

Price 15 cents

Advertising & Selling

Published Fortnightly



Photograph by Edwin Galloway

April 18th
1928



The Daily News is building a new home on the banks of the Chicago river just west of Chicago's loop district. To support these twenty-five stories in steel and Indiana limestone 100 caissons are now being sunk 100 feet to bedrock.

B E D R O C K

WHATEVER of growth The Chicago Daily News has had during the past and may have in the future is founded upon the bedrock of its original purposes:

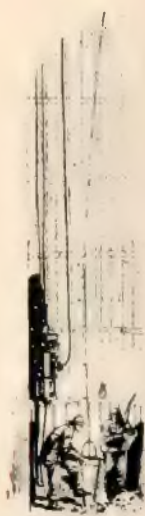
To publish a good newspaper sincere in its convictions, enterprising in its methods and independent in its advocacy of all that best serves the public interest . . . to recognize and accept a moral responsibility to all the people irrespective of racial, political, religious and industrial distinctions . . . to reflect and promote those new, joyous aspects of life that are instinct with youth and youth's progressive purposes.

Upon these convictions and policies of administration The Chicago Daily News has builded in the past. The public has rewarded it with its confidence and an increasing measure of support in both circulation and advertising. New plant, new presses, new equipment, every forward step made or planned is but the pledge of its faith that a newspaper founded upon such principles and edited to these standards will continue to receive this confidence and this support.

Upon these convictions and policies The Daily News is building for the future.

THE CHICAGO DAILY NEWS

Chicago's Home Newspaper



Lucky Strike Success

—and Why

LUCKY STRIKE is one of the chief advertising successes of recent years. Like others in that small group whose merchandising skill no one questions, Lucky Strike is talked about wherever advertising is discussed. Its copy, layout—even its system of direct-indirect photographic reproduction—are analyzed and re-analyzed.

Executives in many different industries are pondering the lessons of Lucky Strike's rapid sales advance. Each day sees additions to the lists of campaigns which in some measure echo the Lucky Strike campaign. Not all the significance of this success can be fathomed through outside study.

The management of The American Tobacco Company combined many different strategies to achieve its present commanding position in the market.

There was the close knowledge of the market which enabled the company's management to discern that the industry was ready for a big rearrangement and competitive development. There was a sense of the time to act—and the

coordination of many different factors, internal and external, to make this action smooth, swift and sure. There was organization leadership within, which translated itself into market victories outside.

There was likewise far-reaching wisdom in discovering and identifying winning advertising ideas, in testing them and in supporting them with five million dollars' worth of space in the newspapers of the country, to say nothing of substantial sums in other media.

Probably no other advertiser in the history of business in the United States utilized the advertising pages of the newspapers so extensively, so frequently or with such impressiveness. Not only did this give opportunity to The American Tobacco Company to test the influence of the daily press, but it revealed to the newspapers themselves the latent power of their circulation when used adequately and with sufficient repetition.

Sound management, in which character and courage are indispensable, made possible this outstanding success.

The American Tobacco Company (Lucky Strike) has been a client of Lord & Thomas and Logan since 1923.



LORD & THOMAS AND LOGAN

ADVERTISING

CHICAGO
400 North Michigan Avenue

LOS ANGELES
1151 South Broadway

NEW YORK
247 Park Avenue

WASHINGTON
400 Hibbs Building

LONDON
Victoria Embankment

SAN FRANCISCO
225 Bush Street

Each Lord & Thomas and Logan establishment is a complete advertising agency, self contained; collaborating with other Lord & Thomas and Logan units to the client's interest.

Why Advertising Agencies say: "Use The NEWS *Exclusively* in Indianapolis"

Over 83% coverage of all Indianapolis and Marion County families daily — remarkably thorough coverage throughout the entire 70-mile Indianapolis Radius — advertising prestige and responsiveness obtainable from no other source these are logical reasons why The INDIANAPOLIS NEWS is recommended by advertising agencies as the *one* medium for a *concentrated* advertising schedule in this market.

In some cities it is essential to use two, three or even more newspapers to obtain an adequate coverage of families. In Indianapolis, an *exclusive* schedule in The NEWS accomplishes maximum results at minimum cost! In 1927, 447 National Advertisers used The NEWS *exclusively* — the number increases every year!



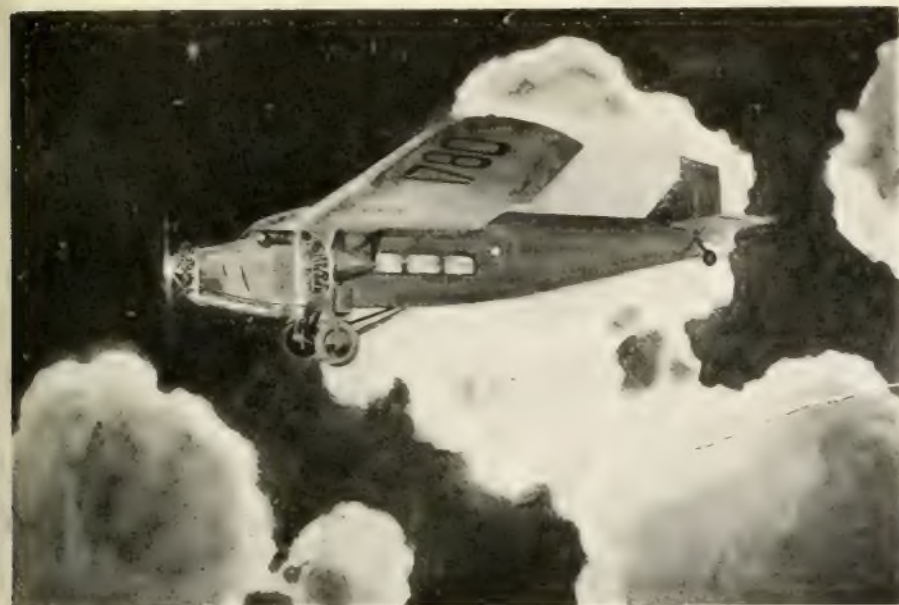
The INDIANAPOLIS NEWS *sells* The Indianapolis Radius

DON BRIDGE, *Advertising Manager*

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

CHICAGO: J. E. LUTZ
The Tower Building

NEWS CITY CIRCULATION IS OVER 93% HOME-DELIVERED



Courtesy Ford Motor Company

EVERYBODY'S BUSINESS

FLOYD W. PARSONS

Mass Everything

A FEW years ago the directors of one big chain-store system reached the conclusion that their sales total of \$60,000,000 that year probably represented the high-water mark for this type of business. Last year the sales of this same company totaled \$300,000,000. The total sales by chain-store organizations in the United States during 1927 was estimated at \$6,000,000,000, or 16 per cent of the estimated volume of retail sales throughout our country.

A single corporation now runs 17,000 stores doing an annual business of \$750,000,000. This concern is adding new stores at the rate of more than 10 a day, and the present plans call for a total of 25,000 such establishments operating under one management by 1930. As soon as this chain idea has been extended to practically all fields of effort, then will come the combination of the different chains.

Journalistic power, like almost everything else, is being concentrated

in a few hands. The early newspapers were mostly started for the purpose of reforming or improving national life. Today the dissemination of news is purely a business proposition, and it is being made to conform to plans and principles that bring commercial success.

One publisher now owns 26 newspapers; another controls 25; a third chain includes 10. Last year 71 papers ended their careers through being absorbed by competitors.

We have come to accept the idea of a two-party government. The change that is taking place in the control of the press is making this theory less workable. Since the purely commercial situation has become paramount, Democratic papers are disappearing in Republican states, and vice versa. In one state, 34 of the 37 dailies are Republican. If the molding of public opinion means anything, the minority party has a very small chance in such a Commonwealth. The inevitable outcome of this situation will be the crea-

tion of more papers of independent political thought. Otherwise, entire states will come under the control of a few powerful interests.

On all sides the trend is toward consolidation. A little more than a decade ago there were 190 manufacturers of automobiles. Now only about 50 are competing in this market, and probably not more than 10 or 20 of these will survive the present era of severe competition in the motor field. Already two concerns produce together nearly 70 per cent of all the motor cars made in America.

Mergers of banks and trust companies are taking place on a scale never equalled. Congress has given permission to national banks to open branches. The radio industry is headed in the direction of control by a single group. Here the method of approach was to acquire ownership of basic patents underlying the construction of apparatus. A large degree of concentration in railroad control has the official approval of the Interstate Commerce Commission. Small steel companies are entering combines for the purpose of effecting economies. Centralization of ownership in the motion picture industry has resulted in the purchase and conversion of so many legitimate theaters by the movie magnates that the spoken drama is finding its road a rough one.

Figures given out by the Treasury Department disclosed that more than a hundred thousand small concerns in a recent year netted an average profit of less than \$100 apiece. On the other hand, 150 big corporations showed an average yearly profit of \$18,000,000 apiece. The large company not only has ample funds to purchase the latest machinery, but can buy raw materials at the lowest possible price.

New viewpoints are necessary in every line of business. Wages last year in the United States were 15 per cent higher than the year before, if allowance is made for changes that took place in the buying power of the dollar. And yet in the face of this remarkable accomplishment, business for the period was regarded as only fair.

What does it all mean? Surely it is not a result merely of our huge stores of gold. Back of the astonishing success of America is a multitude of factors, many of which cannot be estimated [Continued on page 82]



Indices of Effectiveness

THERE are four measures of a newspaper's effectiveness that give definite clues to the buyer of space. They are (1) circulation coverage; (2) display advertising volume; (3) reader interest; (4) classified advertising volume.

Each of these is related to the other but each reflects a different angle of the many sided activities of a medium. An analysis of The Detroit News based on these four points will reveal (1) that The News has thorough coverage, a copy en-

tering four out of every five Detroit homes taking any English newspaper; (2) that it carries more display advertising than both other Detroit newspapers combined; (3) that it has tremendous reader interest as shown by more than a half million letters received during 1927 by the editors of The News; (4) that it carries more than twice as many separate classified advertisements as any other. Detroit is thus one of the outstanding one-paper markets of the United States.

The Detroit News

370,000 Sundays The HOME newspaper 350,000 Week Days

Member of 100,000 Group of American Newspapers

New York Office
I. A. KLEIN, 50 E. 42d St.

Chicago Office
J. E. LUTZ, 6 N. Michigan



PRIZE WINNER

This photograph of a busy newspaper office was made in our Studio in New York for the advertising of P. A. X. Automatic Telephones, of Denver, through the Loomis Potts Advertising Agency, of Kansas City.

It was a prize winner at the National Convention of the Photographers Association of America at Louisville in March.

Underwood & Underwood

Photographic Illustrations
242 West 55th Street, New York
125 N. Wabash Avenue, Chicago

Announcing

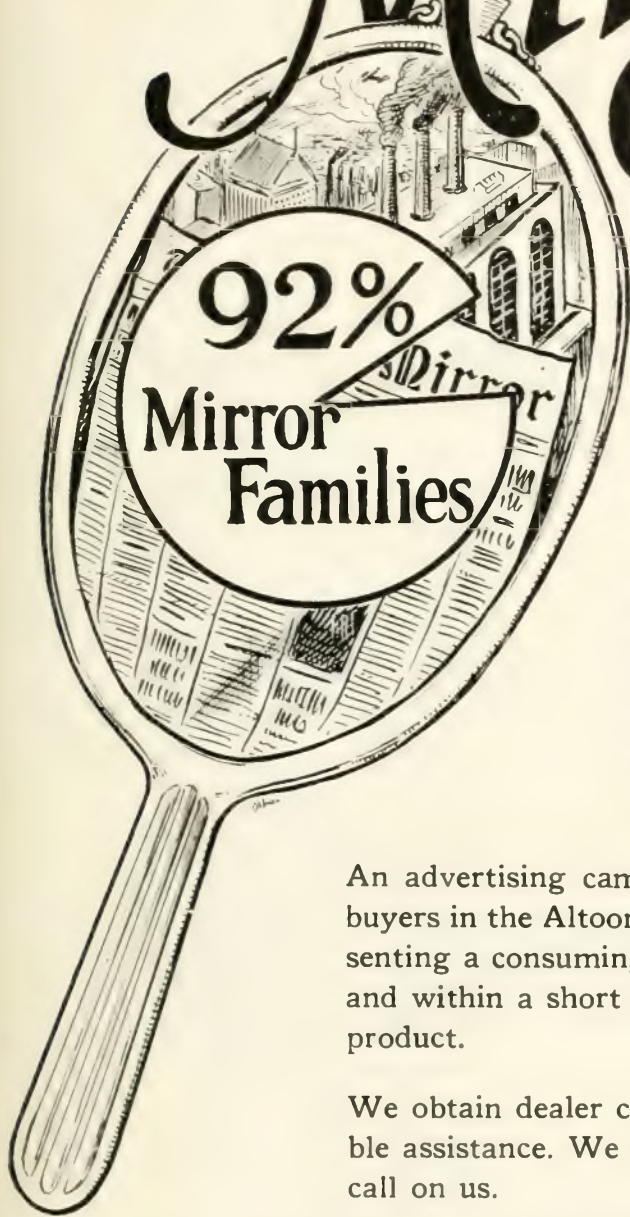
THE OPENING
OF A DETROIT OFFICE IN THE
GENERAL MOTORS BUILDING ON
MAY 1ST, 1928
AND THE APPOINTMENT OF
MR. MILLER CROSS
AS DETROIT MANAGER FOR
THE CROWELL PUBLISHING CO.

ALSO THE APPOINTMENT OF
MR. MALCOLM F. SMITH
AS WESTERN MANAGER OF THE
WOMAN'S HOME COMPANION
AT CHICAGO

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

ALTOONA

is the *Mirror* City



DO YOU want to sell your products to people who appreciate **QUALITY** and **VALUE**—who are home owners that take pride in their homes—who work steadily all year round, and earn substantial incomes—who patronize home trade, and spend \$30,000,000 with Altoona's merchants — then come to Altoona, the **MIRROR CITY**.

Altoona is an independent market. There are no large cities near by, so that practically all the shopping is done with Altoona's merchants. This is one of the reasons why you will find large retail establishments, modern and progressive, who not only feature, but stock heavily the advertised brand.

An advertising campaign in the *Mirror* reaches all the worth while buyers in the Altoona Market. Twenty-nine thousand families representing a consuming power of 150,000 people will read your message, and within a short time every *Mirror* reader should buy and use your product.

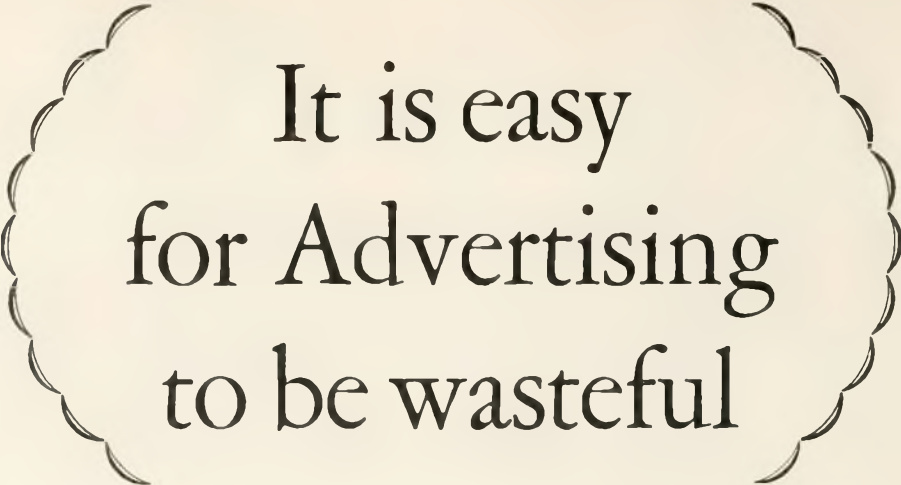
We obtain dealer cooperation, and render our advertisers every possible assistance. We are ready to help you, so please do not hesitate to call on us.

Altoona Mirror

ALTOONA, PA.

Business Direct

FRED G. PEARCE, Advertising Manager



It is easy
for Advertising
to be wasteful

ONE big retailer calls national advertising a "contest to determine who can shout the loudest."

Another says, "It certainly is true that the majority of commodities ought never to be distributed through national advertising because the system is wasteful and uneconomic."

And again, "This system is bound to increase the cost of living, to increase the cost of distribution and to make the retailer merely a slot machine used by the manufacturer."

National advertising may be wasteful and uneconomic in some instances. So, too, may be direct advertising. So may be salesmen, sampling, delivery systems and instalment sales. But these generalizations are too flimsy and too frail to be given serious consideration. They merely are individual opinions, shaped and tempered perhaps by individual grievances.

We doubt that there is any advertising, selling or merchandising problem for which a common-sense solution can't be found without extravagant experiment.

A plan, a policy, an advertising medium—either it is or is not sound in a given instance. The science of marketing has established principles that supply the answers. Such has been our experience, and we'll be glad to talk about it, briefly or at length, with any executive who wants corroborative evidence.

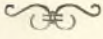
JAMES F. NEWCOMB & CO. INC.

Advertising & Merchandising

330 SEVENTH AVENUE, NEW YORK, N.Y.

Telephone PENsylvania 7200





"IF advertising become more of a buying guide for the masses than it is what a revolution would occur! Much of the enormous pressure behind selling could be released"

"How can advertising be made to function more actively as a buying guide? Simply by gaining and holding more popular confidence in its statements, by making those statements more sincere, more informative and more helpful to the reader."

—JOHN BENSON, *President*
American Association of Advertising Agencies
 in "Advertising & Selling" for March 21, 1928



"Holding Popular CONFIDENCE..."

Advertising in *Good Housekeeping* is almost twin brother to Mr. Benson's ideal. It has the public's confidence because every advertisement is guaranteed, because *Good Housekeeping* assures itself by careful examination—by actual tests of many classes of merchandise—that it can be guaranteed. And is *Good Housekeeping* used* as a buying guide? Have you ever noticed that its Advertising Index is important enough to be always listed in its Table of Contents, along with fiction, fashions and features?

*Ask any intelligent woman; any good retailer.

GOOD HOUSEKEEPING

NEW YORK

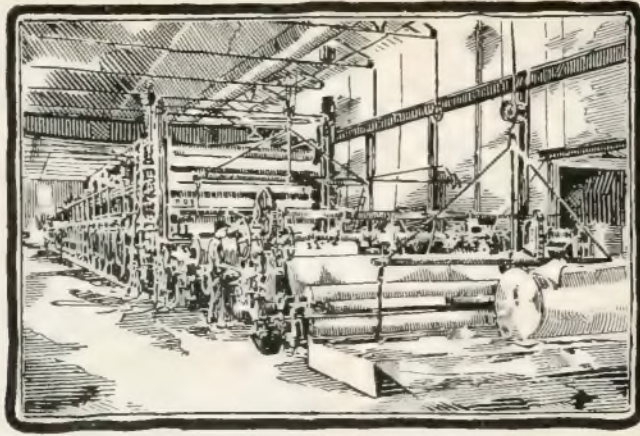
BOSTON

DETROIT

SAN FRANCISCO

CHICAGO





Bearings for *paper mills*
 Bonus systems for *axle plants*
 Lift trucks for *tractor plants*

Three typical cases in the metal working industries where the influence of *American Machinist* will be felt when it comes to signing-on-the-dotted-line for equipment, parts or materials.

In the first case, the chief engineer of a plant manufacturing paper mill machinery used the editorial and advertising pages to help him in the choice of bearings going into a new mill . . . a matter of

design.

In the second case we have reference to the manager of a plant making rear axles who used articles in *American Machinist* to de-

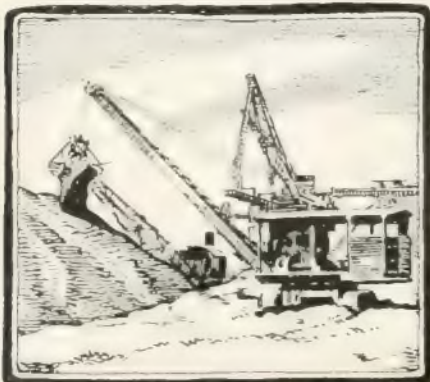
termine the best sort of bonus system to be used in his plant . . . a matter of

management.

The superintendent of a plant manufacturing crawler tractors was confronted with a problem of choosing the right sort of lift trucks for moving materials from one department to another . . . a matter of

plant operation.

Thus do the men in the metal working industries depend upon *American Machinist* for information and performance data in matters of management, design, production and plant operation. Bear in mind that over 85% of the readers of *American Machinist* are executives in charge of equipment specification and material selection.



American Machinist

A McGraw-Hill Publication

Tenth Ave. at 36th St.

New York, N. Y.

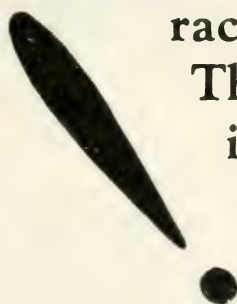
The Times alone gains in weekday sales—

THE NEW YORK TIMES ALONE of New York standard sized morning newspapers gained in net paid average weekday sales for the six months ended March 31, as compared with the six months ended September 30, 1927. The sales were:

<i>September</i>	<i>March</i>	<i>Gain</i>
1927	1928	
392,800	405,707	12,907

The Times Sunday net paid sale was 700,925 copies, a gain of 44,587.

Solely because of the completeness, accuracy and impartiality of its news, The New York Times attracts an increasing number of intelligent readers.



The New York Times



T I M E



Your Story in Picture
Leaves Nothing Untold

WHEN plates must be made in a hurry—send your copy to a member of the American Photo-Engravers Association. He has all the resources of modern equipment that provide for accuracy and speed. But on your regular work—don't always crowd your engraver with a stop-watch. There are things far more important than speed—and things that are finer than mere mechanical accuracy. These things are the touches that can only be given an engraving by the skilled hand of a craftsman. They

carry a plate from Accuracy to Art. And his resources in this craftsmanship are such that you can profitably give the Member of the American Photo-Engravers Association the same opportunity in time that you give to your artist. Let him lend to the photo-mechanical methods used in producing your plates those few fine shades of emphasis and purity of line with which your finished copy can go beyond the common-place and achieve distinction. When you can possibly do so—give him time.

Number 4 of a series illustrating the versatility of the zinc etching

AMERICAN PHOTO-ENGRAVERS
ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO

THERE'S MORE THAN A SUNDAY STORY IN SUNDAY LEADERSHIP

SEVEN daily newspapers in Boston . . . Three of them carry most of the national and local advertising. Each of these three has a Sunday edition.

Why is the *Globe* the only one of these three that holds its reader group in Metropolitan Boston almost intact over Sunday, while the others lose 35% and 65%, respectively, of their circulation?

Why does the *Globe* not only carry more department store advertising on Sunday than the next three Sunday papers com-

bined, but *also* lead in total department store space, *both daily and Sunday*, by 45%?

Why does the *Globe* lead seven days a week in four of the five major display classifications, *including* automotive advertising, in which Sunday copy is the rule?

The simple answer is that the *Globe* is definitely the *home newspaper* in Boston, daily and Sunday. Week-day home coverage is proved by Sunday circulation—and recognized by both local and national advertisers.

There's more than a Sunday story in Sunday leadership!

THE *Globe's* editorial policy is built around home interests. It has a larger staff and carries more city and suburban news than any other Boston newspaper.

Its school news occupies an important place.

Its Household Department, recognized nationally as one of the best, has served Boston women faithfully ever since it was established in 1894 as the first "women's page" in American journalism.

Men look to the *Globe* for the final word in business and sport news, and they like its editorial page because of all Boston newspapers the *Globe* is the only one unfettered by factional interests—political, religious or social.

In Boston's retail trading area live 3,000,000 people. Average family wealth is \$9,000—fourth highest in the United States.

The *Globe*, as the seven-day home newspaper in this tremendously rich market, merits first consideration by national advertisers.

Our booklet will help you determine how best to sell in the Boston market. Send for a copy.

Facts on Boston and the Globe

BOSTON'S shopping area ranks fourth in population, third in per capita income tax returns. Average family wealth is \$9,000. Saving deposits average \$2,000 per family.

Within 12 miles of Boston's City Hall is the territory defined as Metropolitan Boston. From this area Boston department stores draw 74% of their business.

Here in Metropolitan Boston the *Globe* is definitely the home newspaper, as proved by circulation and advertising.

It is the only Boston newspaper which holds all of its readers in this district seven days a week.

It leads by 45% in department store advertising. And in four major display classifications which find their greatest market in the home, including automobile advertising, the *Globe* also enjoys a substantial lead.

The Boston Globe

FOCUSING WOMEN'S EYES ON FOOD ADVERTISING



Chicago Daily Tribune, Saturday, March 11, 1927
Fashions in Tableware Changing; Pewters Back in Vogue

Chicago Daily Tribune, Saturday, March 11, 1927
Here's a Menu That Made Two Clever Guests Happy

Chicago Daily Tribune, Saturday, March 11, 1927
Food Lovers Thank Irish on St. Patrick's Day



Simple Meals Not So Simple as They Seem
Bacon and Its Preparation
SLEEPLESS NIGHTS AND LIFELESS DAYS

Shops Display the Parings of Olden Days



In good butter are stored great funds of healthful sunshine

BLUE VALLEY BUTTER

today

Sugar	10 - 59c
Flour	23c - 99c
Butter	49c
Campbell's Pork & Beans	YOUR CHOICE 3
B & M Lima Beans	25c
Best Country Beans	99c
Libby's Baked Beans	
Long Tomatoes	
Best Country Ham	
Pumpkin	
Potatoes	39c
Cigarettes	\$1.17

FOOD advertising feels at home in The Chicago Tribune's home pages. Every Saturday—major market day—finds foodstuff advertising in The Tribune grouped around pure reading matter of marked appeal to women readers. Jane Eddington, culinary expert, writes interestingly of cabbages and kitchens. Persis Standish offers newest hints on table arrangement. National advertisers and outstanding retailers set forth their most attractive "specials." These Saturday pages, inviting, interesting, insure greatest returns for Tribune food advertisers. No wonder there was more money invested in The Chicago Tribune in 1927 for food advertising than in any other newspaper in America!

Every Day Finds THE TRIBUNE Foremost in Woman Appeal

Study the reproduction of a typical Saturday "set-up" in The Tribune. Isn't this the sort of company in which you would like to find your food product? Then remember, Saturday is no high-spot in the hold The Tribune has on the greatest number of women readers in the Chicago market. Every day the world's greatest newspaper is replete with reading of proved feminine appeal—in 1927, The Tribune received more than 625,000 letters or calls about Tribune features from women in the Chicago territory. In this avalanche of correspondence is the best refutation of the moss-grown maxim, "use evening newspapers to reach women."

How Experienced Food Advertisers Spend Their Money in Chicago

Merchandisers of grocery products who know the Chicago market recognize the dominance of The Tribune—in 1927 they invested 56% more money in The Tribune than in any other Chicago newspaper, morning, evening, or Sunday. In 1928 they continue to focus their expenditures in The Tribune for greater sales at lower cost in the country's richest market. They know it is America's most profitable advertising medium for all woman-bought merchandise. They know in 1927 The Tribune carried 41% more of all advertising appealing to women than the next Chicago newspaper!

It will pay you to consult a Tribune man. He can show you why Chicago is different and prove it—in dollars and sense.

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER
EASTERN ADVERTISING OFFICE: 512 FIFTH AVENUE, NEW YORK CITY
PHONE LONGACRE 8800

March Daily Circulation 811,425



March Sunday Circulation 1,167,951

Advertising & Selling

MORE THAN 10,000 CIRCULATION

VOLUME X

April 18, 1928

NUMBER 13

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Photo by Underwood & Underwood

THE recent Census of Distribution conducted by the U. S. Bureau of the Census established the startling fact that, exclusive of chain units, more than 45 per cent of all retail stores do an aggregate volume of less than 4 per cent of the total of retail sales.

These stores operate virtually without profit, for mere day wages and very low wages at that. They are able to continue in business only because those who supply them with stocks spend more money in serving them than is derived from the service—in other words, because they are run very largely out of the working capital of the concerns that supply them with the goods they sell.

E. M. West, in the leading article in this issue, discusses these and other facts brought to light by the Census (which he had a part in instigating), and interprets the effects they will have on business generally.

M. C. ROBBINS, *President*

F. C. KENDALL, *Publisher*

J. H. MOORE, *Secretary*

9 EAST 38TH STREET, NEW YORK CITY

Telephone: Caledonia 9770

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

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

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

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

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

Copyright, 1928, By Advertising Fortnightly, Inc.



Along our Southern Seaboard

IT is only natural that an advertiser should look first of all at the great traveled highways of merchandising — where the population is thickest. And where, incidentally, the competition is sharpest. But it must not be forgotten that wherever there is a place to live, there is a place to do business.

Along the South Atlantic Seaboard you will find the clients of The H. K. McCann Company well represented—as alert and active as anywhere. In fact, a recent check showed 558 *separate communities* in these five states receiving the advertising of our clients. All in the space of one month.

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

APRIL 18, 1928

NUMBER 13

One-third of All Retailers Are On Their Way Out!

*Census of Distribution, Conducted by U. S. Bureau of the Census, Brings to Light Some Startling Facts Which Are Bound to Affect All Business **

E. M. WEST

Alvin Dodd and E. M. West, Marketing Counselors, New York

AN elimination of one-third of all retail outlets in the country is virtually inescapable.

Moreover, one half of this third will pass out in the next few years.

The other half may hang on for another brief period of slow attrition; it will be the less fortunate half.

The half that passes out quickly will pass out with little pain.

They will find themselves more profitable employment, to the great advantage of the common weal and to their own advantage.

The half that lingers will find the process painful—and may find serious difficulty in readjusting themselves to the then condition.

Events are moving irresistibly to this consummation, nor can they be stopped or even stayed for long.

This fact has been recognized by a

EDITOR'S NOTE. The figures given in this article are a composite of the reports from all retail businesses in eleven cities, which were canvassed by representatives of the United States Bureau of the Census. They were collated and organized by the Bureau.

The cities included in the Census are:

Atlanta, Ga.	Kansas City, Mo.
Baltimore, Md.	Seattle, Wash.
Chicago, Ill.	Springfield, Ill.
Denver, Colo.	Syracuse, N. Y.
Fargo, N. D.	"Metropolitan" Providence*
	"Metropolitan" San Francisco**

The Census of Distribution was conducted under the auspices of the Domestic Distribution Department of the United States Chamber of Commerce by its Committee on the Collection of Business Facts, of which Mr. West is a member.

* Includes Pawtucket, Central Falls, Cranston, North Providence and East Providence.

** Includes all of Alameda County, containing the cities of Oakland, Alameda and Berkeley.

few of the more far-sighted who have studied the commercial fabric closest.

They have even talked of it pub-

licly—usually in predictions that chains eventually would control all retailing.

But the devastating truth was not established irrefutably until the facts developed by the recent Distribution Census of eleven cities were analyzed.

Then it appeared in startling colors—breath-taking in its far-reaching implications.

Incidentally, the eliminations will not be the result of chains; rather, the chains are the result of the conditions which will bring about the eliminations.

Consider these facts:

28.70% of the retail volume of business in the eleven cities covered by the Distribution Census, conducted by government agents from the Bureau of the Census, was done by chain

store units, which numbered only 15.10% of all of the retail stores in these cities.



Who Is Paying the Loss?

OF THE stores in the eleven cities canvassed by the Bureau of the Census (which called on all retail outlets) over 28 per cent averaged less than \$44.00 a week total sales.

Sales figures for individual stores were not obtainable from the chain store systems, which reported with a single sales total for all of their outlets. The chain stores are therefore not included in this breakdown of store volumes.

The proportion represented by these small volume stores in each of the 44 major types of retail stores is shown graphically above by the length of the solid black areas. This proportion of the stores of the different types of outlet cannot buy more than a total of \$35.00 a week to pay the cost of calls of all salesmen sent to them by wholesaler and manufacturer.

Who pays this disproportionate expense?

Does Even the Second Class Pay Its Way?

OVER 18 per cent additionally of the individually operated stores in the eleven cities canvassed by the Bureau of the Census averaged less than \$140 a week total sales.

This 18 per cent, added to the 28 per cent which averaged less than \$44.00 a week, aggregates over 46 per cent which averaged less than \$82.00 a week.

Sales for individual chain units are again not included in the figures.

The proportion of each type of retail outlet which sells less than \$140 a week is shown above by the gray shaded areas. The proportion which together sells less than \$82.00 a week is shown by the aggregate of the gray and the black.

71.30% of the retail volume of business in the eleven cities was done by individual stores, not associated with chains, or at least reported to be conducted independently. These stores numbered

84.90% of all the retail stores in these cities.

28.06% of these individually operated stores did an average weekly volume of only \$43.47. Their aggregate total volume was only

1.68% of the 71.3% of the retail volume done by the individually operated stores.

These stores which average a weekly sale of only \$43.47 could not purchase more than an average of \$35 weekly from all of the salesmen of all of the manufacturers and wholesalers who seek to sell them stocks.

There is no possibility of this volume of sale paying for the necessary expense of these salesmen's calls, to say nothing of other handling costs.

The excess expense must be paid for out of profits earned from other operations.

In other words, these stores are

being supported out of the limited working capital of manufacturers and wholesalers.

When manufacturers and wholesalers realize the extent to which they are contributing from their limited working capital to support these outlets which serve no useful purpose, they will cease to try to sell them.

When they do, the retailers must go out and do their own buying, which will be an impossible undertaking, and they will have to quit.

How soon this will come about will depend upon how soon the manufacturer will wake up to the futility of selling at a loss to maintain an insupportable volume of sale.

In addition to this 28 per cent of the stores which sell only \$43.47 average each week, there are:

18.50% of these individually operated stores which did an average weekly volume of only \$139.86. Their aggregate total volume was only

3.56% of the 71.3% of the retail volume done by the individually operated stores.

Here, in the two classifications, we have 46.56 per cent of all the individually operated stores, but representing a total volume of only 5.14 per cent of the 71.3 per cent of the total volume which individual stores do—or 3.66 per cent of the total market.

A consumer sale of \$139.86 a week cannot represent a stock purchase of \$110 a week. Not many salesmen's calls can be paid for out of a \$110 bill of sale. It won't pay much handling, or transport, or storage, or credit, or collection expense. And these are not all the charges that have to come out of it.

So, it is inevitable that most of these transactions through these stores would be entered in red, if all of the legitimate charges against them were duly entered.

Yet, almost one-half of the stores, other than chains, fall into this classification.

Will it [Continued on page 44]



Courtesy American Geographical Society

So They Called It the "Cape of Good Hope"

ROY S. DURSTINE

PEOPLE will do what you want them to if you tell them persuasively enough and keep on telling them. There's nothing new in that. Even the sound of a name has its influence. A rose by any other name might smell as sweet, but would it sell as well if it were called a begonia or a salpiglossis?

A professor of history is authority for the statement that in 1468, when the Portuguese explorer,

Diaz, returned from his trip around the southern cape of Africa, he reported to his monarch that he had named it "The Cape of Storms and Torrents."

But the King was a wise old person.

"If you call it that," he said, "no one will ever go there. I will tell you what to call it. Call it 'The Cape of Good Hope.'"

So they did. And people have been going there ever since.

What Is the Best Method of Selling to Drug Stores?

ANGUS E. GRAHAM

A MAN who has had notable success as a manufacturer in the drugs field recently made this statement:

"Our salesmen cost us eight thousand dollars apiece. There are more than a hundred of them, and every month we discuss an old question. They cost us nine per cent of the orders that they bring in. What we don't know is: Is that percentage too high? Would it pay to add another hundred men? Or should we drop all salesmen, or reorganize their work? I'm willing to admit that I don't know. The whole drug field is changing so fast that it's like gambling—I never know whether to double the stakes or drop out."

That manufacturer puts out a long line of products. Continuing the same thought, he remarked, "Now if we had only a short line of three or four branded articles, the answer would be simple." And, to his mind, "simple" would be the antithesis of the methods now used by his company. All salesmen would be dropped.

Within less than a week after that interview, another manufacturer in the same field—one whose business in six years and with a single product, has risen from nothing to an annual volume of \$11,000,000—went to the other extreme, when he said:

"We need a wider variety of products. One item isn't enough to carry selling overhead. We're doing business without any salesmen in the field. We try to do the job with advertising and direct mail, and by crowding the dealer with consumer demand; but the personal contact just isn't there. Window display and counter position suffer all the time; some rival's representative talks the dealer into giving him preference. If I could find a way to keep salesmen's costs down below



Courtesy Liggett's Drug Stores

"Drugs and food have the widest market in the world. The modern drug store is the epitome of America"

jobbers' discounts [15 percent and 2 per cent], I would cover the retailers eight times a year with high-class salesmen—the kind that can show dealers how to move our goods."

This manufacturer, as a result, is seeking other items that may be added to his single product in order to make a "long line." He has now the identical set-up which the first manufacturer desires, but even at that he covets what the other wants to discard.

The dissatisfaction of both of these men with their present methods indicates how the whole system of selling drugs is under debate today. On every hand the question is being asked: "What is the best method of selling to the drug stores?"

IT is conceded that wholesalers must use salesmen. It is also apparent that a manufacturer with a "long line" of drugs or specialties, many of which must be marketed unbranded and unadvertised, can hardly dispense with outside men. Such concerns, for illustration, are Parke-Davis, Eli Lilly, Meyer Brothers, Johnson & Johnson, Colgate, Squibb, and Mulford. Yet at the other extreme stand numerous remedy makers who have made millions without a salesman: such con-

cerns are Hinds ("Honey and Almond Cream"), and Armand (toilet goods), which has few, if any, men in the field.

Somewhere between the "long line" of the jobber or the manufacturer and the "short line" of the specialty maker lies the debatable ground. The seller of a long list of items has no choice; salesmen are necessary. The maker of one product may, however, choose his method of marketing; an option of procedure that applies either to restricted distribution within a zone or to nation-

al selling. For the present purpose, however, we shall view the matter as it is seen by the drugs manufacturer whose aim is to cover the entire country.

A first consideration for such marketing is the multiplicity of outlets. Of drug stores, the United States contains some 54,000—possibly eight per cent are organized in chains and ninety-two per cent are owned independently. Yet the slightest investigation reveals the fact that the drug stores do not make up the entire list of the normal retailers of "drugs"—define that term as you will.

Department stores, groceries, five-and-tens, news-stands, barber and beauty shops, roadside filling stations, and dry-goods stores must be added to the list of the "drugs" maker; the producer of pharmaceutical and biological products, surgical dressings, sanitary specialties, tooth brushes and tooth pastes, soaps, perfumes, unmentionables. (This does not take into account goods that are handled by drug stores but that are not primarily "drugs" by nature: photographic supplies, soda fountains, fountain pens, books, luncheon supplies, tobacco and candy.) Not even then, however, has the "drugs" [Continued on page 62]

Giving the Package a Voice

The Container Is Its Own Final Advertisement at the All-Important Point of Contact with the Buyer, and Should Be Designed as Such

GAYLORD P. KURTZ

THIS is an age of expert advertising. The time and thought of a dozen different specialists often enter into the planning and production of a single advertisement. The cost of producing a complete plate—art work, engraving, composition and electrotyping—is rarely less than fifty dollars and may run into the hundreds or even go higher if an outstanding artist or designer is employed.

The average package or container, though it may go to thousands and even millions of customers, shows no such care, attention or expenditure. In spite of the fact that it is its own final advertisement at the vitally important point of contact with the buyer, the investment in its design-preparation is usually far less than is spent to produce a publication advertisement for one insertion. Hodge-podge type composition is the rule rather than the exception; the printed message is usually a perfunctory recital which makes no attempt at skilful and salesmanlike phrasing; the "art," if any, is often mere hack work, meaningless and devoid of any real appeal—done in many colors, perhaps, but



Packages designed by Gustav Jensen for De Long Company, Charles of the Ritz, Lewis Manufacturing Company, and Radio Corporation of America

tween the design costs of a publication advertisement and of a package or container, or even a label, is perhaps traceable to habit and custom, which for some reason has thrown containers and labels into the classification of "supplies" so far as their purchasing is concerned, and has thus divorced them from the expert attention which is taken for granted in the case of advertising. The other antagonistic influence is undoubtedly fear—the fear of disturbing established trade by "monkeying with" a time-honored design.

Living in this day and age, I cannot personally believe that any manufacturer's patronage—short, perhaps, of the Chinese, who "likee him all same chop"—is going to betray any very great emotional or mental disturbance because a previous design is altered. More likely the change will be accepted as evidence that he—the manufacturer—is keeping up with, or ahead of, the procession. Moreover, if safety demands it, it is always possible to make the shift to the new design a gradual evolution through suc-

cessive, easy changes every six months.

This is a period of intensive competition and there are no signs on the business horizon to indicate any lessening of that intensity. The microscope is being applied to every phase of selling and production to disclose opportunities for improvements.

Packages are being subjected to just such scrutiny, and an improvement in the general standards is already under way. Even within the necessarily restricted circle of the author's own acquaintance, four concerns are making wholesale revisions in packages and package designs, changing from standards that have satisfied them thoroughly in past years. The designing of packages and containers, and often of the merchandise that goes into them as well, is being handled by advertising agencies in an increasing number of cases as a part of their regular service to their clients.

The handwriting stands out plainly on the wall, and it behooves the farsighted executive to look carefully into his own packaging situation. What he or his organization thinks of his pres-



The Ivory Soap wrapper as redesigned for Procter & Gamble by the Blackman Company, New York

lacking any color scheme. Exceptions score the more heavily by contrast.

Yet the container design, when once perfected, can be continued for years without new expenditures other than the cost of paper and presswork.

This illogic in the relationship be-



GERMAN PACKAGES IN THE "MODERN" MANNER

The packages shown on this page were designed by Lucian Bernhard.

ent packages has little or no bearing on the matter. What his customers—present and prospective—think is all-important.

If, under cold analysis, his package shows up as inconvenient or insufficient or undistinctive, or is likely to be regarded as behind-the-procession by a public which is being educated by the work of experts, then it is high time for him to take action.

Packages are vocal—not in the ordinary sense of being able to utter words but in the equivalent sense that they are expressive and can be made to say very definite things to the people who see and receive them.

What, then, can the package be made to say?—and in the term "package" I include anything that plays a part in enclosing, protecting or identifying a commodity en route to its buyer, whether outer shipping package alone or in combination with an inner container, carton and bottle, box, can, crate, wrapper or wrapping paper, envelope, or bag; and all labels, stencils, shipping tags, seals or other identifying devices. All these are—to the recipient—part of the package. Long before the con-

tents are exposed, the package has delivered its message. Only the least part of that message is in printed form.

I HAVE seen packages which said to me, "I come from an unbusinesslike concern that is falling behind the times." I have had other packages say, "Here's a top-notch article made by top-notch people who are proud of their goods," and still others: "Oh, I'm filled with run-of-the-mine merchandise, perfectly commonplace and so-so—nothing to get excited over."

It is my own opinion—speaking now as a lay member of the buying public—that four out of five shippers have not given this question of effective packaging the study which it deserves



Designed for Inecto Laboratories

from the angle of making sales and protecting sales.

Take the shipping package, for example. It is the package which leaves the factory, the first thing that the initial recipient sees; and it offers a sales department six separate opportunities for effective planning. These opportunities apply in varying degree to practically all packages and containers.

First of all is convenience to the recipient—wholesaler, retailer or ultimate consumer. Receiving clerks or warehousemen in large institutions may not be potent sales-factors, though occasionally exerting some influence, but in smaller shops, stores and offices, just as in homes, someone close to the throne will usually unpack the shipment. A clumsy, hard-



Designed for Durable Toy and Novelty Corp., New York

to-get-into, or slip-shod package can go far toward tearing down carefully cultivated good will.

Second is the advertising value of the box or crate as a traveling display, as exposed to public notice on railway platforms, vans, sidewalks, etc. Have you ever waited for a train at a way station without putting in an idle minute scanning the packages in the nearest express truck? Even when following an open delivery truck through congested city traffic, I find myself reading labels on crates and boxes. One manufacturer whose product is a bulky sheet metal device, has combined an instruction sheet with a list of sales arguments and mounts this on the beveled side of his crate for the benefit of anyone who will pause and read. [Continued on page 67]

Making Copy Contagious

"To Make Copy Contagious, the Emphasis Should Be on the Significance Rather Than on the Facts; on the Public Rather Than on the Product"

PHILIP E. SPANE

COUNT HERMANN KEYSERLING, who has lately been lecturing in America, after making himself famous all over the world by writing "The Travel Diary of a Philosopher," contributed an article to a magazine on this side of the water some time ago in which he said: "Facts do not give rise to significance. Significance gives rise to facts."

This sounds rather abstract; but take a concrete case. Skyscrapers do not give rise to New York's character. New York's character gives rise to skyscrapers. In other words, man's circumstances have less effect upon his desires than his desires have upon his circumstances.

Lady Asquith put a similar thought into more understandable language at a luncheon in London last year when she said: "Things don't happen because they are logical and inevitable. They happen because everybody thinks they are going to happen."

If everybody *wants* a thing—even though there may be no very clear idea of what the thing is going to be like—and if it is wanted badly enough, so that the *want* (not the thing) becomes a matter of importance and significance, the want is eventually satisfied by the invention or production of the thing that will appease the public appetite.

"Significance gives rise to facts!"

In business language it would read: Significance gives rise to sales!

The product—which is the essential "fact" of your proposition—does not give rise to sales. But if a certain need becomes significant, so that everybody thinks at the same time that it is a need that should be satisfied, there is a demand for "facts" wherewith to satisfy it. And the "fact" may possibly be your product.

There are plenty of ping-pong sets on the market at the present moment. But who buys them? Almost nobody. Because, at the moment, ping-pong has no significance.

Significance must be created.

Sometimes a want that is significant is created by the pressure of unsatisfied desires within the minds of possible prospects for a product that is not yet in existence. More usually, however, someone has experienced the want ahead of the masses, and has invented or produced the thing that will satisfy it. Actually, of course, the *thing* does not come first; and should not come first in your consideration of plans to market it. The first consideration should be ways and means of stimulating the possibly unexpressed desire for the thing to a point where it is significant, and hence contagious.

TO make copy contagious, the emphasis must be on the significance, rather than on the facts; on the public rather than on the product.

This is an extension of a thought that has become rather common, namely, that copy should be written from the product to the prospect, and not the other way round.

It is one step to forsake the obsession of the product and begin writing copy from the angle of the individual prospect.

It is a further step to begin writing copy that will have public significance.

And perhaps it is one of the reasons for the success of certain campaigns which almost everybody condemns as "too clever." For these campaigns, in spite of all that is written about them in advertising journals, do frequently succeed. And when they succeed they do so for the exact reason which the critics advance for their certain failure, namely, that the advertising rather than the product, is talked about.

Perhaps you have heard or read comments on all this "freakish art" in the magazines and newspapers nowadays. I have.

And perhaps you have the notion, from the remarks people made, that they don't like the weird and the freakish. Don't they? Perhaps they don't. But they talk about it. That kind of art has public significance these days.

How long it will last I don't pretend to say. But right now it makes people talk, and where there are signs there is significance, and significance gives rise to sales.

Ask me, just as an instance, why I bought an Orthophonic Victrola. Did I read the advertisements when it was first announced? Probably, but I'm not sure. I am sure, though, that very quickly I was impressed with the fact that the Victor people had brought out a new machine. A friend of mine bought one the first day they were on sale. Within a day or two he had me in to hear it. Other friends bought them, and the discussion of comparative merits monopolized whole hours of conversation. People nodded—made signs—the thing became significant. I was surrounded. I succumbed.

"SURROUNDING the prospect is the surest method of salesmaking," says the *New York News* in one of its pieces of promotion. "And surrounding the prospect with advertising is the only substitute for usage. Indeed, advertising works faster than usage in spreading knowledge and building belief. . . . There are thousands of commodities that you and I will never buy, but advertising has taught us the best of these. If anybody asked us, we'd know. No matter how limited your actual immediate prospects, advertising that sells everybody is profitable because it serves to surround the prospect with convictions."

That is what contagious copy does. It even makes people talk who don't own the product and don't intend to own it.

The merchant today, as ever, is filling more of the public's needs than the artists and philosophers. What he has to say has more public significance. The inferiority complex which prompts advertisers to beg and cajole and flatter is not warranted. Make your copy contagious by writing it from the standpoint of broad, public interest.

Enter the Selling "Robot"

New Talking Merchandising Machines Not Only Sell Popular Brands of Cigarettes but Thank the Customer Politely for His Purchase

H. G. WEEKES

AT United Cigar Store No. 47, at the corner of Broadway and 33rd Street in New York, there has of late been an unusually rapid turnover of contented customers. They may be seen at any time entering with a look of expectancy and leaving almost at once with that excitedly

handle again, and out on a little tray slide not only a packet of cigarettes but also the conventional paper matches and appropriate coupon.

And before he has entirely recovered, he is completely bowled over by the Big Moment of the proceedings that inject drama and human interest into what otherwise might merely be a soulless, mechanical incident of the day's routine. A pleasant voice directly over his head says, "Thank you. It's toasted." The correct answer, of course, is, "You're welcome."

A morning paper was consequently excited editorially by the possibility of the machine's becoming confused and startling a man who has been willing to walk a mile for his smoke by telling him that it is mild as May.

The clerks in the store, who might with some reason feel alarmed at this usurpation of their normal duties appear to be pleased by the new arrangement. It was pointed out that it will supplement and not eliminate them. Relieved of the mechanical handing out of cigarettes as

will delight in the ingenuity of these automatic venders.

That the idea of selling cigarettes automatically is a practical one is indicated by the popular favor shown to similar machines in England, which have now stood for several years in front of tobacconists' shops. At first they were used only after eight o'clock at night, when it is illegal under the war-time provisions of the still unrepealed Defense of the Realm Act to sell cigarettes or candy. The slot machines were therefore resorted to and were used with such enthusiasm that they now remain in place during the day as well. But the artistic touch that counts so heavily in all, even in the slightest affairs of life, is lacking in the British machines. It took Yankee ingenuity to make the devices talk.



The vending machine that talks

pleased expression peculiar to a small boy with the latest toy. For within Store No. 47 is the latest wonder of an era of wonders—a mechanical salesman who not only sells but also talks.

Opposite the usual counter there stands an impressive battery of fifteen slot machines that reach from floor to ceiling. Ten brands of cigarettes are carried in them, the more popular being duplicated, and all are clearly visible to the customer behind a glass front. To the left are three other machines that make change from dimes and quarters.

The adventurous customer drops a quarter in a slot and, on turning a handle, receives five nickels. He then steps to the machines at the right, drops in three or four nickels, according to the requirements, turns a

new and mechanical.

An overnight sensation— The selling "ROBOT" has arrived!

Comments by the Press . . .

"An Almost Human Automaton"
Arthur Tompkins in his column "Talk"
April 5th.

"A New Wonder"
The New York Times, an editorial of
April 5th.

"The Machine Does Everything
But Slap the Purchaser on the
Back and Ask Him How His
Family Is"
Associated Press Dispatch, dated April 5th.

"Almost Human Machine"
American Druggist, April issue.

"Robot Says 'Thanks' on Cigarette
Sale . . . A New Era Is
About to Dawn"
New York Evening Post, April 4th.



THE new wonder machine in the United Cigar Store, at 131st Street and Broadway, delivers to you automatically your favorite cigarettes and, while you receive your package, together with matches and a coupon, the machine says, "Thank you!" If you buy a package of "Three Cents", the mechanical salesman adds, "Calk up, protect the lips!" If you buy "Barking Dog", it adds, "Growl and mild!" While delivering a package of "Lucky Strikes" it adds, "It's toasted!" With a package of "Old Gold", it says, "Not a cough in a carload!"

This machine, installed a few days ago, stirred up nationwide interest. It is recognized as the forerunner of a new era, "the Automatic Age in Merchandising." It is predicted that it will relieve the salesman from mechanical, routine functions, connected with the sale of standardized and well advertised merchandise, and will enable them to concentrate on real salesmanship. Like every other great achievement in our wonderful age, the Automatic Merchandising Machines spell progress and advancement for the entire human race.

AUTOMATIC MERCHANDISING CORPORATION OF AMERICA
185 MADISON AVENUE, NEW YORK CITY

Note: The only machine now available in the U.S.A. for the sale of cigarettes and cigars is the "Automatic Merchandising Corporation of America" machine. It is the only machine of its kind in the world.

The "robot" appears in the newspapers



Photograph by H. Armstrong Roberts

Setting Up Sales Quotas for Export Markets

PERCIVAL WHITE
Marketing Counselor, New York

CONSIDERING the disadvantages under which they have been working, European exporters have been perhaps the most consistently successful in foreign trade. They have studied their customers, while we have never, until recently, taken the trouble to do so. But, as far as I am informed, these people have never applied scientific quota principles. I have in my office a large volume entitled "Zeitungs Katalog," presented to me when I was in Berlin, by the director of the largest advertising agency in Germany. This catalogue has information in it which would be of marked value in setting quotas for merchandise in almost any country. The figures of circulation are perhaps as good a single index as could be found, for many products. Yet I doubt if they have ever been used. It is in the United States that the quota plan has been developed, and I believe that if Americans will only apply the principles they have already developed, this will do more to stimulate our foreign trade than any other single factor.

I have heard some men say that

quotas are even more necessary abroad than they are at home. A certain large corporation, which has been running its export business on a quota basis for several years, makes the quota the guiding principle of its export selling. The company operates on a budget system. Foreign distributors or dealers, as the case may be, place estimates with this manufacturer several months in advance. These estimates, properly revised, crystallize into orders. The orders become firm and binding two months ahead of the date of delivery and semi-binding three months before delivery. The system operates to the satisfaction of all concerned. Warehousing charges are cut. The dealer's overhead is reduced. His budgeted sales enable him to know where he stands ahead of practically all of his competitors. The factory is able to operate on a definite production schedule. Plenty of time is given for transportation, even to Australia, where forty days are required. It is this time element, in fact, which is the reason why a forecast-and-budget system is even more necessary abroad than it is at home.

Now I want to make a few generalizations about quota principles, as such, which apply equally to domestic and to foreign sales. To begin with, what is a quota? A quota is that proportion of the market which we may, for a given period in the future, reasonably expect to sell. There are quotas for individual salesmen, quotas for territories, and quotas for products or groups of products. Finally, there is, or should be, a quota for the company as a whole.

DIFFERENT quotas are used for different purposes. The quota for the company as a whole gives the financial department a basis for budgeting. The quota by lines or products gives the production people a guide for scheduling. The quota by salesmen is in itself an incentive, and it gives a more or less accurate base figure upon which to reckon salesmen's bonuses, etc.

The ideal quota has certain definite characteristics. In the first place, it ought to be accurate. You cannot expect to get it down to a split-second basis, but you must have it near enough right so that all who work under it or with it will consider it accurate enough to set a course by. It must be as much of a precision instrument as is a mariner's compass.

The quota must not be too complicated. This applies especially to the foreign quota. A quota is no good unless it induces cooperation. To cooperate, salesmen, distributors, and dealers must understand the quota thoroughly. By the time you have explained the workings of a quota in seven different languages you will know whether or not it possesses the quality of simplicity.

The quota must set a definite task. It must say to someone, "You must do precisely such-and-such a job, and you have exactly so much time to do it in." The quota should be divided up into periods which are not of too long a duration.

Every quota must be flexible. It must be like a budget, in this respect. Forecasts are fallible, therefore revisions of the quota must be made from time to time. This does not mean that there can be a downward revision of the bonus, once the company has committed itself to paying one.

The quota must constitute a true incentive, so that it will result in really increased efforts. It must be a truly coordinating [Continued on page 86]

Is Localization a Panacea for Distribution Ills?

"When We Develop Our Home Territories with Good Advertising and Dealer Cooperation We Will Take the First Step in Reducing Distribution Costs"

ROY B. SIMPSON

President, Simpson Advertising Company, St. Louis

A MULTITUDE of relatively small manufacturers are afflicted with a sort of phobia whose name is "national." They have been bitten very hard by the national distribution bug. They have tried to spread their gravy over the whole country, and it is so thin that nobody is nourished.

Last year a certain shoe manufacturer did a business which amounted to five million dollars. This concern travels twenty-five salesmen in twenty States. It makes a line of specialty shoes for women. In design, workmanship, and all other good shoe qualities this line compares favorably with shoes made in Rochester, Brooklyn or Boston.

When this company was organized, the best shoe designing and shoe making talent was employed. Every executive from the president to the porter immediately had visions of a national business, and the sales manager began to build up an organization to cover the entire country, instead of concentrating his efforts in the three hundred mile radius of St. Louis.

Within this three hundred mile circle we have thirty million happy and prosperous people. The average family income after deducting fixed expenses such as food, shelter, taxes and insurance is around fifteen hundred dollars, which is considerably higher than the average of families in other sections of the country.

A careful analysis of the sales of this manufacturer reveals the startling fact that he sells less than 10 per cent of the shoes in his class that are



"The high cost of distribution is very largely the result of the ambition of small manufacturers to distribute their products over a wide area. There are hundreds of manufacturers in Philadelphia, New York and Boston who are sending their salesmen all over the United States to sell factory production that should be consumed east of the Allegheny Mountains."

bought by the people in this trading area. He is spreading his sales effort out over so much ground that he cannot intensively work any community.

This manufacturer does no advertising to the consumer. He has made no effort to convince the fifteen million women in this territory that his shoes are equal in quality or better than shoes made in New England. His manufacturing costs are lower and the transportation cost from factory to the dealer's store is certainly less than the freight rate from Boston to this territory. He can easily meet or un-

dersell eastern competition.

With these advantages in his favor he is overlooking his opportunities to cultivate his home market. He can and should sell wearers of his kind of shoes the footwear they demand and at prices which are much lower than they are now paying.

In this same territory is a knitting mill which produces a very fine quality of knit underwear and hosiery. This concern has been in business for twenty years and its product is sold through a half dozen great wholesale houses who have the merchandise made and delivered to them under their own jobbing brands.

These jobbers have their own manufacturing experts who know the cost of raw material, labor costs, and all the other expenses that enter into the production of this merchandise. They permit this knitting mill to make enough money to pay its stockholders a fair dividend, but in all these years the manufacturer has been working for jobbers in-

stead of himself. If he should lose a few of his good jobbing accounts he would sustain losses which might wreck his business.

The president of this concern is in a constant state of fear. He recently declared that he would like to market his products under his own name and brand, but it is now too late for him to make a start. Summed up in a few words, his reasons are as follows:

"I cannot buck such lines as Munsingwear and Cooper. They are spending a half million dollars a year for adver- [Continued on page 72]

THE EDITORIAL PAGE

A Close-up on Bread

IF you want real light on distribution, go to the homely, simple commodities. They are a complete textbook in economics and efficiency of marketing.

Take a loaf of bread. Surveys have been made recently giving significant facts as to what a loaf of bread represents in financial terms. The average retail price of bread to the consumer, during the past three years, has been 8.55 cents a pound. This is how the pound of bread cut itself into economic slices:

The farmer got 1.15 cents; the miller, 0.41 cents; the baker, 5.11 cents; the grocer, 1.28 cents; the railroad and other handlers, 0.60 cents. The difference in retail price of bread as between different methods of distribution were: retailer, 8.63 cents; house-to-house, 8.93 cents; chain store, 6.03 cents. These latter figures are, of course, not on a parity, for the retailer price includes delivery and the house-to-house includes weekly credit, while the chain store is on a "cash and carry" basis. But the precise measure of difference as between these factors is perhaps nowhere more accurately reflected than in the cost of distributing a loaf of bread.

Page the Inventors

FINANCIAL statisticians tell us that there is a large amount of money in the United States seeking investment. After making huge foreign loans, subscribing to endless stock and bond issues, giving ample support to business men and to speculators on the stock exchanges, and taking care of all the other "drains" on our financial resources, we still have plenty of funds left for the promotion of new business enterprises.

The problem is to put as much as possible of these surplus funds into financing the production and distribution of new products and services which give the masses of the people new enjoyments and more work at good wages with which to pay for them.

This calls for new inventions—not so much for inventions of labor-saving devices as for new luxuries and conveniences which enter into consumption without driving some other thing out of consumption—inventions which operate toward giving us a real increase in our standards of living.

This willingness of capitalists to support new enterprises is brought about not only because money is plentiful, but also because advertising and selling practice have now been developed to the point where it is possible to have wide distribution of new commodities in a hurry, and because we can test markets for new things with accuracy.

Capitalists, inventors, and sales promotional workers, including all advertising men, are the main cogs in the great economic machine that grinds out better standards of living for the masses.

Who is better qualified to help the inventors do more inventing than the advertising men? They know markets. They are in touch with consumers' needs, wants, and desires. They can suggest opportunities for new inventions.

So while advertising men are paging the inventors, let the inventors also page the advertising men to find out what kind of new things the public would like to have invented.

Herein is rock-bottom work for true creative genius.

Listerine Stops a Pirate

ONE of the most curious cases known in trademark piracy was won recently by the Lambert Pharmaceutical Company, makers of Listerine. A company manufacturing a "Listerated Hair Tonic" claimed that Listerine was one of the ingredients of its preparation. This was doubted, but it developed that the product was chemically almost identical with Listerine.

The "pirate" was trading on the idea that the name Listerine had become what is legally termed "common to the trade," in the same manner that the word "celluloid" had, through neglect to protect it.

But Listerine has vigorously protected itself against theft of its name, since it cannot very well protect its formula. It has blocked the universal use of a trade name on an article otherwise not protectable. "Listerated" is not an English word with dictionary standing. It is a trademark coined word used by the Lambert Pharmaceutical Company.

As the court said, "Only a blind man can fail to see that the defendant has deliberately set out to pirate the plaintiff's reputation and name, and like the cuckoo, to lay its eggs in the nest of another bird."

The "Institute" Idea As a Bridge to the Ultimate Consumer

INDUSTRIES which are situated at many removes from the consumer, and which have suffered correspondingly, are now, fortunately, devising bridges to cross this gulf. The "Institute" idea is one such bridge—and dire necessity is the builder in many cases!

Cotton, for instance. The new Cotton Institute is showing remarkable alertness in using this bridge. It has, for instance, a "New Uses" section, which it plans "to make a place for concentrating consumer opinions, the opinions of group leaders who have an opportunity to sense the trend of consumers needs and desires."

It is possible that the cotton industry would not be in the plight it is in now if it had had such a bridge to the ultimate consumer years ago. Of all American industries, it probably was the most removed from contact with its final market.

That the institute idea is a workable mechanism for such purposes has apparently been well demonstrated. Its usefulness is particularly broad. The cotton men are already beginning to employ it to work out a set of codes and practice standards for the entire industry.

These steps are all vital to advertising, since they lead so naturally to creative advertising on a cooperative basis.

Trade-Mark Usage in Industrial Marketing

MELVIN T. COPELAND

A TRADE-MARK is a sign, word or phrase which connotes the commercial responsibility for an article. The owner of a genuine trade-mark enjoys the sole right to its use on goods of the general type which he is selling. In industrial mar-



keting trade-marks are applied generally to installations and accessory equipment, to some types of supplies, fabricating parts, fabricating materials, and process materials, and occasionally to primary materials.

The purpose of a trade-mark is to enable purchasers to identify the merchandise of the producer or merchant using the mark, so that the goodwill which he may succeed in attaching to his business will not miscarry. If an article is to be advertised, it should be trade-marked. Without this identification, the seller cannot be sure of securing the full benefits of his advertising.

A trade-mark is of value, however, only to the extent that it is recognized by buyers as a sign of the qualities or degree of excellence which they wish to obtain in the goods that they purchase. The significance attaching to a trade-mark varies for different sorts of products. For a standard article, such as sulphuric acid, a trade-mark stands merely for the dependability of a particular manufacturer in maintaining uniformity of quality in his product. In the case of an alloy steel, on the other hand, the trade-mark signifies not only uniformity in quality but also certain special characteristics possessed by the steel to which the mark is attached. Under all circumstances, it is the significance which a trade-mark has for buyers that makes it of value to the seller.

In order for a trade-mark to be recognized by buyers, without confusion with other marks, it obviously must be distinctive. For alert marketing, however, distinctiveness is not the only requirement in a trade-mark—a fact which is just as true for industrial marketing as for the marketing of consumers' goods. A Greek cross or a star and crescent, for example, would be a distinctive trade-mark for steel and would enable buyers to detect substitution by jobbers or failure of a purchasing agent to comply with instructions. Such a mark, however, would not wholly prevent substitution, nor would it aid in lessening the frequency of errors in giving orders and in issuing buying instructions.

A better type of trade-mark is one which is not merely defensive but which, by virtue of being phrasable, also is of positive assistance in marketing procedure.



A phrasable trade-mark is one which includes a word, name, or phrase, distinctive in its application to the line of merchandise for which it is used and easily pronounceable. Examples of phrasable trade-marks used in individual marketing are: *Pyrex* for glassware; *Jalcase* for steel; *Mayari* for pig iron; *Stratford* for oakum; *Borolon* for grinding wheels; *Everdur* for bronze; *Mercury* for industrial tractors; *Mazda* for lamps; *Tycos* for indicating and recording instruments; *Duco* for paint; *Oakite* for cleaning materials; *Fenestra* for steel window-sash; *Black Hawk* for foundry sand, and *Exide* for storage batteries. Such marks can be used by buyers in placing orders and by operating men in issuing requisitions to purchasing agents, whereas a trade-mark of pic-

torial or emblematic design does not lend positive assistance in the placing of orders. If the trade-mark is phras-



able, moreover, it can be utilized to better advantage in advertising than if it is merely a pictorial or emblematic design. Similar advantages accrue, of course, from the use of phrasable trade-marks in marketing consumers' goods.

In order for a trade-mark, to be serviceable for marketing purposes, it must be capable of protection by legal means. A valid trade-mark is a form of property and the law provides for protection of the owner's property rights. In selecting a trade-mark, therefore, it behooves a manufacturer or a merchant to make sure that he is acquiring a sound title, just as he would make sure of his title in buying real estate or other property.

Although the chief requirements, from the legal standpoint, to be observed in selecting a trade-mark often have been stated in print, widespread ignorance or neglect of those requirements is so frequently manifested by business executives that another summarization does not seem to be out of



place. The primary point of significance in trade-mark law in the United States is that title to a mark is acquired only by use. A mark must be used commercially in order for any property right to be vested in the

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	Herbert G. Foster	Thomas E. Maytham
Mary L. Alexander	K. D. Frankenstein	G. F. McAndrew
Joseph Alger	B. E. Giffen	Frank J. McCullough
John D. Anderson	Geo. F. Gouge	Frank W. McGuirk
Kenneth Andrews	Louis F. Grant	John Hiram McKee
J. A. Archbald, jr.	E. Dorothy Greig	Walter G. Miller
R. P. Bagg	A. E. Gwynne	Frederick H. Nichols
W. R. Baker, jr.	Emilie Haley	Loretta V. O'Neill
F. T. Baldwin	Girard Hammond	A. M. Orme
Bruce Barton	Mabel P. Hanford	Alex F. Osborn
Dorothy Berry	Chester E. Haring	Leslie S. Pearl
Carl Burger	F. W. Hatch	Grace A. Pearson
Annette Bushman	Paul Hawthorne	T. Arnold Rau
Heyworth Campbell	Boynton Hayward	James Rorty
H. G. Canda	Roland Hintermeister	C. A. Ryerson
J. R. Caples	P. M. Hollister	Mary Scanlan
Dale G. Casto	F. G. Hubbard	Paul J. Senft
A. D. Chiquoine, jr.	Matthew Hufnagel	Leicester H. Sherrill
Thoreau Cronyn	Gustave E. Hult	Irene Smith
J. Davis Danforth	S. P. Irvin	J. Burton Stevens
Webster David	George H. Kennedy, jr.	William M. Strong
Clarence Davis	Rob't N. King	William M. Sullivan
A. H. Deute	D. P. Kingston	A. A. Trenchard
Ernest Donohue	S. E. Kiser	Anne M. Vesely
B. C. Duffy	Alan Lehmann	Charles Wadsworth
Roy S. Durstine	Wm. C. Magee	D. B. Wheeler
Harriet Elias	Fred B. Manchec	C. S. Woolley
George Felt	Carolyn T. March	J. H. Wright
G. G. Flory	Elmer B. Mason	

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

possessor. A *bona fide* sale of goods bearing the mark constitutes use. For the user of a trade-mark to obtain title to the mark, furthermore, he must be the *first* to use that mark on the general class of goods to which it is applied.

Priority in use is of such paramount importance in establishing title to a trade-mark that evidence should be preserved in the form of signed and dated orders, catalogs, advertisements,

or other documents to show exactly the date when the mark first was used. Many a man, starting in business on a small scale, adopts a trade-mark haphazardly and keeps no evidence as to when it first was used. In later years the continued prosperity of a successful business enterprise may be imperilled by this neglect.

The right to a trade-mark in the United States is primarily a common law right. [Continued on page 74]

Mr. Calkins Speaks for Advertising

BUSINESS THE CIVILIZER, by Earnest Elmo Calkins. An Atlantic Monthly Press Publication. Little, Brown & Company, Boston. Illustrated by René Clarke. 309 Pages. \$3.00.

THERE are two fundamentally different ways of looking at life and at advertising. To establish the antipodes, one may be called the "realistic." Its philosophy is the opportunistic one that the means justify the ends and that the big idea is to bring home the bacon. The other might be called "humanistic" or "idealistic." It insists that the ends be worthy and the means in accord with the ends.

In writing about advertising and in emphasizing its professional side, Mr. Calkins has identified himself completely with this latter way of looking at business, and he has not failed at times to incur the charge of being "impractical." Unperturbed, he has preferred to follow his scruples rather than his critics and so diligently and persuasively and earnestly has he spoken his piece that he has acquired almost the character of Official Spokesman in dealing with the various attacks which have been launched against American business and advertising.

Mr. Calkins is about sixty years old which in advertising means an almost glacial antiquity. And, like some returning geologist, he can in the span of his own experience take us back into the uncharted past and connect us with the mythological saurians, the pterodactyls and Neanderthal men of nineteenth century advertising, and reconstruct before our astonished eyes their peculiar haunts and habits. Great

though his service has been in this respect it is not as a paleontologist that Mr. Calkins most frequently appears in print. It is rather as a student of today's advertising who provides a lively and important commentary on the present and its tendencies.

Mr. Calkins' current book, "Business the Civilizer," consists of material which has appeared in magazine form, enlarged and rearranged in the interest of coherence and continuity. Inevitably it is discursive. It is in part one of the "answers" to the spirited attack which has been agitating advertising men. It is partly a defense of the *human* value of our mechanized life, as is particularly indicated in the title. It has in part the character of a volume of memoirs written by a distinguished man who, with that license we accord the *maestro*, chats with his younger *confrères* and pupils; and it is partly a primer or "How to" book, and as such will be invaluable to those who search the utterances of the elders of the tribe for a short cut to success.

MR. CALKINS' idealism is of homely origin. He believes that self-interest provides a sufficient foundation for business morals. With E. W. Howe, the Kansas Sage, Mr. Calkins might well say "There is nothing to my system of ethics except that the better a man behaves himself, the better he gets along." That is, self-interest, rightly construed, promotes the interest of the general community. Applied to advertising this means that advertising has to have good morals or it won't be believed, and if it isn't

believed it isn't good advertising. I have read Mr. Calkins' book carefully and frequently talked to him about this subject and that is what he says.

Is it true? That is a matter which can hardly be determined here; but this much may be advanced tentatively, that self-interest, unsupported by other moral considerations is not likely to produce irreproachable advertising; for while there is a sound economic reason against scandalous untruth, there is not against subtle tergiversation. If those who shared Mr. Calkins' philosophy did not share his rectitude the morality of advertising would surely settle toward lower levels, finally reaching a nice adjustment to the public's capacity to protect itself by straight thinking.

WHILE Mr. Calkins' book is not a technical monograph it does deal with economic problems, according to that delightfully dramatic convention which allows a writer to say that if A sells soap, B soup, and C sealing wax, such and such will happen. There are two ways to discuss advertising, he says. One is to argue whether or not advertising would be useful in a world organized on some other plan than this one. That is the method employed by the imaginative critics of advertising. The other is to inquire whether, our competitive industrial world being what it is, we could dispense with advertising. Not wishing to make his book a compendium of all that has been thought and said upon the subject, Mr. Calkins does not take up the proposition that some other kind of world would be better.

But he does urge the usefulness of advertising in our world and rehearses—for the "general" reader—matters with which the readers of this publication are thoroughly conversant, such as the amelioration of the housewife's lot, the contrast between the old cracker barrel grocery store and modern retailing, the great usefulness of the modern woman's magazines, the improvement in typography and printing, the new vitality which has been breathed into the applied arts, the wide dissemination of reliable and useful information which makes life more comfortable and more gracious. In short, he believes that business and advertising are absorbing all the arts and all the values of our civilization and that it is good that it should be so.

GERALD H. CARSON.



HERE is art, but not for Art's sake. You saw this picture, you stopped, and now you read . . . Such illustrations, new, smart, and exactly expressive of "La Loie Silvel" durable Transparent Velvet, are among the *interrupting* features of the advertising prepared for The Shelton Looms by the Federal Advertising Agency, Inc., of 6 East 39th Street, New York.



KEYED COPY

A Scientific Laboratory to Determine Definite Factors of Successful Advertising

Advertising is quantitative selling. Its qualitative measure is its quantity of selling. Determination of the unknown qualities of stimulation in successful advertising presupposes study of the known quantities of reaction. . . . This laboratory concerns itself with only

"keyed" advertisements. . . . Each advertisement is reproduced with a statement of all the factors known in each case. Observations and corollaries are left to the intelligence of the reader. . . . Scientifically-minded advertising practitioners are invited to submit cases.

CONDUCTED BY CARROLL RHEINSTROM



Keyed Comment by the Conductor

HE WAS the executive vice-president of a blue-blooded advertising organization. "How do you do?" came his courteous greeting. "Oh, yes, you conduct the Keyed Copy Department for ADVERTISING & SELLING. That's the place where they talk about those mail order ads."

Some fifteen minutes of gentle explanation failed to convince the worthy gentleman of his error. To be sure, he acknowledged his mistake. But secretly clung to his original state of mind, with the possible addition of a thought to the effect that this Conductor person was a most complicated bore.

* * *

Before additional vice-presidents take increasingly hazardous risks with their lives through equally sinful ignorance, the Conductor wishes to state once for all that this is *not* a mail order department.

Mail order, to be sure, is keyed copy. But keyed copy is not necessarily mail order.

Keyed copy is advertising to which definite results are definitely traceable.

This department deals with advertising to which definite results are definitely traceable.

Sometimes these "ads" are mail order, frequently they are "publicity." The main thing is that the definite results of all are definitely traceable.

* * *

This policy is by no means an indictment of unkeyed copy. There are scores of advertisements that have gone out quietly into the world, set much of that world afire, and still failed to write home the news to Mother.

But the purpose of this department is to learn facts about advertising. And one cannot learn many advertising facts from such bushel-hidden lights!

* * *

This department has no quarrel with "mail order" or "publicity," hand-lettered logotypes, or skywriting schedules.

It talks facts and figures only. It offers definite data for your disinterested study.

If this material is perused with the same open mind with which it is prepared, executive vice-presidents of blue blooded advertising organizations, it is hoped, may soon begin to devise definitions rather than demand them!



\$835 Newspaper Campaign Sells

\$33,633 Gas Ranges in 6 Days



The "teasers" in car cards and newspapers centered attention on the price

ASK your budding daughter why she wants to buy that new pair of shoes and she will flash back, "Because I need them!"

Quietly observe how she slides the questioned members (purchased 30 days ago) underneath her chair.

Then, on the way downtown tomorrow, stop by the corner shoe store and discover a heavenly slipper on a velvet pedestal, flanked by a Spencerian "\$14.95 Reduced From \$18."

No stork has ever deposited a girl baby wholly free from the cut price complex.

This biological phenomenon was early realized by a corporation intent on increasing the gas consumption in Atlanta, Ga.

The Georgia Power Company knew that gas ranges meant gas consumption. Each new gas customer made in this way was equivalent to selling 24,000 cu. ft. more a year. Each old customer buying a new range was good for an immediate increase in her cubic footage.

So, as an autumn business stimulant, the Georgia Power Company set a quota of 300 new ranges, to be sold in 6 days, through appropriate advertising.

What would be "appropriate" advertising? Expensive quarter-tons of joyous Atlanta housewives gurgling over their new ranges? Exquisite typography expressing the literary gems of a female copy writer who knew just how to appeal to the housewife's subtler emotions?

How could they attract the woman who had been happily tolerating a coal range or an old gas range for years—the kind of woman who would have thought crazy any copywriter attempting to define to her the term "Range-consciousness!"

The Georgia Power Company knew what the stork left with girl babies!

They worked the universal feminine appeal—a cut price.

They marked a standard \$57 range down to \$37, for the week.

That was the irresistible sales story: Price. And they told it brutally.

Three days before the campaign began, car cards and advertisements appeared bearing the mystic sign: "37 November 7th."

By November 7th, there was hardly a "Missus" in Atlanta who was not asking her neighbor for news about "37"!

On that date, the announcement appeared. And it was nearly as simple as the provoca-

Here It Is!

37 This \$57.00 Clark Jewel Gas Range at \$37 This Week Only!

One dollar down . . . Balance 12 months

A Clear '20' Saving!

\$1 Down! **12 Months To Pay!**

GEORGIA POWER COMPANY

The first announcement is noteworthy for three points: the identifying "teaser" repeated at the top; the bold display of the price and saving; the copy concentration on detailed description

Great Lakes Transit Seaboard Air Line

Ulster & Delaware* Southern Pacific

New Jersey Central* Savannah Line*

Baltimore & Ohio Great White Fleet

New York, New Haven & Hartford


New York, Ontario & Western*


Colonial Lines*  Fall River Line

Lehigh Valley  Erie*  Di Giorgio S.S.


Eastern S.S.  Sunset Route*

Long Island*  Lackawanna

Santa Fe  Pennsylvania

Chicago & Northwestern  Clyde Line

Canadian National Grand Trunk

Panama Pacific  New York Central

**Indicates the advertisers who spent more money in The News in 1927 than in any other New York newspaper.*

SELLING TRAVEL TO MILLIONS

The News, New York's Picture Newspaper, 25 Park Place, New York, Tribune Tower, Chicago.

tive "teaser" introductory advertisements. At the top, a replica of the "teaser," "37," appeared for identification. Underneath, in Cooper Black, well aired by white space, came, "This \$57 Clark Jewel Gas Range—at \$37 This Week Only—One Dollar Down—Balance 12 Months."

The advertisement used on the fourth day told the essentials of the story (1) Bargain — (2) 503 ranges already snapped up

The main "copy" below, took two thirds of the space. It was a simple line cut of the stove, unadorned by saucepans, stews or smirking cooks. Surrounding the cuts were an army of boxes explaining important features, with arrows pointing to those features on the illustration.

Tucked in between the legs of the stove was a smaller cut showing the details of the oven. It, in turn, was surrounded by explanatory, arrow pointing boxes.

The subhead, below, left absolutely nothing to the most obstinate imagination. "A Clear \$20 Saving" hammered in the alluring opportunity. Then a few well chosen, generalizations dropped in to again displayed offer of installment terms.

If she could not resist a \$3.05 saving on afternoon slippers, can you picture the pitch of excitement this announcement of \$20 off engendered in the unsuspecting housewife? Particularly when the announcement offered a wealth of descriptive evidence backing up her rangeful lust!

From the first day's announcement in the *Constitution* alone, 335 families acquired their new Clark Jewel Ranges.

After 6 days of similar "announcing"—during which time the company's local stores sent their men out to ring neighborhood doorbells instead of waiting for the procedure to be reversed—the 300 quota had been forgotten in sales actually totalling 909 at \$37 in coin of the realm!

* * *

ECONOMICS: New gas ranges mean added gas consumption profits to the Corporation.

Modern housewives not particularly "range-conscious."

MERCHANDISING: \$57 ranges at \$37. 300 to be sold within 6 days.

PSYCHOLOGY: A real bargain. Saving and value adequately established.

RHETORIC: Teaser campaign drawing attention to price; consisting of price number and date of announcement. Main announcements headlining price and concentrating on detailed description.

ART: Simple line cut of stove, covering two thirds of space. Thumb-nail detail of oven. Descriptive copy featured in boxes surrounding and connected to illustration by

pointing arrows. Price and terms displayed in Cooper Black. Sample of "teaser" ad superimposed at an angle at top of ad for purpose of immediate identification.

* * *

FACTS AND FIGURES

- PRODUCT:** Gas Range
- PRICE:** \$37
- SPACE:** 396 inches; also car cards
- MEDIA:** "Constitution," "Georgian," "Journal"; car cards
- CIRCULATION:** 223,627
- COST:** \$835.36
- SALES:** 909 ranges

Romeos Post 3039 Dime Coupons From Blunt Hair Dressing Copy

ONLY those males who have faced the harsh world with cowlick, whorl-lock, and other symptoms of hirsute insubordination can appreciate the misery of unruly hair.

For generations those afflicted have doused their heads whenever wash basins appeared on the horizon. But even repeated soakings could at most be temporary, and as the years rolled by, the *aqua pura* gradually drained the last traces of the natural hair oils. Maturity found solace only in baldness, tramp-hood, or the lanes of Greenwich Village.

Very much in the guise of human benefactors, then, loomed the Standard Laboratories, Inc., of Los Angeles, California, with the advent of their new product, *Stacomb*, for keeping unruly hair combed. A greaseless cream, pleasantly scented, it had only to be caressed between the palms, then stroked on to a hungry pompadour. Three journeys of the comb and each lock lay at peace.

The *Stacomb* advertising was as simple and as intelligent as the name. A typical headline merely read: "For Hair That Won't Stay Combed." Hard by appeared a picture of Adonis at a Main Street tavern, immaculate, as if his hair actually had been born that way. A brief paragraph displayed the offer of a 10 cent trial tube with "the coupon below."

The copy was as simple and direct. It began: "Unruly heads of hair by hundreds of thousands now stay neatly combed all day. . . . A new product, *Stacomb* does it in a most effective way." Next followed directions showing ease of use. Finally, an outline of such other benefits as increased hair life and value to the eager young commercial climber. A well displayed coupon made sampling convenient for those unable or not disposed to follow the suggestion to drop in at the dealer.

A displayed box, with the simple heading, "Women," and an equally simple illustration of the crowning glory, told the value of *Stacomb* to members of the fair sex afflicted with after shampoo wildness.

This specific copy found its mark. Inserted three times in as many newspapers, it returned 3039 dime coupons requesting

For Hair that won't stay combed

Unruly heads of hair by hundreds of thousands now stay neatly combed all day.

A new product—*Stacomb* does it in a most effective way.

You simply rub on the palms of the hands and then apply to the hair—easy and quick to do.

After applying in the morning, comb your hair any style you like and it will stay combed that way all day. Keeps hair soft, smooth and lustrous.

Thus an old-time fault to your otherwise well dressed appearance is corrected. You end the annoyance of unruly hair.

So effective have been the results of *Stacomb* that it has become the fastest selling product ever made for the hair.

Ideal After Washing Your Hair

Apply *Stacomb* after washing your hair, then comb it the way you prefer and it will stay that way, for it replaces the oils washed out.

Dry and brittle hair is unknown to users of *Stacomb*.

There's a business asset in well combed hair—it is part and parcel of a well dressed man. *Stacomb* makes certain that part.

Men, women and children all find that *Stacomb* makes their hair stay combed.

Ask your barber for a *Stacomb* Rub.

At all druggists. (Not a liquid.)

Stacomb

Makes The Hair Stay Combed



Women

Women who know the value of *Stacomb* will not part with it for anything else. It keeps their hair soft and smooth and makes their hair stay combed.

For more information about *Stacomb* write to the Standard Laboratories, Inc., Dept. 3811, 124 Standard Avenue, Dept. 3811, Los Angeles, California.

Parfumerie for creating spring wave hair.



Standard Laboratories, Inc. Dept. 3811, 124 Standard Avenue, Dept. 3811, Los Angeles, California.

For sale by all drug stores, drug counters and business supply dealers.

Standard Laboratories, Inc. Dept. 3811, 124 Standard Avenue, Los Angeles, California. Please send an initial order of materials for which I enclose this coupon.

This advertisement picked a specific audience and spoke specifically to it

samples—this in addition to an indeterminate dealer sale.

* * *

ECONOMICS: In every office, school and dance hall, there are men with independent hair.

MERCHANDISING: *Stacomb* keeps hair combed. [Continued on page 38]



MOVING YOUR MERCHANDISE

[along the lines of least resistance]



1 Your Product—as they see it...



"They" must be pleased. Examine your product through their eyes. When it proves itself merchandisable, look to your market.

2 Who buys your goods?



What the store offers for sale, the people buy. The store selects products it knows most about. First make your product known to the store.

3 And this is where we come in—strong



The Economist reaches nearly ten thousand of the better stores. Economist advertising makes your product known to these stores.

4 Straight into the buyer's office



The Economist takes your message right where the buyer does his buying—just when he is looking for desirable, salable merchandise.

5 Here your "salesman" goes to work



Your silent salesman introduces your product—states your case—emphasizes advantages—indicates profit possibilities.

6 The Economist—alone at the top



No other factor equals its facilities for favorably influencing the important individuals in important stores. If the department store is your market, the Economist is your medium.

DRY GOODS ECONOMIST

239 West 39 St., New York

Offices in all principal cities

PSYCHOLOGY: The key to handsome appearance.

RHETORIC: Deductive presentation of "merchandising" point. Expository development of story. Diction and sequence of facts, examples of extreme simplicity. Liberal paragraphing.

ART: Deductive presentation of "merchandising" angle with illustration of well combed male, "psychologically" suggestive. Ditto, on lesser scale, for female. Cheltenham Bold headline displaying two words; the remainder underneath, two sizes smaller. Characteristic script logotype, well dis-

played. Product pictured in package. Elements arranged in occult balance within hand-drawn border.

* * *

FACTS AND FIGURES

PRODUCT: Hair Dressing
PRICE: 10 Cent Sample Offered
SPACE: 600 lines
MEDIA: N. Y. Evening Journal, Times and Daily News
COST: \$1,592.10
INQUIRIES: Journal—977 dimes, Times—701 dimes, News—1361 dimes

"Women are fed up on these 'Cut Prices,' 'Bargain Sale,' 'Sweeping Reductions,' generalizations. It's pretty hard to play a price tune that's more familiar than 'Old Black Joe.' If we can get a new twist to 'value' there should be a new interest and a new response to our copy on this miscellaneous merchandise."

His eye stopped at a picture on the calendar on his desk. It was in the little square marked February 22, and the image was of no less a personage than George Washington, himself.

Here was a way to talk "Value" that would bring the crowds running.

"I did it with my little hatchet" George always told the truth. Hecht advertising would tell the truth! What a pretty story that would be!

Enthusiastic, the advertising manager spun his headline: "The Truth—Though It Hurts." Then a strange department store copy lead:

Salesmanship—what crimes are committed in thy name! No one knows this better than a [Continued on page 58]

Clever Copy Appeal Peps Up Department Store Sales 20-25%

LDLY, she crumbled bits of toast on the damask and watched her husband. He was apparently a thousand miles away from her as he sat there across the breakfast table, swinging handfuls of bats with the Bambino down in Florida. Although her favorite department store's advertising backed the sporting page he seemed to be devouring, she did not bestir herself to steal a pre-view of the day's bargain feast.

A particularly happy grunt from her lord and master proved too much for her crumb-creating inertia. Sighing, she arose, circled around to a position behind those frightful shoulders, looked over to discover some possible splinter of interest from the woodpulp page of sports.

Horrors!

It was not the sporting page!

Her husband was actually reading—nay, obviously enjoying a full page advertisement for Hecht's department store.

Startled, she peered at the headline: "So Help Us, George Washington." Then an item leaped out: "These 6 Winter Coats must be pretty sad for we've had them since 1926 and no one's wanted them. They're fur trimmed and were formerly \$25 and \$29.50. Now—\$4.95."

Spellbound she slipped into the masculine lap and peace, broken only by spasmodic giggles, enfolded the petite salle à manger.

* * *

There is a primary merchandising truth, which, if known to all advertising men, would result in more intelligent, more profitable campaigns. The truth follows:

Two factors govern the desirability of all merchandise: (1) value; (2) price.

The sales appeal eulogizing value and ignoring price is incomplete. So with the advertisement flaunting price and glossing over value.

An understanding of value may interest the consumer; but a knowledge of price is necessary to stir her to action.

"98" set in Cooper Black, on the other hand, is just so much arithmetic without an accompanying standard of value.

Casting about for a way to sell the annual collection of odds and ends that an army of heartless buyers has listed with him, the advertising manager of The Hecht Company, leading Washington, D. C., department store, recalled that many a retail advertising expert

had decried these universal tendencies to shout, scream, shriek PRICE, with hardly a pretense at establishing standards of value.

Advertisement for The Hecht Co. featuring a portrait of George Washington and a large grid of product prices. The headline reads: 'This is the Truth --- So Help Us, George Washington!' The grid lists various items like coats, shoes, and accessories with their original and sale prices.

The limitations of space suggest your bringing a reading glass to bear on this copy. Your slightest interest in sophisticated pen pushing demands it!

TRACTORS in Trainloads

Another example of the fact that Iowa spends millions—where she wants to spend it



WHETHER you're asking about the Iowa market for tractors, or tea, or turkish towels, you'll find the same answer:

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

It takes more than promises to buy tractors these days, but Iowa already leads the forty-eight states in ownership of farm tractors, and she is buying new tractors by trainloads. It also happens that the cash for this particular trainload of tractors will go to increase the business of merchants up in the Mason City territory, since the Hart-Parr Company of Charles City has manufactured most of the horizon pictured above.

JUST because Iowa's industrial output has stepped ahead of Iowa's agricultural production, don't get the idea that the Iowa farmer has quit being a customer.

Instead, the fact is that his income has been steadily growing during the past four years.

Changed conditions have made the Iowa farmer suburbanite. He and his family are consistent readers of the daily newspaper from the important city or town nearest them. And through quick delivery systems, the Iowa farm family gets the daily paper almost as promptly as the family in town.

Since the buying power of these Iowa families, whether in the city or on the farm, is well above the national average, it is a market well worth winning. Yet winning it is no open-and-shut proposition. Certain un-

usual features of the market must be considered in laying your plans.

Iowa has two and one-half million people, yet no city over 175,000. Commercial activity is not confined to any one or two metropolitan districts, but is divided among a score of important cities, each serving some particular section of the state.

Thus, in going after the Iowa market, newspaper advertisers have learned that no single paper, or two or three papers, can do the job. Thorough coverage of Iowa's commercial centers is essential in getting your full share of the business in this rich market.

IOWA DAILY PRESS ASSOCIATION

Davenport, Iowa

Ames Tribune	Council Bluffs Nonpareil	Fort Madison Democrat	Gelwein 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

Operating an Advertising Agency

IV—How to Figure Agency Costs

LYNN ELLIS

TO John Benson, president of the American Association of Advertising Agencies and untiring champion of the sounder agency financial management, the advertising world owes a great debt.

Those who missed his paper at the 1926 A. A. A. meeting should by all means get it and save it as gospel, for we lift only a few things from it.

Mr. Benson presented two sets of figures. One, based on 1925 financial reports of 59 agencies, showed an aggregate billing of \$104,831,931.59—an average of \$1,777,000 per agency—a gross income of \$13,414,255.27, or 14.29 per cent on gross billing, and a net profit of \$2,542,422.20, or 2.63 per cent. Split 59 ways, these agencies, which included many of the outstanding leaders in the business, averaged a net profit of only \$43,000 over and above principals' salaries, which, as he shows, were on a level with those of hired men of the same approximate capacity who took no risks.

The other set of figures, based on only 28 agencies which broke down their costs, showed even a lower net, 8.28 per cent of the gross billing being spent directly in serving clients and 4.03 per cent in non-productive overhead, leaving a net of 1.98 per cent.

Their net profit varied from a deficit of 1.35 per cent to a profit of 8.31 per cent, but, as Mr. Benson pointed out, the size of agency does not necessarily determine the rate of profit. For example, one small financial agency recently told us that for several years it had been making nearly 10 per cent on a volume around \$400,000. One of the best-known general agencies in the Middle West normally requires \$2,000,000 in billing to produce the same dollars-and-cents net as this little fellow enjoys.

The highest great-big-agency figure we ever saw was around 4 per cent on considerably better than ten millions a year. A much smaller agent out west whose billing has shrunk con-

siderably as compared with former years, but whose organization has also shrunk, now admits to 6 per cent profit on the smaller billing and nearly as many dollars as he used to make.

Our reason for introducing the Benson figures is to show that the agencies whose costs we are going to break down are typical.

Several years ago the members of the Cleveland Chapter of the A. A. A. swapped percentages of total expense. Averaging percentages (not bulk figures, which were not available), the composite division of *total expense* ran as follows:

TABLE I
Division of Total Expense

Payroll	74.9%
Rent	5.0
Traveling Expense (including field survey)	3.8
Advertising	1.7
General Expense	14.6
	100.0%

"GENERAL Expense" included such items as life insurance, membership and dues, office supplies, entertainment, telephone, telegraph, express, postage, bad accounts, art and production losses, legal service, depreciation and taxes.

Profits for the preceding year ran from 1.25 to 3 per cent on gross billing, averaging 2 per cent, and income averaged about 14.5 per cent on the gross. Therefore the total expense, reduced to terms of *percentage on gross*, ran this way:

TABLE II
Expense to Gross Billing

Payroll	9.36%
Rent	.63
Traveling	.47
Advertising	.21
General	1.83
Total	12.50%

Division of payroll according to functions was difficult to average, owing to variations in grouping, but worked out about as follows in percentages of *total payroll*:

TABLE III
Division of Payroll Expense

Management	10.9%
Account management and "copy"	45.9
Art purchase and visualizing	5.9
Media analysis	5.4
Market research	6.4
Mechanical production	6.8
Accounting	4.4
Clerical and stenographic	8.5
New Business (promotion)	5.8
	100.0%

NOW if we take, as an item of overhead, the "new business" time (all four agencies operated on a salary basis of compensation) and combine it with all expense other than payroll, we get a total overhead of 41.7 per cent to add to the direct functional service charges. Stated another way, 70.6 per cent of the agency's total expense is in direct client-service payroll, including officers' supervision of service.

Compare this with Mr. Benson's more recent figures of 8.28 per cent on the gross for client service and 4.03 per cent for overhead, or 67.3 per cent and 32.7 per cent respectively, of the total costs of 28 agencies.

Next, let's reduce it all to cents on the dollar by distributing the overhead evenly over the service payroll, not an absolutely scientific method but one producing a fair indication of where the advertiser's dollar goes:

TABLE IV
Division of Advertiser's Dollar

	Service Payroll	Overhead	Total
Space and material purchased			85.50
Agency profit			2.00
Agency service	(8.82)	(3.68)	(12.50)
General management	1.01	.42	1.53
Contact and copy	4.30	1.79	6.09
Art direction	.55	.23	.78
Media analysis	.51	.21	.72
Market research	.60	.25	.85
Mechanical Production	.64	.27	.91
Accounting	.41	.17	.58
Clerical	.80	.34	1.14

In the individual figures which went to make up this table it was not always entirely [Continued on page 54]

The Circulation is **LARGER**
--the rate **26% LESS**

Four years ago there were four newspapers in Des Moines with a combined circulation of 228,895 for which the advertiser paid a total of 54c per line

Today, as a result of mergers, two newspapers sold as a unit offer the advertiser 230,340 circulation for 40c a line. The circulation is larger, the rate is 26% less

1924

	*Circulation Rate Net Paid Per Line	
Des Moines Register and Tribune.	143,214	30c
Des Moines Capital.....	57,945	14c
Des Moines News.....	27,736	10c
	228,895	54c
Total		

*Net paid average 6 months ending
 Sept. 30, 1924

1928

	†Circulation Rate Net Paid Per Line	
Des Moines Register and Tribune.	229,796	40c

*The Des Moines News was merged with
 The Tribune Nov. 10, 1924.*

*The Des Moines Capital was merged with
 The Tribune Feb. 14, 1927.*

†March, 1928, net paid average

The **DES MOINES REGISTER**
and **TRIBUNE**

The 8pt. Page by Odds Bodkins



UPON the death, a few days since, of that unique character, Chauncey M. Depew, past-master of after-dinner speaking, I got down his book, "My Memories of Eighty Years," and fell to browsing through it.

On page 378 I suddenly came upon the explanation of Depew's great influence on the thought of his time.

"I have been making after-dinner speeches for sixty years," he says, "to all sorts and conditions of people, and on almost every conceivable subject. I have found these occasions of great value because under the goodfellowship of the occasion an unpopular truth can be sugar-coated with humor and received with applause, while in the processes of digestion the next day it is working with the audience and through the press in the way the pill was intended. A popular audience will forgive almost anything with which they do not agree, if the humorous way in which it is put tickles their risibilities."

— 8-pt —

The Schuberts did a sensible thing recently. The District Attorney notified them that if "Maya," which was playing at the Comedy Theater, were not closed they would be prosecuted, and the theater perhaps padlocked for a year. (Incidentally, this padlock idea has teeth in it when it comes to a theater!)

The Schuberts arranged to close the show at the end of the week, but in order to permit all actors to see what kind of a play the District Attorney wishes the profession to avoid, a special professional matinee, open only to members of the Actors' Equity Association, was arranged.

— 8-pt —

And now it seems that fish is not just fish. According to the Bay State Fishing Company, 30 Fish Pier, Boston, you want to be careful of the fathomage of the fish you eat. To be really select, it should come from a depth of 40 fathoms.

Well, there is something rather tempting about this 40-fathom idea. Sounds "deep-sea-ish" and fresh and rather appetizing. I must speak to Mrs. Bodkins about it this very night.

— 8-pt —

In Mitchell's "Memoirs of an Editor," I was interested to run across this paragraph relating to Charles Dana of the *Sun*:

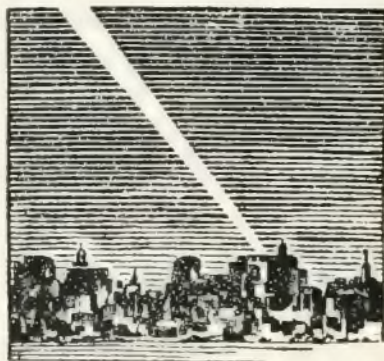
Mr. Dana neither cheapened the quality of his wares nor revised his professional standards to court a new constituency on a lower level. He had his own conception of what a daily newspaper should be. The simple secret of his strength was in the diameter of the horizon of his personal tastes, his personal sympathies, his personal appreciation of what was really of interest to intelligent minds in the way of news, of comment, of criticism, of imagination, of humor, of poetry, of philosophy.

I sometimes wonder if the tendency to monotonous "advertisiness" in a great deal of our advertising copy is not due to the fact that not enough of our copywriters have the broad personal horizons that the successful editor must have. Or else, having broader horizons of personal interest, they check them at the door when they reach the office in the morning and climb into the squirrel-cage of advertising expression.

— 8-pt —

Sky piercing is the newest form of night advertising. The Hotel St. George, Brooklyn, has installed what is said to be the most powerful search light in the world, developing 480 million candlepower—10 times the total power of every electric sign in Greater New York.

The hotel's advertising states that under ideal conditions the beam is visible from



50 miles on the ground and from 250 in the air. A special generator is required to feed power to this gigantic light, which weighs two tons and requires three motors and two men to operate.

This, indeed, is an effective advertisement for an hostelry. And it goes to prove

that all of the effective media of advertising have not been pre-empted.

— 8-pt —

Commenting on the piano-tuner item which appeared recently on this page, Gridley Adams writes:

A few years ago, I bought a very expensive organ, playable either by hand or music roll. Whether it worked or not was, seemingly, a matter of little interest to the manufacturer. Had he sent around a service (?) man to my house with a dozen or more of the latest rolls and said that he was sent to see that the instrument was performing to our complete satisfaction, he would have been welcomed, of course. The chances are that he would have had the "Mrs." come in to see that there was nothing wrong with it, but really, to listen to the new rolls he happened (?) to have with him. And before he had got away from my house he would have had the same "Mrs." ask to have four or five of those new rolls sent on her order. He would have been *received* as a service man, while his *real* mission would be to render service at the profit on the rolls he sold.

Four years later I became connected with this house, and I put this plan up to them for their consideration. They said it was "too commercial."

— 8-pt —

I wonder how many others, on the mailing list of The Town Hall, New York, were so forcibly impressed as was I upon receipt of this printed postal reading merely:

THE TOWN HALL
113 West 43rd Street

Saturday Afternoon, April 14
at 3 o'clock

WILL ROGERS

Tickets now on sale at Box Office
Telephone Bryant 9447

Prices: Orchestra \$2.50; Balcony \$2
Loges (6 seats) \$18. No War Tax

Think of the daring of a card like this, asking \$2.50 for an orchestra seat to see a man—without saying anything about what he is going to do for the money!

And yet so unique is the man, and so well has he been advertised, that The Town Hall will probably bulge with the crowd!

— 8-pt —

Life prints this, labeling it, "A Hard Problem":

Friend—Did you ever run up against a mathematical problem that stumped you?

Famous Mathematician—Yes, indeed. I could never figure out how, according to the magazine ads, 88 per cent of the dentists recommend one brand of toothpaste and 92 per cent recommend another brand and 95 per cent recommend still another brand.

After all, that isn't so baffling. Four out of five of the dentists probably change their minds every time they brush their own teeth.

IF 'ERE ISN'T 'ERBIE WELLS

I am sitting here alone in this room, dictating into a little machine the story of the long struggle of man up from the primal ooze. Outside this room things are happening. . . . Very interesting things. Off Dover, they are shooting guns in honor of the arrival of Ameer Amunullah. There is an earthquake in Santos. (Note to secretary: Look up Santos.) In Russia, Karl Marx's beard still continues to irritate me. But now I see Carlotta framed against the poplars outside my window, coming in with lunch, and for the moment I must leave the world flat.

The lunch was good. Carlotta, like all these French Midis, has a way with fire and food. The truffles were toothsome. But to go back to this distressingly chaotic, stubbornly messy world outside the window. High up in the brilliant blue of the Riviera sky I see an airman on his way to the Balkans. Long before man took to wings, I said that he would. But no one would listen then. When will they begin to listen to us expansives? What are those of us, the prophetic, pioneering types, to do about it all. I don't know, Carlotta doesn't know, my brother, who is head of a huge advertising agency at Wormwood Scroggs, N. E., even he doesn't know. But we have our plans, our moments, our blue prints. . . . I am sixty-eight years old, although you wouldn't believe it when you see me and Carlotta together, and it is time that I began to write something; to get something down on paper. I want to begin with the amoeba and go on and on. . . . But I see the postman Jean-Baptiste struggling up the hill beneath the poplars. Yes he has it. My copy of *The New Yorker*. I ruck open the cover. I begin to read. I forget the amoeba. I forget Ameer Amunullah. I forget even the Balkans. I read and read, while around my shoulders cling the soft white arms of Carlotta. And as I read the world goes on making one mistake after another, and still for me there is *The New Yorker* and Carlotta and . . .

One-third of All Retailers Are On Their Way Out!

[Continued from page 21]

be odd if, in this day of shrinking margins of profit, two-thirds of this half go out of business because wholesalers and manufacturers decline to carry them any further?

What has kept these businesses going as long as they have is the failure of the individual to apply generalities to his particular business.

There is no expression more frequently heard than. "But our business is different."

Let us see how different these businesses are.

Among dispensers of food, in this minimum class, averaging \$43.47 a week for all stores, are:

27.42%	of the grocery and delicatessen stores,
28.60%	dairy and poultry product stores,
16.09%	bakery product stores,
11.64%	meat, poultry, fish stores,
35.09%	fruit and vegetable stores, and
25.61%	of the restaurants, which serve all these products in meals.
20.00%	of the men's clothing and furnishing stores,
19.92%	women's clothing stores,
26.64%	boot and shoe stores,
39.73%	millinery and artificial flowers stores,
29.59%	hat and cap stores,
30.92%	drygoods and notion stores,
20.12%	five and ten variety stores,
20.31%	general stores,
49.49%	custom tailors, and
11.66%	fur and fur clothing stores.

show a similar condition among the dispensers of clothing, excepting only the department stores, which might be included in this classification, but none of which do so small a volume.

Among the convenience stores, all but the drug stores show exceedingly large proportions in this minimum class of outlet. Their figures are:

8.15%	of the drug stores,
41.38%	cigar and tobacco stores,
55.00%	confectionery, ice cream and soft drink stores,
33.14%	stationery stores, and
29.63%	of the book, magazine and paper product stores.

Even among the heavier lines, save only building materials, the same gen-

eral condition prevails. Their figures are:

19.85%	of the hardware stores,
28.13%	electric appliance stores,
28.44%	furniture and house furnishing stores,
24.23%	plumbing and heating supply stores,
29.62%	paint, oil and varnish stores, and
9.64%	of the building material supply stores.

The automobile, naturally, escapes, due to the large unit purchase, but 1.07 per cent of the automobile agents average only \$50.56 a week.

Among automobile products, accessory stores show 32.67 per cent in this minor classification, gasoline and oil stations show 32.42 per cent in the class, and motorcycle and bicycle stores show 55.26 per cent in the class.

Other lines betray exactly the same conditions, excepting only sellers of typewriters and calculating machines and of office equipment—usually large unit purchases.

STILL, many individuals will incline to say that they are not affected by the prevalent conditions, "since we distribute through the jobber; it is the jobber's problem."

If they distribute through the jobber, it is more their problem than if they sold direct to the retailer.

For the jobber's business—his survival—depends upon his ability to control this condition that has been sapping his strength: trying to supply units which order impossible quantities of diversified items compelling him to carry stocks he cannot support.

Most of the jobbers are fed up with the theory that they can sell private brands in any worth while quantity to these impossible retail outlets and reap a larger margin of profit on the unit of sale.

Most of the jobbers have recovered from the illusion that they can subsidize a small manufacturer and reap a manufacturing profit on top of their wholesaling profit.

Most of the successful wholesalers

have determined either to confine themselves to wholesaling, or to transform themselves into manufacturers, or to expand themselves into chain systems.

Anyone of the three courses, faithfully pursued to the exclusion of any hybrid operation, has proved successful.

The wholesaler who transforms himself into a manufacturer steps into the position of the manufacturer who sells direct to the retailer and performs his own wholesaling function.

The wholesaler who transforms himself into a chain system continues as a wholesaler with controlled outlets.

For that, essentially, is what a chain system is.

It is not, in reality, a retail organization, but a wholesale operator with controlled outlets which enable it to operate a capacity wholesaling business, because the flow of goods through the retail outlets is accurately coordinated with consuming demand, permitting working capital to turn rapidly enough to yield a reasonable profit on the investment of time, money and energy.

The wholesaler, who has determined to confine himself to wholesaling, has reorganized his operations so as to eliminate unprofitable territory, unprofitable accounts and unprofitable items in his inventories.

In this matter of chains, the distribution figures present some very striking conditions that give further food for thought.

Among the food outlets, chains do the following percentages of the total volume of business done at retail:

44.00%	Dairy and Poultry Products
41.30%	Grocery and Delicatessen
33.64%	Restaurants
14.24%	Meat, Poultry, Fish
11.40%	Bakery Products
9.52%	Fruits and Vegetables

Among the dispensers of clothing:

51.81%	Boots and Shoes
51.70%	Hats and Caps
36.88%	Millinery and Artificial Flowers
33.02%	Department Stores
29.66%	General Stores
18.98%	Men's Clothing and Furnishing
15.61%	Women's Clothing
11.18%	Fur and Fur Clothing
8.24%	Dry Goods and Notions
3.32%	Custom Tailors

The Five & Ten Variety stores, which were classed in this group, show 70.72 per cent of the total volume done by chains.

Among the convenience stores:

LITTLE DRAMAS IN THE LIFE OF A GREAT NEWSPAPER SYSTEM

“And every just damage-claim shall be paid in full . . . without the delays of the law”

Last November, a great disaster occurred in Pittsburgh. An explosion of giant gas tanks owned by a public utility company took a heavy toll of life and limb and destroyed or damaged over 800 homes.

Three days later, The Pittsburgh Press, a SCRIPPS-HOWARD Newspaper, laid before the officials of the public utility company a suggested plan whereby the company was to settle immediately all personal damage-claims without pressure from the law.

In a fine humanitarian spirit, the Company's President, A. W. Robertson, promptly accepted the plan suggested by the Press. Hospital bills and personal injury claims were to be paid voluntarily. Cash settlements were to be made for the restoration of dwellings and household goods. When an agreement on a proper sum could not be reached, an independent committee was to umpire the differences.

Under this peaceable plan, a fortune in court costs has been saved for both sides; the sufferers of the calamity escaping the mental anguish and delay of long drawn-out litigation.

It is community service such as this, exerted resourcefully for the everyday public need as well as in the public crisis, which has given the SCRIPPS-HOWARD Newspapers their amazing reader allegiance . . . a reader loyalty which makes SCRIPPS-HOWARD circulation the most responsive newspaper circulation in the United States.



PAINTED FOR SCRIPPS-HOWARD NEWSPAPERS BY GEORGE BREHM

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



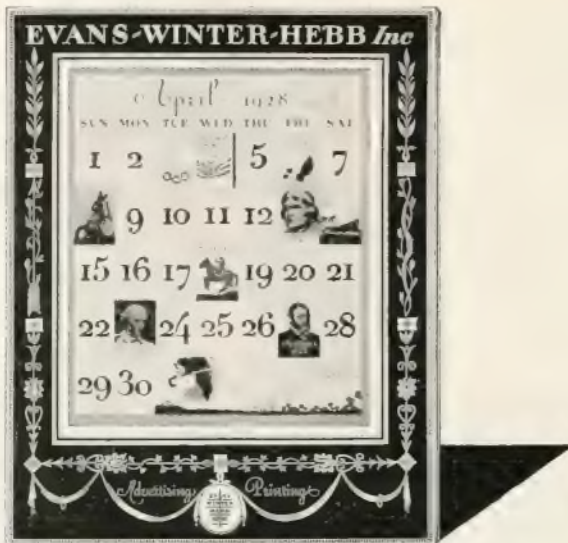
AKRON . . . Times-Press YOUNGSTOWN Telegram KNOXVILLE News-Sentinel
BIRMINGHAM . . . Post FORT WORTH . . . Press EL PASO Post
MEMPHIS Press-Scimitar OKLAHOMA CITY News SAN DIEGO Sun
HOUSTON Press EVANSVILLE Press TERRE HAUTE . . . Post
ALBUQUERQUE New Mexico State Tribune

SCRIPPS-HOWARD
MEMBERS OF THE AUDIT BUREAU OF CIRCULATIONS

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



"You know that little illustrated calendar on my desk? I have almost had to put a padlock on it.

"Well, here is a wire from our new branch manager:

"Understand Evans-Winter-Hebb illustrated calendar is available for use of few companies in 1929. Just the thing we need to send out next Christmas."

"There's an idea. I will write Evans-Winter-Hebb today to see what it would cost. I imagine they have an attractive proposition."



EVANS-WINTER-HEBB Inc. Detroit

822 Hancock Avenue West

New York Office: 1950 Graybar Building

Lexington 9113

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

35.53% Cigars and Tobacco
29.86% Drugs
27.73% Confectionery, Ice Cream, Soft Drinks
15.04% Stationery, Books, Paper and Paper Products

Among the building material stores:

32.82% Furniture and House Furnishings
29.29% Electric Appliances
15.66% Paint, Oil, Varnish
15.07% Building Material Supplies
9.18% Hardware
9.09% Plumbing and Heating Supplies

In the automotive field:

73.46% Gasoline and Oil Stations
31.31% Automobile
19.29% Automobile Accessories
4.46% Motorcycle and Bicycle

One characteristic illustrated by these figures is that the chain has not usually played an important part in a field in which big units or heavy bulk or heavy weight products are predominant.

In other words, the chain is not attracted to any line which requires a widely diversified and large investment in inventories of slow moving items. Nor is it interested usually in lines where the proportionate expense of transport or storage is relatively high.

The chain has grown out of and thrived on controlled stocks, which are rapidly moving and in general demand, where the consumer volume can be measured accurately and can be satisfied with certainty.

The chain is a device to accelerate a rapid flow of products from a warehouse that can be organized, on regular scheduled deliveries, to feed to retailers stocks that require little selling effort or attendance in a store.

These stocks should impose easy requirements for storage, counter and shelf space in proportion to the dollar volume of business done, for rentals are relatively high in locations where volume can be expanded, so storage and display spaces are expensive to maintain.

The astonishingly wide prevalence of chains among these major types of stores is one of the unexpected revelations of the Census.

THESE figures do not tell the whole chain story.

Many of these individual stores, which are reported to be independently run, are affiliated with chains through part ownership, through buying syndicates or other similar group activities.

If their connections were ascertain-



Ships—A Billion Dollar Market

THE American merchant marine now totals nearly 15,000,000 tons. Ships sailing under the stars and stripes serve the commerce of the Great Lakes, both coasts, our insular possessions, and are found in all the principal ports of the world.

American shipbuilding and shipping genius does not wait upon Europe. A great fleet is in existence thoroughly American in its design, personnel, and methods of operation. Its very spirit is wholly of the new world.

In the creation of our American merchant marine, the House of Penton has played an important role. MARINE REVIEW, a Penton publication, now entering its fifty-first year, is this country's oldest marine business publication. It serves an industry with an annual buying power of a billion dollars, represented by 4530 steamships, 837 vessel-owning companies, 32 coast and lake shipyards, and numerous dock and harbor institutions.

You can reach this vast market of big buyers most effectively through MARINE REVIEW—the periodical which has been their favorite of half a century. Being a favorite, MARINE REVIEW leads in circulation among ship owners and operators, shore officials, and operating officers.

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.





A NEW BOOK

WRITE FOR IT ON YOUR LETTERHEAD



The Champion Book of DECORATIVE MATERIAL

is Now Offered to Advertisers

THIS book — which will be of great help to all advertising people who design printed matter — contains 427 different creations; borders, head bands, tail pieces, flowers, ornaments and initials. These designs were drawn by such artists as George F. Trenholm, Rosa Brothers and W. P. Schoonmaker.

There is a remarkable variety of distinctive decorative material — enabling you to add character to printed matter at the cost of electrotypes only. The edition is limited and is intended only for *those responsible for planning printing*. We also offer unbound pages for dummy work, as explained in the book.

If you can use the book, we want you to write us on your business letterhead and tell us your position — that tells us who you are and makes our records complete for later reference.

NOTE TO PRINTERS: This book has been mailed to our printers' list. If you have not received your copy, please write us.

THE CHAMPION COATED PAPER CO.
HAMILTON, OHIO

A COPY FREE

TO THOSE WHO PLAN PRINTING

New England's Second Largest Market

117,309

was the average net paid
circulation of

The Providence Journal and The Evening Bulletin

for the six months ending March 31, 1928. This is a net gain of 7,267 copies per day over the corresponding period ending March 31, 1927.

These newspapers have never given a premium to a single subscriber. Their circulation is greater than that of the eight other English language dailies in Rhode Island combined.

They offer adequate coverage of the Rhode Island market at a minimum cost. Space in these newspapers may be bought separately, or optional combination at a decided saving.

PROVIDENCE JOURNAL COMPANY PROVIDENCE, R. I.

Representatives

CHAS. H. EDDY Co. R. J. BIDWELL COMPANY
New York Boston Chicago San Francisco Seattle Los Angeles

able, it would, no doubt, swell very materially both the proportion of the number of chain outlets and the volume done through chains.

One fact regarding chains should not be overlooked:

There is no more similarity of methods among chain systems than there is similarity of methods among other classes of merchants.

The difference in policies of chains are as wide as the differences in point of view among any other equal number of individuals, be they manufacturer, distributor, merchant or engaged in other employments.

To class them together in one group is to miss the first essential in dealing with them successfully.

If there is to be wide elimination among retailers, as these Census figures indicate, it is necessary to discover what are the conditions precedent to the successful development of chains.

There are facts in the Census figures bearing on these considerations:

First: The average volume of the chain unit is \$1,466.23 a week
The average volume of other stores is \$725.83 a week

It follows that the successful development of the chain unit diverts the trade of two individual units—unless we presume that the chain volume is derived from *new consumption, newly created*. This we may not presume from any evidence at hand.

On the contrary, it is demonstrated that the chain unit seeks assurance of a minimum volume of business before it establishes itself in a locality.

The management of the chain system seeks only localities which are proved to have, or reasonably may be presumed to have, this expectancy of volume. To illustrate:

There are eight chain units among 529 grocery outlets in a certain postal district in Chicago, in which 27,238 families live, paying an average monthly rental of \$13.34.

There are 64 chain units among 139 grocery outlets in another postal district in Chicago, containing 22,736 families, paying an average rental of \$68.10 monthly.

In the one case there is one store for every 51.5 families; in the second case, there is one store for every 163 families.

Where there are more families per store of higher spending capacity, 46 per cent of the outlets are chain units;

where there are fewer families per store of lower spending capacity, 1.5 per cent of the outlets are chains.

This tells the story of discrimination in location, according to the potential consumption of an area.

To illustrate another phase:

There is no similarity of stock carried in two stores of a United Cigar Store chain, if the character of the localities served by these two stores differs widely.

The stock in a high surplus income locality will bear no resemblance to the stock in a low surplus income locality, though it carries many brands in common.

To discuss here the many phases of this discrimination in locations would require space that is not available.

In the Census figures are two primary facts which have a bearing on locations of stores:

The average number of persons per store, of all types, is 72; the average per capita volume for all stores is \$621.82.

The number of persons per store for each type of store and the per capita sales for each type of store may be calculated readily from the figures in the Distribution Census.

Both of these factors enter into the question of what is the number of outlets of a given type, of a given volume, which a given neighborhood or a given area can support.

This can be calculated, with certain refinements introduced from other sources of accurate information, with a reasonable degree of assurance.

With these data, it is possible then to discover what stores of a type already exist in a locality, what are their characteristics, and to foretell with reasonable assurance which are likely to survive intelligent competition, which is sure to invade any locality where the consumer potentiality is developed insufficiently.

THERE is much to be learned from these Census compilations by a study of inventories.

The subject is too complex to be treated within the limits of this article.

Its interest and pertinence may be indicated by a few figures for some of the principal types of stores:

For all stores.....	(93,928)	
the average inventory is		\$6,763.30
Grocery.....	(20,886)	2,318.41
Drug.....	(4,397)	7,792.22
Hardware.....	(2,472)	10,081.68
Department.....	(127)	968,873.30

“We have retained Walter Chester on this account!”

The agent may say this—and it will do him no harm.

In any event Walter Chester says—*nothing!*

The address is 220 W. 42nd St., New York

Aptly Told, Amply Sold

That's the relation that the advertising message of your product bears to its sale. You can make your message most effective by using:

Slogans

Write to

WILLIAM THOMSHINSKY
312 E. 168th St., N. Y. C.

Cut Your Cost of Selling to Bakers

You can now reach all the 28,000 good bakers with *no costly duplication*. **BAKERS' HELPER** has a net paid circulation of over 9400 and **Bakers' Helper SUPPLEMENT** is sent to over 18,000 bakers not subscribers. Send for facts.

ABC: **BAKERS' HELPER** ABP

Published Every Other Week
431 SOUTH DEARBORN St., CHICAGO

*As advertised
in the*

BOOT and SHOE RECORDER

B O S T O N

For years the eyelets made by the United Fast Color Eyelet Company have been acknowledged to be the world's finest. And for years their superiority has been emphasized to merchants all over the world by advertising in the Boot and Shoe Recorder.

A. B. P.
A. B. C.



LOOK FOR THE DIAMOND TRADE MARK

Only genuine
Fast Color
Eyelets have it

Chicago New York Philadelphia BOSTON Rochester Cincinnati St. Louis

Drygoods	(3,290)	\$9,705.14
Men's Clothing	(2,834)	15,808.22
Women's Clothing	(1,672)	11,940.97
Boots and Shoes	(2,030)	13,283.40
Hats and Caps	(255)	5,578.82
Millinery	(1,107)	1,916.35
Five and Ten Variety	(365)	21,657.54
Cigars	(3,280)	1,761.37
Confectionery	(6,677)	777.56
Automobile	(1,018)	35,259.63
Accessories	(2,077)	5,275.25
Furniture	(2,844)	18,258.05
Electrical	(750)	10,506.00

The number of employees in different types of stores is another subject that has significance, particularly the division between selling employees and other employees not engaged in selling.

Add to these figures the wages prevailing and the seasonal variation in both categories; you have then a further subject of profitable investigation.

WE will not give these details here for lack of space, and for the added reason that the intention of this article is to point out the valuable and significant character of this Census compilation, as well as to suggest further lines of inquiry and possible applications of the facts, rather than to assemble the facts themselves.

We feel we have presented enough to indicate the valuable contribution that has been made by this limited compilation, which embraces one-eighteenth of the total consuming public in the country.

With the prospect of a nation-wide assembly of distribution facts, incident to the forthcoming National Census in 1930, there is promise of an accurate guide to economical distribution in the near future.

With an accurate guide to consumption, there is the possibility of an accurate regulation of production, eliminating some of the speculative production which is undertaken through the urge of a hope or a hunch, with inevitable unsettlement when the guesses go badly astray.

Through such correlation of production with consumption, with an index of the profitable rate of flow through the different types of outlets and the different channels of distribution, there is every reason to expect such a fundamental improvement in commercial practices as will do more to assure a wider spread of prosperity than any conceivable stimulation could produce in the absence of reasonable proximate measurements, such as this Census affords.

American Exporters and Manufacturers

Are you helping your Agents build a strong and sturdy business, for your products here in Peru?

The visit of your Representative is not sufficient, your foreign competitors are slowly but surely gaining ground.

The importance of forceful advertising here in Peru is an established fact, if you are to hold your place in this large and progressive market.

The house of Belmont is at your service, let it handle your advertising for you.

A. J. BELMONT & CO.

General Advertising Agents Cable Address: "FERMA"
Calle Pando 719, Dept. 111, P. O. Box 1860
LIMA, PERU, SOUTH AMERICA

The Mustard of Advertising

The coldest week this winter, a member of our copy staff arose with the milkman, put on three sweaters, and donned a white coat. As delivery man for a baker, he dodged police dogs that he might carry a basket from door to door and talk to the housewife about bread, buns and cake.

Then he came back and wrote the copy for a hot-cross-bun campaign.

The first thing the copy man did when we began to work on Colgate's Shaving Cream was to go out and find a laboratory with a microscope large enough to show up the texture of shaving cream lather. Photomicrographs of "Small Bubble" lather were the copy result. Sales? Pyramiding, thank you!

Working underground for two weeks in a coal mine, another enthusiast dug out, by rough contact, the features of Exide Batteries that appeal to the mine superintendent. They're in his copy.

These men didn't hate to take such trips. They didn't think of reasons why they needn't go. They were the ones who thought *first* about going.

The average age of the men and women in our Copy Department is around thirty years. Naturally some are under thirty. Naturally a few are flirting with forty—but not many.

We don't say that copywriters, as they acquire girth, lose the zest that takes men away from their desks and out among the people.

But these are things that younger writers revel in!

Is it any wonder, then, that copy prepared by writers of the enthusiastic age is running over with real news, is spiced by the touch of personal experience?

"Mustard," said the little boy, "is what keeps a hot dog from tasting good when you don't put any on!"



GEORGE BATTEN COMPANY, INC. *Advertising*

NEW YORK + CHICAGO + BOSTON

March and April

The Largest

ORAL HYGIENES

Ever Printed

- most advertising
- most editorial text
- most circulation

Oral Hygiene grows because it serves.

It carries more advertising—by far—than any other dental journal because advertisers have discovered it to be the most effective and the most economical method of reaching the entire dental profession.

ORAL HYGIENE

Every Dentist Every Month

1116 Wolfendale Street, N. S.
PITTSBURGH, PA.

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



IT IS not unduly difficult to find organizations from whom you can secure successful direct advertising. The trick is to find an organization from whom you can secure such direct advertising with a minimum of supervisory effort on your part.



The CARGILL COMPANY
GRAND RAPIDS

Organizing an Agency

[Continued from page 40]

clear where checking and space-ordering appeared, or whether all stenographic service was included under "clerical" or was partially distributed by departments. It took a lot of re-shaping of figures on the part of the four agencies to get even *this* close to a parallel showing. But if we combine certain figures they compare very closely with the three-year figures of one large agency located elsewhere, which we present next.

RIGHT here, let us admit that not one of these agencies then had a real cost system. When the members brought in their figures it was according to each one's own idea of classification, and of course they couldn't be compared. The meeting turned into a classification conference, to develop an outline to which each fellow agreed to reduce his general accounting figures as closely as possible during the ensuing month. Even the later result was not ideal, as we have stated, but has stood for five years as the best attempt at a joint analysis that we have found.

Here is the breakdown of costs for three consecutive years, with overhead completely distributed, as given by this agency. However, we strongly suspect that the figures have all been revised upward just enough to fit the *theoretical* 15 per cent, rather than the actual 14.3 or 14.4 which usually prevails. (Outdoor billing at 10 per cent and the common practice of billing 15 per cent on the net—only 13 per cent on the gross—on many non-commission items account for the shrinkage). So we correct the figures back to a comparative basis, on suspicion:

TABLE V

Three-year Expense Division of
One Agency

	As given	As corrected
Administrative	.70	.68
Creative and contact	7.78	7.51
Market research	1.07	1.03
Media and rate	1.52	1.47
Mechanical production	1.02	.99
Accounting, checking and billing	.99	.96
Profit	1.92	1.86
Total	15.00	14.50

If we combine general management, contact, copy and art direction from the previous table (IV.), we get a total of 8.4 cents to compare with the single agency's total of 8.39 cents (as corrected) for administrative, creative and contact.

If we combine accounting, clerical and media analysis from the Cleveland figures in order to be sure of locating the missing checking and space-ordering functions, we get a total of 2.44 cents. If we combine the one agency's media, rate, accounting, checking and billing costs, as corrected, we get a total of 2.43 cents, of which .50 is for accounting and billing and .46 for checking.

Market research in one case runs .85 and in the other 1.03—mechanical production .91 against .99.

Could anything be closer than all this? It hardly seems so, yet comparative figures from two practically independent *units* of a certain agency, one unit having around 60 people and the other something over 100, differ only *six hundredths of a cent* in the share of each dollar devoted to creative and contact service.

"Contact" and "contact man" are really very foolish terms in the light of modern agency practice. Time was when agencies generally had solicitors who got the business, "kept the contact" and depended on an inside organization to do the plans and creative work. Nowadays the usual account executive is an all-round man, with a finger in plans and creative work, if not actually boss of the whole show and principal actor.

HOWEVER, the extent of the account executive's respective contributions will still vary greatly from agency to agency and from one account to the next. For that reason it is next to impossible to generalize in separating the cost of account executives from that of creative people. It is *not* so hard to separate the two *functions* and we're going to hazard a guess that *directly* into plans, contact and supervision of creative work—call them all "account management"—and into creative work proper, go nearly eight

The Lillibridge Viewpoint

Number Twenty

Issued by Ray D. Lillibridge Incorporated

New York

"If You Like Ginger Ale, Say So and Have It"

IT is recorded that in the old days before the late Charles F. Murphy had become Boss of Tammany Hall, when he was proprietor of the single saloon which was ultimately to develop into a chain of East Side hard refreshment parlors, a lad was sent to Murphy's saloon to collect a bill.

"C. F." himself was behind the bar when the lad called. He paid the bill out of the till and then, being taken with the lad asked, "What you going to drink, kid?"

The boy hesitated. He was not used to drinking. At the same time, he did not want to offend this big man who was such a power in the Gas House District, where it was conventional to drink.

"Listen, kid," said Murphy, leaning over the bar, "if you like ginger ale, say so and have it and don't let anybody bully you into beer."

§ § §

Sometimes it seems as though there should be more of this spirit in advertising. There is too much "strong stuff" ordered for convention's sake, when a milder tonic would be more appropriate to the business.

That is one reason for our Fee-and-Budget system: it puts us in position to say to a client, "If sectional advertising (or any other kind) is what you should have, we will recommend it. We won't try to bully you into splurging."

Great Story Telling

IT was Thoreau who wrote: "A feeble writer and without genius must have what he thinks a great theme, which we are already interested in through the accounts of others, but a genius...a Shakespeare for

instance...would make the history of his parish more interesting than another's history of the world Wherever men have lived there is a story to be told, and it depends chiefly on the story-teller or historian whether that is interesting or not."

Have you not noticed that some of the greatest and most successful advertising of late years has been the story of some simple, every-day product, made interesting and significant by the story-teller?

Business Protection

A NAME that the public knows and trusts is worth more than a secret process, and a favorable impression in the minds of the masses is more important than a patent locked up in a safe deposit box.

A.B.C. of Agency Solicitation

IN general, in dealing with prospective clients for our service, we proceed on the principles that:

- A...Agency service is bought, not sold;
- B...An advertiser wants, and usually should have, an agency which has had experience in his particular field; or has given considerable study or thought to that field;
- C...The advertiser must feel thorough confidence in the agency which he selects, and therefore usually selects an agency which he has known or watched for some time.

We do not, therefore, count on much of a look-in where an advertiser does not know us and what we have done. When such an advertiser sends us a questionnaire to fill out we usually do it, but we realize that it is a rather useless gesture.

We like accounts which are not to be had merely by high-pressure salesmanship, ac-

counts which meet us half way. We are then more sure that the relationship will be lasting and will not suffer an upset by the constant high-pressure solicitation to which most advertisers are subjected.

D. L. Moody, Advertiser

DL. MOODY, the famous evangelist, tells of walking home in the dark one night after one of his revival meetings and over-hearing two men talking.

"Did Moody preach tonight?" asked one.

"No," said the other, "he didn't preach, he only talked."

Moody would have made a great advertiser...*was* a great advertiser, in fact.

True Intelligence

A DOCTOR friend of ours handed us this definition of intelligence, the source of which he was unable to recall: "True intelli-

gence is a superior sort of an awareness by which one is enabled to react fully, freely and completely to all forms of stimuli. It implies the will to know and a desire to initiate any means toward that end. It

is superior to all book knowledge or college education, for by original methods of research and inquiry it gives the world new knowledge. It is the world's greatest

single asset as ignorance is its greatest liability. The world puts a big premium on true intelligence."

Interesting

OUR aim is to build advertisements that will cause people to say, "This is very interesting to me; I must order one of these."

Future Facts

IN defining the difference between the functions of the auditing and finance departments of a business and the functions of the sales department, the late C. E. E. Ussher, for many years General Passenger Traffic Manager of the Canadian Pacific Railway Co. wrote this paragraph: "The problem of sales consists not

merely in dealing with facts but also with the application of imagination to what may prove to be facts in the future."

Sales as a business function must ever look forward toward the facts of the future.

AS IN ONE'S OWN DRAWING ROOM



**BERGDORF
GOODMAN**
FIFTH AVE. AT 58TH NEW YORK

Nowhere a lovelier setting for lovely clothes than in our new building at Fifth Avenue and Fifty-eighth Street . . . on the smartest square in New York.

Here, women of critical taste may observe clothes of the highest fashion . . . worn by models of charming grace . . . presented by a skilled staff who study each patron as an individual problem . . . fitted by professionals with consummate knowledge of line. One may judge, before purchasing, how such clothes will look when worn in one's own drawing room.

Here, on March first, we present the most distin-

guished spring collection we have ever assembled in rooms decorated in the taste of Louis XV, Louis XVI and the Empire. On the ground floor, millinery, costume jewelry, lingerie, accessories. Above, furs and coats, ready-to-wear costumes that reflect *les succès* *fais* of Paris, and the custom-made clothes for which we have been famed this quarter century.

Throughout the building . . . restrained elegance, spaciousness, quiet, light . . . and the same fine vista of fountain and park long familiar to New York society from the windows of the Vanderbilt chateau

ONE of a series of advertisements for Bergdorf-Goodman featuring their new building at Fifth Avenue at 58th Street . . . Done without resorting to the so-called modern technique and Fifth Avenue sophistication . . . Simplicity, restraint and good taste are rare enough today to have an attention value all their own.

RAY D. LILLIBRIDGE INCORPORATED

Advertising

NO. 8 WEST 40TH STREET • NEW YORK

Telephone: Longacre 4000

Established in 1899

cents out of every dollar, divided about as follows:

TABLE VI

Division of "Creative and Contact"

	Adminis- trative Officers	Account Execs.	Writers and Art Execs.
General counsel, analysis, and supervision of research	.35	1.60	.20
Planning	.15	1.40	.90
Contact, supervision of production, creative work and creative purchasing	.10	1.20	2.00
	.60	4.20	3.10

Add the above figures crosswise. Excluding the distinct function of market or media analysis by people specializing in that work, our guess is that of the advertiser's dollar, 2.15 cents goes to general counsel and analysis work; 2.45 cents to planning and 3.30 cents to creative work and getting okay's, regardless of how the work may be split among the different functionaries.

Now that we've cut about everything else to pieces, let's look at some routine costs. In a certain organization handling well over \$2,000,000 a year, a good bit of work is done on a cost-plus basis. Time sheets are not kept in the routine departments, but costs per piece or per job are averaged over the season. In this case it cost:

79 cents to issue a production order, record and route it.

\$12.20 to put a printing job through the printing and engraving department—51 cents to buy a plate (electro orders included)—\$2.37 to have an advertisement set.

\$7.23 to handle an art purchase order in the art director's department.

\$2.04 in the contract department and 88 cents additional for the space buyer's time on each contract that went out—19 cents and 9 cents, respectively, for each insertion order to apply on contract.

You will find these costs more valuable if you don't attempt to use them as a formula. Every agency, to be safe, needs its own cost records. Every advertiser should know fairly well what it costs the agency to handle his account and let his demands for service be governed accordingly.

This is the fourth of several articles on the organization of an advertising agency reprinted from Lynn Ellis' "Dope Sheets." The next will appear in an early issue.



Can't you just see all the joys they've shared together and all the sorrow—all the gladness and all the pain—and how dear they are to each other?

And below—isn't there a tug at your heartstrings? You are going to take out Insurance immediately, aren't you?



SINCERITY

is the thing that sort of "gets you" in these pictures. They "sell" you.

"SINCERITY" isn't a matter of photography. Photography is technical and mechanical—but here are illustrations of "understanding of human nature."



I'll make them to your order or you may select them from my "Ready-to-use" file. Write and ask for samples.

ANNE SHRIBER

DRAMATIZED PHOTOGRAPHY
358 Fifth Avenue, New York City

The Business Bourse

Celebrates 20 Years of Research Service

by moving to

The Beaux Arts Studios
80 West 40th Street, New York, N. Y.

[New Telephone: LONGacre 7233]

WHEN J. George Frederick organized The Bourse twenty years ago commercial research was hardly yet born, and The Bourse was the pioneering force that "put it on the map."

Today The Bourse offers a quite unparalleled research service, both here and abroad. It keeps up-to-date industry researches at a standard price of \$150.00 on over 500 separate

commodities. These researches represent remarkable value at the price.

The Bourse also makes local questionnaire researches; special confidential investigations; complete market surveys of a deep-going kind; supplies studies and analyses of marketing and distribution problems, and also miscellaneous statistics and information. Its files of data are immense.

Come to Headquarters with Your Research Problems

Clever Copy Peps Up Department Store Sales

[Continued from page 38]

store buyer, and once out of so and so many times he tumbles for the caressing arguments of an over-stocked manufacturer, with the result that merchandise bought to sell outlives its welcome and stays with us so long that we learn to call it by its first name. And so, on Washington's Birthday what could be more fitting than that we group these stubborn items and tell you the blatant facts about them, leaving you to decide (now that you know their unhappy past) whether you can use them. Tomorrow, should we sell everything mentioned in these seven columns, the profit therefrom would hardly be sufficient to keep a bobbed haired flapper in hairpins for twenty four hours.

Each group of items was then listed with a good humored candor, of which G. W., himself, would have been proud to acknowledge another paternity.

The advertisement ran on Feb. 22. Feb. 23 saw The Hecht Company's sales jump 25 per cent!

That was in 1926.

In 1927 the stunt was repeated. With the equally arresting headline: "Confession Is Good For This Sale." Again, sales jumped. This time, some 20 per cent!

Once more, in 1928, this original presentation of Value in the annual clearance was used. The headline was: "This Is The Truth—So Help Us, George Washington!" An introduction similar to those of 1926 and 1927 led into such choice morsels as these:

"Knitted Ties in patterns that may make you feel slightly cockeyed. 2 of them that we tried to sell for \$2.50. Now—95c."

"15 Pairs Dark Brown Spats. Nicely faded so no one will know you've just bought them. Originally, \$2.50—49c."

"\$14.95 golden oak chest of drawers—nobody wants golden oak, but you can easily paint it—\$7.49."

They read. They came. They saw. They bought. On Feb. 23, 1928, The Hecht Company's sales jumped a full 20 to 25 per cent!

* * *

ECONOMICS: Women always looking for bargains.

MERCHANDISING: Annual reductions.

PSYCHOLOGY: Attention to and belief in "merchandising" point, through clever establishment of Value.

RHETORIC: Simple—brief—descriptive—humorous.

ART: Solid page of itemized groups in eight columns of agate type.

* * *

FACTS AND FIGURES

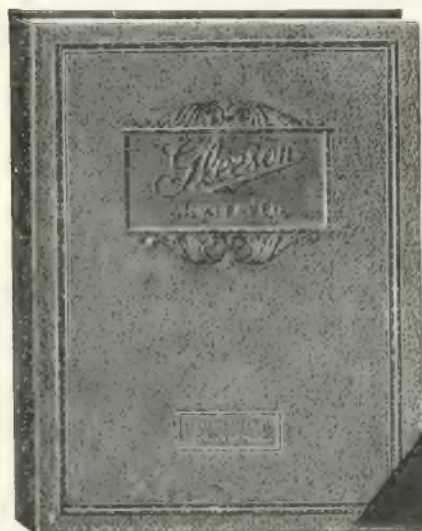
PRODUCT: Department store merchandise

PRICES: 5c. to \$249

MEDIA: Washington newspapers

SALES: 20 to 25% increase

AUTHOR: George I. Snowden, Sales and Publicity Director, The Hecht Company.



Molloy Made
Pocket Covers
Impress
Your
Preferred
Accounts

PERHAPS you have voted "no" on Molloy Made Covers because your catalog changes so frequently that only paper covers are practical. Here's the ticket—Molloy Made Pocket Covers to slip over your paper-bound books like a jacket—use 'em for years!

Turn loose the mighty selling power of Molloy Made Covers to impress

your preferred accounts, and distribute their cost over a long period. The design, created for you, builds prestige and at the same time lowers the death rate of paper-bound books in the hands of your salesmen and jobbers.

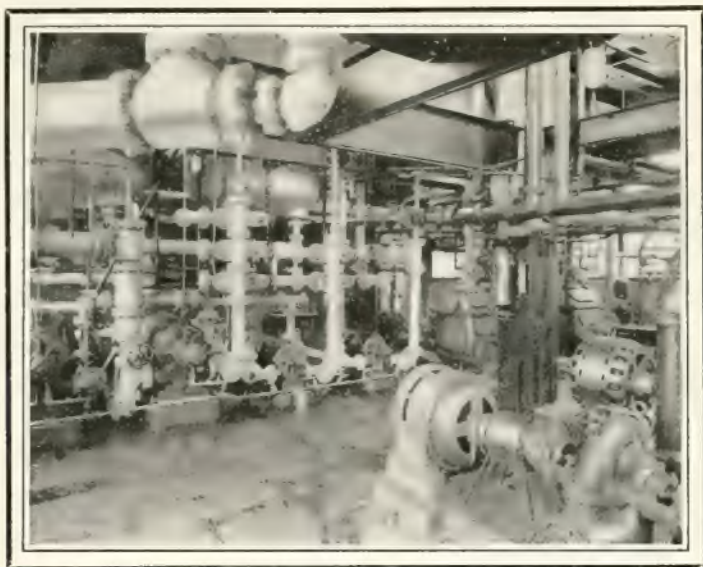
Write to us for samples and suggestions to meet the particular purpose you have in mind. No obligation.

The David J. Molloy Company

2863 N. Western Ave., Chicago, Illinois

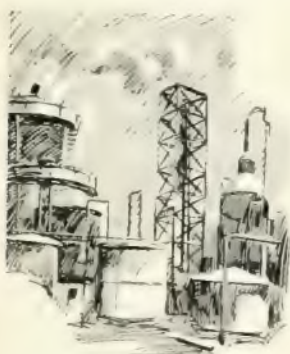


The
Process Industries
buy thousands



of valves, fittings, pumps and feet of pipe

FOR the Process Industries can be truly called liquid handling industries. The production of ten billion dollars of products demands valves, piping and fittings made of many sorts of materials . . . stoneware, bronze, hard rubber, lead-lined, steel and alloys of many sorts . . . in fact, about 20% of such equipment is made of special resistant metals.



The value of this sort of equipment in a representative paint and varnish plant amounts to 10% of the net value of the operating

plant . . . 5% of the installed piping in a certain oil refinery is replaced annually . . . there are about 7.5 miles of copper pipe in a sugar refinery in Georgia . . . These are but some high-lights from a book of market data that we have on the subject.

Liquid handling is but one of the nineteen *Unit Processes* that the production men of the Process Industries are called upon to handle. Naturally, they specify equipment . . . for they are held responsible for the quality of product and cost of production.

It is these men that your salesmen must reach. You can break down sales resistance and help them reduce the time between call-making and order-taking . . .

Thru the pages of [CHEMICAL & METALLURGICAL ENGINEERING]

A McGraw-Hill Publication

Tenth Avenue at 36th Street, New York City



Eight Daily Editions

More than 122,000 copies will be distributed during the June railway conventions at Atlantic City.



It is a Forty Year Habit Daily Editions at

SINCE 1887 the June Daily Editions of the *Railway Age* have been an accepted part of the June railway conventions.

This service has grown to be the greatest industrial publishing achievement in the world in connection with a convention. Imagine, publishing an industrial paper like the *Railway Age* with an average of 126 pages every twenty-four hours for eight days—delivering copies to those at the convention each morning before breakfast with complete records of the activities of the sessions of the preceding day, and mailing copies each day to all interested railway executives, operating officials and purchasing and mechanical officers throughout the railway industry.

It is this service and the resultant reader interest that has made the June Daily Editions of the

Railway Age—Daily Editions



to Read the *Railway Age* at the Breakfast Table

Railway Age a recognized institution, and the more than 122,000 copies distributed during the conventions a supreme influence throughout the railway industry.

An average of 1,700 copies of the June Dailies will be available each morning before breakfast to those attending the conventions at Atlantic City—in addition to the more than 13,000 copies which will be mailed each day to railway men on every railway in North America.

Write for complete information regarding the June Daily Editions of the *Railway Age* and the June railway conventions at Atlantic City.

Simmons - Boardman Publishing Company
"The House of Transportation"

30 Church Street New York, N. Y.

105 West Adams St., Chicago 6007 Euclid Ave., Cleveland
Washington, D. C. San Francisco

June Railway Conventions

Atlantic City
June 20-27

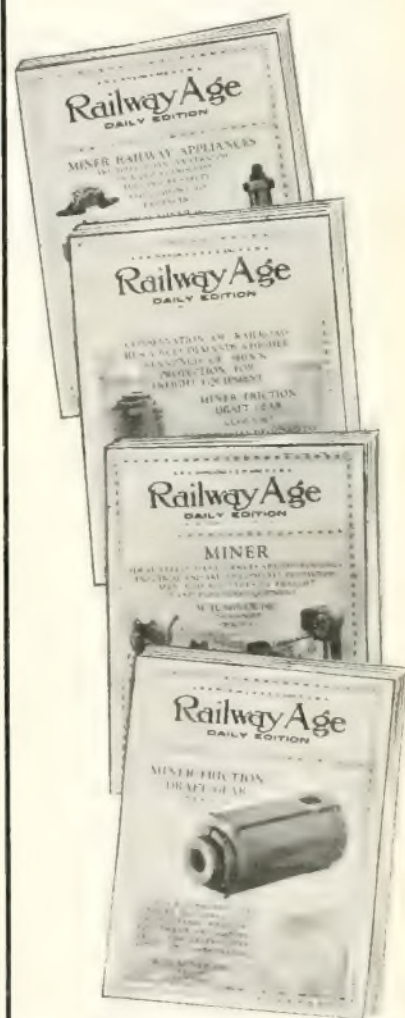
A.R.A. Division V—
Mechanical
June 20-27

A.R.A. Division VI—
Purchases and Stores
June 20, 21, 22

A.R.A. Motor Transport
Division
June 21, 22, 23

Association of
Railway Electrical Engineers
June 21

Exhibit by
Railway Supply Manufacturers'
Association
June 20-27



June 20, 21, 22, 23, 25, 26, 27, 28

★★★★★★★★★★★★★★★★

"Modern art cannot be detached from its background of current life, and the new tendencies in printing cannot be understood except by comprehending their relationship to all phases of modern art."—Walter Dorwin Teague.

★★★★★★★★★★★★★★★★

THE new tendencies in printing? Each month, they are discussed (pro and con) and abundantly illustrated in **THE AMERICAN PRINTER**. It will profit you to try a year's subscription. The price is only \$3.00. Enter your order today for "The Style Book of the Advertising Profession."

★★★★★★★★★★★★★★★★

Do you really want to go into business for yourself?

Settled man with some advertising and specialty sales experience—will find here an opportunity to enter into a lucrative business that will net from \$4,000 to \$12,000 and upward each year.

We will help the right man establish a direct by mail advertising service in one of several cities of 100,000 population and over; the business will be patterned, equipped and fashioned after our 11-year-old Chicago organization.

Small investment required. All equipment is modern in every respect; this business is completely organized. Our method of turning out work will amaze you.

\$2,500 to \$7,500 starts you in a business today that will take care of you later; complete information without obligation. If you are really ready to build a business for yourself write, giving age, experience and references. Box A, ADVERTISING & SELLING, 410 North Michigan Ave., Chicago, Ill.

Selling to the Drug Store

[Continued from page 22]

maker exhausted his ordinary outlets. There remain the hospitals, the physicians, dentists, oculists and osteopaths; there remain the hundreds of teaching institutions, the nursing centers, and children's clinics. Beyond even these are unnumbered establishments, both manufacturing and merchandising, where first-aid and "employees health" departments create a big market for goods; big in actual consumption, bigger yet in prestige for the product.

"Drugs and food," remarked a New York wholesale grocer, "have the widest market in the world; and in this country the drug store, with its never-closed door, has backed the grocery off the map. The 'dismal science' [meaning economics] has taught us that the primary need of man is food. It's all wrong from the marketing angle; the modern drug store is the epitome of America.

It carries everything needed for life: for birth, death, and all that goes between."

And another wholesaler, of drugs this time, has this feeling:

"The drug store is the natural price cutter. It's open nights and Sundays; holidays are its big days. Drug store overhead is 28 per cent of sales. When you figure it down to percentages, and when you remember their enormous margins on some lines, it is easy to see why they can undersell on their leaders."

IT is this breadth of market, then, that lures men into the manufacturing of any article of the nature of "drugs." Once launched, each enters the competition for 100 per cent distribution, and, thereafter, for a share of consumer sales.

Selling in this field takes two main forms—thinking, now, of salesman-ship aside from advertising.

The first is selling to the dealer. Distribution for a product is attained by inducing dealers to stock it.

Then begins the contest for the consumers' attention. Of consumer advertising we shall, in this connection, take no account. Its relations are well understood. But with the retailer there runs a never-ending fight for window display, counter position, pre-

ferred floor location, personal selling pressure. Of twelve leading manufacturers, whose aid through interviews has been available in this study, ten make it a prominent part of the salesman's duty to "persuade dealers to use our window displays and check them on their promises"; the eleventh follows a peculiar selling method while the twelfth manufacturer does no advertising and has no salesmen. For "high-spot" locations, usually with a quota for each territory, the salesmen also arrange for elaborate displays to be installed by a regular installation firm.

"IT'S our turn in your window" becomes in effect though not so bluntly, the "burden of the salesman's errand." He knows well that from twenty to thirty displays a year are about the utmost that the dealer permits. Fortunately for the manufacturers, drug stores have more than one window to be shared with several hundred applicants.

All conceivable forms of the "special offer" enter this rivalry to dominate the dealer's place of business. The rewards are so great that, as one manufacturer comments:

"Our best salesmen are the ones who can get displays across with the important stores. Their commissions show up the results right away. Seventeen of our men earned \$12,000 net apiece [referring to 1926], and every mother's son of them is a king with displays. It's the work of those fellows that brings home to me how important displays are with drugs. No one realizes how big the possible sales would be if dealers could be made to push one product all the time. The salesman who thinks out the way to that will earn ten times twelve thousand."

From another manufacturer comes this:

"There's no individuality left to the drug store. Even the chains are all alike inside the door—and the same outside, unless they use bright paint like Woolworth and the A. & P. A drug store's nothing more than a clutter of manufacturers' display matter. It gives you the wobbles just to look at one of them. There's no white space



© M. A. C.

*Show the Jobs
that can be done
..illustrate with Photographs*



Actual installations of huge equipment, as well as the difficult jobs that can be done with your motor truck, become powerful sales arguments when shown in truth-telling photographs.

From massive electric cranes to intricate machines for working in microscopic scale—all can be placed effectively before the prospect with photographs.



EVEN the dyed-in-the-wool "die hards" will believe—if they see photographic proof of your performance claims. The camera wears no rose-colored glasses—and buyers know it! They know it has no imagination—no fanciful ideas of fact. They accept without question the story that it tells them. Where words fail, you can always depend on Photographs to convince—because they bring understanding to the buying mind quickly and clearly.

PHOTOGRAPHS
Tell the Story

*Bernhard Cursive
and Cursive Ornaments*

BERNHARD ROMAN
BERNHARD ITALIC

BAUER
BODONI
in stock at

The BAUER TYPE FOUNDRY, *Inc.*
239 West 43rd Street, New York, N. Y.

The "New" RECORD

Some significant facts. During March, 1928, the new subscriptions received for The Architectural Record were more than double those received in March, 1927, and the contracts placed for advertising represented three times the value. Evidently, the new Architectural Record—larger size, new style, new features—is meeting the approval of both architects and advertisers.

On request to interested manufacturers and their advertising agencies—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 of F. W. Dodge Corporation

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

Member A. B. C.

Member A. B. P., Inc.

left on which to rest the eye."

After saying, "A junior salesman can book the druggist's order, or we can get it by mail if we want to," this same manufacturer still hesitates to drop personal selling, because:

"Impersonal selling won't get the display. Booking displays is nine-tenths of our men's work; for you've got to remember that people come into a corner drug store for a hundred reasons, but they enter a specialty shop for only one. A display has a hundred chances to bring a sale."

To sell to the retail druggist, then, becomes principally a competition for attention of the retailer's following. The sales talk travels around one of those circles of logic. The retailer is urged to stock the article because of the impending consumer demand; once, however, he has been stocked thus, all pressure is focused on the dealer himself to create that same demand.

OF the dozen manufacturers whom it has been possible to interview, five use special salesmen to call on individual stores of chains. To sell the goods to the chain itself is a different task, assumed, as a rule, by another salesman, who deals with the buying office. After this introduction of the goods to the chain as a whole has been effected, the special salesmen visit store managers to persuade them to requisition the goods from their central office, and, thereafter, to display and push them as an independent druggist would. For by experience it is learned that to sell to a chain's buyer does not mean to place the goods, at one swoop, on display in a hundred stores. As much competition exists among the members of a chain as there is between them and a neighboring independent dealer. Manufacturers have learned to take cognizance of this condition by sending their salesmen after the individual managers.

"Chains," declares one manufacturer of perfumes, "are as impersonal as pamphlets. They are built on a price foundation that looks so big when the sale is made that we forget their branch managers may still be human. It's evident, too, that most manufacturers think of them that way, for our salesmen report no trouble talking to them. Others seem to pass them up. Chain store managers aren't pestered to death by solicitations. We've found them like all other druggists—open to

New Merchandising Roads in Old-Time Industries are Made Possible by Cellophane



HERE is another industry which has turned to 100% transparent Cellophane for aid in developing new markets and faster sales. The Crex Carpet Company has wrapped its Kleenpack Chenille Rugs in sparkling Cellophane, and has thus established a new marketing method for this type of product.

Textiles and confections, baked goods and cosmetics, books and toilet articles—to all of these and others—Cellophane brings visibility, distinction, and protection from dust or dirt or handling.

By gaining a place on the counter it gives a product the opportunity to show—and thus sell—its own merits. It presents the product in

the way that retailers want to sell it, and it provides salesmen with the “something new” so desirable in their work.

Have you considered the help that Cellophane can give your product or your clients? Descriptive booklet and samples sent on request.

DU PONT CELLOPHANE CO., Inc.

Sales Offices: The Park Avenue Building, New York City

Plant: Buffalo, New York

Canadian Agents: W. M. B. STEWART & SONS, Limited, Toronto, Canada

Cellophane is the registered trade mark of Du Pont Cellophane Company, Inc., to designate its transparent cellulose sheets and films, developed from pure wood pulp (not a by-product).



Cellophane

TEXAS HAS OVER 16,000 MILES OF RAILROADS

TEXAS LEADS THE UNITED STATES IN NEW RAILROAD CONSTRUCTION

Because of its recent remarkable growth in population products and wealth, West Texas is the logical field for this new construction work.

Last year about 235 miles of rails were laid in this prosperous section of West Texas and according to present plans about 275 miles will be built this year.

This is the same section of the state that the STAR TELEGRAM-RECORD TELEGRAM covers so thoroughly. These papers have a larger circulation in this territory than any other three or four papers in it.

West Texas is the largest section of the United States where business has been good for so long without any intermission. This is one reason why the railroads are spending so much money here.

JUST A NEWSPAPER
Covering more than 1,100 towns

FORT WORTH STAR-TELEGRAM
RECORD-TELEGRAM
DAILY AND SUNDAY

More Than 125,000 Daily or 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

persuasion, even when the chain buyer is cold-blooded."

The second method of drug selling relates to creating a market among professional men who are in a position to use the product and can give personal recommendations to others. The men who do this form of selling are not known as "salesmen" at all. They are known, rather, as "detail men," and perform "selective detail work," by calling on the professional men, on the hospitals and clinics, and on the factories and coal mines where first-aid and health are important.

These men are armed with sample-size lots of the product. Eight to ten calls a day is a high average for them.

OCCASIONALLY, of course, salesmen serve also as detail men. As a rule, however, the task is specialized enough to get better results from separating the work, and this is made the more necessary because the detail men necessarily must work without quotas, commissions or bonuses. Their job is highly intangible, so far as immediate results go, for it is "educational."

At the same time, detail work of this sort seems to be necessary. One prominent drug manufacturer who employs no salesmen and does no advertising keeps twenty-five detail men all the time, at salaries ranging from \$3600 to \$4200. Another well-known manufacturer has seventy-five salesmen and fifty detail men traveling. The nature of the product will, to a large extent, control the thoroughness of the "selective detail work," but products are marketed by this method which stand as far apart, in character, as remedies for cattle colic and for complexion "making", for local anaesthesia, and for bunion removal.

Detail men often work in small squads, under a field supervisor. "Their foe is laziness and discouragement," says one who employs twenty-five or thirty of them. "We are worn out by applications from professional failures who think that they can make a living as detail men. In the old days drink or narcotics was their undoing; today they get discouraged because it's almost impossible to get a listening ear from the busy professional man—who's the only one worth talking to. Detail work is uphill work. But no one has discovered a more direct way by which to introduce a new article to dentists or physicians."

This is the first of three articles on this subject. The second will appear in an early issue.

COLOR PRINTING HEADQUARTERS

Our Product
helps Sell
Molasses



We can help Sell
your Product too



THE UNITED STATES PRINTING
& LITHOGRAPH CO.

CINCINNATI

BALTIMORE

BROOKLYN



BALTIMORE



BROOKLYN

THERE is a story in Grecian mythology of a woman who produced a piece of tapestry so natural and life-like that a bird flew down and tried to pluck a grape from it.

Your color advertising should be equally natural and life-like today. It should take the place of the actual product itself in creating desire in the public's mind.

But such color advertising can be created and developed only by specialists in each form of color reproduction—printing or lithography. That is why we maintain separate plants, each of which devotes itself entirely to one form of color work.

This means that the U. S. representative can give you better color reproduction. Selling both printing and lithography he recommends, not that which is expedient for him, but that which is best for the job you have in mind.

One of these representatives is located within convenient reach of you in one of our sixteen branch sales offices. It will be to your profit and add to the effectiveness of your color advertising to consult with him.

The United States PRINTING & LITHOGRAPH CO.

Manufacturers of

- Art & Commercial
- Calendars
- Broadsides
- Booklets
- Blotters
- Book Covers
- Catalogs
- Circulars
- Cutouts
- Car Cards
- Display Containers
- Display Posters
- Folders
- Folding Boxes
- Fans
- Festoons
- Fine Art Prints
- Hangers
- Inserts
- Labels
- Letterheads
- Menu Cards
- Novelties
- Offset Lithography
- Package Slips
- Posters
- Poster Stamps
- Post Cards
- Show Cards
- Trade Marks
- Transparencies
- Wrappers
- Window Trims
- Window Pasters



CINCINNATI

SERVICE OFFICES IN FOLLOWING CITIES

Baltimore	448 Cross St.	Kansas City	1306 Waldheim Bldg.
Boston	80 Boylston St.	Minneapolis	433 Palace Bldg.
Brooklyn	77 North 3rd St.	New York	110 Hudson St.
Chicago	130 North Wells St.	Philadelphia	437 Chestnut St.
Cincinnati	51 Beech St.	Pittsburgh	609 Renshaw Bldg.
Cleveland	1104 Leader Bldg.	San Francisco	112 Market St.
Detroit	7915 Indiana Ave.	Seattle	1107 Hoge Bldg.
Indianapolis	414 Traction Bldg.	St. Louis	413 Frisco Bldg.

Giving the Package a Voice

[Continued from page 24]

Third is protection to contents—not from the economy standpoint of conserving merchandise but from the sales-protection standpoint of preventing the nuisance and disappointment of the customer of a damaged shipment. When you have spent dollars to secure a customer, it is usually worth pennies to keep him satisfied, and the best package, except in rare instances, costs only a small percentage more than one skimmed to the danger-point.

THE fourth opportunity lies in "atmosphere"—the tangible but inescapable individual character of a package. A package can be trim and trig or it can be mis-shapen; it can herald quality or it can shriek shoddiness (regardless of how its contents assay); it can be stodgy and matter-of-fact or it can be alert and "on its toes." I defy any purchaser not to react favorably to a package which contains a difficult article cleverly packed. An unusual, even a "tricky" package—provided it is also convenient—is a definite asset. Distinctive wrapping paper always "gives an air" to a store.

The fifth opportunity lies in the accessories—the labels, seals, stencils, shipping tags and other accompanying items, even down to instruction sheets. Why shipping tags almost invariably look as if they had been designed by the third assistant shipping clerk (selected for his muscle) and set up by a cub compositor in an 1870 printing shop, is a puzzle I have never solved. The difference in cost necessary to avoid ugliness is negligible. There is no law compelling address labels to suggest that they have been bought on a rock-bottom price from a printer whose whole thought has been, "Now, how the heck am I going to skimp this job and break even?"

The sixth opportunity in the shipping package lies in hold-over usefulness. This is admittedly of minor importance, yet in these days when grocery orders are frequently delivered in manufacturers' corrugated fibre boxes or an order from a wholesale supply house, made up of a number of items, is similarly handled to a retailer, there is a degree of publicity to be secured in this manner.

Every Manufacturer of Power and Engineering Equipment . . .

. . . or any other commodity used in a great basic industry like textiles will be interested in the broad development in textile manufacturing which is taking place in the United States at the present time.

This development, which has been going on for a number of years, embraces not only considerable improvements in equipment but the elimination of many processes in the preparation of the fibre and other economies in production.

All of these activities, as well as spirited discussions by textile operating executives of leading American mills, are published in the American Wool and Cotton Reporter week by week. This is one of the great reasons why the "Reporter" enjoys unprecedented reader-interest.

If unusual reader-interest appeals to you as an advertising asset, then the American Wool and Cotton Reporter will be your accepted channel of communication to the textile industry which buys in terms of millions.

AMERICAN WOOL AND COTTON REPORTER

BENNETT SERVICE

530 Atlantic Avenue, Boston, Massachusetts



House Organs

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

The William Feather Company

405 Caxton Building, Cleveland, Ohio



A complete Art Staff, successfully serving in-town and out-of-town clients

Write for folders

A·HALPERT·ART·STAFF
25 W·45 ST·N·Y·C·BRYANT 5237

In Unity There



AUTOMOTIVE

Automotive Industries
 Automobile Trade Journal
 Motor Age
 Motor World Wholesale
 Operation & Maintenance
 Commercial Car Journal
 Chilton Catalog & Directory
 Automotive Industrial Red Book

HARDWARE Hardware Age

IRON & STEEL The Iron Age

JEWELRY The Jewelers' Circular

OPTICAL The Optical Journal

PETROLEUM

The Petroleum Register
 Oil Field Engineering

SHOE Boot & Shoe Recorder

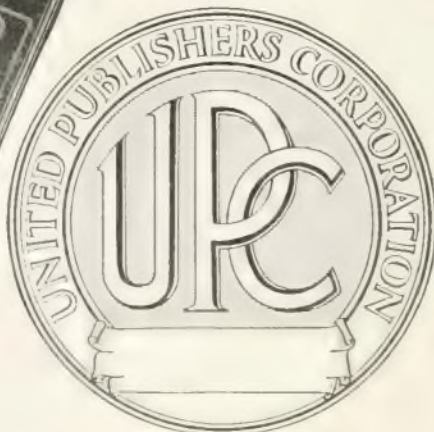
TEXTILE

Dry Goods Economist
 Dry Goods Reporter
 The Drygoodsman

WAREHOUSING

Distribution & Warehousing

UNITED PUBLISHERS



Philadelphia Plant of U.P.C.
 N. W. Cor. Chestnut and 56th S
 Headquarters Chilton Class Journal C



Is Strength !

The united publications of the United Publishers Corporation collectively represent the maximum of business influence in the publishing world—because individually they are leaders in their respective fields.

If your problems are engineering, production, sales and distribution, and are connected with the industries we serve, we can assist you in obtaining their solution,

We broadly cover the

**Automobile
Hardware
Iron & Steel
Jewelry
Optical
Petroleum
Shoe
Textile
Warehousing**

**Industries
and
Trades**

Correspondence and calls are solicited. Let us know your problems and to the best of our ability we will serve you.

CORPORATION

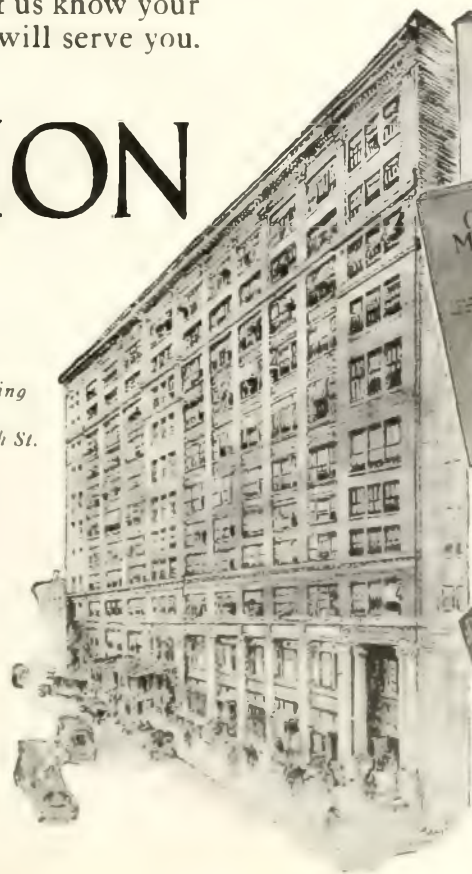
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Chairman of the Board of the U.P.C.
President of the Textile Publishing Co., N. Y. C.

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President of the Iron Age Publishing Co., N. Y. C.

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Vice-President of the U.P.C.
President of the Chilton Class Journal Co., Phila.

F. C. STEVENS
Treasurer of the U.P.C.
President of the Federal Printing Co., N. Y. C.

*N. Y. Building
of U.P.C.
239 West 39th St.*



THE OPEN FORUM

INDIVIDUAL VIEWS FRANKLY EXPRESSED

Takes Exception to Radio Article

Your recent article, "Offsetting the Seasonal 'Flop' in Radio Sales," is interesting, but gives misleading information.

It is true that the public is buying radio, and there is no complaint from the manufacturers getting the business. It is only those producers who don't know how to build a good set or how to market it that are most emphatic in their views on "how radio should be sold." Lack of information, in other words, breeds argument.

The time for the radio shows is determined by the consensus of opinions of the three hundred manufacturers who comprise the R. M. A. The radio shows are run, it is true, by promoters, but half of the profits go to the R. M. A., and nobody begrudges sharing profits with an organization that can create them.

As an organization, the R. M. A. is a well knit, smooth functioning body of men, some of these men having directed their companies in such a vivid manner that their results are a conspicuous example of success.

It is this group of men, comprising 90 per cent of the industry, that dictate when, where and how the public and trade radio shows will be held; and it is amazing as well as amusing to learn that all the problems of this big radio business are to be solved by shifting of show dates.

GLAD. HENDERSON
Editor
The Talking Machine Journal
New York

Price-Cutting Not a Question of Injuring a Product Publicly, Says Moore

It would be interesting to learn whence Professor Wellman obtained his "fact" that "all argument against price-cutting is based on the opinion that it injures the article in the eyes of the public." This is not a fact in the sense in which he proceeds to discuss it.

Once a 25-cent article has been so generally cut to, let us say, 16 cents, that the majority of consumers know it can be purchased at almost any

store for the lower price, its salability at the 25-cent price is practically destroyed, and we cannot arrive with the Professor at "the common agreement that whatever injuries may result from price-cutting come from the point of view of the consumer, not the manufacturer or the retailer."

From the consumers' viewpoint, price-cutting may be considered beneficial, not injurious, but only in a purely theoretical sense; because, as any good salesman knows, all price is an incident in relation to created desire, and price itself is not an appeal to consumers.

Low price does not sell an article unless it is offered instead of a higher price whose justness has been established in the purchaser's mind.

If Mr. Wellman takes the position that after the product has become sufficiently well known to attract the price-cutter who will use it as a bait and "cut the heart out of it," there is no harm done by the price-cutting, he shows a woeful lack of consideration for the wholesale and retail merchants and a narrow vision of his client's possible future. I can lead him by the hand to a dozen men in New York City who are more concerned right at this time with efforts to protect their resale prices than with any other single problem in their business.

It is unfortunate that his article should appear in a widely circulated and highly respected magazine devoted to advertising and selling, inasmuch as the advertising profession almost lives by virtue of publicity on behalf of branded commodities which are made to sell at a price and be worth it, and many of which are on the verge of failure at this minute because their sales have been shot full of holes by price-cutters.

If we can accept Mr. Wellman's estimate that chain stores did 16 per cent of our total retail volume during 1927, why not a little consideration for those merchants who make their living by handling the remaining 84 per cent?

W. CALVER MOORE
General Manager
The Keystone Publishing Co.
Philadelphia, Pa.

Respectfully Referred to the So-called Advertising Agencies

Why is it that no one has as yet evolved a more descriptive name for the present-day so-called advertising agency?

Ayer, Thompson, Batten, C. & H., B. D. & O., and all the rest of them are "advertising agencies"—and so is Bill Weaver out in South Bend, Ind., who runs a distributing organization to pass out hand bills, samples, and whatnot.

Even the sandwich man might legitimately call himself an advertising agent, and a lot of publishers' representatives are operating under this title.

The modern agency has outgrown the term agent. What the proper title may be to use instead, I don't yet know—probably we'll have to coin one—but there seems to be no question that we need it.

B. F. JUSTIN
Chicago, Ill.

Time Someone Took the Swami Out of Advertising

Whether or not one agrees that all copy should be keyed and that the postman should be the judge of its merit, your new feature, "Keyed Copy," most certainly will bring into the open many of the "mysteries" of advertising—which, when revealed, prove themselves to be nothing more or less than examples of the successful application of a little common sense.

It is time that someone took some of the Swami out of advertising.

FRANCIS NYE McGEHEE
Publicity Manager
The Cleveland Press
Cleveland, Ohio

Another Cast of Distance Lending Enchantment?

Miss Demmler sends me A. & S. At this distance from the arena I find it more interesting than ever.

EARNEST ELMO CALKINS
Hotel Californie
Cannes, France

A D O C T R I N E

in which some Notable Advertisers have discovered profit possibilities

IT SEEMS STRANGE, when you come to think of it, that the well proved doctrine of creating consumer demand has not been more widely applied to the home.

Only a moment's thinking about how things are bought in your own home will convince you of its applicability to a wide range of products.

Mother is the purchasing agent to be sure—but like all such agents, how sensitive to the likes and dislikes of her principals!

Just let father, or the children, say, "Why don't we have blinkblinks for breakfast?" and see how soon they appear.

Even about things for her own use, what mother does not value the public opinion of her family?

• • •

ALL of which leads us to say that the great American family is the real seat of power for the purchase of most products—and that "the more members you tell the quicker you sell."

During 1927 some notable advertisers like Heinz, Royal Baking Powder Company, Quaker Oats Company and Cream of Wheat came to this conclusion. And that just naturally brought them into The American Magazine, because numerous

investigations by advertisers and independent organizations have shown that *The American* leads all magazines in its reading by all members of the family.

• • •

AS a woman's magazine alone, it usually ranks second or third. As a man's magazine, first or second. But in its combined reading by fathers, mothers and young people, it is overwhelmingly first.

If you want to reach, at one advertising cost, both mother and her group of consumers, you can do it through The American Magazine in 2,200,000 real American homes.

• • •

952 Families tell how they buy . . .

From the most unusual marketing investigation ever undertaken, the significant fact was learned that two or more members of the average family dictate the selection of most of the merchandise the family buys.

For example, in 72% of the 952 families, two or more members influenced the purchase of a car. In 63% of the families, two or more members influenced the choice of canned goods. In 76% two or more members influenced the selection of tooth paste.

Therefore, it is obviously an economy for advertisers to use those publications which reach "two or more members" of the family. By every test. The American is the magazine which does that most effectively. Impartial investigations conducted recently by five leading universities prove The American to be overwhelming first in combined reading by all the family.

Is Localization a Panacea for Distribution Ills?

[Continued from page 28]

tising, but I cannot do anything like that. I might put twenty-five thousand dollars into an advertising campaign as a starter, but when you go against a half million dollars, you cannot do very much."

This manufacturer then listened to an analysis which he should have made for himself. He then realized that the national manufacturer who is covering the whole country may be spending a half million dollars for advertising, but he divides it over forty-eight states, which gives him an average of about ten thousand dollars for each state.

WITH an appropriation of twenty-five thousand dollars for advertising, concentrated within a three hundred mile radius, this concern will have as a big a campaign as that of the national manufacturer, because his average per state will be about the same. He will cover the best parts of Missouri, southern Illinois, northern Arkansas, western Tennessee and southeastern Iowa.

Thirty million people will wear a lot of knit underwear and hosiery. Most of them are buying merchandise of known value and reputation. Where it is made is not so important as whether they will get their money's worth when they buy it. This knit goods manufacturer should trademark his line and advertise it consistently to the consumer within two or three hundred miles of his own factory.

These two examples illustrate the state of mind—and also the sales possibilities—of a large number of manufacturers. You will find them in every manufacturing center. Their vision is national when it should be territorial. If they will first make themselves impregnable in their home territory, the healthy and profitable expansion of their market will naturally follow.

The high cost of distribution is very largely the result of the ambition of small manufacturers to distribute their products over a wide area. There are hundreds of manufacturers in Phila-

delphia, New York and Boston who are sending their salesmen all over the United States to sell factory production that should be consumed east of the Allegheny Mountains.

Such wide distribution means higher sales costs and an excessive advertising bill to cover the whole country. The freight rates from East to West pile up the cost which the consumer must pay.

To compete with the manufacturers in the Middle West, the Eastern concern in continually fighting to cut its cost of production. The same thing happens when a small manufacturer in the Middle West attempts to market his product in the Atlantic Coast states.

In this plea for concentration and the intensive development of home territories, we have in mind the manufacturers of shoes, clothing, furniture, food and other necessities. We might even include washing machines and stoves in this group. My suggestions do not apply to automobiles and tires, which are produced on a large scale by great corporations who have world wide distribution. However, these giants of industry have many small competitors who may profit by these suggestions.

Let us go back to the shoe concern first mentioned. He may say that he is not going to sacrifice his business outside of his home zone. If this business is profitable to him, we don't want him to give it up, but we do want him to make an intensive cultivation of his market within a three hundred mile radius.

IF he has not been advertising to the consumer in the entire territory covered, he should make a reasonable appropriation and concentrate it in his home zone. With a campaign costing twenty-five thousand dollars to fifty thousand dollars he can go to his dealers and convince them that he is going to work his home territory closely. He can prove that he is doing more advertising in this territory than the largest national manufacturer is

doing in the same area. He should sell his dealers an effective plan to help them to control the demand for this particular kind of shoes.

The mass production and super-advertising of large manufacturers have filled a great many small manufacturers with fear. They shake their heads and say they cannot stand anything like this, and some of them are predicting that within a few years the business of the country will be in the hands of two or three large concerns in each line.

To be brutally frank, such statements are pure bunk.

MASS production has no secrets. The small manufacturer knows the methods of his largest competitor. He can study these methods and apply them to his own business. Mass production has shown us how to cut manufacturing costs and it has taught us better selling methods. The small manufacturer can use the production methods, but in the matter of selling he has discarded one of his most valuable adjuncts—good advertising—and this is where he has made a mistake.

The small manufacturer can control his own designs and styles. He is in close personal contact with his manufacturing operations. He can make claims for quality and individuality that the mass producer cannot make, and for this reason the small manufacturer can and should get a better price for his product.

Stop trying to imitate the advertising and sales plans of these big fellows and sell your products on individual merit. With controlled design and the personality which is developed and imparted by close contact of a highly trained family of artisans you can sell your product to people who are willing to pay more for something that the rabble does not buy.

The cost of reaching and influencing a million people by advertising is just about twice as much as it was fifteen years ago. This is the fault of the advertiser. Mass production has inspired many of them to go into advertising on a large scale, and in their frenzied attempts to fill the space with selling messages they have gone stale.

When we develop our home territories in the proper way with good advertising and the right kind of dealer cooperation, we will take the first big step in reducing distribution costs.

not f.o.b. or a.y.d. but A.R.E.



CONSIDER the average reader on the average Sunday, and the average reader of the average Sunday paper—bulky with sections where many an advertisement must blush unseen!

And then consider—the Sunday News. Small page, small size, complete in one section except for the Rotogravure and comics. Integral, readable within the time and inclinations of the reader, easy to handle and read. Advertising can score in the Sunday News, and does. Keyed copy proves its effectiveness for the national advertiser; Mon-

day sales for the local advertiser.

Your copy in the Sunday News is not just f.o.b., delivered in a package. Nor is it a.y.d. (“at your door” with obeisances to the Hudson Motor Car Co.)—delivered to the home. But a.r.e.—*delivered at the reader’s eyes!*

And this more efficient medium costs less, roto or run of paper; and reaches the largest Sunday audience in America—more than 1,400,000 families! Where is there a better combination of advertising values? Investigate!

TRIBUNE TOWER
CHICAGO

THE  **NEWS**
NEW YORK'S PICTURE NEWSPAPER

25 PARK PLACE
NEW YORK

If you are a "business climber"



I'd like to guide you in the systematic study of Advertising, Selling and Business Writing for the next twenty months.

I have combined several high-grade business courses in one broad treatment that aids the subscriber in qualifying for planning, preparing and managing both sales and advertising activities. The usual drudgery of correspondence courses has been reduced. The reading is of the live sort. Textbooks of college standard used. Loose-leaf Supplementary Helps. Tests are on major topics. Personal correspondence. No cut-and-dried criticism.

The coaching reflects the varied practice of the modern advertising agent and my experience of more than twenty-five years in sales planning, advertising, writing and teaching. My present group of keen men and women are doing fine work. I can help others of similar caliber and spirit.

S. Roland Hall Box 619, Easton, Pa.
Member, American Association of Advertising Agencies, Author's League of America



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

"Direct Mail Can Be Used In Every Advertising Campaign"

POSTAGE & THE MAILBAG, the only magazine in the world devoted exclusively to Direct-Mail Advertising, tells how to sell by Letters, Folders, Booklets, Catalogs, House Magazines, Blotters. John Howie Wright, the Editor, says: "You can increase your sales and reduce your cost of selling by using the mails. You can back up your salesmen and make it easier for them to get orders by using Direct Mail persistently. There is nothing that can be said about your product or service that cannot be written and printed. Let Direct-Mail do your selling and save the salesmen's time for selling."

In every issue of POSTAGE & THE MAILBAG, you will find ideas for selling that you can use in your business. 12 big monthly issues, over 1,500 pages only \$2.00.

Our check for \$4.00 sent promptly, if at end of the year you say the magazine has not been worth \$2.00. No other magazine makes this offer. Order today. Your credit is good.

Postage & The Mailbag
18-20 EAST 18TH STREET, NEW YORK, N. Y.

Trade-Mark Usage in Industrial Marketing

[Continued from page 32]

Provision is made, however, under a law passed by Congress in 1905 for the registration of trade-marks by the United States Patent Office. In order for a mark to be eligible for registration, it must be used in interstate commerce, and in addition it must not duplicate or closely resemble a registered or known mark used by another on merchandise of the same descriptive properties. Marks, furthermore, which are descriptive of the goods but which could be employed with equal truth on other goods cannot be registered; nor can the names of individuals, firms, or corporations be registered unless written, printed, impressed, or woven in some distinctive manner; nor are geographical names eligible for registration. In selecting a trade-mark it is desirable, as will be shown later, that it be registerable; hence descriptive words or phrases and geographical names should be avoided, and if the name of an individual or a company is used it should be written in a distinctive manner. (For full details of trade-mark registration, see "An A B C of Trade-marks" in the Nov. 16, 1927, issue of ADVERTISING AND SELLING).

Although registration conveys no property rights to the owner of a mark beyond those which he enjoys under the common law, he does gain by reg-

istration. Registration constitutes *prima facie* evidence of ownership and gives jurisdiction to the Federal courts. It also gives a protection which generally has been overlooked, especially by small firms starting out in business. A company may use an unregistered mark in one section of the United States for tools, let us say, and thus acquire common law rights to the mark. If the mark is not registered, another firm may unknowingly begin

to use a similar mark on tools in some other market. Both companies have acted innocently and in good faith. As they expand their markets, they come into competition. In such a



case the Supreme Court has upheld the rights of both manufacturers to the use of the mark, each in his respective territory. If either of the companies is to expand its market into the territory of the other, it must develop a new mark. Had the first user of the mark in such a case registered it when he began to use it, he thereby would have secured protection of the mark throughout the United States. It is especially important, therefore, for a small firm to protect the title to its trade-mark by registration as soon as it begins to use the mark in interstate commerce, in order that it may be sure of unrestricted title if eventually national distribution is sought.

In industrial marketing, patented articles are numerous. If a trade-mark becomes the common or generic name for a patented article during the life of the patent, the owner of the mark cannot prevent others from using the mark when the patent expires, provided, of course, that subsequent manufacturers make it plain that they are not related to the original producer. Stillson was the trade-mark for Stillson wrenches and became the generic name for that type of wrench during the life of the patent. Now other companies manufacture Stillson wrenches and the Walworth Company, the original producer, has had to apply a new trade-mark to the Stillson wrenches which it makes. If a generic name had been given that type of wrench when it was placed on the market, Stillson, written distinctively, could have been retained as a trade-mark by the Walworth Company.

An example of loose trade-mark



Another example of loose trade-mark is the word "SAFETY" which is used by many different manufacturers of tools and machinery. The word "SAFETY" is a descriptive word and is not eligible for registration. It is a common name for a type of tool and is not a distinctive mark. The word "SAFETY" is used by many different manufacturers of tools and machinery. The word "SAFETY" is a descriptive word and is not eligible for registration. It is a common name for a type of tool and is not a distinctive mark.



80 LAFAYETTE STREET, NEW YORK

FOREST AND STREAM

is now a

CLAYTON MAGAZINE

To Sportsmen

this means that the oldest outdoor magazine in America, which for fifty-five years has furthered the interests of anglers, hunters, outdoorsmen and game-breeders, is now in a better position than ever to serve them.

To Advertisers

this means that FOREST AND STREAM is now a part of a successful organization with wide experience in the publishing field and ample financial resources to carry through whatever it undertakes.

PUBLISHER

W. J. DELANEY
Advertising Director

IF YOU ARE AN OUTDOORSMAN, READ FOREST AND STREAM



NOW OPEN
HOTEL
PRESIDENT
 48th Street West of Broadway
 NEW YORK

offers you a
ROOM and BATH
 for \$2.50

A room with both Bath and Shower \$3
 Rooms for Two at \$3.50 and \$4.00

LOCATION
 "Just around the corner from Everything!"

The President
 awaits your visit

R. McCRIMMON
 Resident Manager

**Any Man Making Less Than
 \$12,000 a Year**

in the advertising business should check himself up against two Ellis Dope Sheets:

68—*Am I Making Enough at My Age?*

72—*Training Advertising Generals.*

No. 68 puts it up to you point-blank to choose one of three courses which should lead, respectively, to peaks of \$5200, \$8500 and \$25,000 or better. No. 72 outlines a course of training which points at the jobs from \$12,000 up. To any serious chap these two sheets will be worth hundreds of times the dollar they cost. To any other, they will be a total loss. Regular price, \$3.00 for the two—yours for \$1.00 as a sampler for our \$60 loose-leaf Dope Book. Get them at once. Take stock. If you're in dead earnest, a dollar bill now should head you toward a bigger job.

LYNN ELLIS, Inc.—Desk C-9
 525 Crescent Ave., San Mateo, Cal.

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, goes to 4,000 fleet and company operators throughout the U. S. Issued Mondays.

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

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

MANY call THE AMERICAN PRINTER "The Style Book of the Advertising Profession." Each month's issue helps them put a new sparkle and distinction into the typography of the advertising they prepare. Have you subscribed? Only \$3.00 a year.

THE AMERICAN PRINTER
 9 East 38th St. New York City

practice is shown in the abrasive industry. Mr. Fred B. Jacobs, in an article published in *Abrasive Industry* for July, 1927, gives a list of the trade names used by grinding wheel manufacturers. For aluminum oxide material one manufacturer uses the name *Aluminite*, another *Aluminoid*, and a third *Aluminox*. For silicon carbide wheels one manufacturer uses the name *Carbo-x*, a second *Carborite*,



a third *Carbolion*, a fourth *Carbolite*, a fifth *Carbolox*, a sixth *Carbonoid*, and so on. As Mr. Jacobs states, these coined trade names are "confusing to say the least." Such trade names, if distinctive, would constitute valid trade-marks, but apparently most of the firms in this industry have given little heed to the trade-mark aspects of the names that they have coined, and the first users did not take steps at the proper time to prevent infringement of their marks. The list given by Mr. Jacobs seems to tell a tale of wasted opportunities.

Trade-marks are becoming constantly of greater importance in industrial marketing, despite occasional examples of a counter tendency in individual industries. The pig iron industry affords an interesting example. For many years pig iron was bought by foundrymen by brand. Then, with increased knowledge of metallurgy and chemistry, many foundrymen changed their practice and bought pig iron on chemical specifications and price. As E. J. Lowry pointed out, however, in his address before the iron and steel section of the National Association of Purchasing Agents at its meeting in 1927 (see *Daily Metal Trade*, June 14, 1927), the purchase of pig iron by chemical analysis does not assure satisfactory results, for there are some significant qualities which are not yet revealed by these analyses. Mr. Lowry attributes the existence of unsatisfactory conditions in the gray iron industry partially to the attempts of the foundrymen to cut corners and prices in the purchase of pig iron by analysis. To an outsider, unfamiliar with the technicalities of metallurgy, these statements suggest that the pig iron producers have an



**The Only Denne in
 Canadian Advertising**

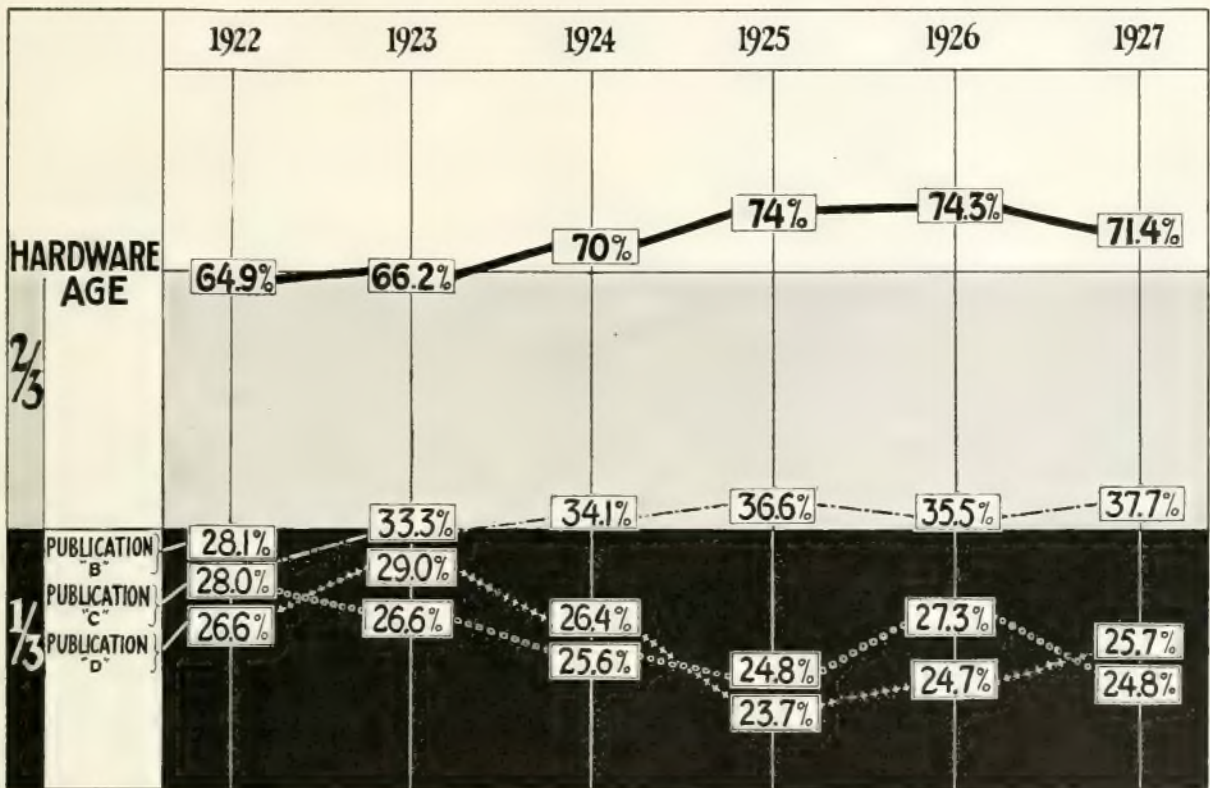
We render a complete and intelligent Advertising and Marketing Service for manufacturers who desire maximum results from their efforts in Canada. Correspondence invited.

A. J. DENNE & Company Ltd.
 Reford Bldg. TORONTO.

The Verdict—

of the advertising experience of 900 Hardware Manufacturers

More than 2/3 of All Advertisers Using
National Hardware Papers, use Hardware Age



EACH year some 900 manufacturers advertise in the four national hardware papers. The bulk of these organizations are consistent advertisers operating in an intensely competitive dealer market. These advertisers have subjected these publications to every kind of scrutiny and test.

This chart shows the manner in which these manufacturers selected their hardware papers over a period of six years.

More than 71% of the 900 advertisers used

Hardware Age in 1927. Only 37.7% of the advertisers used the next hardware paper.

Here is a definite tested yardstick of the relative value of national hardware papers. It is a gauge supported by hundreds of thousands of dollars of advertising expenditure.

Hardware Manufacturers know that Hardware Age penetrates to the fabric of the hardware trade—that its paid circulation at the highest subscription price of any hardware paper, assures an active intelligent reader interest for their sales messages.

HARDWARE AGE

239 West 39th Street, N. Y. City

A. B. P., Inc.—Charter Member—A. B. C.

The
Columbus Dispatch
 OHIO'S GREATEST HOME DAILY

Now has the
GREATEST CIRCULATION
in its history
118,209
distributed as follows

<i>Total City</i>	62,759
<i>Total Sub'n</i>	26,553
<i>Total Country</i>	28,897

CITY HOME DELIVERED
48,675

General Advertising Representatives
O'MARA & ORMSBEE, Inc.
 New York Detroit Chicago San Francisco
Harvey R. Young, Advertising Director
 Members 100,000 Group of American Cities

opportunity here for skillful merchandising in producing pig iron especially fitted for particular purposes, in restoring to their brands much of their former significance, and in using sales and advertising methods similar to those employed by some of the steel companies, for example, in marketing their products intensively.

This suggestion regarding the marketing of pig iron brings to the forefront one of the chief functions of a trade-mark. That function is to render assurance to buyers regarding qualities that cannot be judged adequately at the time of purchase. The reputation of an article depends, after all, on the way it "stands up" or on how certain the user can be that under like conditions it will always give the same result. A trade-mark is in effect a manufacturer's seal of good faith on the goods which he sells. For the trade-mark to become really valuable, the goods to which it is applied must be dependably uniform in quality. Dependability in quality is a sufficiently influential buying motive among users of industrial goods to warrant careful attention by manufacturers to their trade-mark policies.

The use of blanket trade-marks and of individual product brands, the problems of jobbers' and dealers' private brands, and the possibilities of employing trade-marks more extensively in marketing primary materials are examples of other questions relating to trade-mark usage which arise in industrial marketing. The analyses of those problems, however, follow directly along the lines of the analyses of trade-mark and distribution problems which have been cited.

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

Cavanagh-Dobbs, Inc., Organized

A NEW hat manufacturing corporation has been organized, and will be known as Cavanagh-Dobbs, Inc., New York. The organization will include the Crofut & Knapp Company, of which it will acquire 100 per cent ownership. In addition to this it will hold full control of Dobbs & Company. Neither of these companies will lose its identity. John Cavanagh, who is president of Crofut & Knapp, will be president of the new corporation.

NO SELLING TALK
 Just Lots of Space
 for Your Signature

ADVERTISING & SELLING

9 East 38th Street, New York

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

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

Company.....

Address.....

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

4-18-28



Who sells

the most?

He sells the most who most successfully surrounds his product with an atmosphere of Beauty



BEAUTIFUL advertising will certainly add to the attractiveness of your product.

The basis is a beautiful paper—one that is pleasing to see and hold, and which will take the finest halftone screens of photographs, drawings and paintings.

Under ordinary printing conditions, only a *coated* paper meets these requirements.

When you select a coated paper for a catalog, leaflet, broadside, booklet or magazine, you will find the Cantine Sample Book extremely useful. It shows dependable standard grades for all requirements, made in a mill which has been devoted exclusively to coating for 40 years. For a copy of this book, without obligation, and name of our nearest distributor, write to our Dept. 350.

MARTIN CANTINE COMPANY

Specialists in Coated Paper exclusively since 1888

Mills at Saugerties, N. Y.

New York Office, 501 Fifth Ave.

Cantine's

COATED PAPERS

CANFOLD
SUFFICIENT FOLDING
AND PRINTING QUALITY

ASHOKAN
NO. 1 ENAMEL BOOK

ESOPUS
REGULAR
NO. 2 ENAMEL BOOK

VELVETONE
SEMI-DULL - Easy to Print

LITHO C. I. S.
COATED ONE SIDE

Statement of the ownership, management, circulation, etc., required by the Act of Congress of August 23, 1912, of Advertising and Selling, published bi-weekly, at New York, N. Y., for April 1, 1928. State of New York, County of New York, ss.

Before me, a notary public in and for the State and county aforesaid, personally appeared Frederick C. Kendall, who having been duly sworn according to law deposes and says that he is the Editor of Advertising and Selling, and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management (and if a daily paper, the circulation), etc., of the aforesaid publication for the date shown in the above caption, required by the Act of August 23, 1912, embodied in section 411, Postal Laws and Regulations, printed on the reverse of this form, to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business manager are:

Publisher, Frederick C. Kendall, 9 East 38th Street, New York, N. Y.

Editor, Frederick C. Kendall, 9 East 38th Street, New York, N. Y.

Managing Editor, Laurance Siegfried, 9 East 38th Street, New York, N. Y.

Business Manager, Frederick C. Kendall, 9 East 38th Street, New York, N. Y.

2. That the owners are: (If owned by a corporation, its name and address must be stated and also immediately thereunder the names and addresses of stockholders owning or holding 1 per cent or more of the total amount of stock.)

Advertising Fortnightly, Inc., 9 East 38th Street, New York, N. Y.

Frederick C. Kendall, 9 East 38th Street, New York, N. Y.

Affiliated Publications, Inc., 9 East 38th Street, New York, N. Y.

The stockholders of Affiliated Publications, Inc. are:

M. C. Robbins, 9 East 38th Street, New York, N. Y.

J. H. Moore, 9 East 38th Street, New York, N. Y.

Floyd W. Parsons, 9 East 38th Street, New York, N. Y.

Marcus P. Robbins, 134 Cliff Ave., Pelham, N. Y.

Florence Page Robbins, 134 Cliff Ave., Pelham, N. Y.

Merton C. Robbins, Jr., 134 Cliff Ave., Pelham, N. Y.

3. That the known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total number of bonds, mortgages, or other securities are: (If there are none, so state.)

None.

4. That the two paragraphs next above, giving the names of the owners, stockholders and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name as trustee or in any other fiduciary relation, the name as acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said stock, bonds, or other securities than as so stated by him.

FREDERICK C. KENDALL,
(Signature of Editor.)

Sworn to and subscribed before me this 21st day of March, 1928.

(Seal) MARY L. DOWD

(My commission expires March 30, 1929.)

A Banker Makes a Survey of American Business

AMERICAN PROSPERITY, ITS CAUSES AND CONSEQUENCES, by Paul M. Mazur (partner in the banking firm of Lehman Bros.). The Viking Press. New York 320 pages. \$2.50.

“AND so long as the bulk of American consumers will continue to consume, that consumption will keep the wheels of American industry humming.”

In this sentence on page 261, Paul M. Mazur sums up practically the entire significance of his new book, “American Prosperity.” If Mr. Mazur could have added in a fifteenth chapter exactly how this continued consumption is going to be sped up to the already over-increased production, he would have added immeasurably to the value of an important book.

Obviously there are only two ways to get people who are already buying more than they can afford, to buy more. (1) raise their income, or (2) lower prices. Since Mr. Mazur correctly indicates that the present money inflation will lower income from all sources other than wages, one infers he counts, probably with equal correctness, on continually lowering prices. But how?

Being a banker, Mr. Mazur naturally favors economy through mergers. But, being an honest and analytical banker, Mr. Mazur must also realize that the ordinary merger of today is quite as likely to lose money as to make it. One hears that the Morgans would not exercise their option on the Johns-Manville company until Mr. Merseles was free to take charge. If a banking house of unlimited resources considers the management of a single concern so important, one wonders, in passing, whether every one of our popular present day mergers without an overwhelmingly outstanding manager may not one of these days help pile up our future troubles. Mr. Mazur has also mild hopes of assistance from advertising. Like most men not actually in the advertising trade, he accepts the academic *a priori* arguments as to advertising's effectiveness. And consequently, throughout his book, he considerably overrates advertising's practical influence. This is particularly

apparent in his thrillingly interesting chapter on the “Battle for Consumer Loyalty.” A few years closer to the firing line would have demonstrated to Mr. Mazur that “loyalty” on the part of the consumer, is unfortunately, more often a matter of inertia than of enterprise. Once fairly satisfied, the average American is likely to stick to both brand and store. But the number of people who can be induced to ask by name for new brands—particularly at new stores—has been demonstrated to be negligible. Therefore, Mr. Mazur's hypothesis of the great American public being tossed from store to store, and from one group of industry to another, by successive blasts of successful national advertising is, perhaps, more entertaining than true. In the long run, over the great mass, low price and easy accessibility will continue the only dominant influences in people's buying.

Mr. Mazur is, on the other hand, entirely right in his warning against the “style” element as the double-barrelled boomerang of our new era. The wasteful craze for novelty at any cost has done much to keep our plants and shops busy. But it keeps the factories busy shipping small lots at even smaller profits. And as merchants come less and less to inject their old-time senatorial influence, the “store” of the future will combine more and more a sample-room-order-counter with a Western Union delivery. Instantaneous dissemination of fads and fancies from one end of the nation to the other carries its own destructive penalty.

Advertising men should read Mr. Mazur. His calm, benevolent, almost omniscient optimism that American industry will come out all right in the end is worth the price of the book. It is particularly soothing at this time, when Mr. McCann is pointing out that advertising expenditure is increasing twice as fast as population and nearly four times as fast as retail trade. If these figures are correct—as they no doubt are—some of us advertising men may have more to worry about than Mr. Mazur will ever suspect.

KENNETH M. GOODE.

HOTEL VAN CLEVE

300 ROOMS—300 BATHS

DAYTON'S NEWEST
AND FINEST HOTEL

Reasonable Rates

Garage in Connection

C. C. SCHIFFELER
Managing Director

DAYTON, OHIO

Bakers Weekly A.B.C.—A.B.P.
New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—360 N. Michigan Ave.

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
Hanover 8993 John 3697



Read These

Dogs, Locks and Alarms Put Farm Thieves on The Run ... Page 6

Resignation of Knapp From College a Public Calamity ... Page 8

When farmers in the Southwest want to know what to plant, how to grow, when to sell and how to spend . . . they turn to THE OKLAHOMA FARMER-STOCKMAN as a reference library. There are 178,591 farm families in this prosperous section who are subscribers to THE OKLAHOMA FARMER-STOCKMAN. This market must be cultivated in order to secure maximum sales in Oklahoma.

Carl Williams
Editor

**The OKLAHOMA
FARMER-STOCKMAN**
Oklahoma City

Ralph Miller
Adv. Mgr.

Published by THE OKLAHOMA PUBLISHING COMPANY
Also Publishing THE DAILY OKLAHOMAN and OKLAHOMA CITY TIMES

E. KATZ SPECIAL ADVERTISING AGENCY

NEW YORK

CHICAGO

DETROIT

KANSAS CITY

ATLANTA

SAN FRANCISCO

Everybody's Business

[Continued from page 5]

singly, let alone in the aggregate. Security markets have completely lost their "forecasting" power. All sorts of indices have become practically worthless. Some of our highest authorities presented figures a few years ago to prove that the United States soon would be overwhelmed by competition in all foreign markets. Five years have passed since then and our overseas sales have increased by more than a billion dollars. Some of our larger corporations think nothing of spending \$30,000,000 a year for advertising.

A NEW discovery instantly becomes the possession of tens of millions of people in almost every land. Each new idea now spreads so rapidly that thousands of clever minds are quickly set to work on the job of capitalizing the thought. Hardly have we reached the saturation point in any line or field before the crowd is rushing madly in some other direction.

We set up tin gods in the afternoon and knock them over with ruthless abandon in the morning. We go to bed feeling that we have caught up with civilization, and then find on awakening that we are confronted by new problems more bewildering than any that have gone before. Notwithstanding that we have pilloried eight lies in as many days, we are ready to open our hearts on the morning of the ninth to the newest fake that enters the door. We run into bunk at every turn, and yet the worthy accomplishments of each passing hour so overbalance the waste from folly that the procession continues onward and upward.

Modern management now scorns business secrecy. It favors plans that call for an association of effort. It gives close attention to trends and curves that reveal the true meaning of trade experiences. It acts on facts, not "hunches." It realizes that a business can be busy without being prosperous, and it demands real evidence to convince it that a batch of machinery 10 years old has not passed the borderline of industrial senility.

Our forefathers proceeded on the idea that it took a generation to build

up a successful business. Now we are in an era when powerful forces can be marshalled overnight. A new company can quickly dominate an old market by developing an improved method or by securing a cheaper source of raw material. It is literally true what one has said that no matter what your present position may be in the field you serve, a more efficient competitor is now building to take your place.

Talk of periods of dire emergency for the business man, the fact is there never was a time when the opportunities were so great or the dangers so threatening as they are at present. Cooperative national advertising, statistical institutes and "industrial czars" merely represent the beginning of new creations designed to meet the problems we face.

Mass production—mass everything, has the right of way. Public opinion does not seem to resent surrendering individuality. We have developed a type of personality that does not object to the same comic strips from ocean to ocean, the same syndicated news columns, the same style of architecture, and to a standardization of tastes and desires generally.

LATER on we may discover that our gains could not be consolidated and the advantages retained. We may find that the forces of reaction were merely latent, not dead, and that the popular mind has again come to favor a drastic policy of legislative restriction. In the meantime, the credit for America's preeminence belongs not to the critics, but to those who have striven valiantly; who have erred frequently and fallen short time and again; and who have dared so greatly that whatever the final outcome may be, they will have the satisfaction of not being classed with the cold and timid souls who knew neither victory nor defeat.

It cannot be denied that the outlook for the United States is puzzling. Our population, which has been drawn from all quarters, has doubled in a few decades, and this means that the supply of that most uncertain element, human nature, has increased in direct proportion. Luckily, we have always

been fortunate in having the right type of men ready to handle each new difficulty. Hamilton was a great financier; but Mellon is also a master in his line. Franklin was a scientist who achieved much with the limited knowledge and devices he had at hand; but Edison, Whitney, Kettering, Langmuir and dozens of other modern research workers have a capacity for technical reasoning that has never been surpassed. Morris showed wonderful skill in planning the financing that made it possible for us to carry on the Revolution; but Morgan, Baker, Lamont, Kahn and Reynolds are financiers who had no peers in the years gone by.

DOUBTLESS we will have our ups and downs, but who can say that a nation is going backward when 46 per cent of the families own their own homes, when the people possess more than 20,000,000 motor cars, and when 31,000,000 of the population are attending schools and colleges? When the pathway to power is closed to the multitude, then we may look with dread toward the approaching tomorrow. If mass production and mergers start us in that direction, we may well become scared.

Metropolitan Golf Association Holds Meeting

TOURNAMENTS of the Metropolitan Advertising Golf Association of New York for the 1928 season were announced by the governing board at its meeting at the Uptown Club, April 4, as follows:

May 16 at Westchester-Biltmore; June 13 at Montclair; July 17 at Winged Foot; with the championship tourney September 15-16 at Montauk Downs.

The governing board has recently been elected as follows: L. D. Fernald, Winged Foot, president; L. A. Weaver, North Hempstead, vice-president; J. N. McDonald, White Beeches, secretary; Stuart Peabody, unattached, treasurer; W. Roy Barnhill, Fox Hills, chairman Tournament Committee; E. C. Bennett, Greenwich, chairman Prize Committee; Ray G. Maxwell, Wykagyl, chairman Entertainment Committee; C. W. Fuller, North Hempstead, chairman Membership Committee; John Hanrahan, Briarcliff Lodge, chairman Publicity Committee.



Ask any salesman

He carries one
...or wants to

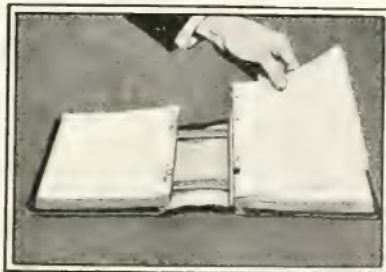
HE KNOWS how they provide a sturdy, securely bound record of prices, technical information, photographs and other valuable sales data.

- how easily and quickly sheet changes and corrections can be made.
- how generously they expand to accommodate any practical number of sheets from a few to several hundred—
- how they stand up under constant use and rough treatment—
- and what a good impression their neat, business-like appearance makes on the prospect.

It is these and other exclusive features, plus their reasonable first cost, that have made Baker-Vawter Kalamazoo catalog binders first choice of salesmen and sales managers in all lines of business.

No matter what your salesmen use—heavy catalog or pocket price list—we can supply it. The booklet, "Catalogs That Sell," shows many styles of covers. Write for it.

Remington Rand Business Service Inc.
374 Broadway, New York



Sheet changes can be made so easily that salesmen will keep the catalog up-to-date.



All the information required to close the sale—neatly, completely, impressively at hand.

BAKER-VAWTER KALAMAZOO

DIVISION OF REMINGTON RAND BUSINESS SERVICE Inc.

FISH

TOO many people treat customers as the fisher-boy does his "string"—"let 'em flop"—and keep angling for more.

The manufacturer who neglects customers, after they are "landed," misses the whole point of business. For customers can't be impaled on a string and held indefinitely for future use. They are free—unless they owe him a lot of money—and, usually, not even then.

During the latter war-period when every manufacturer was oversold, a lot of them stopped advertising, because they had "nothing to sell." But a few wise executives kept on advertising—to keep their customers sold—against a period when the shoe would be on the other foot.

These were the ones, of course, who suffered least in the post-war business slumps.

It's human nature to be proud in the possession of anything that the whole world recognizes as high-class. That's why the owner of a Dunlap is quite likely to deposit his "lid," top-down, where the label will show.

Persistent advertising of the superior quality of your product will stimulate this pride-of-possession on the part of its users—your customers. It keeps them sold. Even makes them do a bit of bragging among their fellows. That beats any advertising you could pay for with money.

A. R. Maujer.

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

Because INDUSTRIAL POWER gives so nearly a COMPLETE COVERAGE, it is safe to assume that practically every one of your customers in our field will see and read your ads, month by month. Your faith in your products, shown by worth-while advertising, strengthens their faith in them. And the way to keep 'em bragging is by forever putting your selling-talk into their minds through the publications they read.



Social Obligations

THE very competent colored man who has waited me upstairs and down in the apartment house which has been my home for the last three years has gone to Boston.

When he told me of his intended departure, I said, "What you want to go to Boston for, Rufus?"

Rufus flashed a smile, and said: "Well, it's this way. My social obligations and club activities in New York are getting too much for me. I've just got to go somewhere where I can be quiet."

Several times, recently, I have read items to the effect that class distinctions are rapidly dying in this country. That may be true of—and among—those of us who pride ourselves on being of the Nordic strain. It isn't true of the colored brother. He is keener than ever about such things.

Why He Came to America

WITHIN three hours of his landing, I met a young Scot who had just come to the United States.

"Why did you leave Scotland?" I asked him.

"Well, 'twas this way," said Alec. "I call myself a ship's draftsman. As a matter of fact, I'm more than that. I'm a naval architect. Aye! The last job I was on, I went to the chief and showed him how we could save a couple o' hundred pounds by doin' things this way instead o' that. Did he thank me? He did not. He told me to mind my own damned business. Said I to myself, 'This is no place for me.' And the verra next day I gave him a month's notice. Aye!"

A Job for Mr. Hoover

IN his article on Central America which appeared some time ago in the *Saturday Evening Post*, Samuel Crowther comments time and again on the fact that the people of the Latin-American countries have a profound dislike for the "Great Republic of the North." Indeed, it is not too much to say that Crowther's article is devoted, very largely, to proving that this attitude on the part of our neighbors on the South is a mistaken one—that they should love, not hate, us.

They don't love us. They do hate us. It would be interesting and enormously valuable if we knew why. Why are we looked upon as greedy? And imperialistic? And ill-mannered? And dishonest?

It seems to me that one of the finest things the Department of Commerce could do would be to get the answers to these questions. It may be—who knows?—that there is solid ground for the almost universal enmity which Central and South Americans have for us. Well, if that is the case, let us know it.

JAMOC.

Blessings in Disguise

TWO or three years ago, a certain New York advertising man received what he calls "a rotten deal" at the hands of the vice-president of a large industrial enterprise. The company in question was having a distinctly difficult time and sorely needed help in the solution of its advertising and sales problems. X's plan took cognizance of that fact.

Was it received with open arms? It was not. Did the VP offer him a cigar and say, "Sit down and let's talk this thing over"? He did not. In so many words he intimated that no one—no one—who did not know pretty much all there is to know about the industry with which he was identified was competent to make even a suggestion in regard to it.

The interview lasted about six minutes. And, from what X told me, it was hammer and tongs, from start to finish.

X took his plan, made certain necessary changes in it, and submitted it to a competing company. It was adopted—with good feelings all round. But X did not stop there. From time to time, as conditions looked right, he has "gone short" of the stock of Company No. 1. So far, he tells me, he has done very well. He claims to have made more money by doing this than he would have made if the company had adopted his ideas at the time he presented them. And, to add to his joy, the VP is out of a job. X says his cup of happiness will overflow the day the VP calls on him and asks him for employment.

She Knows How to Figure

ONE of my wife's friends is the proud possessor of twenty shares of American Telephone & Telegraph stock which she bought at nearly fifty points below the price at which it is now selling. The last time I saw her, I asked her if she did not think she ought to sell it. "At its present price," I said, "it is yielding only about five per cent. You can get as good a return as that from bonds."

Mrs. X came back at me with this: "Yes, that's true. But if the price goes down, my interest will be more than five per cent. No! I'll not sell."

Apparently, she would be happier if the price at which the stock is selling slipped off twenty or thirty points, for then "her interest" would be "more."



GARDNER
 ADVERTISING COMPANY
St. Louis - Chicago - New York
 1627 LOCUST STREET
St. Louis

February 27th
 1928

Mr C B Cooney
 Vice President
 Beck Engraving Company
 21st and Calumet Streets
 Chicago

Dear Mr Cooney

Without the efficient engraving which accomplished adequate reproduction, much of the care and thought that went into the making of the originals for the 1927 Pet Milk Campaign would have been lost.

The Harvard Award Jury saw none of the originals. The rules of the award permit the submission only of reproductions as they appear on the page. I am glad to acknowledge my conviction that your work contributed in no small degree to that "excellence of planning and execution" which brought to the campaign the award of one of the Edward W. Bok prizes.

It gives me pleasure also to express my appreciation of the thoughtful care which you have given to every phase of the work. The patient, painstaking consideration with which you have met every suggestion, even on most minor details, has made the work to me more of a pleasure than a task.

Very sincerely yours,

Erma Perham Proetz
 Erma Perham Proetz

EPP-A

This letter cites the second instance in which engravings made by Beck were an acknowledged contributing factor in the Harvard Awards

THE BECK ENGRAVING COMPANY

Three Plants Located  for National Service

PHILADELPHIA
 Seventh & Sansom Sts.

NEW YORK
 461 Eighth Ave.

CHICAGO
 21st St. & Calumet Ave.

Sales Quotas for Export Markets

[Continued from page 27]

Sweater News
and
Knitted Outerwear
Mar. 1928

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

Tie-up

Your Consumer Campaign
with Trade Publicity

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

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.

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

THE JOHN ICELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted



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

Don't miss an issue of Advertising & Selling. Send in your old and new address one week before the change is to take effect.

force, helping to knit together such functions as sales, production, investments, advertising, sales promotion, and the operation of the personnel.

A question frequently asked is whether the company which is just starting in export work should try to set up quotas. Of course it should. It is as important to do this as it is to choose in advance which countries or district in which to make a start.

Needless to say, these early quotas must be very tentative, and flexible. One of the most successful companies now operating in foreign markets under a quota system began its quota operations on a very crude basis. It set as a quota a sales volume equal to ten per cent of the total sales to date of another American concern which had been in the field for a number of years. This was the starting point. It was a crude plan, and there was a good deal of guesswork. But the plan was the nucleus of a very successful business.

The first step in examining sources of quota data is to consult the Department of Commerce. A great deal of valuable information may be had for the asking from the Bureau of Foreign & Domestic Commerce. From then on, there are innumerable sources of export statistical data. I have had excellent results from mail questionnaires, sent to distributors and merchants in all parts of the world, for purposes of market analysis. Many of these men are used to correspondence and will take a good deal of pains to render complete information.

SUCH methods of gathering data should be used, even though a representative of the manufacturer is sent in person to the country to be exploited. It serves as a check. There is at least one company which maintains its own staff of travelers whose main job is to report on the status of markets in foreign countries. No ordinary company can afford to do this. But unless it can be done, the reports of salesmen should not be relied on too far.

Some companies place reliance on

personal investigations only. I know of one concern which conducts test campaigns in foreign cities, just as it would do in this country, and then figures its quotas as a result. On the other hand, another concern, which also sells to the drug trade, has had remarkable success with a quota plan based on population figures with certain modifications which related to sex, age, and ability to buy.

THIS question of the ability to buy is very important, in most foreign markets. Population figures, unmodified, are very dangerous. In Mexico, for instance, only a comparatively small proportion of the population wear shoes—two and one-half million, according to one company. This company sets the effective population as three and one-half million, in comparing it with the population of the United States, with its effective population of nearly 110,000,000.

Indices of the market for various products vary greatly. Indices which can be used for domestic sales can sometimes be used abroad. But there are other cases where different data are useful. Certain well known American products which have been built on a quantity basis and exported for many years, such as typewriters, sewing machines, adding machines, and automobiles, serve as excellent indices for the sale of other products. The figures on the sale of such products may often be obtained with greater accuracy for foreign countries than for domestic districts. But usually it is much harder to get suitable foreign indices than to get domestic ones. A couple of years ago, I tried to obtain some very simple figures of automobile registrations in foreign countries, and even in England it was impossible to get what I wanted. In such cases, the quota man must use whatever basic statistics he can lay his hands on. I recently heard of a case of a quota for an industrial commodity which was based on the consumption of cigarettes. Their sale was an easily obtainable figure. It worked out well, because they foreshadowed the eco-

This or This



Which way does your catalog arrive?



The Improved Columbian Clasp Envelope is made of tough, strong, hard-to-tear paper. The clasp is malleable, doesn't break off after three or four bendings. The metal tongues *always* line up with the flap punch.



The name, Improved Columbian Clasp, and the size number are always printed on the lower flap.

AT the left you see a catalog that was mailed out in an envelope too light.

The other envelope—at the right—cost more money—probably as much as three-fifths of a cent more—for each catalog sent out.

Saving that fraction of a penny lost the profitable business that *might* have come from catalogs that arrived fit only for the wastebasket.

The costliest catalog envelope you can buy is the one that fails to deliver its contents in good condition.

To give your catalog the best possible protection in its journey through the mails, have your printer or stationer furnish you Improved Columbian Clasp Envelopes.

These envelopes are precisely cut and strongly made of tough, tear-resisting paper. They have malleable metal clasps that don't break off, or pull out easily.

Thirty-one stock sizes make it easy to get exactly what you want—in Improved Columbian Clasp Envelopes, without paying made-to-order prices. Ask your printer or stationer—or write us.

UNITED STATES ENVELOPE COMPANY

The world's largest manufacturers of envelopes
 SPRINGFIELD, MASSACHUSETTS

With fourteen manufacturing divisions covering the country

Improved
COLUMBIAN CLASP ENVELOPES



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

ADVERTISING—SALES PROMOTION

32 years, educated, 9 years experience, representative firms, market research, advertising planned, written and placed, direct mail, good ideas, accustomed to assuming responsibility, moderate initial salary. Desires position in or near Phila. Address Box 529, Advertising & Selling, 9 East 38th St., New York City.

FEMALE STENOGRAPHER

Stenographer, female, wants position with advertising agency where three years' experience with a nationally known advertising concern will be of benefit to her employer and remunerative to her. Reference and interview. Address Box 528, Advertising & Selling, 9 East 38th St., New York City.

EXECUTIVE, experienced office work, advertising, copy writing, credits, collections, statistics and all kinds of correspondence, college graduate, 31, now employed, interested opportunity executive secretary of company or position requiring varied work, including marketing and sales promotion problems. Address Box 530, Advertising & Selling, 9 East 38th St., New York City.

Help Wanted

Field open in Pennsylvania to experienced and successful advertising solicitor on well known business paper. References and complete information exchanged. Address Box 523, Advertising & Selling, 9 East 38th St., New York City.

YOUNG CONTACT MAN

Acquainted with advertising agencies and concerns direct. Must know production, drawings and photography, prepare visuals, have a versatile mind, pleasing personality and must be a good mixer. Write full particulars. Salary or commission. Address Box 525, Advertising & Selling, 9 East 38th St., New York City.

Literary Service

LITERARY SERVICE. Editing, research, proof-reading. Manuscripts prepared for publication. Illustrations secured. Expert printing advice. All mechanics of production provided. Appointments by telephone. Vanderbilt 6230. Room 1003, 516 Fifth Avenue, New York City.

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, Filling In, Folding, Etc.

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

Press Clippings

WHISTON PRESS CLIPPING SERVICE offers reliable National or regional newspaper clipping service. Branch offices Everywhere. General offices, One Terrace, Buffalo, N. Y.

Books

BUSINESS BOOKS

That Should Be in Every Marketing Executive's Library

DEVELOPING AND MANAGING SALESMEN. By Ray Giles. A practical treatment of the personal side of sales-management. Describes methods which have proved successful in developing right relationships between the sales executive and his men. \$3.50.

THE PRINCIPLES OF ADVERTISING. Tipper-Hotchkiss-Hollingworth-Parsons. A comprehensive work covering advertising economics; market analysis; planning campaigns; choosing media; preparing copy; designing display; organization of advertising work. \$4.50.

THE ADVERTISING HANDBOOK. S. Roland Hall. Complete data on every phase of advertising. The book is a working guide for the business executive, the professional advertising man and the student of advertising. Contains suggestions on market analysis, dealer aids, mail-order advertising, printing practice, newspaper and magazine advertising, etc. 735 pages, illustrated. \$5.00.

MARKET ANALYSIS, ITS PRINCIPLES AND METHODS. Percival White, Research Engineer. A thorough revision of this pioneer book on market analysis, presenting new chapters on organizations for market research, agency market research, industrial and community surveys and newspaper surveys. \$4.00.

THE HANDBOOK OF BUSINESS CORRESPONDENCE. S. Roland Hall. An exhaustive reference work covering the principles and practice of letter writing for business purposes. Discusses mailing lists, correspondence supervision, follow-up campaigns. Tells how to write selling, adjustment, collection and credit letters. 1048 pages. \$5.00.

THE ECONOMICS OF INSTALLMENT SELLING. Prof. Edwin R. A. Seligman. A study of installment selling undertaken by an economist of note at the request of General Motors Corporation. Contains full details of various finance plans. In two volumes. \$8.00 per set.

MY LIFE IN ADVERTISING. Claude C. Hopkins. A frank autobiography of the former president of a large advertising agency. Tells of the humble beginnings of many of today's largest advertisers and describes the careful method of testing copy appeals for which Mr. Hopkins is so well known. \$3.00.

ROBBINS PUBLICATIONS BOOK SERVICE

9 East 38th Street New York City

economic condition of the people a good many months in advance.

It is seldom that any single index can be used as a quota determinant. There are pretty sure to be unusual factors which have to be taken into account. An index for motor truck markets in Australia will not comprise the same reflectors as one for India, because the motives for buying motor trucks in the two places are dissimilar.

Another element which calls for a modifier is competition. You may have to compete, in some countries, with a strongly entrenched local product. In other countries, there may be no such competition. Again, in some countries, you may run into American competition, and find other districts where it is weak or non-existent.

Credit is a factor which has to be given consideration in building quotas. Economic conditions may be favorable in one country today, and in another country they may be unsettled.

One of the most interesting things about quotas is the number of them which have failed. I believe the two most common causes of failure result from not properly selling the quota plan to the personnel, and, second, from not keeping the quota up to date. Constant revision of the quota is necessary. One of the chief reasons for starting a quota system as soon as you attempt to do any exporting whatever is because you then get into the habit of gathering the right kind of sales data, keeping the right kind of quota records, and modifying and developing the quota figures at regular intervals. The company which begins this way will almost automatically build up a quota system which will work.

Portions of an address made before the Export Managers Club, New York.

Rice Millers of Three States Organize Association

RICE millers of Arkansas, Louisiana and Texas, who met at Jennings, La., permanently organized the National Rice Association. Frank A. Godchaux, Abbeville, La., was elected president. He is president of the Louisiana State, Arkansas State, and California State Rice Milling Companies. J. Alton Foster, president of Lake Charles Rice Milling Company, Lake Charles, La., was elected treasurer, and E. S. Shoaf, manager of the Jennings Chamber of Commerce, secretary.

Cleveland Circulation is thin When it Reaches Akron

The Akron Market is not covered by any Cleveland newspaper.

Akron, with its suburbs, lies 35 miles south of Cleveland and is an entirely independent market. By trolley it is one hour and fifteen minutes away and two dollars round trip. By automobile it is from an hour to an hour and a half away and several dollars each time.

The buying public in Akron does not spend half a day or a day going to Cleveland to shop. They get what they want in Akron where they are known and where they earn their money.

That many advertisers realize this already is shown by the gain of the *Beacon Journal* of 440,000 lines in the first three months of 1928 as compared with the first three months of 1927.

To get results in Akron—you must advertise in Akron.

AKRON BEACON JOURNAL

Member of the 100,000 Group of American Cities

STORY, BROOKS & FINLEY, Representatives
New York Philadelphia
Chicago Los Angeles San Francisco

THE NEWS DIGEST

A complete digest of the news of advertising and selling is here compiled for quick and convenient reference. The Editor will be glad to receive items of news for inclusion in this department.

Address ADVERTISING & SELLING, 9 East 38th Street. New York.

ISSUE OF APRIL 18, 1928

CHANGES IN PERSONNEL—[Advertisers, etc.]

Name	Former Company and Position	Now Associated With	Position
Richard J. Boylan	American Tobacco Co., New York	Same Company	Sec'y
Charles F. Neiley	American Tobacco Co., New York, Sec'y	Same Company	Ass't Vice-Pres.
Vincent Reggio	American Tobacco Co., New York, Sales Mgr.	Same Company	Ass't Vice-Pres. & Sales Mgr.
C. D. McKim	Continental Motors Corp., Detroit, Mich.	Federal Motor Truck Co., Detroit, Mich.	Adv. Mgr.
John M. Howard	Federal Motor Truck Co., Detroit, Mich., Adv. Mgr.	General Motor Truck Co., Pontiac, Mich.	Adv. Mgr.
V. W. Ellet	Hunt-Spiller Mfg. Corp., Boston, Mass., Sales Mgr.	Same Company	Vice-Pres.
J. G. Platt	Hunt-Spiller Mfg. Corp., Boston, Mass., Vice-Pres.	Same Company	Pres. & Gen. Mgr.
Louis Schaefer	Reed & Barton, Taunton, Mass., Sales Promotion	Same Company	Adv. Mgr. (Effective May 1)
Wm. S. Stone	Reed & Barton, Taunton, Mass., Adv. Mgr.	Resigned (Effective May 1)	
P. M. Farrell	Harford Frocks Corp., Indianapolis, Ind., Gen. Mgr.	Real Silk Hosiery Mills, Indianapolis, Ind.	Pres. & Gen. Mgr.
Alex N. McFadyen	Metropolitan Dollar Stores, New York, Vice-Pres. & Gen. Mgr.	Schulte-United, Inc., New York	Vice-Pres. & Gen. Mgr.
A. C. Stearns, Jr.	Federal Radio Corp., Buffalo, N. Y., Adv. Mgr.	Morgan Industries, Inc., Buffalo, Inc.	Sales Executive (Effective May 1)
Wallace McCaw	Colgate & Co., Jersey City, N. J., Purchasing Agent	Same Company	Vice-Pres., Dir. & Gen. Mgr.
W. H. Wahl	American-LaFrance Fire Engine Co., Inc., Elmira, N. Y.	A. C. Horn Co., Long Island City, N. Y.	Sales Promotion Mgr.
C. Gilbert Norton	Lehigh Portland Cement Co., Allentown, Pa., Ass't Adv. Mgr.	Thomsen-Ellis Co., Baltimore, Md.	Dir. of Adv. Plan Dept.
T. W. Combs	Atlas Lumnite Cement Co., New York, Dir. of Sales & Adv.	The Atlas Portland Cement Co., New York	Adv. Mgr.
John B. Knox	Lord & Taylor, New York, In Charge of Personnel	Same Company	Adv. Mgr.
James L. Walsh	McGraw-Hill Publishing Co., New York, Vice-Pres.	Guardian Detroit Bank, Detroit, Mich.	Vice-Pres. & Dir.

CHANGES IN PERSONNEL—[Agencies, etc.]

Name	Former Company and Position	Now Associated With	Position
B. C. Bernsten	Lockwood-Shackleford Co., San Francisco, Cal., Vice-Pres. & Gen. Mgr.	Bernsten & Livingston, Inc., San Francisco, Cal.	Pres.
Leon Livingston	Leon Livingston Adv. Agcy., San Francisco, Cal., Pres.	Bernsten & Livingston, Inc., San Francisco, Cal.	Vice-Pres. & Gen. Mgr.
A. E. Whitehill	Reimers & Osborn, Inc., New York, Member of Firm	Same Company	Vice-Pres. & Dir.
R. R. Wason	The Procter & Collier Co., Cincinnati, Ohio, Dir. of Merchandising	Same Company	Vice-Pres.
I. A. Braverman	The Procter & Collier Co., Cincinnati, Ohio, Supt. Ptg. Dept.	Same Company	Vice-Pres.
R. P. Hance	The Procter & Collier Co., Cincinnati, Ohio, Ass't Sec'y	Same Company	Treas.
I. H. Crane	The Procter & Collier Co., Cincinnati, Ohio, Acc't Executive	Same Company	Sec'y
M. L. Pernice, Jr.	The Procter & Collier Co., Cincinnati, Ohio, Vice-Pres.	Same Company	Pres.
Thomas E. Booth	Griffin, Johnson & Mann, Inc., New York, Art. Dir.	The Eugene McGuckin Co., Philadelphia, Pa.	Art Dir.
R. Webb Sparks	Millis Adv. Co., Indianapolis, Ind., Member of Staff	Same Company	Space Buyer
A. Rendle Stone	Harvard University, Cambridge, Mass., Research Ass't	The Quinlan Co., Chicago, Ill.	Dir. of Research
Leo McCusker	Boncilla Laboratories, Indianapolis, Ind., Sales Mgr.	The Quinlan Co., Chicago, Ill.	Dir. of Merchandising
Wm. T. Mullally	H. E. Lesan Adv. Agcy., Inc., New York	Charles W. Hoyt Co., Inc., New York	Acc't Executive
Arthur L. Lippmann	Penick & Ford, Inc., New York	Ajax Adv. Agcy., Inc., New York	Vice-Pres.



This New Symbol Identifies A. B. C. Members

RECOGNIZING the need for a trade-mark to distinguish verified circulations, the Audit Bureau of Circulations has authorized its members to use on their letter-heads and in their advertising the new insignia shown above.

Advertisers and advertising agencies know that an A.B.C. audit is the only positive guarantee of accurate, complete circulation figures expressed in standardized and therefore unequivocal terms.

Why Every A.B.P. Paper Is a Member of the A.B.C.

Nearly ten years ago—at the cost of many of its members—The Associated Business Papers, Inc. made membership in the Audit Bureau of Circulations one of the prerequisites to A.B.P. membership.

But an outstanding business paper is far more than a properly audited circulation. It must be a personality, a leader and a creator of business opinion, a champion of newer and better methods, a powerful force for unity and cooperation in its trade or industry.

So, besides presenting an A.B.C. audit, an applicant for A.B.P. membership must prove that it is a power in its field, that it places its obligations to its readers above every other obligation, that it accepts no unworthy advertising and plays no favorites among its advertisers. Finally, it must subscribe to the A.B.P. Standards of Practice, a notable code of publishing ethics as old as the Associated Business Papers, Inc.

The Associated Business Papers, Inc.

52 Vanderbilt Avenue, New York



THE NEWS DIGEST (Continued)

CHANGES IN PERSONNEL—[Agencies, etc., continued]

Name	Former Company and Position	Now Associated With	Position
Edward F. Hudson	Ferry-Hanly Adv. Co., Inc., Chicago, Ill., Research Dept.	George Batten Co., Inc., New York	Marketing Dept.
Charles Christoph	J. Walter Thompson Co., Inc., New York	Frank Seaman, Inc., New York	Copy
Wallace Rogers	Hartford Fire Insurance Co., Hartford, Conn., Supt. of Farm Dept.	Gale & Pietsch, Inc., Chicago, Ill.	Member of Staff
H. R. Palmer	Gardner Adv. Co., Inc., New York	Tracy-Parry Co., Inc., New York	In Charge of Office
L. J. Benison	McConnell & Fergusson, Ltd., Montreal, Canada, Mgr.	Same Company	Vice-Pres.
Harry Wesley Curtis	J. W. Barber Adv. Agcy., Inc., Boston, Mass., Space Buyer	A. W. Ellis Co., Boston, Mass.	Member of Staff (Effective May 1)
C. W. Muench	George Richards & Co., Chicago, Ill., Sales & Adv. Mgr.	C. Wendel Muench & Co., Chicago, Ill.	Pres.
Donald S. Shaw	Hunter Mfg. & Commission Co., New York, Adv. Mgr.	Dorrance, Sullivan & Co., New York	Acc't Executive
Arthur Livingston	McKinney, Marsh & Cushing, Inc., Detroit, Mich., Dir. of Research	Brooke, Smith & French, Inc., Detroit, Mich.	Mgr. of Media & Research Dept.
John Goddard Gould	Dickie-Raymond, Inc., Boston, Mass.	The Porter-Dickie Co., Boston, Mass.	Dir. of Service
A. Kingmon	American Products Co., Cincinnati, Ohio, Sales Promotion Dept.	The Marx-Flarsheim Co., Cincinnati, Ohio	Copy
Graham Jackson	Bell & Howell Co., Chicago, Ill., Adv. Mgr.	Carroll Dean Murphy, Inc., Chicago, Ill.	Ass't Prod. Mgr.
Robert Foster	Free Lance Artist, New York	Rusling Wood, New York	Art Dir.
Louis Grossman	Bensinger Studio, New York, Member of Staff	Newell-Emmett Co., Inc., New York	Art Staff

CHANGES IN PERSONNEL—[Media, etc.]

Name	Former Company and Position	Now Associated With	Position
W. P. Jeffery	Experimenter Publications, New York, Adv. Mgr. of Science & Invention	Rhodes & Leisenring Co., New York	Member of Staff
Elliott P. Henry	The American Girl, New York, Adv. Mgr.	Better Homes & Gardens, New York	New England Rep.
M. Glenn Miller	The Celotex Co., Chicago, Ill., Ass't Adv. Mgr.	Collins & Inglis, Inc., Chicago, Ill.	Sales Mgr.
Cummings C. Clark	American Paint Journal Co., St. Louis, Mo., Vice-Pres.	Same Company	Vice-Pres. & Sec'y
Clinton C. Bennett	Chas. Scribner's Sons, New York	F. W. Dodge Corp., Pittsburgh, Pa.	Rep. for The Architectural Record, Sweet's Architectural Catalogue & The American Contractor
Herman Jaffe	Clarence S. Nathan Co., New York, Pres.	Herald-Nathan Press, Inc., New York	Sec'y & Treas.
I. W. Roy Barnhill	Roy Barnhill, Inc., New York	People's Home Journal, New York	Vice-Pres. & Publisher
Frank G. Cambria	Sporting Goods Journal, New York, Eastern Mgr.	Same Company	Gen. Mgr.
Harold A. Hall	The Bassick Co., Bridgeport, Conn., Adv. Mgr.	The Stillson Press, Inc., New York	Direct Adv. Staff
C. W. Fuller	College Humor, Chicago, Ill.	Same Company	Adv. Mgr.
B. F. Provandie	College Humor, Chicago, Ill., Vice-Pres. & Adv. Dir.	Resigned	
Marvee Lake	Red Book Magazine, New York, Adv. Staff	American Weekly, New York	Sales Staff (Effective April 23)
Raymond Orr	Journal of Commerce, New York	Same Company	Adv. Mgr.
S. S. Carvalho	Hearst Newspapers, New York, Pres. of Executive Council & Chairman of Executive Committee	Resigned	
David E. Town	Hearst Newspapers, New York, Member of Council & Executive Committee	Same Company	Pres. of Executive Council & Chairman of Executive Committee
Aaron Sussman	G. P. Putnam's Sons, New York, Adv. & Publicity Dir.	Boni & Liveright, New York	Adv. Mgr.
Martha Keller	Harper & Bros., New York, Adv. Dept.	G. P. Putnam's Sons, New York	Adv. & Publicity Dir.

1. Mr. Barnhill will continue as an officer and director of Roy Barnhill, Inc., N. Y.



...and they waited to see what Engineering News-Record would say!

At midnight on March 12 the great St. Francis Dam above Los Angeles crumbled to fragments and released a roaring torrent on the towns in the valley below.

A thoroughly modern engineering structure had failed. Towns had been wiped out. Hundreds had lost their lives. Rumors, questions, doubts and wonderings filled the air.

And the responsible men in the profession,—engineers, contractors, water-works officials and civic authorities all over the country,—turned confidently to *Engineering News-Record* for the first authentic reports.

Letters, telegrams, telephone calls poured into the editorial offices. Within 36 hours an *Engineering News-Record* editor was at the scene of the disaster, examining every foot of

the breach, taking photographs, making sketches.

His detailed report in the next week's issue was hailed by the profession, and by the newspapers of the country, as the first trustworthy account of the failure. Their confidence in the very definite conclusions of foundation failure drawn in this report was fully justified when these conclusions were later confirmed in general and in detail by the findings of the investigating commissions.

Of such stuff has the editorial leadership and reader confidence of *Engineering News-Record* been built during its 50 years of service. Naturally it has become the most direct and efficient avenue of approach to the KEY men of the Civil Engineering and Construction Field in all its branches.

ENGINEERING NEWS-RECORD

Weekly to 30,000

CONSTRUCTION METHODS

Monthly to 32,000

McGraw-Hill Publications

THE NEWS DIGEST (Continued)

CHANGES IN PERSONNEL—[Media, etc., continued]

Name	Former Company and Position	Now Associated With	Position
A. W. Spore	Goodyear Tire & Rubber Co., Inc., Akron, Ohio. Ass't Adv. Mgr.	Chain Store Review, New York	Adv. Dir.
Wallace J. Stenhouse	Scripps-Howard Newspapers, Chicago, Ill., Nat'l Adv. Dept.	The American Weekly, New York	Western Staff
Malcolm F. Smith	Women's Home Companion, Chicago, Ill., Western Adv. Staff	Same Company, Chicago, Ill.	Western Mgr. (Effective May 1)
Miller Cross	Women's Home Companion, Chicago, Ill., Western Mgr.	The Crowell Publishing Co., Detroit, Mich.	Detroit Mgr. (Effective May 1)

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
The Hills Bros. Co.	New York	Dromedary Dates, Figs. Cocoanut, etc.	Pedlar & Ryan, Inc., New York
Sharp & Dohme, Inc.	New York	Prescription Chemicals	Barton, Durstine & Osborn, Inc., New York
Superflex Safety Blade Co.	New York	Safety Blades	Central Adv. Service, Inc., New York
W. J. Barker & Co.	New York	Hirsutus Hair Tonic	Alfred J. Silberstein, Inc., New York
Philip Morris & Co., Ltd., Inc.	New York	"Marlboro" Cigarettes	Picard, Bradner & Brown, Inc., New York
Cincinnati Victor Co	Cincinnati, Ohio	Household Electric Devices & Auto Accessories	The Procter & Collier Co., Cincinnati, Ohio
The Detroit Show Case Co	Detroit, Mich.	Show Cases	Fecheimer, Frank & Spedden, Inc., Detroit, Mich.
Chatham Phenix Corp	New York	Investment Securities	Dorrance, Sullivan & Co., New York
Charles R. De Bevoise Co	Newark, N. J.	Brassieres, Girdles, etc	Marshall & Pratt, Inc., New York
Stephano Bros	Philadelphia, Pa	Cigarettes	Fox & Mackenzie, Philadelphia, Pa.
The Mullins Body Corp	Salem, Ohio	Radiator Enclosure & Shield Div.	Ludgin & Salinger, Inc., Chicago, Ill.
Home Incinerator Co.	Milwaukee, Wis.	Gas Incinerator	Erwin, Wasey & Co., Chicago, Ill.
Shaffer Oil & Refining Co.	Chicago, Ill.	Oil & Gasoline	Erwin, Wasey & Co., Chicago, Ill.
Kirsch Mfg. Co.	Sturgis, Mich.	Drapery Hardware	Brooke, Smith & French, Inc., Detroit, Mich.
Quaker Hosiery Co.	Philadelphia, Pa.	Hosiery	Evans, Kip & Hackett, Inc., New York
First Trust & Savings Bank	Akron, Ohio	Finance	Edwin Bird Wilson, Inc., New York
Security Trust Co.	Detroit, Mich.	Finance	Edwin Bird Wilson, Inc., New York
The Lima Trust Co.	Lima, Ohio	Finance	Edwin Bird Wilson, Inc., New York
Topkis Bros. Co.	Wilmington, Del.	Underwear	Al Paul Lefton Adv. Agcy., Philadelphia, Pa.
Lionel Corp.	New York	Electric Toy Trains & Accessories	Joseph E. Hanson Co., Newark, N. J.
Doehler Die-Casting Co.	New York	Metal Furniture	Peck Adv. Agcy., Inc., New York
The Munyon Remedy Co.	Scranton, Pa.	Liniment, Ointment & "Smoko-Cigarettes"	The Quinlan Co., Chicago, Ill.
Georgia-Carolina School of Commerce	Brunswick, Ga., & Goldsboro, N. C.	School	James A. Greene & Co., Atlanta, Ga.
Canute Co.	Milwaukee, Wis.	Canute Water	The Quinlan Co., Chicago, Ill.
Alaska Refrigerator Co.	Muskegon, Mich.	Refrigerators	The Quinlan Co., Chicago, Ill.
Regent Specialties, Inc.	Rochester, N. Y.	Adv. Displays	Lyddon & Hanford Co., Rochester, N. Y.
Sterling Siren Fire Alarm Co., Inc.	Rochester, N. Y.	Siren Signals	Lyddon & Hanford Co., Rochester, N. Y.
Pacific Ready-Cut Homes, Inc.	Los Angeles, Cal.	Ready-Cut Homes	Smith & Ferris, Los Angeles, Cal.
Lehigh Silk Hosiery Mills, Inc.	New York	Hosiery	Forester & Co., New York
Fitzgerald Publishing Co.	New York	Publishers	Forester & Co., New York
Hall-Scott Motor Car Co.	New York	Marine & Automobile Engines	Griffin, Johnson & Mann, Inc., New York
American Car & Foundry Co.	New York	A. C. F. Cruisers	Griffin, Johnson & Mann, Inc., New York
B. F. Sturtevant Co.	Boston, Mass.	Air Conditioning Apparatus	The Greenleaf Co., Boston, Mass.
Commercial Shirt Corp.	New York	Shirts	Central Adv. Service, Inc., New York
General Transformer Corp.	Chicago, Ill.	Radio, Transformers, Chokes & Power Packs	The Clark Collard Co., Chicago, Ill.
W. L. Douglas Shoe Co.	Brockton, Mass.	Shoes	Street & Finney, Inc., New York
Wheatsthorth, Inc.	New York	Biscuits & Flour	United Adv. Agcy., Inc., New York
W. W. Winship Sons, Inc.	Utica, N. Y.	Luggage	Moser & Cotins, Utica, N. Y.
Plain Talk, Inc.	New York	Magazine	Robinson, Lightfoot & Co., Inc., New York
Plumbing & Heating Industries Bureau	Evansville, Ind.	Trade Association	Charles Daniel Frey Co., Chicago, Ill.



Steel
leads
**INDUSTRIAL
 ENGINEERING**
 interprets in June
Industry follows

ONCE a year all industry is given an opportunity to profit by the developments of its leader in electrical and mechanical plant practices—Steel—that sets the pace for other industries.

These developments are discussed at the Annual Convention of the Iron and Steel Electrical Engineers in Chicago and are interpreted for industry in general through the editorial pages of *Industrial Engineering* for June.

If you are a manufacturer of Industrial Equipment and have steel mill installations the June issue of *Industrial Engineering* is an opportunity to feature the general application of your product to all industries.

We would be glad to suggest a definite tie-up with this editorial effort through our service department for your approval.

The final closing date is May 20th.

INDUSTRIAL ENGINEERING

with which is consolidated

INDUSTRY ILLUSTRATED

475 Tenth Ave., New York City

A.B.C.

A.B.P.

THE NEWS DIGEST (Continued)

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS [Continued]

Name	Address	Product	Now Advertising Through
Paul J. Daemicke Co.	Chicago, Ill.	Show Cases, Refrigerators & Meat Market Accessories	Vanderhoof & Co., Chicago, Ill.
California Vineyards Co.	Chicago, Ill.	Fruits	Barritt & Co., Chicago, Ill.
John Martin's House, Inc.	New York	Publishers	Educational Adv. Co., New York
Funeral Service Bureau of America	Chicago, Ill.	Funeral Service	The Procter & Collier Co., Cincinnati, Ohio
Parker Machine Works	Riverside, Cal.	Boxmaking & Packing House Machinery	H. Charles Sieck, Adv., Los Angeles, Cal.
Bungalow Craft Co.	Los Angeles, Cal.	Home Plans	H. Charles Sieck, Adv., Los Angeles, Cal.
V. & M. Products Co.	Galesburg, Mich.	Fertilizer	Frank B. White Co., Chicago, Ill.
Barrett, Nephews & Co.	New York	Cleaners & Dyers	Robinson, Lightfoot & Co., New York
Globe Ticket Co.	Philadelphia, Pa.	Tickets	Geare, Marston & Pilling, Inc., Philadelphia, Pa.
Briggs & Stratton Corp.	Milwaukee, Wis.	Gas Engines, Automobile & Ignition Locks & Padlocks	Olson & Enzinger, Inc., Milwaukee, Wis.

PUBLICATION CHANGES AD APPOINTMENTS

Experimenter Publications, New York	Has appointed Rhodes & Leisenring Co., New York, as its national advertising representative.
El Suplemento Semanal, Argentina	Has appointed Joshua B. Powers, New York as its advertising representative in the United States and England.
Chain Store Age, New York	Will be issued each month in three separate editions, namely: Administration & Operation Edition, Grocery Products Edition, & General Merchandise Edition. (Effective with May issue)
Pawtuxet Valley Daily Times, West Warwick, R. I.	Has appointed Devine-Wallis Corp., New York as its national advertising representative.
Times Publishing Co., Wichita Falls, Texas	Has purchased the Record-News, Wichita Falls, Tex., and will publish it from the Times' Plant. E. Katz Special Adv. Agcy., New York will be its national advertising representative.
The Milledgeville Times, Milledgeville, Ga.	Has been purchased by Mildred W. Hair.
News-Democrat, Belleville, Ill.	Has appointed the Allen-Klapp Co., Chicago, Ill., as its national advertising representative.

MISCELLANEOUS

Lockwood-Schackelford Co., San Francisco, Cal.	Has been purchased by Herbert Bernsten and Leon Livingston, and will be combined with the Leon Livingston Adv. Agcy., San Francisco, Cal. The new agency will be known as Bernsten & Livingston, Inc., 55 Sutter St., San Francisco, Cal.
Day-Fan Electric Co., Dayton, Ohio	Is placing its advertising through The Horace J. Lytle Company, Dayton, Ohio. The account is not handled by Michaels & Heath, Inc., New York, as stated in a former issue.
The Morgan Mfg. Co., Inc., Keene, N. H.	Has been superseded by Morganmade, Inc., Keene, N. H.
Clarence S. Nathan, Inc., New York	Has merged with the Herald Square Press, New York. The firm will be known as the Herald-Nathan Press, Inc., New York.
Frank Quinn & Richard E. Brown, New York	Have purchased Wire & Wire Products, Wire Products Directory & Buyer's Guide, New York. They will be published by the Quinn-Brown Publishing Corp., New York
J. W. Barber Adv. Agcy., Inc., Boston, Mass.	Name changed to Harold F. Barber, Boston, Mass. (Effective May 1).

NEW ADVERTISING AGENCIES AND SERVICES

The Porter-Dickie Co.	88 Pearl St., Boston, Mass.	Advertising	L. J. Raymond, Pres., L. R. Dickie, Treas., Chester A. Porter, Gen. Mgr.
C. Wendel Muench & Co.	557 W. Monroe St., Chicago, Ill.	Advertising	C. Wendel Muench

CHANGES IN ADDRESSES—[Advertising Agencies and Services, Publications, etc.]

Name	Business	From	To
The Business Bourse	Business Research	15 W. 37th St., New York	80 W. 40th St., New York
College Humor	Publication	250 Park Ave., New York	Graybar Bldg., New York
Fuel Oil & Temperature Journal	Publication	350 Madison Ave., New York	420 Madison Ave., New York
S. M. Goldberg	Publishers' Rep.	100 E. 42nd St., New York	Graybar Bldg., New York

NEW PUBLICATIONS

Name	Published by	Address	First Issue	Issuance	Page Type Size
Chain Store Review	Chain Store Review, Inc.	Graybar Bldg., New York	July	Monthly	7¾ x 10 inches
System, The Magazine of Business Methods ¹	The System Co.	650 Cass St., Chicago, Ill.	June	Monthly	5½ x 18 inches

¹A subsidiary of the A. W. Shaw Co.

A. N. A. Publishes Results of Duplication Survey

A STUDY of Duplication of Magazine Circulations in Jefferson and Lewis Counties, New York, has just been published by the Association of National Advertisers, Inc., New York. The report is not a national survey, but is a complete analysis of a sample territory embracing a single marketing area.

The report is based upon personal calls by representatives at the 28,203 homes in the area studied. At each home the representative asked what magazines were read and bought, how they were bought, and also asked to see current issues of several of the largest publications. The figures obtained represent a single section covering two entire counties with one city of 33,000 population, 80 other communities with post offices, and more than 9000 farm and other R. F. D. homes.

Altogether, 322 magazines and farm publications were reported as being read or received regularly: 21,148 homes at which interviews were obtained reported some magazine or farm publication as read regularly or received regularly. The report includes tables of the various duplication percentages for nine magazines for which a recheck was made. These magazines are, *Pictorial Review*, *Ladies' Home Journal*, *American*, *Saturday Evening Post*, *Woman's Home Companion*, *McCall's*, *Good Housekeeping*, *Literary Digest*, and *Liberty*.

The A. N. A. Research Council consists of Everett R. Smith, chairman, Merle Banker Bates, S. E. Conybeare, Edward T. Hall, Wm. A. Hart, Bernard Lichtenberg, P. L. Thomson and Arthur H. Ogle.

Who Paid for the Knox Advertisement?

IN the April 4 issue of ADVERTISING & SELLING there appeared an advertisement in which the Charles B. Knox Gelatine Company announced the transfer of their account from Federal Advertising Agency, Inc., to N. W. Ayer & Son.

Many inquiries have been made as to who inserted this advertisement. It was inserted and paid for at space rates by James E. Knox as a compliment to the services rendered by the Federal Advertising Agency, and without their knowledge.

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Get off the Treadmill of Profitless Prosperity

THOUSANDS of concerns went through 1927 on a treadmill that turned busily, but produced no profits. Thousands have entered 1928 on the same futile grind. They make good merchandise. They hire the best salesmen. They sell huge volume. Yet there is little, if any, Net at the end of the year.

"Cut costs" is the demand coming from the Board. But costs have been cut to the bone, and still competitors are selling goods as fine as yours for prices very near your actual production costs.

Have you checked *every* factor? Are you *sure*? Was Location on the list? Did you consider that your present location may be the crux of the whole situation?

Southern factories are busy, too. And their statements are showing good profits. Many of them are running nights—particularly in the Atlanta Industrial Area where production advantages reach their highest point.

Goods made around Atlanta go into market with prices under yours, yet carrying a good profit. How do they do it?

Efficient, willing, interested, Anglo-Saxon labor made these goods. The raw materials came from nearby, at low prices. Taxes added no burden.

Power costs were low. Even climate helped to lower the overhead.

It is these facts that bring to Atlanta the steady stream of new industry, flooding South as the one sure protection against the inevitable consequence of remaining in the old, congested centers of America.

Distribution City

In addition to offering the best location for manufacture, Atlanta is Distribution City to the South. More than 900 of America's outstanding concerns have come here—three hundred of them in the last two years alone—because from here the Southern trade can be covered most effectively, most economically. The Southern market, a prosperous, thriving market—America's fastest growing market—has made those Atlanta branches outstandingly profitable.

We will be glad to help you find out whether or not a branch or a branch factory will prove equally profitable for your business. Without charge or obligation, and in the strictest confidence, the Atlanta Industrial Bureau will survey the section from your viewpoint, and report the findings in complete detail. A letter from you will start this work; write

INDUSTRIAL BUREAU, CHAMBER OF COMMERCE
13 Chamber of Commerce Bldg.


ATLANTA

Industrial Headquarters of the South







prints more news f i r s t


 PECIFYING "next to reading matter" for an advertisement may mean something or nothing. It all depends. Reading matter in a publication may be so blasted attractive that the advertising next to it becomes prosaic by comparison; it may be so dull as to drive the proof reader out for a stimulant, or it may be balanced, tempered and seasoned in a manner that

commands just the proper quality of attention from the reader, for which the advertiser angles.

 In Detroit The Free Press makes a specialty of printing more news *first*. In a recent seven day check up of the final editions of all three Detroit papers, it was found that The Free Press published six hundred eighty six stories before

they appeared in other papers; that the second paper published three hundred two first stories, and the third paper, two hundred sixty one.

 More news stories appear *f i r s t* in The Free Press than in both other Detroit newspapers combined.

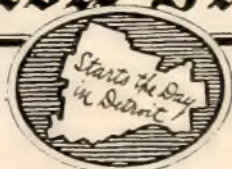
 If there is any virtue then in associating advertising excellence with editorial excellence, the proper method of procedure in placing advertising in Detroit is hereby clearly indicated.

The Detroit Free Press

Verree & Conklin, Inc.

NEW YORK

CHICAGO



National Representatives

DETROIT

SAN FRANCISCO

"DON'T forget your 'sinker' when you go fishing on the seas of Advertising, for, no matter how colorful or inviting your bait may be, you will not land your fish unless your hook is at a proper depth!"

Stanley E. Gunnison, Pres. STANLEY E. GUNNISON, Inc.
From "Will It Sink In," ADVERTISING & SELLING, Jan. 11, 1928



Will You Excuse Us, Mr. Gunnison?

WILL you pardon us, Mr. Gunnison, if we add a postscript to your comment?

We agree with you completely in your able plea for more copy of the type that will "sink in and stay sunk long enough to react upon the reader." When you say that "*you will not land your fish unless your hook is at a proper depth,*" we are, however, anxious to add that "proper depth" is a matter of medium as well as of copy.

In the Oil Industry, for example, "proper depth" means those individuals who CONTROL PURCHASES. The editorial policy of *National Petroleum News* is aimed to select and separate this powerful strata of readers and bring its advertisers' messages regularly each week to the attention of this vitally necessary audience. If you advertise at other depths in the Oil Industry, your catch may be large in numbers but below the legal minimum in size.

Edited from
TULSA, OKLA.
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West Building
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Petroleum Securities
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A. B. C. A. B. P.

NATIONAL PETROLEUM NEWS



HUMAN INTEREST INSURES READER-INTEREST