance lessened. We read. And if the proper planning has gone into the preparation of that copy, the punch of the whole message will be there.

9. *Testimonials.*—The current vogue for over-use (even abuse) of the testimonial idea can never kill the fundamental rightness of this device as an effective advertising approach. The unwilling witness lets others sing his praises. That he should be not only more modest—but also more profitable.

10. *Letting your dealer organization do the praising.* Often there is a strategic opportunity to put words of praise into the mouths of your dealers, and at the same time reciprocate by handing them a bouquet. One modification of this idea might be, "Leading jewelers tell us that the trend toward umpety-ump in entertaining is quite noticeable during the last three months" (Umpety-ump being the bare facts of your proposition, which you are thus dressing up for tactful presentation).

11. *Congratulating your competitor.* Particularly practical in local newspaper advertising. If you are holding an opening of some kind, invite your leading competitor—publicly. If he has the opening, congratulate him—publicly. You will get a reputation for being a good sport if you admit that your competitor has done much to advance your industry—and you will gain business rather than lose it. Jordan could well afford to "take off his hat to Cadillac" . . . and he did.

12. *Answer some public statement.* Don't, of course, contradict a competitor's advertising. But take some statement made by a public figure, and show where he is right or wrong. Then present the facts about your proposition. The feeling of the reader is, "Here is a man who believes so strongly in what he sells that he has taken up

the cudgel of his cause at some sacrifice in time and effort in order to set the public straight." He is a convincing witness; reluctant until the challenge came, and then straightforward and sincere. And the convincing witness beats the paid advocate every time.

Benjamin Franklin tells in his "Autobiography" how he learned in his Junta debates to persuade without the use of positive statements. He discovered that if he said, "It seems to me . . ." and "Apparently, then, the thing to do is . . .", and "Possibly the conclusion is . . ." he invariably won men to his way of thinking, if the facts that he presented as evidence were at all reasonable.

Lindbergh and Byrd owe much of their popularity to their modesty. Apparently they have been unwilling witnesses when testifying to their own virtues.

Cannot advertising learn from these successes?

Lasker Endows Medical Research Foundation

The Lasker Foundation for Medical Research, has been created at the University of Chicago. Mr. Albert D. Lasker, chairman of Lord & Thomas and Logan, Inc., and his wife, Mrs. Flora W. Lasker, have made an initial endowment of \$1,000,000.

Research is to be directed toward establishing the causes, nature, prevention and cure of degenerative diseases. According to Max Mason, president of the University, the research will constitute a "unit attack on the diseases of men and women of middle and old age when their intelligence is at the highest and their value to the community is greatest." The aim of the Foundation will be to prolong the average life span of man.

"Sixth Annual of Advertising Art" Published

The "Sixth Annual of Advertising Art" has recently been published. It consists of advertisements shown at the Art Directors Club, held at the Art Center in New York, from May 4 to 31. The book contains the best of the current work used by national advertisers. The Annual is obtainable at The Book Service Company, 15 East 40th Street, New York. Its price is \$8.50.

1928

In the Fort Worth and West Texas Territory

Where Business Conditions Are Good

Fort Worth and West Texas Trading Area has a population of 1,941,565. The population of Texas is increasing at the rate of 100,000 per annum. West Texas is getting a large share of this increase.

The principal crops of Texas last year exceeded those of the year before by almost \$103,000,000.00. More farmers made their living at home than in many years before.

Fort Worth is the largest cattle market and packing center in the South. More than \$80,000,000.00 was paid in cash on the Fort Worth market last year for live stock. Prices on live stock are higher now than at any time since the war.

The vast increase in the wealth of West Texas is proven in the Bank Reports as of December 31st to the State Banking Commissioner. More money in the banks, larger deposits and fewer farm loans than ever before in the history of West Texas.

\$15,000,000.00 worth of oil is produced each month in the Fort Worth Trade Territory. The greatest increase in the production of natural gasoline was made by Texas last year. This was an increase of 49 per cent.

This wonderfully rich market can be easily and profitably reached through the FORT WORTH STAR TELEGRAM AND RECORD TELEGRAM. Its circulation of more than 125,000 daily and Sunday is the largest in Texas or the South. A circulation that was built without the aid of premiums, contests or any high powered circulation schemes.

JUST A NEWSPAPER
Covering more than 1,100 towns

FORT WORTH STAR-TELEGRAM

RECORD-TELEGRAM

DAILY AND SUNDAY

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

AMON G. CARTER
President and Publisher

A. L. SHUMAN
Vice President and Adv. Director

Charter Member Audit Bureau of Circulations

ALLENTOWN

PENNSYLVANIA

A growing, prosperous community where advertising pays big dividends. 90% of its 100,000 population read the

Allentown Morning Call

Story, Brooks & Finley

National Representatives

"Ask Us About Advertiser's Cooperation"

Sweater News
and
Knitted Outerwear
May 1928

The Underwear & Hosiery Review
Vol. 4, No. 3
May 1928

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

The Taxi Weekly Covers the Whole Cab Industry

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

The Industrial Buyer

[Continued from page 34]

These companies individually place much larger orders, of course, than are placed by one-man businesses; and there are some types of equipment, such as conveyors, cost tabulating machines, and bookkeeping machines, which find their only market here. In these large companies, at least among those which are prosperous, there is a disposition to scrap obsolete machinery as soon as better and more economical methods can be demonstrated. A readier hearing for new ideas can be secured among these companies than among the one-man firms. The existence of this disposition to scrap obsolete machinery may be questioned in some quarters, in view of the large amount of old machinery still in use; a recent survey is reported to have indicated, for example, that forty-four per cent of the metal working machinery in American plants was at least ten years old and therefore obsolete. Nevertheless, such facts as that do not disprove the disposition; on the contrary they indicate the opportunity for alert marketing with the use of informative and stimulative sales efforts.

LARGE buyers of industrial goods desire to purchase most items directly from manufacturers, not only in the hope of buying more cheaply, but also because they expect to secure more new ideas from manufacturers' salesmen than from dealers' salesmen. Direct sale to a large company, however, is a complicated undertaking, and it is at this point that many industrial marketing plans fail.

Before discussing the buying methods of large companies further, it will be well to pause long enough to give some evidence regarding the relative size of the markets afforded by one-man businesses and by larger companies. The McGraw-Hill Publishing Company made an inquiry in 1927 regarding the industrial market among manufacturing plants in ten representative cities. In these ten cities there were 1421 manufacturing plants which could be classed as one-man businesses and 258 establishments operated by larger companies, as indicated in Chart 1.

The 1421 one-man businesses constituted 85 per cent of the total number of manufacturing plants in these cities; but they represented only 15.7 per cent of the connected horsepower load—an index to mechanical equipment used; and they employed only 30.9 per cent of the persons at work in manufacturing plants in those cities. Connected horsepower load is the best general index to the relative importance of this group of businesses in the industrial market.

THE one-man business in every case had less than 200 horsepower in connected load. It generally used purchased current and relied on a central station representative or electrical contractor for expert assistance on power problems. The following are examples of the annual purchases of a typical business in this group: packing, 8 pounds; lubricating oil, 2 barrels; belt lacing, 1 roll; 2 hp. motor, 1; an occasional small belt. The plant had been in operation 28 years and during that time the proprietor had bought one main drive belt and one 80 hp. boiler. The equipment in the plant was reported to be miscellaneous in character and to have been bought with little reference to standardization or to brand.

The 258 plants, which had over 200 horsepower each in connected load, were further classified into two groups, one group including 60 so-called "master" plants and the other group 198 "medium-size" plants. Each of the 60 "master" plants was highly organized, with an engineer or superintendent specializing on each kind of work. These 60 "master" plants had 57.9 per cent of the connected load and 42.4 per cent of the employees. They purchased equipment and materials chiefly from manufacturers.

The "medium-size" plants had departmental organizations, but they were less elaborate than those of the "master" plants; they had 26.3 per cent of the connected load and 26.6 per cent of the employees. These plants bought part of their equipment and materials from merchants and part directly from manufacturers.

The "master" plants and the "me-

To Select the Proper Advertising Mediums—You Need **STANDARD RATE & DATA SERVICE**

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

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

Published Monthly

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



magazines, business papers, religious and foreign language publications.

Confidence

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

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

(TEAR OFF ON THIS LINE)

A Significant Endorsement of the Fact

That The Dispatch Is **FIRST** in Advertising Because It Is **FIRST** in News, **FIRST** in Circulation and **FIRST** in Service to Its Readers

The Columbus Dispatch.

OHIO'S GREATEST HOME DAILY

(Total Circulation 117,077)—City Circulation 61,938—
Suburban Circulation 29,858—Country Circulation 25,281

Represented Nationally by O'MARA and ORMSBEE, Inc.
New York - Detroit - Chicago - San Francisco

HARVEY R. YOUNG, Advertising Director

*Columbus Dispatch lead over second Ohio newspaper in 1927 was 3,593,205 lines.

ALLENTOWN

PENNSYLVANIA

A growing, prosperous community where advertising pays big dividends. 90% of its 100,000 population read the

Allentown Morning Call

Story, Brooks & Finley

National Representatives

"Ask Us About Advertisers' Cooperation"

Sweater News
and
Knitted Outerwear
May 1928

The Underwear & Hosiery Review
May 1928

Tie-up
Your Consumer Campaign
with Trade Publicity

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

The Taxi Weekly Covers the Whole Cab Industry

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

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

Published in Its Own Printing Plant at
54 West 74th Street—New York City

The Industrial Buyer

[Continued from page 34]

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

(TEAR OFF ON THIS LINE)

New England's Second Largest Market

In 1927

The Providence Journal

and

The Evening Bulletin

carried

24,185,615 lines

of paid advertising

Year after year these influential newspapers carry the great majority of all advertising carried in Providence newspapers (74.41% in 1927) and lead in every classification, besides declining more than a half million lines of objectionable advertising.

The reader confidence and circulation dominance of these publications make them valuable media for advertisers.

Circulation, 114,020 Net Paid

The Providence Journal and The Evening Bulletin have never given a

dium-size" plants together constituted only 15 per cent of the total number of plants, but they had 34.3 per cent of the connected load and 69.1 per cent of the employees. Two other inquiries which have come to my attention, undertaken for other purposes, furnish evidence which agrees closely with the figures just given; they indicate that 75 to 80 per cent of the industrial market, generally, is among companies large enough to have departmental organizations.

IN companies with department organizations, the purchasing agents handle the orders for staple materials and supplies. The procedure in purchasing other types of equipment and materials is illustrated by the following examples. One company, in buying equipment requiring technical knowledge, insists that the heads of the factory engineering department, the tool equipment department, and the metallurgical department confer with the equipment salesman. After these executives have reached a decision, their recommendation is reported to an operating vice-president for approval before the order is submitted to the purchasing department for issuance. In another company a request for new equipment must originate with a department foreman and be passed on by a research engineer as well as by other executives. In several companies the heads of the sales departments are brought into the consultation of plant executives regarding purchases of fabricating materials and parts. The purchases of a railway company are governed by the views of technical officers and operating officials as well as by those of the purchasing department. The procedure of railway companies in handling purchases is indicated by

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Constant Recognition of ADVERTISING VALUE

AGAIN! in 1927 *The Dispatch* was the
Recognized Advertising Medium
in Columbus and Central Ohio

And, as usual, The Dispatch led all Ohio newspapers
in volume of total paid advertising, again making a
place for itself among the Nation's great newspapers*



The Dispatch Compared With All Columbus Newspapers

again---

FIRST in Local Display

—Emphatically expressing the verdict of Columbus merchants who know by profitable experience.

Dispatch 14,125,465 lines
Other Columbus Newspapers Combined 14,437,654 lines

again---

FIRST in National Display

—Recording the judgment of national advertisers who study newspaper values with scientific accuracy.

Dispatch 3,168,073 lines
Other Columbus Newspapers Combined 2,025,258 lines

again---

FIRST in Classified

—Convincing proof of the universal appeal and superior advertising productiveness of The Dispatch.

Dispatch 3,796,810 lines
Other Columbus Newspapers Combined 3,223,640 lines

again---

FIRST in Total Net Paid Advertising

DISPATCH 21,148,813 Lines
Other Columbus Newspapers Combined } 20,054,517 Lines
Dispatch LEAD 1,094,296 Lines

A Significant Endorsement of the Fact

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The Columbus Dispatch.

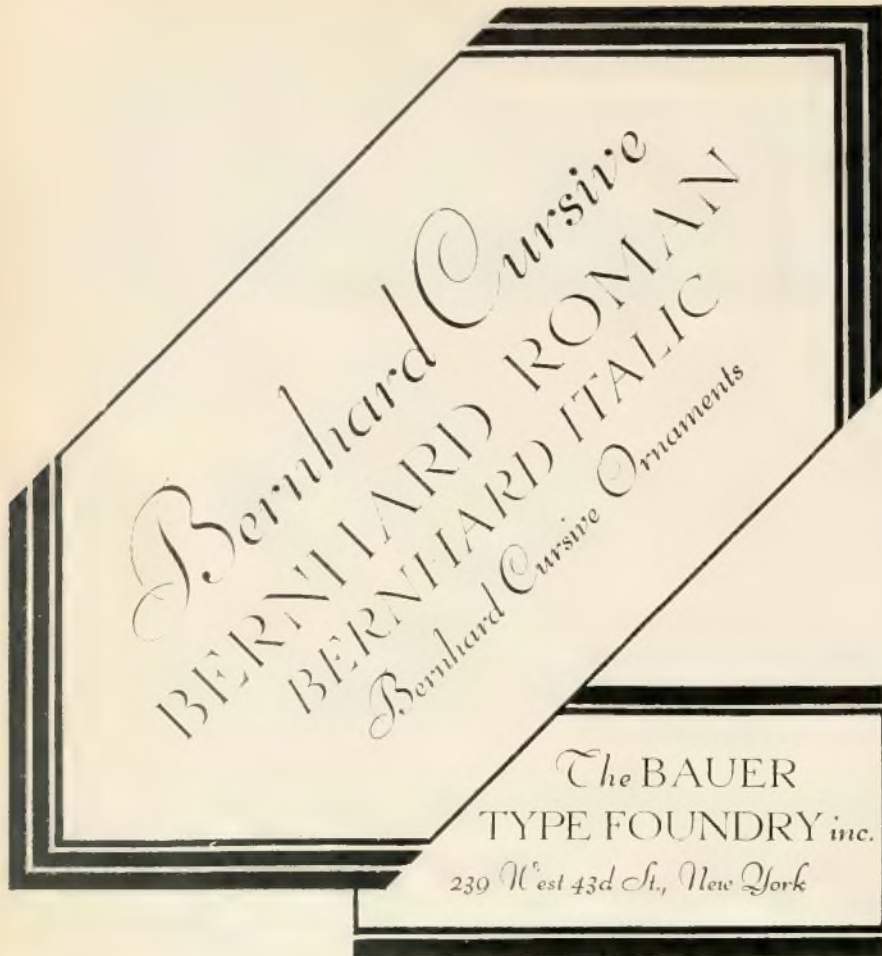
OHIO'S GREATEST HOME DAILY

*(Total Circulation 117,077)—City Circulation 61,938—
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LA PRENSA

of Buenos Aires

NEW RECORDS

CIRCULATION—A new South American record in circulation was set by LA PRENSA on January 1, 1928, when it sold 423,300 copies. This was an increase of 73,221 as compared to January 1, 1927.

ADVERTISING—On January 4, 1928, in an ordinary daily edition LA PRENSA published 7,930 separate advertisements, a new South American record. The previous record was 6,996 advertisements, published by LA PRENSA on April 5, 1927.

LA PRENSA regularly sells more copies and prints more advertising than any other newspaper in South America.

Exclusive Advertising Representative

JOSHUA B. POWERS

14, Cockspur St., LONDON, S. W. 1

250 Park Ave., NEW YORK

the orders. Arrangements for interviews with operating executives are made only with their approval. They secure quotations, ascertain the reliability of the sellers, arrange terms, and guard against promiscuous invasion of the plant by salesmen. Inasmuch as so many sellers still have varying price policies, one of the chief tasks of a purchasing agent is to make as nearly sure as possible that his company is securing a rock-bottom quotation. This procedure seems to throw the emphasis in selling onto price, whereas to an increasing extent the real decisions regarding purchases of industrial equipment and materials are governed by the opinions of operating and staff officials regarding the performance or quality of the article in question.

The largest market for many types of industrial goods is among companies with departmental organizations for management. The operating officials and staff executives in those companies are receptive to constructive, informational sales efforts. When an article is to be sold on performance or merit, it is essential that the sales message be delivered to those operating officials and staff executives in the language that they use.

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

Allied Newspapers, Inc., Changes Name

Allied Newspapers, Inc., which has represented the Scripps-Howard newspapers, has changed its name to the National Advertising Department. The separate corporate name was found to be confusing, as Allied Newspapers, Inc., was an incorporation of the Scripps-Howard national advertising department.

Frank P. Holland Dies

After an illness of three weeks, Frank P. Holland, publisher of *Holland's Magazine* and *Farm and Ranch*, died in his home in Dallas, Texas. Mr. Holland was a well-known authority on rural conditions in the country, and was the first to issue a call for the national conference on marketing and rural credits in 1913.

Across the Imaginary Boundary

[Continued from page 26]

considerable percentage of the city-dwellers—I am referring now to those of French descent—can be reached through the French language newspapers. As for those who live in the country—well, it is a question whether it is worth the advertiser's while to try to reach them by any of the accepted methods of advertising. Their buying power is not large; and the conditions under which they live are more nearly like those of nineteenth-century Europe than of twentieth-century America.

ANOTHER fact that must not be lost sight of is that Canada has a considerable population of American birth or ancestry. As everybody knows, there is a constant movement of Canadians to the United States. There is another movement, almost as large, from the United States to Canada. This movement is not at the present time very heavy—in 1926 it amounted to only 18,778—but before the recent war it exceeded a hundred thousand a year, in more years than one. The total number of people who have crossed the border separating Canada and the United States with the intention of making homes for themselves in the former country is, since 1899, in the neighborhood of a million and a half. Doubtless many of them have returned to their native land, but enough have remained in Canada to give a distinctly American flavor to many communities there.

Canada has not been industrialized to anything like the extent to which the United States has been. Yet in 1924 the Dominion had 22,178 industrial establishments with a capital of \$3,538,813,460 and employing 508,503 persons who were paid a gross wage of \$559,884,045. The value of the materials used was \$1,438,409,681 and the gross value of the finished products was \$2,695,053,582. These figures, surely, are large enough to command respect.

Canada has only two railroads that amount to anything—if you except the American controlled Michigan Central. These are the privately owned Canadian Pacific, with a trackage of 19,289 miles, and the nationalized Canadian National Railway System, with 27,466 miles. Both railways ex-

tend clear across the continent: both are managed with a degree of intelligence which leaves little to be desired.

In the thickly settled sections of Canada the motorbus and the motor-truck are in general use. The main highways are superb. We have none better.

The automobile is not as common in Canada as in the United States, there being one to every ten persons in place of one to every six, as with us. For that reason the street-car is more generally patronized than on our side of the line and the passenger earnings of Canadian railroads have not suffered as the American railroads have from automobile competition.

Canada is primarily an agricultural country. It ranks second among the wheat-producing countries of the world. In 1925, its yield of wheat was 411 million bushels—almost sixty-two per cent of that of the United States. Ninety-three per cent of this was grown in Manitoba, Saskatchewan and Alberta.

Canada is our best customer (\$609,718,624 in the fiscal year of 1926). We, in turn, are Canada's second best customer (\$474,987,367 in 1926). Considerably more than a billion dollars of American capital is invested in Canada, and although its national debt is about seven times as high as it was before the war, its credit is second to no other country on earth.

These figures, taken haphazard from various sources, throw light on the wealth of Canada:

Number of telephones	1,072,454
Total imports, 1926	\$927,328,732
Total exports, 1926	\$1,328,700,137
Gold—value of output, 1925	\$35,880,826
Nickel—value of output, 1925	\$15,946,672
Coal—value of output, 1925	\$49,261,951
Agriculture—value of products, 1926	\$1,131,241,000
Wealth per capita	\$2,525
Miles of railroad	54,286
Number of automobiles	838,925

AS I have already stated Canada's population is only about nine millions. If the war had not come it is quite likely that it would number by now nearly twelve millions. The war hit Canada hard. Not only did it lead to an enormous increase in the national debt, it put a full stop to innumerable undertakings which would have meant greater wealth and a larg-



New York's newest and most beautifully furnished hotel. Accommodating 1034 guests

Equal Distance from Pennsylvania and Grand Central Stations. ...Broadway at 63rd St...

ROOM WITH PRIVATE TOILET \$ 2 50
ROOM WITH PRIVATE BATH \$ 3 50
ALL OUTSIDE ROOMS



The newest and now the Leading Hotel in COLUMBUS, OHIO
Opposite the State Capitol
655 Rooms—655 Baths
RATES FROM 75c
EUROPEAN PLAN

The facilities for dances, luncheon dinner and card parties, large or small, are so unusually good that Secularity and Fraternity functions are always enjoyed

SPECIAL FEATURES
Club Meals in Main Dining Room and Grill Room,
Blue Plate Luncheon

An Inter-collegiate Alumni Hotel

Headquarters OLD COLONY CLUB
also Republican & Democratic Committees
GUSTAVE W. DRACH, President and Architect
FREDERICK W. BERGMAN, Managing Director

New FORREST HOTEL

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

A recent addition to New York's new hotels in the heart of the theatre and business district and within easy access to all transportation lines.

The Forrest offers beautifully furnished and sunny rooms. Circulating ice water. Restaurant at moderate prices . . .

300 ROOMS (EACH WITH BATH AND SHOWER) \$3 UP

Booklet with map sent upon request

WM. F. THOMANN
MANAGER

er number of people to share that wealth. Immigration dropped from 402,432 in 1913 to 96,064 in 1926. But one has only to visit Canada to realize that it is getting into its stride again. The mining industry is flourishing; this year's crop is almost unprecedented, and the "tourist crop" is estimated as amounting to \$300,000,000 a year. But the supreme advantage which Canada holds out is not its domestic market, but the fact that the manufacturer whose plant is in the Dominion can do business throughout

the length and breadth of the British Empire on a preferential basis. And the British Empire, it must not be forgotten, is still the greatest economic unit on earth; it buys more and it sells more than any other country or federation of countries in the world. In other words, the American manufacturer who establishes a branch factory in Canada has a right to expect his share not only of Canada's market, but also of an infinitely greater market—a market of not much less than a third of the population of this planet.

standards as they are set up through the Institute in its work for other groups.

THE campaign was underwritten for a period of three years through pro rata pledges based upon the tonnage of yearly soap sales. Upon this basis it is expected that the investment of the industry will approximate \$1,500,000. Of this total, \$450,000 has been appropriated for magazine and newspaper advertising during 1928. For the work of the Institute, which began last June, \$117,000 was appropriated during 1927, and \$183,000 has been set aside for 1928.

The main items of Institute expense are the school department, information department, research and library, work among illiterates and health work.

The institute has been organized on social service lines with Roscoe C. Edlund, a well-known leader in community and social organization work, as general director, and a professional staff of health, school and research experts.

The advertising schedule for 1928 aims at national coverage through an almost equal division among magazines and newspapers.

The magazine list includes general magazines of the popular type, women's magazines, industrial magazines, and a list of periodicals devoted to the fields of health, social service, and education.

WHEN it came to the production of copy, the agency people found themselves gazing up a new trail. Upon the theme—the ethical and practical values of cleanliness—all agreed. In the words of the platform—"Cleanliness allies itself with self-respect, with pride, with behavior, with manners, with bodily comfort and well-being, with optimism, tolerance, and all the higher values of life."

But this theme, as well as the public to be reached, called for a wide diversity of appeals.

The advertisements—full pages in magazines and twelve inches over four columns in newspapers—aim first at the picture reader.

They are long on art, and short and simple in text. Three typical specimens are reproduced on the first page of this article.

Part of the space in the industrial magazines will be used to advertise three-color posters which Cleanliness Institute is distributing free to employers of labor for display in wash rooms.

Soap Manufacturers Aim to Widen Market

[Continued from page 23]

plan of action. The advertising agency, as well as the soap manufacturers themselves, realized from the start that the main task was one of campaign organization. The Association of American Soap and Glycerine Producers was formed in September of that year with the agreement that its chief function was cooperative sales promotion. The organizers have never entertained the notion of a trade association to "police" the industry.

IN place of the conventional "Code of Ethics" with which many trade associations have made their initial gestures, the soap makers adopted a platform covering only the particular job that brought them together. This platform, drafted by the advertising agency and unanimously approved last May, defines the problem as follows:

The soap industry as an industry is today at the mercy of a certain rate of soap used here in America, that is not sufficient to consume all that the industry is equipped to produce. The various brands and kinds of soap offer to the consumer unusual options whenever he or she buys, but there is even yet too little concentrated force being kept behind the buyers to lead them to use soap more copiously, and thus to make consumption catch up with productive capacity. . . . The association's task in fertilizing the market for the increased use of soap must go behind and work collaterally with brand efforts, so that some day, and soon, when our various brand nets dip into the great market sea, there must be more catch there. So it is apparent that analogously we need

a hatchery, and that our associational work should be looked to for this basic work of developing new users of soap and larger use by all who already form the consuming public.

The platform then translates this thought into action through the central idea of "More Cleanliness." It divides the population of the country in terms of the ease by which each class may be reached through the various means of communication. Recognizing that magazine and newspaper advertising, however extensive, cannot directly influence all the people, it provides for the establishment of "Cleanliness Institute" to be financed by the industry for work through other means of communication that will penetrate through the different strata of intelligence and education down to the most illiterate and benighted individual. Three formal approaches to the public are summarized as follows:

First, a hard-to-reach lower stratum, where the Institute, with its direct work on bureaus and organizations, operates at the greatest economy and directness.

Second, a mid-section where new and higher standards of cleanliness become powerful arguments in making individuals realize that the things they are striving for are based on cleanliness, and that self-betterment and personal attainment lie in that direction, and

Third, the intelligent minority representing high per capita soap use, where we face the problem of raising it still higher, but where plainly we must avoid the inference that they are still unclean, and who can be made into sympathizers, and taught to use soap more abundantly by learning of new

Tearing Down the Heritage of "Truth in Advertising"

[Continued from page 24]

do something about it just as quickly as an insurance company would today take steps to stop some other insurance company from making promises which they know definitely cannot be delivered.

AN increasingly serious phase of this subject of questionable advertising claims is that some of the largest concerns in the field have built their success on using advertising "themes" in which there is only a slight shred of truth—if there is any. After them there comes a number of lesser concerns who clearly see, with covetous eyes, the success of this leading competitor that won success through unsound advertising. The result is soon apparent. A regiment of small concerns begins to sell through the same channels, advertising on the basis of fictitious or frothy claims.

I have heard successful advertising men say "Raise your retail price! The higher the price the better will be the public opinion of it." These advertising men consciously, or otherwise, have trained themselves to capitalize unfairly on the good-will that someone else has created in the minds of the public, and when they do so they tacitly admit that they do not care whether or not they are contributing honest effort to help build up that public good-will.

Isn't it reasonable to inquire whether or not it has been proved over a long period of time that the public is easily fooled, and insists on buying something for a dollar when it can get the same product for twenty-five cents if it but knew where? It would seem logical to believe that the reason for their insistence on paying a high price for a product is that they have so much confidence in it.

Now, if any proprietary manufacturer sells his product at an unusually high price, he must capitalize on the fine prestige and good-will associated in the public mind with expensive items. When this is done he tears down a precious heritage which a multitude of manufacturers have gradually developed over a long period of time by truthful advertising of meritorious products justifiably priced.

"Salesman's Fright"

"Salesman's Fright" is an enlargement of an article which aroused so much interest that many of the leading manufacturers in the United States—and several in foreign countries—privately reprinted it for circulation among their salesmen.

by
Ray Giles
The Blackman Co.

Author: "500 Answers to Sales Objections," "Breaking Through Competition," and "Developing and Managing Salesmen."

"Salesman's Fright" is the first of the Kellogg Pocket-Profit Books. Constructive selling philosophy. Inspirational. Practical. Every salesman in your employ will appreciate a copy.

10 copies or more.....	25c per copy
50 copies or more.....	23c per copy
100 copies or more.....	22c per copy
500 copies or more.....	20c per copy
1000 copies or more.....	18c per copy

(Examination copy, 25c postpaid)

Kellogg Publishing Company
6 Lyman Street
Springfield, Massachusetts

RUTS

THE other day I dropped in to pay a duty call on the advertising manager of one of our newly acquired customers.

We had been striving for over seven years to get that business (some of 'em fall awfully hard).

Naturally, the hard-won victory is the one most cherished. Hence, my call of gratitude.

This concern is the largest in its field, also the oldest and the most prosperous. You'd know the outfit in a minute if I mentioned its name.

In the course of our pleasant conversation, I asked the advertising manager what, ultimately, was the factor that induced them to sign up for a schedule with us. I admitted that for a concern so old, successful, well organized, and aggressively managed, advertising in technical magazines was not so vital as for a smaller and younger concern that had its reputation still to make.

The reply I received was that they realized that their salesmen, being only human, had a tendency to get into ruts. They wanted a source of inquiries other than the list built from the salesmen's reports.

Just one inquiry, once in a while, from a point off a salesman's beaten route or from a concern not on his pet list served as a stimulant. It got him out of his rut. It aroused him to the fact that he wasn't covering his territory 100 per cent. It stimulated him to make initial calls in new locations.

My idea is that that advertising manager knows a thing or two.

It is human nature to form habits. The habit of working a territory in a certain way of least resistance and effort constitutes a rut.

The concern here mentioned is the second one, independent of the other, that has ascribed this value to advertising in magazines.

I'm beginning to think there is something in it.

A. R. Maujer.

for
INDUSTRIAL POWER
608 S. Dearborn St.
Chicago, Ill.

INDUSTRIAL POWER was a pretty good selection for de-rutting the sales force because it has a consistent knack of producing good inquiries.



The Missing Link

I AM planning to spend the winter in the south of Europe. I have said nothing about my intentions to the owners of the building, the superintendent or anyone connected with it. Yet, in some way which I do not try to explain, vague knowledge of what is in my mind has entered theirs. By putting this and that together, they have arrived at the conclusion that 4A will be for rent before very long.

Recently, another tenant in my building advertised his apartment for rent. His advertisement was "a bit sloppy." You know what I mean—"glorious view," "rooms flooded with sunshine," etc. But his advertisement lacked one thing—it gave neither the number of the apartment nor the name of the occupant. It merely said "See the superintendent." Right there was another broken link in the chain—the advertiser failed to advise the superintendent. With the result: Four or five people have called daily at my apartment. One has taken it for the winter. My advertising expenditure has been exactly—nil.

I told a young friend of mine—an exceptionally capable advertising man—what had happened.

"Isn't it funny," I asked, "that a man will write a really good advertisement, pay real money for its insertion and yet fail to do the one thing he should do—provide the tie-up?"

"It is funny," said he, "but it happens oftener than you might think. It was only by a mere accident that I uncovered the weak spot in the biggest campaign my house has ever launched."

He Didn't Know

I HAVE seen a great deal lately—in a social, rather than a business, way—of a man who has a fairly good-sized job to do and a very small advertising appropriation with which to do it.

It happens that the industry with which he is connected is one I know something about. And out of the goodness of my heart, and because I really like the man, I have offered Mr. Blank several suggestions—suggestions which I know are sound. I have proved their value scores of times.

Blank listens to what I have to say and thanks me. But, as far as I can learn, he pays absolutely no attention to them.

Yesterday I asked him why.

"Tell me," said I, "just what you are trying to do, and how you are trying to do it."

Began, then, a long and rambling explanation. The longer it lasted, the clearer it became that Blank had only the vaguest sort of an idea of what he wanted to do—except "get more business"—and no idea at all of how he was going to do it.

Nevertheless, he tried hard to prove he had "a way" that worked.

He had not. Of course, he had not. No man who cannot explain in 250 words the basis of his advertising methods has one. He is working in the dark. He is where Moses was when the light went out.

"Front Window Stuff"

A CHICAGO man who has recently come to New York to live tells me that his experiences, so far, lead him to believe that the average high-class New York apartment provides everything a man wants—except a place to sleep. "The furnished apartment I have rented," he says, "has a living room which is about as big as the lobby of a hotel and a kitchen which my wife is crazy about; but the bedroom—well, you would pretty nearly have to organize a search party to find. And when you do find it, it isn't much.

"As a Chicago man, I have always believed that New Yorkers were strong on 'front window stuff.' They are, they are."

Invention

A MAN invents something. Does he know—has he even the faintest notion of what may result from his invention, the changes it may bring about, the people it may give employment to, the people it may deprive of jobs? He does not.

Take the radio, for example. Because of it, three-fourths of the newspapers in the country now devote a page, more or less, to "radio news." Again because of it, a vast and wholly new business has come into being. The other side of the picture is that more than one old-established form of activity is dealt a death blow. The impresario, the professional musician, the lecture-bureau man are having a hard time of it. It is increasingly difficult for them to make a living.

Recently, I attended a piano recital to which I had been given half a dozen complimentary tickets. I waited outside the concert hall for friends whom I had invited to share my box with me.

Believe it or not, no less than four compatriots of the performer offered me tickets of admission. And I know of at least as many men who have quit the "impresario business" flat. "There isn't anything in it any more," they say.

JAMOC.

National Geographic Magazine

WASHINGTON, D. C.

GILBERT GROSVENOR, Editor

December 23, 1927

Mr. Charles W. Beck, Jr.,
Secretary and Treasurer,
The Beck Engraving Company,
Philadelphia, Pennsylvania

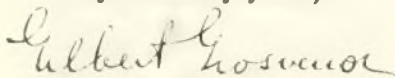
Dear Mr. Beck:

In analyzing the components which affect the physical presentation of the National Geographic Magazine, we have carefully marked the development of the engraving during the last ten years, during which period The Beck Engraving Company has made them for us.

The world-wide gathering together of illustrations of the highest quality, for use in The Magazine, would be greatly discounted if the engravings with which they are reproduced were not of outstanding quality. Your intelligent handling of this important part of our work is satisfactory in all its phases, and we appreciate the careful and expert attention given to our work, together with the cooperation and interest which we find always at our disposal in solving our intricate engraving problems.

I might also speak of the high regard we have for the integrity, fairness, and watchfulness over our interest which your Company has given and is giving every evidence of, and I would thank you, and through you your staff, for their intelligent assistance and unswerving devotion to our work.

Very sincerely yours,



Editor

THE BECK ENGRAVING COMPANY

NEW YORK
461 Eighth Ave.

PHILADELPHIA
Seventh and Sansom Sts.

CHICAGO
21st St. and Calumet Ave.

Three Plants Located  for National Service

*As advertised
in the*

BOOT and SHOE RECORDER

B O S T O N

The TELEPHONE is a mighty modern influence in getting more shoes sold right. The Amer. Tel. & Tel. Co. keeps shoe merchants sold on quick telephone service by page advertisements in the Boot & Shoe Recorder.

A. B. P.
A. B. C.



Chicago New York Philadelphia BOSTON Rochester Cincinnati St. Louis

The Practical Visionary

[Continued from page 40]

were found to be unfortunately worded; others, unnecessary; still others, missing.

The revised questionnaire was next taken to over fifteen hundred housewives in four typical towns. House-to-house canvasses resulted in a flesh-and-blood picture of the prospective consumer. What was more important, they brought back a fact of such consequence that millions of dollars for advertising eventually pivoted about it.

IT was discovered that a woman who would spurn any but the finest toilet soaps upstairs was in the kitchen with her hands in dishwater two and a half hours a day.

The soap commonly in use was free in alkali, which is injurious and roughening to the skin.

Naturally, research reports, of themselves, will never solve an advertising problem. They need interpretation. Practiced eyes must read the values. But investigation, intelligently conducted, can ferret the mental resistances of ignorance, price, prejudice, habit, and their cohorts, out into the open where they can be examined and appraised.

Still the checks on guesswork advertising of soapflakes for dishwashing were incomplete.

The promising central sales idea had to be tried and proved in a unit of sales territory.

Six typical cities were now invaded with test campaigns in newspapers: dealer aids were prepared sparing no expense. Sales soon showed a marked increase.

Still, the increase might be credited to sheer weight of advertising. Had the basic sales idea of skin protection taken hold?

FIVE thousand questionnaires sent out by mail brought back a sufficiently large favorable response to assure the advertiser that women were consciously buying their product in order to save their hands. Seven hundred interviews with jobbers and tradesmen added their weight of positive evidence.

Fifteen writers and investigators conducted special washing tests in the agency's experimental kitchen.

Domestic science departments of

This Beautiful Hotel Invites You!

choose.....those who like nice things

Colton Manor

One of Atlantic City's finest Hotels

Reduced Winter Rates

American and European Plans

Charles D. Boughton, Manager

three national women's publications approved the new use for the product.

Books on the care of the skin and specialists of the subject confirmed the case for skin-protection. Chemical analyses contrasted pure flakes with alkali bars.

On this solid groundwork the dramatic talent of the agency might well apply their efforts to building a national campaign. A notable color series was prepared to appear in magazines.

Headlines, revised a score of times, flashed the story.

They cut in.

They took hold.

They made a woman feel conscious of her hands and made her fear dishpan hands.

They induced her to incline favorably toward those pure, white, harmless flakes of soap.

THE surprising thing about the copy was that little or no space was allotted to the obvious, to the superficial aspects of the product. The luxurious quick suds, the sparkling cleanliness of the china and glassware, the convenient form of the new dish-wash flakes.

Illustrations showed those qualities, but the copy spent all of its energy in driving home the skin-saving effects of the new flake soap. With the exception of the argument of economy, illustrated by a one-tea-spoonful-is-enough panel, all of the emphasis was placed on the single, vital campaign idea. Inessentials were suppressed.

Modern art of a rhythmic, colorful, decorative character so enveloped this "sordid" task of dishwashing as to make it actually appear to be pleasurable.

So art, in its broadest designation, completed the good work established by science. Ideas conveyed by incisive words and pictures cut to the quick.

The pride of personal beauty of skin beauty that every woman possesses was seriously disturbed. Household habits of generations gave way in a few months before the intelligent application of the modern forces of printed salesmanship. The ideal was attained in practice.

When reason tempers emotion and art glorifies science, large scale selling rises from the rational to the inspirational.

What Price Super-Selling?

[Continued from page 20]

depressing storage room into which I sometimes wander to marvel and ponder. We satirically call it "The Cemetery." In it are all the articles for home use which have not passed a moderate test of usefulness or practicability. Looking at them, I can visualize without difficulty the stories that lie behind them—stories of somebody tired of his salaried job who got a "bright idea" and patented it, and then with his savings began to "market" it. He contracted for its manufacture with some factory; he formed a company, with his wife and his secretary or brother as corporation officers. Of course, the first thing he did with his small stock of capital was to hire a salesman. In other instances men of some wealth were interested in a device and a patent, and formed a company quite adequately financed but benighted in its selling policy. They probably built a factory—they often do—before any work, even research work, on the market was done. And they hired a salesmanager. But he, too, was obsessed with the Great American Selling Idea, as so many salesmanagers are (being merely unusually successful salesmen elevated to the salesmanager's desk), and he promptly, automatically hired salesmen. That was all that he really knew about selling—hire salesmen and "pep them up."

The sad, the pathetic thing that occurs to me as I look at the articles is that in every case all the waste, the disappointment, the loss of time and money might have been avoided. Those people just "didn't know" and were too stupid to make a real analysis of the article and the market. Nor should it be forgotten that for every complete failure in the "cemetery" there are a hundred *partial* failures, still carrying on like the lame ducks that they are.

QUITE evidently the waste motion and waste expense in selling and marketing is by all odds the greatest waste in American business today. And, mark this, it is not advertising but personal salesmanship that is the culprit. Advertising, on the contrary, has been the greatest saving force. Can anyone successfully imagine what would have

happened if industry had relied solely upon personal salesmanship to sell to the American people what it buys today? I believe it is self-evident that the selling cost would have been outrageous and impossible. In other words, industry could never have reached at all the mass production status that it has today.

The printing press (which is the basic advertising invention) has done for selling what the automatic machine tool has done for the automobile industry. It has cut out the necessity for having a man do work that a machine can handle as well or better. The printing press is now being supplemented by another tool—the research laboratory (using the term figuratively).

THE pathetic truth about a great deal of American salesmanship and salesmanagement today is that it consists of a lot of noise, enthusiasm, and expense without getting where we want to go. America is today one vast bedlam of salesmanship and salesmen; and the noise of their competitive shrieking, and the annoyance of their unrelenting, almost desperate tracking down of their prospects, is growing greater every year. It has reached, in the last few years of so-called "profitless prosperity," a kind of hysteria. Never before have we known such terrific drives for sales, or such intense competition with such small profits.

Now, the amazing thing is that with all this enormous effort we can still sell only sixty-five per cent of the products that American factories can make. Still the gross profit on sales has shrunk from twenty-three per cent in 1923 to sixteen per cent or less today. Still net profits are shrinking. Not in all business history has there been such a grand circus of high pressure selling with such sluggish results. Every device and whip that can be applied—installment selling, house-to-house selling, the resale plan, mail order and mail order chain store, great organized sales drives more cleverly managed than any known before; more determined approaches to the consumer in her home than have ever been dared before—all these have



Rate for advertisements inserted in this department is \$3.00 per inch. Minimum charge \$1.50. Forms close Saturday noon before date of issue.

Positions Wanted

SITUATION WANTED

1927 College graduate seeks advertising position in Metropolitan district. Has had little professional experience while in College doing advertising for local business and social activities. Also did literary and art work for school and college publications. Can write copy and draw in all mediums and can produce samples on request. Can choose types and make layouts. Will learn rapidly. Address Box 503, Advertising and Selling, 9 East 38th St., New York City.

CAN YOU USE THIS YOUNG MAN?

He has had seven years of varied experience in the Advertising Department of an established and progressive industrial publishing house in New York City. He is 29 years old, college educated, Christian, married, dependable.

During these seven years, he has supervised make-up, handled advertising and circulation promotion work, sold advertising space in person, and in general learned the ins and outs of the advertising phase of the publishing business. He realizes that he does not "know it all" but believes that his services, either as an outside or an inside man, or as a combination of both, would prove profitable to a publishing house.

He can furnish good reasons for wanting to make a change as well as excellent references as to his character and ability. His salary requirements are in the neighborhood of \$100.00 per week. He will be pleased to give further details in a personal interview. Address Box 504, Advertising and Selling, 9 East 38th Street, New York City.

ASSISTANT SALES MANAGER AVAILABLE

Young man with ten years experience in advertising and selling would like to connect with a New York concern where he could help to work out sales problems in conjunction with Advertising. Interview. Address Box 503, Advertising and Selling, 9 East 38th Street, New York City.

EDITOR, trade journal experience, familiar outside contacts, college education, newspaper training, wants progressive opening. Knows advertising cooperation. Address Box 509, Advertising and Selling, 9 East 38th St., New York City.

Help Wanted

Side line repeater to automotive trade, pointers, industrial plants. 1342 Harper Ave., Detroit, Mich.

London Art Studio wishes to appoint agent capable of selling advertising photographs in America. A real salesman with good connections amongst advertising and publishing firms might suit, or a mutual agency arrangement with an American commercial studio of good standing would be considered. First-class references required and offered. Write confidentially, giving detailed particulars of connections and scope, to The Governing Director, Castudio Ltd., Russell Chambers, Covent Garden, London, W.C. 2, England.

Salesman for New York territory to represent nationally known manufacturer of paint process advertising displays. New York City resident preferred. This is a high-class connection offering unlimited opportunity to proper type, well versed man. Apply in detail by letter, which will be treated confidentially. Address Box 506, Advertising and Selling, 9 East 38th St., New York City.

Help Wanted

Salesman! If you know something about magazine advertising and can close prospects, write us fully about your experience. We have openings in New York, Chicago and other territories for producers. \$5,000 drawing account when you show results. Publishers Service, Room 703, 9 East 46th Street, New York.

Business Opportunities

Out-of-town agency, small but well-rated and long-established seeks business-getter to become partner. Either must have sufficient business ready to switch and pay for his share out of profits therefrom; or invest a few thousand for interest. Present owner is skilled copy man of long experience and has inside work well systematized. Needs producer on the outside. Best references. Address in confidence, Box 507, Advertising and Selling, 9 East 38th St., New York City.

Advertising Service

MAIL ORDER MEN AND MANUFACTURERS—Use money bringing advertising verse to advertise your goods or product. I am an expert at writing it. Terms reasonable. Send stamp for particulars and samples of my work. Address Frank H. Gibson, 1839 Cabot Street, Philadelphia, Pa.

Stationery and Printing

STATIONERY AND PRINTING

Save money on Stationery, Printing and Office Supplies. Tell us your requirements and we will be pleased to quote lowest prices. Champion Stationery and Printing Co., 125 Church Street, New York City. Phone Barclay 1295.

Multigraphing

Quality and Quantity Multigraphing. Addressing, Filing In, Folding, Etc. DEHAAN CIRCULAR LETTER CO., INC. 120 W. 42nd St., New York City Telephone Wis. 5483

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.

been used to keep the sales horse galloping along; and still it is falling back in the race!

Is it not obvious that this is an unsound situation? Is it not evident that in spite of so much selling excitement, the production engineers have far out-distanced American selling brains? It is a striking and significant fact that our factories could easily be geared up during 1928 to make *double* the amount of goods that were sold in 1927; but, on the other hand, there is no selling Moses to lead the way to selling twice the sales volume of 1927 during 1928.

THE production end of business has used the analytical research method at least 500 times as extensively as the sales and distribution end has. Even so our production research is up-to-date in only half a dozen lines of industries, such as electricity, photography, and automobiles. We are nowhere near being up-to-date in production research or pure science research in many other great key industries such as chemistry, steel, and textiles, in which other countries have a far better record of research. And yet, we have technical research leadership in only a few fields; we still spend five hundred dollars on production research to every dollar spent on sales and distribution research. Great companies like the General Electric Company, the Eastman Kodak Company, the DuPont Company, the General Motors Company, spend millions upon millions of dollars for research, and consider it a profitable investment.

Much as we have been hearing about research, much as is being done with it today, it is still realized only here and there that it is the secret of successful modern business—not a passive adjunct; not a cubby-hole department; but actually the heart and center of the business. Wherever you look in the business world you see that where it is vigorously and fully applied, there is health and progress.

To tell the truth, America today is paying for a long era of too great a faith in the salesman as against the analyst; too innocent a reliance on push and pep instead of calculation and plan; too much foray and too little survey; too much ballyhoo and too little creative work; too much bluff and too little genuine service. The engineer and research man, not the barker and the ballyhoo man, are the ones who can lift American business onto the new plane where it should go.

World Press Exhibition to Be Held

AN exhibition that will concern itself only with the "printed word" is to be held at Cologne, Germany, from May 10 to Oct. 15, 1928. To be known as the International Press Exhibition, it will contain exhibits from practically every country in Europe, from some of the South American republics, and from the United States. The management has announced that the main departments are to be: daily newspapers, periodicals, book printing, art, technical and auxiliary installations, associations and unions, press and traffic, press and art, press and advertising, newspaper science, paper, photography and cinematography.

About 100,000 square feet will be devoted to the American exhibit, and the Exhibition authorities plan to award the outstanding American individual group exhibit with a bronze statue. The committee in charge of American participation consists of the following members: John Clyde Oswald, chairman; Victor F. Ridder, treasurer; Dr. James Melvin Lee, assistant treasurer; George French, executive secretary; Edward E. Bartlett, Hugh Burke, Senator Arthur Capper, the Honorable George H. Carter, H. H. Charles, E. F. Eilert, Harry L. Gage, Albert H. Gibney, Charles E. Heitman, Gilbert T. Hodges, Bernard Lichtenberg, Henry G. Lord, Abraham Merritt, Frederic G. Melcher, Prof. Joseph M. Murphy, Hugh A. O'Donnell, James O'Shaughnessy, A. J. Powers, Dr. John O. Simmons, Harold Stonier, and Prof. Walter Williams.

"Retail Shopping Areas" Published

"Retail Shopping Areas," by Paul T. Cherington, director of Research of the J. Walter Thompson Company, New York, is a new compilation of market statistics recently completed by that company.

It is an amplification of Part Four, of the fourth edition of "Population and Its Distribution." The book contains 300 pages of valuable literature on trading areas. It is an important contribution toward current marketing data, and contains material of immense value to those wishing to study the subject intensively.

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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, 9 East 38th Street, New York.

ISSUE OF JANUARY 25, 1928

CHANGES IN PERSONNEL—[Advertisers, etc.]

Name	Former Company and Position	Now Associated With	Position
James S. Cobb	Abercrombie & Fitch Co., New York. Vice-Pres. & Gen. Mgr.	Same Company	Pres.
Otis L. Guernsey	Abercrombie & Fitch Co., New York. Ass't Vice-Pres.	Same Company	Vice Pres.
Gen. E. F. Wood	Sears, Roebuck & Co., Chicago, Ill. Vice-Pres. in Charge of Retail Stores and Factory Operations	Same Company	Pres.
W. J. Staats	Victor Talking Machine Co., Camden, N. J. Vice-Pres. in Charge of Foreign Trade Dept.	Resigned	
T. E. Chilcott	Herald-Traveler, Boston, Mass.	Westinghouse Electric & Mfg. Co., East Pittsburgh, Pa.	Adv. and Sales Promotion Dir..
Merrill B. Sands	Dietaphone Sale Corp., New York. Gen. Sales Mgr.	Same Company	Vice-Pres.
Peter P. Carney	Remington Arms Co., Inc., New York. Adv. & Sales Promotion Mgr.	The Mennen Co., Newark, N. J.	Adv. & Sales Promotion Mgr.
C. T. Hutchins	Goodyear Tire & Rubber Co., Inc., Akron, Ohio. Sales Promotion Staff	Same Company	Adv. Mgr.
L. C. Rockhill	Goodyear Tire & Rubber Co., Inc., Akron, Ohio. Sales Mgr.	The Miller Rubber Co., Akron, Ohio	Sales Mgr.
Richard W. Freeman	Frank E. Davis Fish Co., Gloucester, Mass., Adv. & Sales Mgr.	Delane Brown, Inc., Baltimore, Md.	Vice-Pres. in Charge of Adv. and Sales (Effective Mar. 1)
John A. Smith, Jr.	Frank E. Davis Fish Co., Gloucester, Mass., Ass't Adv. & Sales Mgr.	Same Company	Adv. & Sales Mgr. (Effective Mar. 1)
Estelle Hamburger	Bonwit Teller & Co., New York. Adv. Mgr.	Stern Bros., New York	Adv. Mgr.
Frank B. McKenna	The Atlas Portland Cement Co., New York. Adv. Mgr.	Comfort Coal-Lumber Co., Hackensack, N. J.	Gen. Sales Mgr. (Effective Feb. 1)
M. P. Jeffery	Charm, New York. Adv. Staff	Children, The Magazine for Parents, New York	Eastern Adv. Mgr.
Stanley V. Wright	Knox Hat Co., Inc., New York. Sales Promotion Dept. and Sales	Same Company	In Charge of Adv. & Sales Promotion
Harry L. Harris	Frank Seaman, Inc., New York. Chief of Prod.	United Fruit Co., Boston, Mass.	Adv. Mgr.
Robert R. Robertson	The Mayfair Ice Cream Corp., Yonkers, N. Y., Mgr.	Dry-Ice Corp., of America, New York	Mgr. of Chicago Office
W. E. Davis	White & Wyckoff Mfg. Co., Holyoke, Mass., Ass't Dir. of Sales Promotion	Paramount Commercial Studio, Springfield, Mass.	Partner
W. L. Baker	Alden Press, Holyoke, Mass.	White & Wyckoff Mfg. Co., Holyoke, Mass.	Ass't Dir. of Sales Promotion
Stuart H. Ralph	The Flintkote Co., Boston, Mass., Ass't Sales Dir.	Same Company	Gen. Sales Mgr.
Searle Hendee	George M. Savage Adv. Agcy., Inc., Detroit, Mich.	Maxon, Inc., Detroit, Mich.	Vice-Pres.
W. Z. Coy	Miller, Rhodes & Swartz, Norfolk, Va.	Montgomery Ward Co., Chicago, Ill.	Ass't Dir. of Merchandise Display
W. L. Stensgaard	Stewart-Warner Speedometer Corp., Chicago, Ill., Dir. of Displays	Montgomery Ward Co., Chicago, Ill.	Dir. of Merchandise Display
C. C. Warner	Continental Oil Co., Denver, Colo., Ass't Adv. Mgr.	Same Company	Adv. Mgr. & Dir. of Publicity
Ralph B. Wilson	Electric Vacuum Cleaner Co., Inc., Cleveland, Ohio. Mgr. of Central Station Sales	Same Company	Vice-Pres. and Gen. Sales Mgr.
R. A. Rawson	Elcar Motor Co., Elkhart, Ind., Sales Mgr.	Moon Motor Car Co., St. Louis, Mo.	Ass't Gen. Sales Mgr.
F. S. Laurence	National Terra Cotta Society, New York. Executive Sec'y	North American Society of Arts, Inc., New York	Pres.
James D. Tew	The B. F. Goodrich Co., Akron, Ohio, Vice-Pres.	Same Company	Gen. Sales Mgr.
W. O. Rutherford	The B. F. Goodrich Co., Akron, Ohio, Gen. Sales Mgr.	Resigned	



MUST WE LIMIT PRODUCTION?

PRODUCTION is not an end in itself. Its over-emphasis inevitably results in greater sales competition, glutted markets, frozen inventories, slashed prices, higher selling costs—in short, in that profitless prosperity which is puzzling business today.

Does the solution lie in better distribution methods?—In curtailment and control of production? These questions, uppermost in the minds of business men today, are discussed in *THE MAGAZINE OF BUSINESS* for February by Thomas C. Sheehan, president, Durham Duplex Razor Company. "*Must We Limit Production?*" is an article production executives in particular should study.

Also in February: *Easy Money = Easy Street?*, by A. W. Shaw, *The Business Outlook, How's Business and Where?*, *Trade-Ins—The Quicksands of Profits, Progress—With Safety, The Great Escape, Is It Right?—Wise?—Timely?* and many others of timely interest to business executives.

THE MAGAZINE OF BUSINESS



THE NEWS DIGEST (Continued)

CHANGES IN PERSONNEL—[Advertisers, etc., continued]

Name	Former Company and Position	Now Associated With	Position
H. C. Link	Lord & Taylor, New York, Ass't Adv. Dir.	Resigned	
G. B. Pearsall	W. & J. Sloane, New York, Adv. Mgr.	Lord & Taylor, New York	Second Ass't Adv. Dir.
W. E. Skellings	Filene, Boston, Mass.	Lord & Taylor, New York	Adv. Dir.

CHANGES IN PERSONNEL—[Agencies, etc.]

Name	Former Company and Position	Now Associated With	Position
H. H. Grandy	Henri, Hurst & McDonald, Chicago, Ill.	Gardner Adv. Co., St. Louis, Mo.	Art Dir.
Charles Oswald	The White Co., Cleveland, Ohio, Ass't Adv. Mgr.	Meek & Wearstler, Youngstown, Ohio	Gen. Mgr.
Frank T. McFaden, Jr.	Cecil, Warwick & Cecil, Inc., New York, Richmond, Va. Office	Same Company	Space Buyer
Edna Colladay Pierce	Foote & Morgan, Inc., New York, Acc't Executive	Groesbeck-Hearn, Inc., New York	Acc't Executive
Lloyd E. Chute	Chute-Winberg-Johnston, Inc., Chicago, Ill., Pres.	Adolph Selz & Son, Inc., Chicago, Ill.	Vice-Pres., Treas. and Gen. Mgr.
DeWitt O'Kieffe	L. S. Ayres & Co., Indianapolis, Ind., Adv. Dept.	The Homer McKee Co., Inc., Indianapolis, Ind.	Copy
John W. Heck	Tribune, Chicago, Ill., Mgr. of Financial Adv. Dept.	Adolph Selz & Son, Inc., Chicago, Ill.	Pres.
W. L. McCrory	Fulton Co., Milwaukee, Wis., Adv. Mgr.	Klau-Van Pietersom-Dunlap-Younggreen, Inc., Milwaukee, Wis.	Acc't Executive
Fred S. Wilcoxon	Fred A. Robbins, Inc., Chicago, Ill.	Klau-Van Pietersom-Dunlap-Younggreen, Inc., Milwaukee, Wis.	Copy
George M. Pease	W. I. Tracy, Inc., New York, In Charge of Bookkeeping Dept.	Same Company	Ass't Treas.
Frank S. Kent	W. I. Tracy, Inc., New York, Acc't Executive	Same Company	Vice-Pres.
Vivian Sturgeon	Inter-Ocean Syndicate, Chicago, Ill., Special Writer	Albert Frank & Co., Inc., Chicago, Ill.	Copy & Contact
Harry V. Miller	Schimpff-Miller Co., Inc., Chicago, Ill., Space Buyer	Same Company	Treas.
Stuart B. Potter	Schimpff-Miller Co., Inc., Chicago, Ill., Prod. Mgr.	Same Company	Vice-Pres.
H. C. Schimpff	Schimpff-Miller Co., Inc., Chicago, Ill., Art Dir.	Same Company	Pres.
Irvin B. Hoffman	General Business, Baltimore, Md.	Hicks Adv. Agcy., New York	Acc't Executive
Lawrence J. Delaney	Audit Bureau of Circulation, Chicago, Ill., Eastern Mgr.	Percival K. Frowert, Inc., New York	Space Buyer
Frank E. Duggan	Gundlach Adv. Co., Chicago, Ill., Sec'y.	Lewis H. Mertz & Sons, Inc., Chicago, Ill.	Member of Staff
Robert S. Clary	Associated Adv. Agcy., Jacksonville, Florida	Charles W. Hoyt Co., Inc., New York	Southern Mgr.
Dorothy E. Long	F. J. Ross Co., Inc., New York, Media Dept.	M. P. Gould Co., New York	Media Dept.
Philip G. Gilmore	Capehart-Carey Corp., New York, Vice-Pres.	Griffin, Johnson & Mann, Inc., New York	Member of Staff
E. A. Malloy	Wells Adv. Agcy., Inc., Boston, Mass., Vice-Pres.	Doremus & Co., Boston, Mass.	Acc't Executive
R. B. Warman	E. P. Remington Adv. Agcy., Inc., Buffalo, N. Y., Copy.	Same Company	Copy Chief
J. L. Watkins	N. W. Ayer & Son, New York	Young & Rubicam, Inc., New York	Copy

CHANGES IN PERSONNEL—[Media, etc.]

Name	Former Company and Position	Now Associated With	Position
Albert Leininger	Liberty, New York, Eastern Adv. Mgr.	Collier's, New York	Adv. Staff
Waldo B. MacLean	Liberty, New York, Adv. Div. Mgr.	Same Company	Mgr. of Eastern Adv. Office
W. C. Raughley	Liberty, New York, Salesman in Southern Territory	Same Company	Div. Mgr. of Southern Territory
Howard H. Seward	Liberty, New York, Salesman	Same Company	Adv. Staff
Fred J. Runde	Fourth Estate, New York, Gen. Mgr.	American Press Association, New York	Gen. Mgr. in Charge of Adv. & Promotion
Rudolph M. Hennick	Democrat, Waterbury, Conn., Adv. Mgr.	Republican & American, Waterbury, Conn.	Adv. Mgr.

Q. I note here under question 13: "Please state if your agency is a house agency. By this is meant an agency exclusively or practically so, for the placing of the advertising of one client only, said client being in full or virtual control of the agency." If he says there are many house agencies whose credit is O.K. And if their credit is O.K. you put them on the list? A. We certainly do.

Q. Does that relationship take place between advertising agencies and advertisers in any case that you know of? A. Well you often hear rumors of that kind occasionally.

Q. They are nice ideals but more honored in the breach than in the observance, is that it? A. I haven't any definite opinion about it. I sometimes feel one way and sometimes another. I just doubt that the standards of practice are observed as universally as they should be for the good of the business.

Q. Why does your company not employ advertising agencies? A. We think it is more beneficial for the company to operate our own advertising department.

Q. Now you employ an advertising agency, do you not? A. Yes, sir.

Q. Do you employ salesmen, also? A. No salesmen.

Q. Do you rely upon advertising to create the demand? A. Advertising. That is, all of our forms of advertising.

Q. Do you employ an advertising agency for your business as the most economical way to handle it? A. We do.

Q. You feel that you need advertising in order to keep up the volume you have. A. We do.

Q. Do you find that the advertising brings your salesmen to get better suited than a salesman would get not supported by this advertising? A. Absolutely so. The company would hardly be in existence today, I think, without the advertising.

In view of the necessity of continuing and broadening this service (of agencies as well as advertisers) we are eliminating the agency commission that has been allowed heretofore.

But it has been difficult for honor and decency to subsidize against both the advertising and another one with the same amount of copy in newspapers throughout the country, particularly in both of these on the same appropriation in both of these cases, or is there a distinction there? A. We have. Q. Can you name them? A. Walter Baker and Father John's Medicine, Castleton - Hovey Company, Thompson and Towle, Herbolide.

Suppose an advertiser with a million dollars to spend desires to spend it in the high class magazine, The Saturday Evening Post, at \$17,000 per page, or whatever it is, and another one with the same appropriation wants to spend it with a quantity change of copy in newspapers throughout the country, particularly in both of these on the same appropriation in both of these cases, or is there a distinction there? A. We have. Q. Can you name them? A. Walter Baker and Father John's Medicine, Castleton - Hovey Company, Thompson and Towle, Herbolide.

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BUT
WE STILL BELIEVE

THAT AN EXPERIENCED ADVERTISING AGENCY CAN AWAKEN AND FOSTER A DESIRE ON THE PART OF THE JOBBER, DEALER OR ULTIMATE USER FOR A PRODUCT OF MERIT. WE BELIEVE THAT THE MANUFACTURER OF THAT PRODUCT CAN LOWER HIS COSTS BY REASON OF THIS INCREASED DEMAND AND SELL HIS PRODUCT AT A LOWER PRICE TO MORE PEOPLE THAN IF THE ADVERTISING AGENCY HAD NEVER BEEN CONSULTED.

Quers and Golden

GRAYBAR BUILDING
NEW YORK



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THE NEWS DIGEST (Continued)

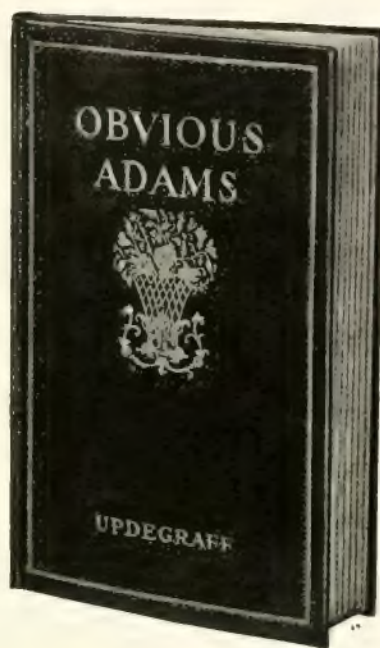
CHANGES IN PERSONNEL—[Media, etc., continued]

Name	Former Company and Position	Now Associated With	Position
James C. Dayton	Journal, New York. Publisher, Treas., and Vice-Pres.	Resigned	(Effective Feb. 1)
Estelle Mendelsohn	Chicago Herald & Examiner, Chicago, Ill., Dept.	Promotion	Promotion Mgr.
Ward C. Mayborn	Scripps-Howard Newspapers, New York, Southwest Group, Gen. Bus. Mgr.	Same Company	Promotion Mgr.
W. B. Parsons	American Press Association, New York	Press, Houston, Texas	Bus. Mgr.
George E. Mainardy	The Graphic, New York, Adv. Rep.	Same Company	Mgr. of Detroit Office
Roy S. Tibbals	Quaker Lace Co., Philadelphia, Pa., Publicity Director	H. L. Winer Special Agcy., Inc., New York	Adv. Rep.
Albert Neave	Independent, Boston, Mass., Adv. Mgr.	Liberty, New York	Sales Plan Div.
G. N. Findlater, Jr.	Wm. J. Morton Co., N. Y., Rep.	The Sportsman, New York	Eastern Adv. Staff
W. G. Colgate	Gazette, Montreal, Que., In Charge of Automobile Adv.	Same Company	In Charge of Chicago Office
Lindsey H. Spight	Journal, Portland, Ore.	Mail & Empire, Toronto, Ont.	Adv. Dept.
J. Spencer Brock, Jr.	Inquirer, Philadelphia, Pa., Adv. Dept.	Times, Los Angeles, Cal.	Nat'l Adv. Dept.
E. M. Hunt	Hanff-Metzger, Inc., New York, Acc't Executive	I. A. Klein, New York	Rep.
		Liberty, New York	Member of Staff

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
International Salt Co., Inc.	Scranton, Pa.	Table Salt	N. W. Ayer & Son, Philadelphia, Pa.
Firestone Tire & Rubber Co.	Akron, Ohio	Tires	N. W. Ayer & Son, Philadelphia, Pa.
Republic Motor Truck Co., Inc.	Alma, Mich.	Trucks	Wm. H. Rankin Co., Inc., Chicago, Ill.
Murray Rubber Co.	Trenton, N. J.	Tires	James F. Newcomb Co., Inc., New York
L. O. Thompson Co.	New York	R. & T. Silks	T. L. McCready, New York
The R. L. Watkins Co.	New York	Dr. Lyon Tooth Powder	John F. Murray Adv. Agcy., Inc., New York
Republic Iron & Steel Co.	Youngstown, Ohio	Iron & Steel	Bissell & Land, Inc., Pittsburgh, Pa.
Warner Chemical Co.	New York	Tromite	Groesbeck-Hearn, Inc., New York
Shelton Operating Co.	New York	Hotel Shelton	Groesbeck-Hearn, Inc., New York
Deisel-Wemmer Co., Mfgs.	Lima, Ohio	Cigars	Lewis H. Mertz & Sons, Inc., Chicago, Ill.
Edna Wallace Hopper	Chicago, Ill.	Beauty Preparations	Lewis H. Mertz & Sons, Inc., Chicago, Ill.
J. C. Penney Co., Inc.	New York	Department Stores	J. Walter Thompson Co., Inc., New York
Smokador Mfg. Co., Inc.	New York	Smoking Stands	J. Walter Thompson Co., Inc., New York
Wayne Co.	Ft. Wayne, Ind.	Gasoline Pumps, Electric Refrigerators, and Oil Burners	The Cramer Krasselt Co., Milwaukee, Wis.
American Piano Co.	New York	Pianos	Young & Rubicam, New York
Lancia Motors of America, Inc.	New York	Automobile	Albert Frank & Co., Inc., New York
Federal Securities Corp.	New York	Finance	Albert Frank & Co., Inc., New York
Adolph Bruck Co., Inc.	New York	Gowns	Hicks Adv. Agcy., New York
Sig. Wollner Co., Inc.	New York	Gowns	Hicks Adv. Agcy., New York
Columbia Pictures Corp.	New York	Motion Pictures	Griffin, Johnson & Mann, Inc., New York
Arnold Check Writer Co., Inc.	Flint, Mich.	Check Writer	Brinckerhoff, Inc., Chicago, Ill.
Dr. Thompson-Moore Co.	Chicago, Ill.	Babies' Specialties	Hurja, Chase & Hooker, Inc., Chicago, Ill.
Dudley Lock Corp.	Chicago, Ill.	Locks	Carroll Dean Murphy, Inc., Chicago, Ill.
Brownback Motor Laboratories, Inc.	New York	Anzani Airplane Engines	Cutajar & Prevost, Inc., New York
Irons & Hoover, Inc.	New York	Builder	W. I. Tracy, Inc., New York
Metropolitan Electric Mfg. Co.	Long Island City, N. Y.	Electric Lighted Mirrors	W. I. Tracy, Inc., New York
Quaker State Oil Co.	Los Angeles, Cal.	Oil	Emil Brisacher & Staff, Los Angeles, Cal.
Delaware & Hudson Co.	Albany, N. Y.	Railroad	The Caples Co., New York
The Euclid Candy Co.	Brooklyn, N. Y.	Candy	Stanley E. Gunnison, Inc., New York
Merchants & Bankers' Business School	New York	School	Stanley E. Gunnison, Inc., New York
Kanliner Mfg. Co.	Brooklyn, N. Y.	Refuse Liners & Garbage Pails	Stanley E. Gunnison, Inc., New York
Shotwell Pump & Tank Co.	Indianapolis, Ind.	Gasoline Pumps & Dispensing Machinery	The Homer McKee Co., Inc., Indianapolis, Ind.
Leonard Warehouses	Buffalo, N. Y.	Warehouses	E. P. Remington Adv. Agcy., Inc., Buffalo, N. Y.
Wisconsin Creameries, Inc.	Milwaukee, Wis.	Dairy Products	Olson & Enzinger, Inc., Milwaukee, Wis.
Hip-O-Lite Co.	St. Louis, Mo.	Marshmallow Cream	Brockland & Moore, Inc., St. Louis, Mo.
National Stone & Lime Co.	Findlay, Ohio	Monarch Finishing Lime & National Finishing Lime Plaster	McAdam Adv., Inc., Wheeling, West Va.
Addressograph Co.	Chicago, Ill.	Addressing & Letter Duplicating Machines	Klan-Van Pietersom-Dunlap-Younggreen, Inc., Milwaukee, Wis.

First published 12 years ago
and still going strong!



Obvious Adams

By Robert R. Updegraff

Author of *Captains in Conflict*

William D. McJunkin,
in Advertising & Selling

I wonder if you ever read the story entitled "Obvious Adams," which appeared in the *Saturday Evening Post* several years ago. It was the epic of the "straight-thinker"—the individual who did the obvious and evident thing and kept on doing it until he reached his goal.

Adams was the antithesis of the brilliant "go-getter"—that personality in sales work who is, I feel, comparable to

the "stunt man" in the movies. Adams used "no mechanical devices" in his operations. He pursued the straightforward and logical, if necessarily prosaic, line of action, and was invariably found cozily ensconced in an entrenched position after the smoke had cleared away.

Quantity Price List

500 copies or more, 40c per copy
100 copies or more, 44c per copy
50 copies or more, 46c per copy
25 copies or more, 48c per copy
10 copies or more, 50c per copy
Single copies, 75c postpaid

KELLOGG PUBLISHING COMPANY

39 Lyman St.

Springfield, Mass.

THE NEWS DIGEST (Continued)

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS [Continued]

Name	Address	Product	Now Advertising Through
The American Crayon Co.	Sandusky, Ohio	School Chalks, Crayons, & Prang Watercolors	David H. Colcord, Inc., Chicago, Ill.
Western Limestone Products Co.	Weeping Water, Neb.	Limestone Products	The Stanley H. Jack Co., Inc., Omaha, Neb.
Hannibal Pharmacal Co.	St. Louis, Mo.	Neet Depilatory & Immac Cream Deodorant	Blackett & Sample, Inc., Chicago, Ill.
Intermountain Lloyds	Salt Lake City, Utah	Insurance	Stevens & Wallis, Inc., Salt Lake City, Utah
Ross Beason & Co.	Salt Lake City, Utah	Finance	Stevens & Wallis, Inc., Salt Lake City, Utah
Meets-A-Need Mfg. Co.	Seattle, Wash.	Flour Sifter	The Izzard Co., Seattle, Wash.
Aluminum Goods Mfg. Co.	Manitowoc, Wis.	Cracker Jack Aluminum Cleaner	Sheridan, Shawhan & Sheridan, Inc., New York
American Metallurgical Corp.	Boston, Mass.	Electric Furnaces	Walter B. Snow & Staff, Inc., Boston, Mass.
The First National Bank	Minneapolis, Minn.	Bank	The Paul Cornell Co., Inc., New York
First Minneapolis Trust Co.	Minneapolis, Minn.	Finance	The Paul Cornell Co., Inc., New York
Park Central Motors, Inc.	New York	Lincoln Distributors	Joseph Richards Co., Inc., New York
Sta-Jax Sales Co.	Gary, Ind.	Stabilizing Jacks	Frank M. Comrie Co., Chicago, Ill.
Carryola Co. of America	Milwaukee, Wis.	Portable Phonographs	The Geyer Co., Dayton, Ohio
National Register Publishing Co.	New York	Publisher	J. D. Williams & Co., Boston, Mass.
Bostwick-Goodell Co.	Norwalk, Ohio	Victoria Venetian Blinds	Oliver M. Byerly, Cleveland, Ohio
Max Greenberg & Co.	New York	Blackshire Apparel	T. L. McCready, New York
Robert H. Ingersoll, Inc.	New York	Razor Stoppers	M. P. Gould Co., New York
Brooks Automatic Underground Lawn Sprinkling System	Detroit, Mich.	Lawn Sprinklers	Whipple & Black, Inc., Detroit, Mich.

PUBLICATION CHANGES AND APPOINTMENTS

The Johnston-Brown Publishing Corp., New York.	Has taken over the Chilton Tractor & Equipment Journal, Philadelphia, Pa. The paper will be known as The Tractor & Equipment Journal, New York
Sentinel, Milwaukee, Wis.	Has appointed Paul Block, Inc., New York, as its national advertising representative.
Dispatch, Knoxville, Tenn.	Has appointed Geo. B. David Co., New York, as its national advertising representative.
Politiken and Ekstrabladet, Copenhagen, Denmark	Have appointed Joshua B. Powers, New York, as their advertising representative in the United States and Great Britain.
The Iron Age, New York	Will change its page size to 9 x 12 inches. (Effective July 1.)
The Statist, London, Eng.	Has appointed LaCoste & Maxwell, New York, as its American representative.

MISCELLANEOUS

The Bruce Publishing Co., Milwaukee, Wis.	Has opened a new office at 53 W. Jackson Blvd., Chicago, Ill. The office will be in charge of E. E. Murphy, who will be Western Advertising Manager for American School Board Journal, Hospital Progress and Modern Public Buildings.
Kraft Cheese Co., Chicago, Ill.	Has purchased the Phenix Cheese Co., New York. The new company will be known as the Kraft-Phenix Cheese Co.
Ezra Ramin, Boston, Mass.	Has consolidated with the New England Window Display Service, Boston, Mass. The new firm will be called The Ramin-New England Display Service, Inc., Boston, Mass.

CHANGES IN ADDRESSES [Advertising Agencies and Services, Publications, etc.]

Name	Business	From	To
Chatham Adv. Agcy., Inc.	Advertising	3 West 29th St., New York	570 Seventh Ave., New York
Charles W. Hoyt Co., Inc. (Southern Office)	Advertising	Wachovia Bank & Trust Bldg., Winston-Salem, N. C.	American Bank Bldg., Greensboro, N. C.
Sierra Educational News	Publication	933 Phelan Bldg., San Francisco, Cal.	508 Sheldon Bldg., San Francisco, Cal.

NEW PUBLICATIONS

Name	Published by	Address	First Issue	Issuance	Page Type Size
The Houston Gargoyle	Mayfair Publishing Co.	Houston, Texas	January 3	Weekly	7 1/4 x 11 1/4 inches

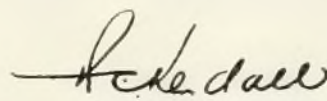
A NOTE TO OTHER EDITORS

DURING the past four years several hundred newspaper, periodical and house organ editors have quoted from our pages. The list at the bottom of the page includes merely those who have personally requested permission or quotes to which "our attention has been called."

We are usually glad to extend reprint privileges where the customary line [reprinted from Advertising and Selling] is given. We suggest, however, that if the portion of an article to be quoted exceeds three or four paragraphs, special permission be obtained since occasionally book publication and reprint rights interfere.

At the present moment, this prohibition applies specifically to the following articles, all of which are either scheduled for book publication or actually published in book form: "My Life in Advertising," by Claude C. Hopkins; various recent articles by Kenneth M. Goode which comprise sections of the book, "What About Advertising?" published by Harpers; "Industrial Marketing," by Professor Melvin T. Copeland of Harvard, appearing serially and later to be published in book form by McGraw-Hill Book Company; "Everybody's Business," by Floyd Parsons.

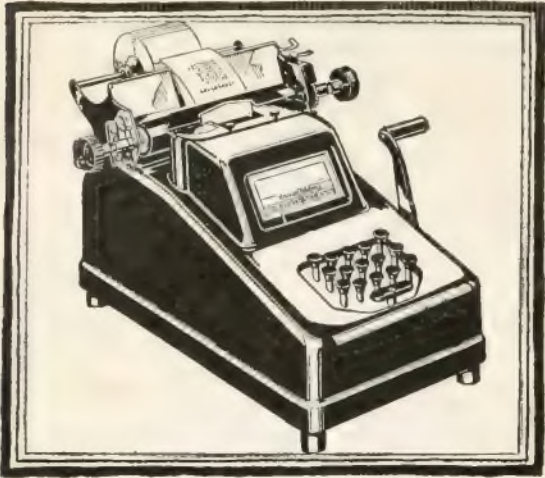
We reply to telegraph and letter requests the same day received. Frequently we can send the original cuts which are usually in sufficiently good condition for a reasonably short run.



Editor, Advertising & Selling

ATLANTIC MONTHLY
NATIONAL PETROLEUM NEWS
CLEVELAND PLAIN DEALER
NEW YORK WORLD
NEW YORK TIMES
LITERARY DIGEST
OKLAHOMA CITY TIMES
THE FARMERS WIFE
NATION'S BUSINESS
CERAMIC INDUSTRY
GOOD FURNITURE MAGAZINE
LOS ANGELES DEALER HERALD
WOMEN'S WEAR DAILY
MODERN HOSPITAL
CINCINNATI PURCHASER
BROOKLYN
BUILDING MATERIALS
WESTERN TRUCK OWNER
SERVICE STATION NEWS
RADIO HOME
CREDIT WORLD
PACIFIC RETAIL ADVISER
NATIONAL GROCER
JOURNAL OF AMERICAN OSTEOPATH ASS'N.
PHILADELPHIA RECORD
BIRMINGHAM NEWS

COMMERCIAL PHOTOGRAPHER
LOS ANGELES APPAREL GAZETTE
MADE IN NEW ENGLAND MAGAZINE
PENCIL POINTS
CLASSIFIED JOURNAL
PHOTO ENGRAVERS BULLETIN
MEDICAL ECONOMICS
LIFE EXTENSION INSTITUTE
OREGONIAN
BROADCAST ADVERTISING GUIDE
LAUNDRY AGE
KILN
HARDWARE AGE
GRAND RAPIDS PRESS
BYLLESBY MANAGEMENT
CASKET AND SUNNYSIDE
IMPROVEMENT
TEA ROOM & GIFT SHOP
LUMBER MANUFACTURER & DEALER
LEFAX
CONTINENTAL RED SEAL
AMERICAN BUILDER
SHOE RETAILER
INDIA RUBBER & TIRE REVIEW
AMERICAN PAINT JOURNAL
REVIEW OF REVIEWS

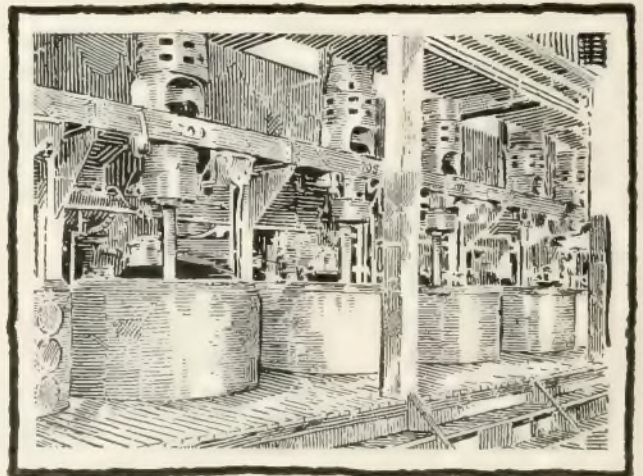


Serving the
Metal-working Industries
in matters of
 design . . . production . . . plant operation

The superintendent of a plant making adding machines may be concerned with a problem of bending or drawing certain parts (*a production problem*). The chief engineer of a concern making centrifugal separators may face a problem in choosing the sort of motors that will best withstand the loads of the Sugar industry (*a matter of design*.)

Either one of these men will look to American Machinist for information on such problems. Its editorial pages give counsel, reflect current practice and describe new developments that help these executives in their daily problems.

Editorial treatment of this sort will only interest men with a "definite say" in the choice of equipment. That's why American Machinist offers a strong escort for your advertisement.



A·B·C **American Machinist** A·B·P

A McGraw-Hill Publication

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